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ASSESSMENT TOOL FOR ICT-DRIVEN REFORMS IN FAMILY JUSTICE VERSION 1.0

Conceptual and Evaluation Framework

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About the Korea-World Bank Partnership Facility

The Access to Justice and Technology: Using ICT to Close the Justice Gap project is supported by the Korea-World Bank Partnership Facility (KWPF), a single-donor trust fund fully funded by the government of South Korea and administered by the KWPF Program Management Team within the World Bank Group. KWPF supports projects that identify, implement, and scale sustainable development solutions in developing countries around the globe, drawing on the significant experience and expertise gained by South Korea across its own development journey.

Our story

Korea's incredible journey from a recipient of international development aid to a donor country within just one generation inspired the creation of KWPF. In 2013, the World Bank Group (WBG) and the Republic of Korea's Ministry of Economy and Finance (MoEF) established KWPF to deepen joint efforts to identify, implement, and scale sustainable development solutions for emerging countries around the globe. KWPF is the largest MoEF trust fund managed by a multilateral development bank and is the largest of the nine Korean single donor WBG-managed trust funds. The WBG KWPF Program Management Team administers the Facility.

Mission

KWPF prioritizes the financing of activities aligned with the WBG's priorities and with Korea's development cooperation priority areas, including health, infrastructure, private investment and job creation, human resource development, entrepreneurship and trade, financial inclusion, growth with resilience, food security, domestic resource mobilization, and knowledge sharing. Sharing the expertise Korea acquired during its own development journey with low- and middle-income countries is a significant priority in KWPF's work.

Values

Innovation is at the heart of the Korea-WBG partnership. This dedication to innovation informs all KWPF activities to support low- and middle-income countries that seek to adapt and apply Korea's development experience and technical expertise to achieve inclusive and sustainable development.

Version 1.0 – Request for Feedback

The *Assessment Tool for ICT-Driven Reforms in Family Justice* (Version 1.0) has been produced by the WJP in partnership with the World Bank Legal Vice Presidency and the Korea-World Bank Partnership Facility. The Tool is intended to evaluate the environmental and institutional factors that may preclude the successful and sustainable implementation of justice technologies, as well as the priority areas of reform that may improve the enabling environment for people-centered justice technology.

In an effort to ensure that the Tool is adequately focused and actionable, it has been developed through a step-based, iterative process that included extensive review by expert consultants. Now, this Version 1.0 is being published as a living document with the goal of generating discussion and gathering feedback. We are actively seeking constructive input on the Tool, including comments on its design, functionality, clarity, and usability. Feedback can be provided in one of two ways:

- **Feedback Form:** individuals can provide feedback through this form. Respondents may indicate if they are open to further correspondence.
- **Email:** written feedback can be provided by emailing Daniela Barba, Director, Access to Justice Research (dbarba@worldjusticeproject.org).

For further information about the feedback process, kindly refer to the feedback form linked above. Following the conclusion of the feedback period, the researchers will review and synthesize all feedback received and update the product.

In line with the feedback process described here, the Tool is subject to further review and revision.

Contents

List of Acronyms and Abbreviations

There are some key acronyms and abbreviations leveraged throughout this Conceptual and Evaluation Framework that are defined when first listed within the document. For the ease of the user, those terms are also listed here:

Guidelines	Guidelines for Selecting ICT-Based Legal Information and Advice Services for Family Justice
ICT	Information and Communication Technologies
Interface	Indicator Interface
JUST	Justice Services Transformation
LIA	Legal Information and Advice
LIW	Legal Information Websites
Menu	Menu of ICT-Based Solutions
OCM	Online Case Management
Pathways	Guided Information Pathways
PCJ	People-Centered Justice
Tool	Assessment Tool for ICT-Driven Reforms in Family Justice
VLA	Virtual Legal Advice
WJP GLNS	World Justice Project Global Legal Needs Survey

1 Overview

The WJP, in collaboration with the World Bank Legal Vice Presidency, has developed this *Assessment Tool for ICT-Driven Reforms in Family Justice* ("the Tool"). This is an innovative and interactive product that guides decision makers through identifying opportunities for technological innovation in the delivery of family justice services. The Tool offers a multi-faceted, people-centered, data-driven approach to reforming the provision of Legal Information and Advice (LIA) services for family justice. The Tool includes a set of indicators built to evaluate how prepared different organizations are to implement technology solutions that solve access to justice problems, as well as key considerations to ensure the adoption and impact of these tools. The Tool consists of the following components:

- **Conceptual and Evaluation Framework (this document)** – A document that establishes the goal of the proposed evaluation. It provides guidance on the intended users, offers a structured approach to the concepts assessed, and explains their relevance for the effectiveness and sustainability of justice solutions that expand access to family justice. Additionally, the Framework highlights the implications of the evaluation dimensions for systemic reform and helps navigate the evaluation process. Included are the Guidelines for Selecting ICT-Based Legal Information and Advice Services for Family Justice ("Guidelines"), which assist in the interpretation of the Interface scores and in using them to select appropriate reforms and solutions from the Menu of Justice Technologies ("Menu").
- **Indicator Interface** – An Excel-based interface that allows interactive assessment of the various indicators, providing detailed scoring and measurement guidelines and producing pillar and dimension-level scores to guide tailored decision-making.

This iteration of the Tool—Version 1.0—is being published with the goal of generating feedback and input from a variety of experts including public actors, justice technology innovators, reformers, and service providers. The feedback provided will be leveraged to further refine the Tool and support the piloting phase. Refer to Version 1.0 – Request for Feedback section at the top of this document for further details and guidance on how to submit feedback.

The digital transformation of justice services has been front and center in justice reform discussion, particularly during the COVID-19 pandemic. While these efforts can increase service providers' access to people served and lower institutional costs, they are rarely informed by an assessment of people's needs and how the digitalization of justice services may meet those needs, which can impede the sustainable and effective advancement of justice since technologies may not be adopted by the people or justice operators, or they may emphasize cost reduction instead of addressing barriers

people experience. Contributing to fill this gap via a people-centered approach, the design of the Tool presented here starts by identifying a) critical pain points in people's journeys to solve their family-related legal problems (Step 1) and b) best practices ICT-based justice innovations that can address those pain points (Step 2).[1] Moreover, the Tool is tailored to the solution of family legal problems, considering the specific ways in which they affect people in vulnerability, the particular combination of services that help solve them, the ways in which sociocultural context characteristics impact their prevalence and solution, and the specific types of ICT-based solutions that may improve justice outcomes. Hence, the digital transformation of justice services guided by this Tool offers greater potential social returns or has higher chances of improving social outcomes.

Leveraging a statistical analysis of the WJP Global Legal Needs Survey (WJP GLNS), consultations with experts in 11 countries, and an extensive literature review, the legal needs assessment WJP conducted (Step 1) found that the solution to family legal problems is affected most forcefully by the barriers people encounter in accessing adequate LIA.

The evidence indicates that a lack of legal information is also a significant barrier to the solution of other relevant and frequent disputes, beyond the domain of family law. Moreover, as referenced in this assessment, cost-benefit analyses indicate that investing in LIA is crucial not only for people with justice problems but also for government and society-wide savings.

The mapping of justice technologies (Step 2) focuses on best practice innovations with the potential to solve the pain points identified in Step 1. The resulting Menu includes Legal Information Websites (LIWs), Virtual Legal Advice (VLA), Online Case Management (OCM), Guided Information Pathways (Pathways), and chatbots. These justice technologies can improve LIA to solve family legal problems, center people's perspectives—in part because they are user-facing, such that the target population directly interacts with them—and are flexible and adaptable, able to be deployed in various contexts and at different scales.[2] These technologies have been championed and implemented by public actors at the local and national level, as well as by coalitions of actors, including governmental and private donors, international organizations, startups, and more.

Each of the technologies in the Menu presented in Step 2 is further detailed in the Guidelines that describe the ways in which the assessment scores may inform the decision about *which* technology—if any—is most suitable for a given context, and *how* the selected technology solution could be implemented to successfully and sustainably address family justice needs (see Section IV). The Guidelines are meant to provide general guidance on how to interpret pillar and dimension-level scores to the user of the Tool, the "user," as they select the most adequate technology for their context, based on the results of the assessment.

Assessment Tool for ICT-Driven Reforms in Family Justice

Building on Steps 1 and 2, the Tool guides its users to evaluate the institutional and environmental factors that may influence their success in addressing family justice needs through ICT-based

1 WJP and World Bank, Assessment of Institutional Readiness for Family Justice Technologies: Steps 1 and 2, June 2024.

2 This exercise builds off Advancing Access to Justice via Information and Communications Technology (ICT): A Literature Review (2025), which the WJP developed in the first phase of its collaboration with the World Bank Legal Vice Presidency and the WBKPF, as well as an extensive best practices review, a literature review of specific barriers in the justice services targeted, and expert consultations.

innovations in LIA. The Tool quantitatively assesses how feasible it is to implement technology solutions that people will adopt and that will solve people's needs. Further, the scores produced by the Tool will allow decision makers to adjudicate between different ICT-based LIA solutions from the Menu offered in Step 2. Finally, while the indicators included in the Tool do not seek to prescribe a set of policies or institutional reforms, the Tool will allow decision makers to identify areas where broader institutional reform is needed.

Considering the goal of scaling up local solutions to advance people-centered justice (PCJ) sustainably, the Tool is designed with two types of users in mind: implementing organizations ("implementers") and enabling organizations ("enablers"). Implementers are organizations directly responsible for designing and realizing justice technologies. Enablers are organizations or groups of organizations that may impact the broader institutional and political environment supporting justice technology innovation and allowing the successful design and implementation of justice technology solutions. (See the subsection on Relevant Actors in Section III for a description of these organizations).

To evaluate how prepared implementing and enabling organizations, as well as their environment, are to advance ICT-based LIA solutions in family law, this framework considers four types of indicators, grouped into pillars: those related to the current uptake of LIA services and barriers to justice faced by individuals seeking justice (Pillar 1); the legal and regulatory frameworks entitling or creating the mandate for these organizations to pursue this goal (Pillar 2); internal factors affecting the organization's capability and capacity (Pillar 3); and external factors that may affect the technology's adoption and impact (Pillar 4). Importantly, the Tool primes organizations to think creatively about the use of their internal resources and to strategize about how to build partnerships, create synergies, and leverage resources from their broader ecosystem. The four pillars of the Tool are further explained below:

- **Pillar 1**. Factors Impacting People's Adoption of ICT-Based LIA Solutions: Starting with a local assessment of people's needs, this pillar evaluates the current adoption of LIA services and ICT-based LIA services, looking at the degree to which people encounter barriers while using them. More broadly, it assesses how people use ICT-based services beyond legal and LIA services. To assess people's capability for using ICT-based LIA services, the dimension considers the legal and digital capabilities of the target population.
- **Pillar 2**. Legal and Regulatory Framework: This pillar refers to the current laws and regulations that define the scope of operation that organizations have for advancing ICT-based LIA solutions. Three evaluation dimensions in Pillar 2 address relevant norms through the legal frameworks governing 1) family law, 2) the provision of LIA, and 3) the digitalization of justice services.
- **Pillar 3**. Internal Institutional Factors Shaping Effective ICT-Based LIA Services: This pillar concerns the ICT-based LIA services currently offered by the user of the Tool, as well as the structure of incentives and resources available to an organization at any given time to engage in innovation and help solve family legal problems through LIA services. These resources may

be financial, infrastructural, human, or those related to the processes involved in cultivating synergies to use efficiently and expand these resources. The user's organizational management practices and processes are also evaluated for their impact on incentives for learning, innovation, and the reorientation of justice services around people's needs.

- **Pillar 4**. External Factors Impacting the Implementation and Sustainability of ICT-Based LIA Solutions: This pillar considers the landscape factors that may impact the provision of people-centered ICT-based LIA services. It includes the current supply of ICT-based LIA services by external actors; the funding, infrastructure, and human capital available in the jurisdiction; and jurisdiction-wide processes and commitment to PCJ and technological innovation. Actors implementing ICT-based LIA solutions may take these factors into consideration to assess potential synergies with external actors.

In addition to this Conceptual and Evaluation Framework, the Tool incorporates the Indicator Interface ("Interface"), which provides, for each assessment pillar, relevant evaluation dimensions, sub-dimensions, and indicators—or the specific ways these sub-dimensions may be observed. Each indicator includes a simple scoring system with detailed notes on measurement and on what each score implies, suggested information sources, a variable measuring whether a low score in the indicator implies ICT-based justice solutions are not a recommended path, and information on whether the indicator is adaptable for the assessment of solutions tackling barriers to other justice services or in other areas of the law (distinct from family law).

As mentioned, the Tool has the potential to be adapted to other types of justice problems in future iterations because of its focus on LIA, since barriers to LIA services are also the largest pain point to the solution of legal problems beyond family. Moreover, the Tool is potentially adaptable to justice services beyond LIA because the indicators in the Interface can be rephrased in future iterations to assess readiness for solutions and to inform the selection of solutions and avenues for reform in other areas or justice services. Most of the indicators could be adaptable to other legal problems directly or by adjusting the language on family justice to describe other problems. Similarly, most indicators are directly adaptable to justice services beyond LIA by adjusting the service of reference.

The Tool and the Conceptual and Evaluation Framework provide guidance to inform several types of decisions around justice technology: whether implementing ICT-based LIA solutions is recommended at all, and if so, the kind(s) of solution(s) with the greatest potential of success in the decision maker's context, as well as the implications for policy reforms that facilitate an enabling environment.

The next section (Section II) presents the Tool and its main characteristics—its relevance for specific legal problems and adaptability potential, as well as the process the WJP followed to guarantee its people-centricity. Section III: The Conceptual and Evaluation Framework expands on the content of the Tool, including the methodology followed for its development, intended users, the types of decisions the Tool informs, as well as its structure and main components. Section IV: Guidelines for Selecting ICT-Based Legal Information and Advice Solutions for Family Justice helps decision makers interpret their scores and select solutions from the Menu offered as part of this project. This document is accompanied by an Indicator Interface.

2 Introduction

What is the Assessment Tool?

The Tool includes the Conceptual and Evaluation Framework and the Guidelines for Selecting ICT-Based Legal Information and Advice Solutions for Family Justice (both presented in this document), as well as the accompanying Indicator Interface. It evaluates through a set of indicators how prepared different organizations are to implement technology solutions that solve access to family justice problems, as well as possible obstacles that may affect the adoption and impact of these tools.

A Tool to Advance People-Centered Justice

Access to justice remains unattainable for many, with an estimated 1.4 billion people lacking access to civil and administrative justice (WJP 2019a). Acknowledging the magnitude of the access to justice crisis and the pressing need for better responses to it, a growing consensus among stakeholders across sectors and levels of government is that justice systems should center on people's needs.[3] PCJ seeks to close the justice gap by ensuring that justice services are tailored to the wants, needs, and capabilities of justice seekers rather than primarily considering the institutional needs of conventional justice providers (e.g., courts). At the same time, PCJ is consistent with and helps advance crucial long-standing goals of justice systems—protection of rights, provision of accessible and effective justice, upholding public safety, and providing accountability. The WJP conceives of five principles guiding PCJ:

1) **Experience-focused**: It takes people's experiences as a focal point, including the persons experiencing civil or administrative problems; crime victims; persons accused of perpetrating a crime; persons who are incarcerated; and communities experiencing systemic crime.
2) **Holistic:** It considers the whole spectrum of unmet legal needs throughout people's justice journeys, ranging from the underlying causes of injustices to the various barriers—e.g., due to the cost, insufficient access, or exclusion—people may find in information, assistance and representation, resolution, and enforcement justice services.
3) **Evidence-based:** It relies systematically on data and evidence to diagnose people's justice needs and design, monitor, and evaluate justice solutions. Thus, it promotes innovative ways to collect, combine, and use different kinds of data, including administrative data, data from legal needs surveys, victimization surveys, surveys of people who are incarcerated, user

3 A multi-stakeholder coalition of national, international, and nongovernment actors has advanced people-centered justice as an ideal and modus operandi for justice systems (See Justice Action Coalition https://www.sdg16.plus/justice-action-coalition/). Similarly, international organizations, development agencies, governments, and civil society organizations have made efforts to advance PCJ (see OECD 2021 and 2023; USAID 2023; UNDP 2022; HiiL n.d.; etc.)

satisfaction surveys, expert surveys, and surveys of public servants, as well as contextual data on sociodemographic, socioeconomic, and infrastructural characteristics.

4) **Stakeholder participation:** It involves the participation of multiple public and private actors to create policy solutions. It pays attention to private actors already providing solutions to people's legal problems, mainly when formal institutions leave a gap. PCJ opens policymaking to actors across social sectors who may participate in, co-create, and increase the sustainability of policies and solutions.
5) **Enhancing accountability and openness:** It creates the conditions for increased accountability of public institutions. PCJ involves reorienting justice services to identify and respond to people's needs. It opens channels for communication and collaboration with various social actors. It involves open justice, or making public systematic data on justice outcomes, the starting point of conversations about people's experiences with legal problems and justice services, and about how justice actors address wrongdoing. These conversations involve those who collect and generate information, actors implementing justice solutions, and the people who benefit from those services and solutions.

ICT-driven solutions offer myriad opportunities to tackle the justice gap, but this potential will only be realized if they are implemented under a people-centered approach. The Tool provides a guide to ensure that technology solutions do, in fact, address people's legal needs.

How Can We Ensure that Technology Solutions Effectively Advance People-Centered Justice?

To ensure that technology solutions advance PCJ, the Tool was developed using a step-based, people-centered approach:

- **Step 1:** As introduced in the Overview, Step 1 is designed to *address people's problems and barriers to justice*, rather than focusing solely on institutional needs. It assesses people's legal needs, understands the barriers to justice they face through the evaluation of various kinds of information sources, and consults with critical partners and stakeholders to identify which barriers are the most critical to address.
- **Step 2:** This step is centered on *best practices for ICT-based solutions to overcome the identified barriers to justice*. Mapping and evaluating the different technology solutions that may solve critical legal problems and address unmet legal needs.
- **Step 3:** Building off the previously discussed steps, Step 3 *evaluates the feasibility* of implementing identified ICT-based solutions, the obstacles to their adoption by people, and the conditions that may thwart their effectiveness in resolving legal issues. It *takes a holistic, ecosystem-wide perspective*, considering the various actors involved in the justice system and encouraging decision-makers to explore external resources and partnerships.

The WJP has created methodologies to assess people's legal needs and is now developing methodologies to facilitate collaborative processes to address those needs. The WJP has also mapped technology solutions according to the legal needs they address. Leveraging these pre-existing methodologies, the WJP identified the technologies that the Tool should target. The results of applying these methodologies to family justice were presented in the legal needs assessment in Step 1 and the Menu of ICT-Based Solutions for Family Justice (Step 2), included in the previous research product as part of this collaboration (See WJP and WB 2024). Building on these steps, this document presents the Tool.

An Assessment Tool Informed by a Deep Understanding of Legal Problems and with Potential for Future Adaptability

As noted above, more than a billion people globally are unable to access civil and administrative justice. While the broader experience of injustice is all too common, there is no singular way in which injustice manifests for individuals and their communities. A variety of factors can impact injustice, including:

- The **frequency and severity** of legal problems vary by type of problem and economic context. For example, relatively less serious justice problems are more common in high-income countries than in low-income countries (WJP 2023a), while family justice problems are experienced more frequently by women than men and by people living in poverty than people not living in poverty in a large majority of countries (WJP 2023b).
- The **types of parties** that are commonly involved in a given dispute and how **power asymmetries** may affect the experience of a legal problem largely vary by the type of problem experienced.
- The **broader socio-cultural context** can also inform where legal needs are most likely to emerge, e.g., family, work, while using public services, etc.
- Moreover, different kinds of legal problems are addressed by **distinct combinations of justice services** and actors (for example, intimate partner violence might involve both family and criminal justice institutions, as well as a combination of health and social services), and **problem-specific power asymmetries** may manifest in people's access to these services.
- Different **justice technologies** have the potential to help solve different legal problems. For example, parental coordination apps offer a virtual medium for parents to communicate with each other during custodianship cases or to establish visitation plans once proceedings have been completed. However, these apps lack the ability to enforce judicial decisions on matters such as payment of child support or scheduled visitation. While helpful, these apps do not necessarily prevent the occurrence of additional justice problems such as domestic and family violence, or violations of established visitation (Ruthenberg-Marshall 2018, 5).

In short, the variation within the universe of justice problems demands tailored assessments of needs and solutions.

Just as legal problems vary, so do justice actors. Considering the specific justice actors influencing the solution of a particular legal problem makes it possible to identify the decision makers with the most potential to implement needed reforms, recognize the concrete obstacles they may face,

and ultimately design an actionable tool for them to assess these obstacles. By contrast, a general assessment tool that evaluates the status of all kinds of organizations to implement every technological solution for all possible legal problems would struggle to center around people and their needs. The policy actionability of such a tool would be comparatively limited. For this reason, the WJP's Tool targets specific legal needs and actors.

The WJP's methodology is rooted in the assumption that it is possible to develop an informative assessment tool that strategically balances scalability and adaptability with specificity and nuance. This is accomplished by orienting the Tool towards the most common pain points or the largest challenges people tend to encounter as they try to solve their legal problems. Assessing critical legal needs around the solution of a selected type of legal problem, to then guide and focalize justice reform, seeks to ensure that policy efforts are properly tailored to concrete and relevant issues people experience.

Due to their prevalence, severity, negative impacts, and disproportionate effects on people living in vulnerability, family justice problems are the broad target of the Tool (WJP and WB 2024). The legal needs assessment identified the largest barriers people encounter in justice services when trying to solve these problems (See Step 1, WJP and WB 2024). The mapping of justice technologies (Step 2, *Ibid*.) offered a menu of technology solutions following best practices for addressing these pain points. The next phase of this collaboration, presented in this document and the accompanying Indicator Interface, focuses on developing this Conceptual and Evaluation Framework and indicators for decision makers to measure the environmental and institutional conditions they face and must improve to implement one or many of the tools identified.

While designing this Tool, the WJP was aware of the inherent tradeoff between how general and adaptable the assessment tool would be and how tailored, comprehensive, and directly applicable it would be to identify barriers relevant to a real-life specific problem an organization wants to tackle. For example, a tool seeking to assess country-level readiness for any type of justice technology would require such a large amount of information that it would be burdensome—if not nearly impossible—to be used. On the other end of the spectrum, a tool oriented towards informing very specific decision-making—e.g., the use of generative AI-enabled chatbots in the provision of housing-related legal information in the United States—would have limited relevance beyond the specific area of focus, and less opportunities for adaptation. This exercise sought to strike a balance between adaptability and specificity by focusing broadly on family legal problems with an orientation toward a particular subset of justice services.

The following characteristics open this Tool to future adaptations:

1) It focuses on LIA—since barriers to LIA services are also the largest pain point to the solution of legal problems beyond family (See WJP and WB 2024).
2) The indicators in the Interface could be rephrased to assess the maturity and highlight avenues for reform to advance solutions in other areas.
    a. Most of the indicators may be adapted to other legal problems by adjusting the

language on family justice to describe specifically other problems (see Indicator Interface, Column VII).

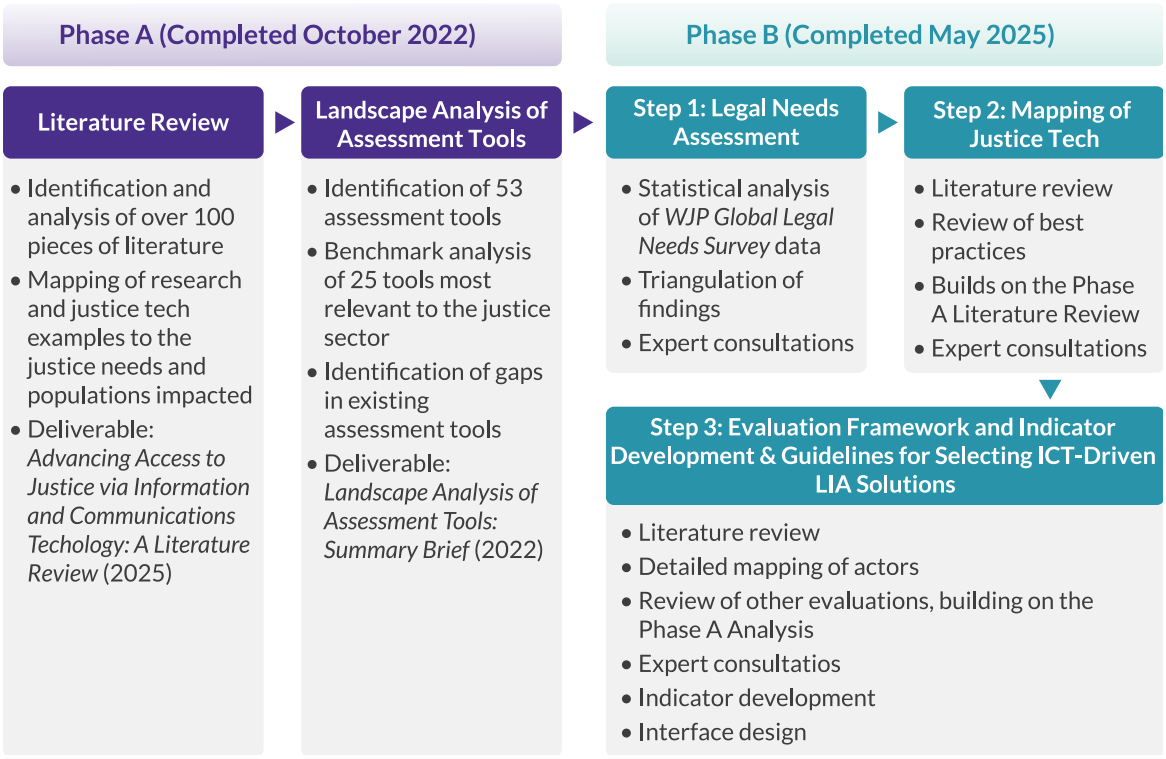
b. Most indicators may be adapted to other justice services directly or by adjusting the language to describe specifically other services of reference (from LIA to other justice services) (see Indicator Interface, Column VIII).

Research Activities and Phases of the Project

Figure 1 below situates this report in the context of the collaboration between the WJP and the WB to advance PCJ through ICT-based innovations. Building on the Literature Review (WJP and WB 2025) and Landscape Analysis of Assessment Tools (WJP and WB 2022b) developed in the first phase of this collaboration, as well as the research findings of Step 1 (Assessing People's Legal Needs and Understanding the Barriers to Justice They Face to Target Technology Interventions) and Step 2 (Mapping of Justice Technologies Addressing Barriers in Family Justice Journeys) (WJP and WB 2024), this report presents the Conceptual and Evaluation Framework. The framework seeks to substantiate how the dimensions measured through the indicators included in the accompanying Interface facilitate the successful implementation of ICT-based family justice technologies. The boxes under each one of the steps in the figure below list the methods employed in advancing the different research components.

Finally, in addition to the Conceptual and Evaluation Framework and Indicator Interface as main components of the Tool, the WJP has developed Guidelines (see Section IV), which complement the Mapping of Justice Technologies Addressing Barriers in Family Justice Journeys—or the Menu of ICT-Based Solutions developed in Step 2. As explained below, these Guidelines seek to inform the decision of which justice technology solution is most appropriate for the decision maker's context and how it should be implemented, following their use of the Tool to assess their maturity and potential avenues for reform across several regulatory, internal, and external evaluation dimensions.

Figure 1. Research Activities and Phases of the Project



Step 1 - Summary

In the previous phase of this project, the WJP conducted a multi-method assessment of people's legal needs, leveraging quantitative survey data and insights gleaned from consultations with experts in 11 countries, to explore the guiding research question: How does the lack of access to justice services impact the solution of family legal problems? (WJP and WB 2024). To target the Tool and the ICT-based justice solutions[4] to people's legal needs, the legal needs assessment focused on understanding the degree to which barriers to crucial justice services or functions of the justice system affect the solution of family legal problems. The WJP utilizes a classification framework that organizes justice services into four categories: (1) information services; (2) assistance and representation services; (3) mediation, investigation, and adjudication services; and (4) post-adjudication services. This classification is informed by the justice journeys tradition (Pleasance, Balmer, and Sandefur 2013; Pereira et al. 2015) and captured in the WJP's Justice Services Transformation (JUST) Framework.

A few important distinctions should be noted. First, this analysis measures effective information separately from assistance and representation. However, the implication of our findings for the Menu of ICT-Based Solutions is that it includes solutions with the potential to provide information but also connect to legal advice, with the services provided aggregated into the single category of legal information and (legal) advice. The effectiveness of information in the context of legal services relies on three factors: the degree to which a reliable official or non-official source moderates the content shared, the extent to which accurate and specific information is available for people to address

4 Throughout this document, the terms "ICT-based justice solutions" and "justice technologies" are used interchangeably.

different legal needs, and the degree to which information services may connect to vetted legal advisors when needed (MacLennan 2016 and Brooks 2022). This is because, while broad or general information on legal problems may be widely available to people, its mere overabundance may result in people being overwhelmed or misguided (WJP Expert Consultations 2024).[5] Informed by the expert consultations and literature review, the WJP has identified a menu of ICT-based justice solutions that focuses on improving justice or LIA services, taking into account the important distinction between legal information—broadly understood as targeted knowledge about the nature of the legal problems and the possible pathways people may take to solve them on their own, within the justice system, broadly defined, and through accessing other social and human services—and legal advice, which has a directive nature and involves providing people with guidance about the course of action they "should take to further his or her own best interests" (Greacen 2022).

Second, while access to post-resolution or enforcement services is fundamental for the solution of legal problems, the analysis focused on previous links of the justice chain: effective access to a) information, b) assistance and representation, and c) dispute resolution mechanisms. This is due to issues of availability of systematic, legal needs survey-based information on access to post-resolution services. Additionally, targeting the ICT-based solutions and the Tool to earlier stages in the justice journey may help navigate difficulties during the post-resolution stage or prevent them from arising (Manuel and Manuel 2024).

The legal needs assessment found that family legal needs are often severe and negatively impactful: an estimated 7% of the surveyed population experienced a nontrivial family legal problem in the two years prior to being surveyed, and almost seven out of every ten people with a nontrivial family legal problem experience a hardship—e.g., a health-related, economic, substance abuse, or social relationship problem—as a result (WJP and WB 2024). Additionally, people who experience family problems are likely to experience other types of legal problems as well: people who experience family legal problems are 40% more likely to experience problems related to money and debt, and 37% more likely to experience public services-related problems (WJP 2023a).

Women and people living in poverty are more likely to experience nontrivial family legal problems than the general population. In about three-quarters of countries surveyed, women tend to experience more family-related problems than men. At the global level, when women experience nontrivial family legal problems, they are more likely to be very serious and violent when compared to the general population. In a majority of countries (almost eight in every ten surveyed), people living in poverty are more likely to experience nontrivial family legal problems than people not living in poverty. Further, when people living in poverty experience nontrivial family legal problems, they are more likely to experience hardships, violence, and missed work as a consequence (WJP and WB 2024, passim).

How do people's justice journeys impact the likelihood of resolving their nontrivial family problems? The legal needs assessment found that the likelihood of a person resolving their problem is higher if they have access to justice services than if they do not: of those who had full access to information and advice, assistance and representation, and dispute resolution mechanisms, 71% fully resolved their problem. This is in sharp contrast to the 38% rate of resolution among people who were unable to access any of those justice services. Considering specific types of justice services, encountering a

5 As an example of a current initiative that uses ICTs to face the challenge of effectively orient users navigating legal information (through the integration of Guided Pathways and generative AI), see CLEO, 2024.

barrier to information and advice is the largest influence on problem solution: people who face this barrier have an estimated 15% lower chance of solving their family legal problems. Moreover, barriers to information and advice are the largest negative influence on problem solution in high and medium gender inequality countries. By contrast, when looking at the combined effect of several barriers to services, access to information and advice potentializes the effectiveness of accessing dispute resolution mechanisms. This pattern disproportionately impacts women experiencing family legal problems (WJP and WB 2024, passim).

In addition, barriers to LIA decrease the estimated chances of solving other serious and frequent problems—those related to land and property, money and debt, and public services—by at least 10%. Meanwhile, barriers to other services are not as systematically associated with the solution of various types of severe and frequent legal disputes (WJP and WB 2024). This implies that investing in the improvement of access to quality LIA for the solution of family legal problems has a higher potential of adaptability to the solution of other legal disputes than investing in other justice services.

Given the broad set of conditions under which barriers to information, assistance, and representation affect the solution of family legal problems, the Menu—explored in Step 2 and summarized below—and the Tool are targeted at addressing barriers to LIA.

Box 1: Definition of Legal Information and Advice

Legal or justice information involves the direct communication or provision of targeted materials tailored to people's specific legal problems and circumstances, with the goal of supporting people in resolving those issues. This may include sharing both general and specific insights about the nature of legal problems and potential paths people can take to address these problems, be it independently, within the justice system broadly defined—including through formal legal procedures, with the assistance of conventional justice actors such as courts and police as well as through informal, alternative, or community justice, or by utilizing other social or human services. It may also encompass general knowledge about laws and procedures that equips individuals to navigate the legal system without directing their specific decisions (Greacen 2022). All in all, the facts and explanations provided are designed to enhance people's understanding of potential justice journeys and empower them to make informed choices as they try to solve their legal problems. Information may include practical approaches, or referrals or contact details for other entities that can offer assistance in addressing legal problems. While justice support information can be integrated into advice and assistance, it is distinct in that it does not offer specific recommendations, directives, or guidance on how individuals should handle their legal needs.

Meanwhile, assistance and advice involve providing people with tailored guidance to help them address their legal problems. This support may target immediate needs as individuals navigate the justice system or may extend throughout the whole resolution process. Examples of such assistance include offering strategic advice on negotiation or communication techniques, aiding in drafting agreements, correspondence, or legal documents, and, where necessary, advocating on behalf of the individual. Additionally, it may include guiding people through evidence collection, alternative dispute resolution methods, or formal legal proceedings, potentially establishing a formal legal representation relationship. Legal advice "involves the application of knowledge about laws, legal principles, or legal processes to specific facts or circumstances; creating an analysis of the situation (a diagnosis of its legal aspects); and suggestions about courses of action" (Sandefur 2020, 286). It plays a crucial role in navigating fragmented justice systems or those with inadequate referral pathways, The distinction between assistance and advice becomes significant where restrictions on unauthorized legal practice set clear boundaries for the type of guidance non-lawyers intermediaries can provide (Greacen 2022). Ultimately, the focus remains on ensuring individuals receive the necessary assistance and advice, regardless of which trusted intermediaries deliver the guidance and support. LIA functions are an essential resource for problem-solving and empowerment, enabling individuals to identify and navigate their legal problems with greater confidence and agency.

Assuming the political will of justice reformers to address early interventions in family justice, the Tool presented in Step 3 explicitly guides implementers and enablers considering an ICT-based justice service to depart from a comprehensive assessment of people's justice needs in the context where reform will be pursued.

Step 2 - Summary

ICTs have been utilized in the justice sector for several years and even decades in some contexts (see Yoon et al. 2025), but interest and uptake have increased since the COVID-19 pandemic forced the hand of many jurisdictions through remote work and social distancing mandates. In Step 2 of this project, the WJP conducted a comprehensive landscape assessment of existing justice technologies, mapping the types of justice problems they address, the specific barriers to justice they seek to overcome, the populations they may benefit most, and the potential risks and challenges that may arise (WJP and WB 2025).

Through this, a menu of five justice technologies has been constructed. The five justice technologies emphasized here—Legal Information Websites (LIWs), Virtual Legal Advice (VLA), Online Case Management (OCM), Guided Information Pathways (Pathways), and chatbots—were identified for their relevance, orientation towards people-centricity, and adaptability. First, these justice technologies have established usage in the family justice system. Second, they are all technologies that the target population can directly interact with. While there are many ways in which justice technologies can improve the backend or internal functioning of justice service organizations and institutions, the orientation towards the target population prioritizes people-centricity. Third, these five technologies are all flexible and adaptable, able to be deployed in various contexts and at different scales. Additionally, there are many complementarities among the technologies that allow them to be co-implemented if appropriate (WJP and WB 2024). Table 1 below summarizes the main characteristics of the justice technology solutions included in the Menu.

Table 1. Menu of ICT-Based Solutions for Family Justice (Summary)

Justice Technologies	Description
Legal Information Websites (LIWs)	LIWs are "online information sources, targeted at non-lawyers, which display legal information in a 'static' form that is not tailored to the needs of a specific user" (Walker and Verheart 2018, 12-13). They can be offered by public or private actors, such as local courts, legal aid organizations, civil society actors, or law firms. Some LIWs only provide information, whereas others may offer recommendations for local justice service providers and connections to other types of technologies, such as a chatbot providing more tailored advice.
Virtual Legal Advice (VLA)	Tailored legal advice is provided by a legal professional—a lawyer or official non-lawyer service provider—in response to an individual's specific situation. VLA leverages digital mediums such as email, videoconferencing, and mobile apps to connect legal advisors with people seeking advice. For example, digital messaging tools "provide users with an online chat feature that allows individuals to ask questions directly to an adviser with legal training, who responds in real time" (Walker and Verheart 2018, 16).
Online Case Management (OCM)	OCM systems provide legal advisors and justice seekers with a platform that facilitates the "organization and coordination of legal cases." They can be used for a variety of tasks, such as "scheduling court appearances, using legal case management software, preparing court documents, and much more" (Lemasters 2024).
Guided Information Pathways (Pathways)	Pathways are digital tools that ask the target population using the technology "a series of questions that help them refine, define or select the legal issue they are facing, and then provide them with information that is tailored to their needs" (Walker and Verheart 2018, 14). Further, Pathways can provide recommendations to other related justice and non-justice social services.
Guided Information Pathways (Pathways)	Pathways are digital tools that ask the target population using the technology "a series of questions that help them refine, define or select the legal issue they are facing, and then provide them with information that is tailored to their needs" (Walker and Verheart 2018, 14). Further, Pathways can provide recommendations to other related justice and non-justice social services.
Chatbots	Commonly used across a variety of sectors, chatbots are a recognizable application of artificial intelligence. Generally speaking, they "provide information in the style of a direct-messaging chat interface, with an automated flow of questions and answers determined by conditional logic" (Walker and Verheart 2018, 22). While chatbots can vary in their technological advancement (e.g., basic chatbots may operate off closed information databases, more advanced chatbots can leverage generative AI), in the legal space they can provide more tailored information, including links to relevant websites and connections to live advisors.

Step 3 - Summary

Justice technologies have demonstrated success in improving people's access to justice in various matters. However, the decision to implement a justice technology can be complicated. Policymakers must consider various factors when weighing this decision, ranging from financial costs, infrastructural requirements, human capital, political will, and—above all—alignment with people's legal needs and the people-centricity criteria.

In support of policymakers seeking to advance access to family justice via the use of ICTs, Step 3 of this project presents an interactive interface that guides the user through a multi-faceted assessment tool for ICT-driven reform in family justice. The four pillars assess (1) the legal and regulatory framework; (2) factors impacting people's adoption of ICT-based LIA solutions; (3) institutional factors for effective ICT-based LIA services; and (4) external factors impacting the implementation and sustainability of ICT-based LIA solutions. Each pillar is composed of dimensions, sub-dimensions, and indicators that the user of the Tool measures based on their own context.

The indicators have been developed through a multi-step, rigorous process, including expert consultations and an extensive literature review. Furthermore, each indicator has been designed with the intention of being easily adaptable to various contexts and accessible to a variety of users. Following completion of the Tool, the user will have improved insight into key elements shaping their engagement with the menu of ICT-based LIA solutions, described in the following section.

Guidelines for Selecting ICT-Based LIA Solutions for Family Justice - Summary

The Tool includes a set of Guidelines which provide practical guidance for implementers about how the scores should be interpreted and how the technologies from the Menu can be used. Specifically, the Guidelines are intended to support users of the Tool in interpreting their assessment scores and understanding what they mean with regard to which justice technologies may be the most appropriate for their context. The Guidelines detail how each pillar- and dimension-level score can inform the user's understanding of what kind of justice technology may be the most appropriate to their context, and how the selected technology can be deployed—e.g., by adapting its design and implementation to the existing levels of technological development, or to respond to context-specific justice needs identified in the assessment of the Pillars. Ultimately, the choice of which justice technology to pursue lies in the hands of the user. The Guidelines are not intended to dictate this choice, but rather to empower the user with all the relevant information and considerations they need to make an informed decision.

3 Conceptual and Evaluation Framework

The Tool described here seeks to guide decision makers interested in assessing their readiness and, more importantly, the conditions under which they could implement ICTs that effectively improve access to family justice. The Tool is a set of indicators built to evaluate how prepared different organizations are to implement technology solutions that solve access to justice problems, as well as possible obstacles that may affect the adoption and impact of these tools. This section explains how the evaluation pillars and dimensions included in the Tool are relevant to the successful use of ICTs in the solution of family legal problems.

The Tool guides its justice reformers to evaluate the institutional and environmental factors that may prevent them from addressing family justice needs through ICT-based innovations in LIA. The Tool quantitatively assesses how feasible it is to implement technology solutions that people will adopt and that will solve people's needs. Further, the scores resulting from the Tool, in combination with the Guidelines, will allow decision makers to adjudicate between these solutions from the Menu offered in Step 2. Finally, while the indicators included in the Tool do not seek to prescribe a set of policies or institutional reforms, the Tool will allow decision makers to identify areas where broader institutional reform is needed.

Methodology

Building on the multi-method legal needs assessment (Step 1) and the mapping of justice technologies (Step 2), the Tool is targeted at assessing the maturity and conditions for implementing ICT-based LIA solutions that contribute effectively to solving family legal needs. The development of the Tool has leveraged:

1) A *literature review* on indicators for justice, which complements the Landscape Analysis of Assessment Tools implemented during the first phase of this collaboration (WJP and WB 2022b), as well as on the specific regulatory, internal, and external factors impacting the successful implementation of ICT-based LIA services in family justice.
2) *Expert consultations* in several forms:
    i. Consultations with experts in 11 countries were conducted to understand the relevance and comprehensiveness of the main evaluation dimensions. These consultations helped expand the scope of the Tool.
    ii. An expert advisory panel was integrated to tap into three crucial types of expertise: a) knowledge and experience developing ICT-based LIA solutions for family justice, in environments with low maturity in the digitalization of justice; b) knowledge and experience developing ICT-based LIA solutions of a higher level of technology, in

environments with mature justice digitalization; and c) experience developing assessment tools for justice technology. The nature of the panel allowed the researchers to obtain very engaged feedback from its members, which this project will continue to benefit from until its completion.

iii. Panel participation in conferences on access to justice and justice technology. To leverage collective discussions with experts, the WJP has been seeking to share its findings and proposals for this project at academic and policymakers' specialized conferences. Engagements include participation in the International Access to Justice Forum (October 2024) and the Improving Access to Justice: Data-Driven Innovation Using Emerging Technologies conference at the University of Nebraska (February 2025). The goal is to make this Conceptual and Evaluation Framework and accompanying Interface live products with which decision makers and experts in the field will continuously collaborate.

iv. Relatedly, the WJP has sought targeted engagement with decision makers interested in advancing family justice through technology. The above panel participations have helped identify concrete opportunities for engagement around the Tool. These opportunities and others will be pursued in the next phase of the project.

3) A *mapping of actors* with the potential to support ICT-based LIA solutions in family justice. In close connection with the engagement opportunities that the WJP has been developing to advance the Tool's adoption, the researchers conducted a mapping of actors funding, implementing, and enabling justice technologies, LIA services, family justice, and any combination of those goals. This mapping was considered in the Tool's design by including indicators relevant to the actors mapped and in the targeting of the Conceptual and Evaluation Framework to implementers of ICT-based LIA solutions and actors enabling the environment for PCJ, justice digitalization, LIA services, and family justice (see the following subsection for more details).

Relevant Actors

The Tool is carefully designed with two types of intended users in mind: implementing actors and enabling actors. While justice technologies can be used in both the public and private sectors, this Tool is oriented towards informing public policy. For that reason, the actors described here are understood to be either public actors, or private actors operating in direct collaboration with a public endeavor. Implementing actors include the organization or individual that is directly responsible for designing and implementing the justice technology service. Enabling actors are the individuals, organization, or group of organizations that may impact the broader institutional and political environment supporting justice technology innovation and allowing the successful design and implementation of justice technology solutions:

1) **Implementers**: Broadly, implementers of ICT-based LIA solutions are the on-the-ground actors who understand the unique needs of different groups within their communities and carry out the work of designing and implementing justice technology services. The assumption here is that the implementer provides a service that is calibrated to people's LIA needs, according to Manuel and Manuel's (2023) terminology. These actors can operate in the nonprofit sphere, as

civil society, community and legal aid organizations, bar associations, and others. In the private sphere, implementing actors include civil society organizations—mainly focused on justice,[6] human rights, and non-discrimination—and startups. In the public sector, implementing agencies include ministries of justice,[7] judiciaries, bilateral development agencies, and multilateral organizations.[8]

2) **Enablers:** Enabling actors contribute to fostering the institutional environment for the digitalization of justice services, the decentralization of LIA services, and an increased awareness of family legal problems and the vulnerable populations affected by them. Enabling actors play a key role in scaling up and institutionalizing LIA services or solutions, moving from a community level or limited coverage to extending services to an entire jurisdiction, most commonly the national level (see Manuel and Manuel 2023). There are a variety of enabling actors, such as public entities driving reform, as well as international development organizations and bilateral donors advocating for reform.[9] Public entities include judiciaries, ministries of justice as well as social services, and other ministries within the government, which may operate both at the national and sub-national levels.

These organizations may operate at different jurisdictional levels, with the most common structure including implementers operating at a relatively more local level (e.g., locality, county, or municipality) and enablers operating at a higher jurisdictional level (e.g., at the state or country level). The user's level of operation would also affect the kinds of decisions and reforms that both implementers and enablers are able to advance. These categories work as ideal types, such that the majority of the actors do not fit completely into any one of them or may switch from one to another at different points in time. Both types of actors or functions allow for people-centered, accessible, and tailored solutions that are also scalable and sustainable in terms of cost and over time. Their collaboration or partnership allows for local organizations providing context-specific ICT-based LIA solutions to thrive and become sustainable in an institutional, financial, and technological environment enabled by (generally) larger

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6 Justice tech initiatives have also been implemented by local justice and human rights nonprofits using legal aid as their main strategy, such as the Forum for Women, Law, and Development in Nepal, the Bangladesh Legal Aid and Services Trust, and Spring ACT (based in Switzerland and operating in Senegal and Peru).

7 For example, the Colombian Ministry of Justice and the Law, in collaboration with the Autonomous University of the Caribbean, launched LegalApp, a legal aid app. See https://worldjusticeproject.org/world-justice-challenge-2021/legalapp

8 E.g., USAID, in collaboration with UNDP, supported the Supreme Court of the Republic of Uzbekistan's launch of SUD, a one-stop portal for legal services in that country (USAID "E-Justice System in Uzbekistan…".

9 For example, the Canadian and Australian ministries of justice have been strong supporters of justice reform, prioritizing and devoting resources to the development of access to justice initiatives designed to address barriers faced by populations in vulnerability (WJP Expert Consultations 2024; Domingo-Cabarrubias et al. 2013). Working in conjunction with the Ministry of Justice, the Women's Ministry in the Dominican Republic advocates for justice interventions designed to support women in vulnerability in achieving a justice solution including increasing access to legal information and representation (WJP Expert Consultations 2024). International actors can also help to prioritize people-centered justice reform. Donor organizations such as the World Bank, the Open Society Foundation, and the Tinker Foundation are examples of actors that, while not the primary implementers of these justice solutions, work or have worked with groups on the ground in different countries to champion and help fund the ongoing work for access to justice (WJP Expert Consultations 2024). Other examples of organizations scaling up frontline services through technology are the Rwandan Legal Aid Forum and the Paralegal Advisory Service Institute in Rwanda (Manuel and Manuel 2023). The Hague Institute for Innovation of Law (HiiL) facilitated and convened the Innovation for Justice Initiative in Syria with Syrian local actors and launched justice tech initiatives.

public entities or global organizations.[10] Sometimes, implementers are also the enablers, working in conjunction with local actors to bring about access to justice innovations.[11]

Beyond its intended users—implementers and enablers—the Tool is designed with another type of actor in mind: **local external evaluators,** whose participation is recommended to effectively conduct the comprehensive assessment presented here. One of the main goals of the Tool is to guide justice reformers to comprehensively consider the legal, institutional, environmental, and societal factors affecting the design, implementation, and sustainability of justice solutions, which will require context-specific knowledge of these elements, or the research tools to gather that information. Thus, it is recommended that the user of the tool engage an external evaluator to complete the assessment. This strategy has been adopted in the implementation of other assessment tools in the field of justice (e.g., EBRD 2023). Notably, users of the Tool should make a deliberate effort to recruit an evaluator or small group of evaluators with expertise in multidisciplinary research and strong interview skills. This will enable them to leverage others' expertise and consolidate the results effectively. Additionally, the piloting of the Tool should include a phase where scoring by different evaluators is compared both within and across countries. This comparison seeks to guarantee that the assessments are as standardized as possible, and evaluators do not rely solely on individual sources. The Tool scoring notes may be then adapted to provide more detailed guidance on the indicators where evaluators were less likely to triangulate across multiple sources during their assessment.

With this set of actors in mind as potential users of the Tool, the following sections describe the types of decisions the Tool seeks to inform, the structure of the Tool, each of the pillars and their corresponding dimensions, and the main policy implications of the evaluation results.

Types of Decisions the Assessment Tool Seeks to Inform

Enablers and implementers may benefit from using the Tool in distinct ways since the Tool informs three types of decisions about:

1) **Whether implementing justice technologies is a recommended path (implementers):** The Tool helps inform the decision of whether a specific jurisdiction is ready for implementing ICT-based LIA solutions or if reforms in certain areas are required to make such an implementation appropriate. In other words, a low score in a small subset of the indicators in the Interface triggers a recommendation against using ICT-based LIA solutions. This information primarily concerns potential implementers of the Tool.
2) **Which type of ICT-based solution is most suitable for the jurisdiction (implementers):** With

10 This kind of co-creation and collaboration between actors leads to initiatives such as the coordination between the Asociación Civil por la Igualdad y la Justicia in Argentina and the Tinker Foundation to launch the Acuerdo por el Acceso a la Justicia (Access to Justice Accord), "the culmination of a collaborative process led by ACIJ, which included multi-level public institutions, NGOs, scholars, and other key actors, that identified root causes of barriers to accessing justice and articulated needed reforms" (Tinker Foundation 2019). Similarly, the Carter Center community paralegal program in Liberia coordinates with local civil society organizations and public entities, including the Ministry of Internal Affairs and the Ministry of Justice, to increase access to justice and legal knowledge (Sandefur and Siddiqi 2015).

11 For example, global development organizations such as USAID (USAID 2023) and UNDP are both championing work and helping to launch justice solutions by supporting reforms that improve the enabling environment for effective ICT-based LIA solutions. In Yemen, UNDP, working with the government of Japan, launched an app that connects gender-based violence (GBV) survivors with services including legal aid, health services, and employment training or education (UNDP 2021).

broader implications for implementers, the Tool is accompanied by a set of Guidelines that detail the extent to which the potential success of the ICT-based LIA solutions included in the Menu (Step 2) relies on the dimensions included in the Tool. Thus, while ultimately, the choice of technologies from the Menu will be up to the user of the Tool, this document seeks to guide implementers through the selection of technology solutions. These technologies vary in complexity, so all users may have the option to leverage technology as they expand LIA services, even if the assessment revealed a low score in a particular dimension.

3) **Which reforms may improve the enabling environment for effective, PCJ digitalization (enablers):** The Conceptual and Evaluation Framework highlights potential areas of reform that users of the Tool can advance to improve the viability of ICT-driven justice reform. For each evaluation dimension included in the Interface, the following pages suggest implications for reform, which broadly point out the kinds of regulations and institutions that would enable successful people-centered ICT-based solutions in family justice, be it directly or indirectly—by promoting changes at the society level. Particularly enabling organizations, depending on their role in society, can evaluate how best to advance such reforms.

All in all, the justice reforms guided by the Tool may follow a **double track,** being simultaneously pursued by implementers and enablers:

- On the one hand, **implementers** may choose a relatively more basic ICT-based LIA solution from the Menu as a starting point or a relatively more complex one, depending on their assessment scores.
- On the other hand, **enablers** may choose to advance legal, institutional, and political reform to improve the prospects for more complex forms of digitalization of LIA services in the medium and long terms, as well as to improve sustainably the ability of justice institutions to respond to people's needs.

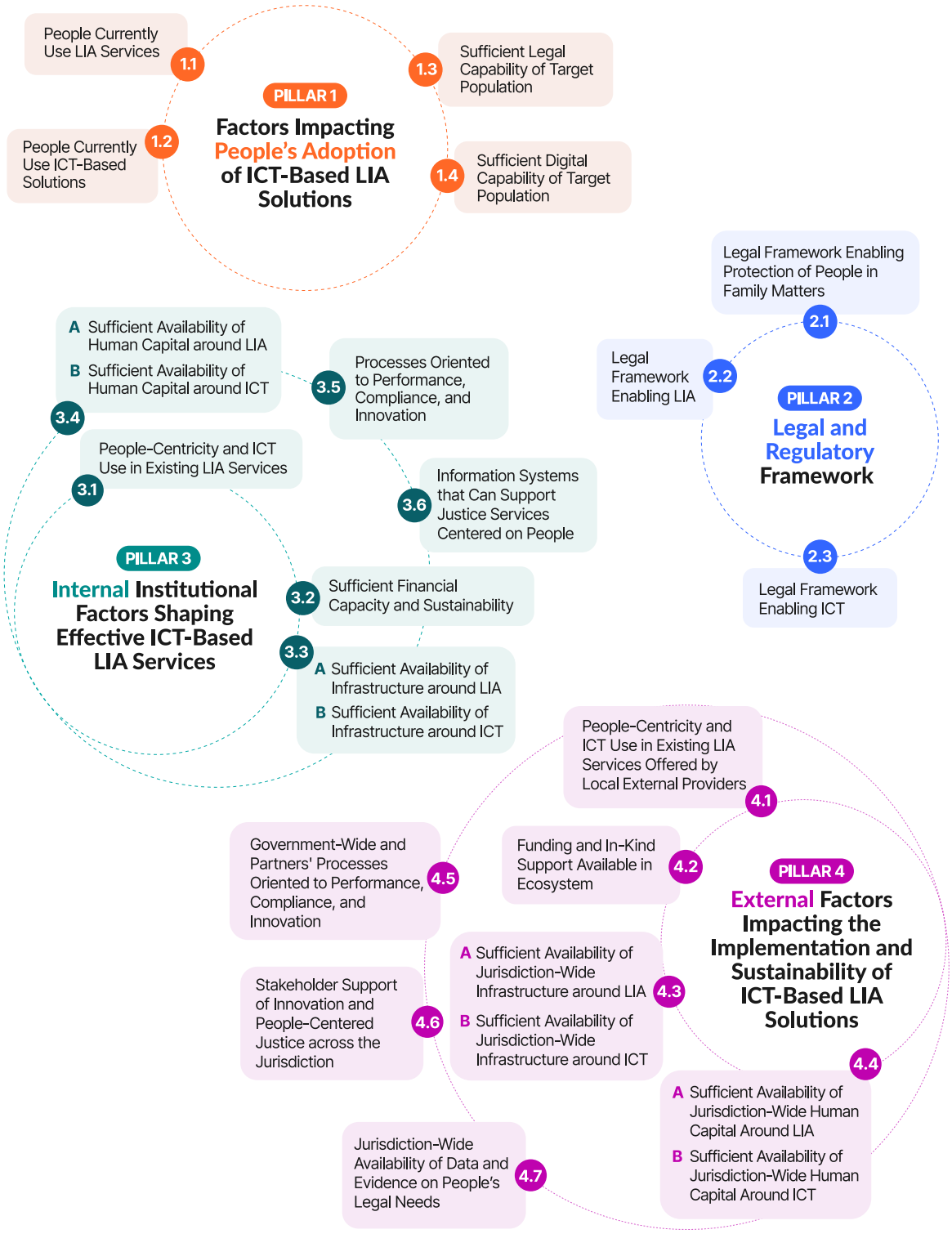
In other words, excluding the subset of indicators that signal readiness for ICT-solutions, the Tool is meant to allow decision makers to engage in ICT-driven justice reform regardless of their jurisdiction's institutional and environmental conditions, such that pioneering organizations may introduce ICT-based LIA solutions even when they have a lower overall rating in the assessment. At the same time, the Tool is designed for justice actors to see ICT-based reform in the context of broader institutional reform. As opposed to implementing justice technologies and stopping at that, the Tool seeks to incentivize reforms that improve the institutional environment for PCJ. Hence, lower evaluation scores, far from discouraging users, seek to open the door for conversations about the broader enabling environment for sustainable, people-centered, ICT-driven justice reform.

Structure of the Assessment Tool

As mentioned above, the Tool helps inform the decision of whether a specific jurisdiction is ready to implement ICT-based LIA solutions, and, if applicable, the kinds of solutions most suitable for that given context. More broadly, the Tool provides insights into the reforms required to make such an implementation successful in solving people's needs. To achieve these goals, the Tool's framework considers four types of variables or pillars: those related to the current uptake of LIA services and

barriers to justice faced by individuals seeking justice; the legal and regulatory frameworks entitling or creating the mandate for these organizations to pursue this goal; internal factors affecting the organization's capability and capacity; and the external factors that may affect the technology's adoption and impact. These evaluation pillars are visually represented in Figure 2 and described below:

Figure 2. Evaluation Pillars of the Assessment Tool



- **Pillar 1.** Factors Impacting People's Adoption of ICT-Based LIA Solutions: This pillar includes four evaluation dimensions. It evaluates the current adoption of LIA services and ICT-based LIA services, looking at the degree to which people encounter barriers while using them. More broadly, it assesses how people use ICT-based services beyond legal and LIA services. To assess people's capability for using ICT-based LIA services, the dimension considers the legal and digital capabilities of the target population.
- **Pillar 2.** Legal and Regulatory Framework: This pillar refers to the current laws and regulations that define the scope of operation that organizations have for advancing ICT-based LIA solutions. Three evaluation dimensions in Pillar 1 address relevant norms: the legal framework governing family law, the provision of LIA, and digitalizing justice services.
- **Pillar 3.** Internal Institutional Factors Shaping Effective ICT-Based LIA Services: This pillar concerns the current supply of ICT-based LIA services by the user of the Tool, as well as the structure of incentives and resources available to an organization at any given time to engage in innovation and help solve family legal problems through LIA services. These resources may be financial, infrastructural, human, or those related to the processes involved in planning and finding synergies to use efficiently and expand these resources. The organizations' management practices and processes are also evaluated for their impact on incentives for learning, innovation, and the reorientation of justice services around people's needs. Pillar 3 includes six evaluation dimensions.
- **Pillar 4.** External Factors Impacting the Implementation and Sustainability of ICT-Based LIA Solutions: This pillar considers the landscape factors that may impact the provision of people-centered ICT-based LIA services. It includes potential institutional synergies—or the current supply of ICT-based LIA services by external actors; the funding, infrastructure, and human capital available at the jurisdiction; jurisdiction-wide processes; and stakeholder support for PCJ and technological innovation. The pillar mirrors the six-dimension structure in Pillar 3 and also measures stakeholder support.

The Indicator Interface includes the following for each assessment pillar: relevant dimensions or concepts (Column I in the Interface), sub-dimensions (Column II in the Interface), and indicators—or the specific ways these dimensions may be observed (Column III in the Interface). Each indicator includes measurement and scoring notes (Column IV), a field for the user to enter the score value by indicator (Column V), and suggested sources of information (Column VI). Moreover, the Interface includes variables marking the indicators that lend themselves well to future adaptations that assess the maturity for solutions tackling barriers to other justice services (Column VII) or in other areas of the law (distinct from family law) (Column VIII). Finally, indicator-level information is included to mark whether a low score in each indicator implies ICT-based justice solutions are not a recommended path (Column IX). In the Pillar 1 tab of the Interface, there is an additional column: Column XI is to be used for assessing indicators that are not factored into the final score.

The scoring system for the Tool has been designed to be easily interpreted and used.

- Each indicator can be scored at a maximum of one point, on a scale ranging from 0 to 1.
- To best accommodate the nuance of each concept, different indicators have different possible scoring values. An indicator may be binary, with possible values being 0 or 1; it may be in a

three-tiered scale, with possible values being 0, 0.5, or 1; or the user may be asked to provide a proportion in which the answer will be a decimal between 0 and 1.[12] A large proportion of the indicators assess regulations, policies, processes, or programs of various natures—e.g., on family law, management practices, or to target people living in vulnerability—and at different levels—including the implementing organization, its peers in the justice ecosystem, and the jurisdiction where it seeks to operate. This kind of indicator is scored at 0 if the policy or process does not exist, at .5 if it exists but mechanisms for its implementation are not provided for, and at 1 if these mechanisms are effective.

- The indicator-level scores can be added up by dimension and by pillar. While some pillars include relatively more evaluation dimensions and some dimensions include more indicators than others, all dimensions within a given pillar have the same weight as a proportion of the total pillar score. The total score is the average of the four pillar scores, thereby considering each pillar equally. The values are automatically computed within the Interface itself.
- A subset of indicators in Pillar 1 are not considered in the final score. Instead, they seek to adapt the assessment to the jurisdiction's context. (See Pillar 1 in the section below and in the Interface for more detail).
- The interface includes an "Overall Score" tab that aggregates the dimension and pillar-level scores, as well as the total assessment score (See Table 2 below for a mock-up). The Interface is set up such that the scores from the Pillar-specific tabs are fed into this tab, so the user is automatically presented with the aggregated scores. This tab is not meant to be edited directly by the user.
- This document refers to "low" and "high" scores. Low scores are those between 0 and 50, while high scores are greater than 50 for most indicators. For a small subset of indicators on the availability of technological infrastructure, the threshold for "low" scores is defined based on standards established by the International Telecommunication Union.

In connection with the previous section, there is one small subset of indicators where a low score (indicated in Column IX in the interface) implies the implementation of an ICT-based solution is not a recommended path of action. If none of the indicators in that subset receive a low score, then a low score in each of the pillars has implications for which ICT-based LIA solution in the Menu the user of the Tool may choose to implement and for how they may decide to implement it (see Guidelines section of this document). Simultaneously, a low score in each of the pillars involves the need to pursue more wide-ranging enabling reforms in that thematic area for ICT-based LIA solutions to solve people's family justice needs sustainably. More broadly, a low overall score implies that less complex ICT-based solutions may be chosen as a starting point, while more overarching institutional reform is indispensable in that jurisdiction.

12 The Tool's scoring system has been partly informed by the approaches used in other products, including EBRD (2023).

Table 2: Scoring System in the Assessment Tool

Note: The Indicator Interface is set up such that this table—in the "Overall Score" tab—is automatically updated as the user inputs the indicator-level scores.

Pillar 1: Factors Impacting People's Adoption of ICT-Based LIA Solutions	
Dimension	**Score**
1.1 People Currently Use LIA Services	_____ %
1.2 People Currently Use ICT-Based Solutions	_____ %
1.3 Sufficient Legal Capability of Target Population	_____ %
1.4 Sufficient Digital Capability of Target Population	_____ %
Each dimension accounts for 25% of the Pillar 1 score **Pillar 1 score**	_____ %

Pillar 2: Legal and Regulatory Framework	
Dimension	**Score**
2.1 Legal Framework Enabling Protection of People in Family Matters	_____ %
2.2 Legal Framework Enabling LIA	_____ %
2.3 Legal Framework Enabling ICT	_____ %
Each dimension accounts for 33% of the Pillar 2 score **Pillar 2 score**	_____ %

Pillar 3: Internal Institutional Factors Shaping Effective ICT-Based LIA Services	
Dimension	**Score**
3.1 People-Centricity and ICT Use in Existing LIA Services	_____ %
3.2 Sufficient Financial Capacity and Sustainability	_____ %
3.3.A Sufficient Availability of Infrastructure around LIA	_____ %
3.3.B Sufficient Availability of Infrastructure around ICT	_____ %
3.4.A Sufficient Availability of Human Capital around LIA	_____ %
3.4.B Sufficient Availability of Human Capital around ICT	_____ %
3.5 Processes Oriented to Performance, Compliance, and Innovation	_____ %
3.6 Information Systems that Can Support Justice Services Centered on People	_____ %
Each dimension accounts for 12% of the Pillar 3 score **Pillar 3 score**	%

Pillar 4: External Factors Impacting the Implementation and Sustainability of ICT-Based LIA Solutions	
Dimension	**Score**
4.1 People-centricity and ICT Use in Existing LIA Services Offered by Local External Providers	_____ %
4.2 Funding and In-Kind Support Available in Ecosystem	_____ %
4.3A Sufficient Availability of Jurisdiction-Wide Infrastructure around LIA	_____ %
4.3B Sufficient Availability of Jurisdiction-Wide Infrastructure around ICT	_____ %
4.4A Sufficient Availability of Jurisdiction-Wide Human Capital around LIA	_____ %
4.4B Sufficient Availability of Jurisdiction-Wide Human Capital around ICT	_____ %
4.5 Government-Wide and Partners' Processes Oriented to Performance, Compliance, and Innovation	_____ %
4.6 Stakeholder Support of Innovation and People-Centered Justice across the Jurisdiction	_____ %
4.7 Jurisdiction-Wide Availability of Data and Evidence on People's Legal Needs	_____ %
Each dimension accounts for 11% of the Pillar 4 score **Pillar 4 score**	_____ %
Each of the four pillars account for 25% of the final score. **Total Assessment Score**	_____ %

A particular consideration in the calculation of the scores described in Table 2 is that there are 10 indicators in the first dimension of Pillar 1 that, although defined in the Tool, are not included in the values added to arrive at the sub-score for this dimension. The estimation of this set of indicators is important for generating two information inputs relevant to the overall assessment: the prevalence of justice problems in the population and the existence of social groups living in vulnerability that are disproportionately affected by barriers to justice (indicated in Column XI within Pillar 1 of the interface). The Tool guides users in generating these diagnostic points only with the goal of facilitating the assessment of justice needs in the jurisdictions where the users of the Tool seek to pursue reform. For this reason, these indicators are not included in the calculation of the score for Dimension 1.1. "People Currently Use LIA Services". The ten indicators that fall under this consideration are:

- Indicator 1.1.i.a. Prevalence of non-trivial family legal problems
- Indicator 1.1.iii.a. Prevalence of non-trivial family legal problems among women, people in poverty, children and adolescents, older adults, ethnic and racialized minorities, people with a non-traditional partnership status, and other groups living in vulnerability particular to the context
- Indicator 1.1.iv.a. Proportion of people living in vulnerability with non-trivial family legal problems who obtained information and advice
- Indicator 1.1.iv.b. Proportion of people living in vulnerability who did not face a financial barrier to access LIA services

- Indicator 1.1.iv.c. Proportion of people living in vulnerability who did not face a distance barrier to access LIA services
- Indicator 1.1.iv.d. Proportion of people living in vulnerability who did not face a time barrier to access LIA services
- Indicator 1.1.iv.e. Proportion of people living in vulnerability who agree LIA services are free from corruption.
- Indicator 1.1.iv.f. Proportion of people living in vulnerability who agree the justice system is free from corruption
- Indicator 1.1.iv.g. Proportion of people living in vulnerability who agree LIA services are free from violence and revictimization
- Indicator 1.1.iv.h. Proportion of people living in vulnerability who agree LIA services are free from discrimination

The following pages describe how each evaluation pillar and their respective dimensions contribute to improving the solution of family legal problems through technology. A summary table of the evaluation dimensions, sub-dimensions, and indicators included in each pillar can be consulted in the Appendix.

Pillar 1: Factors Impacting People's Adoption of ICT-Based LIA Solutions

Taking a people-centered approach, the Tool starts by priming its users in a targeted assessment of justice needs in their jurisdiction. Furthermore, when implementing technological innovations, it is not enough to think of solutions that meet the needs of justice service providers or even users; but it is also crucial to consider the broader context to identify and address "the barriers that currently prevent parties from using digital functions and services."[13]

This pillar of the Tool consists of four dimensions that describe the current behavior of people experiencing family legal problems concerning both LIA services and ICT tools. Pillar 1 examines the target population's uptake of existing LIA services—ICT-enabled or not—as well as their more general preparedness or ability to deal with everyday problems using these tools. More specifically, this pillar guides the user of the Tool through a targeted assessment of the mechanisms preventing their target population from accessing LIA services and ICT-based LIA services, following and expanding on widely accepted people-centricity criteria.[14] As such, this pillar guides the user through a context-specific assessment of their target population's justice needs as people access LIA services. Overall, this pillar guides the implementing or enabling organization to design innovations that consider these specific justice needs and will more likely be used by the target population, thus increasing the likelihood of achieving the desired impact.

13 In the 2024 edition of CEPEJ's assessment of European justice systems, the results mark a clear gap between the relatively common availability of ICT solutions in courts (such as remote hearings, which are available in more than 95% of the courts in half of the countries assessed) and their low uptake levels (in some countries remote hearings are used in less than one in four cases).

14 See Organisation for Economic Co-operation and Development. OECD Framework and Good Practice Principles for People-Centred Justice. OECD, 2021. https://doi.org/10.1787/cdc3bde7-en.

An important clarification when working with this pillar is that it refers to population conditions and may reflect structural problems within the local context. While broader societal problems will not necessarily be addressed by the proposed innovation, considering them in its design may increase its probability of success. Specifically, the factors described below are related to social inequalities that manifest in the digital divide and the legal capability gap. While these inequalities are complex and require a wider network of efforts than is considered here, taking them into account is also essential to ensure that the implementation of justice technology does not exacerbate them. Finally, a low score in any of the dimensions grouped in this pillar can guide enabling organizations to seek broader reforms oriented to the most pressing areas of opportunity.

While pursuing ICT-based LIA solutions would still be possible in jurisdictions with low scores in the dimensions of this pillar, it is important for the user of the Tool to leverage this knowledge to identify key risks to their project. There are two main risks associated with low scores in Pillar 1. First, low scores may reflect a situation where the target population will simply not use the solution developed by the organization. This could happen either because the innovation developed does not address people's key barriers to accessing LIA, or because the medium, justice technology, is not appropriate given the capabilities of the target population. In both cases, the root of the problem would be a poor match between the innovation and the demand side of the service and could lead to poor investment of the organization's resources. Second, an ICT-based innovation may operate to exacerbate already existing inequalities among the target population by benefiting only those who face the fewest barriers to accessing LIA. Faced with these risks, the user of the Tool may implement an ICT-based solution incorporating measures to mitigate these risks into the design of their innovation. At the same time, the recommendation is for the user to follow a double-track approach to reform and seek to advance broader institutional reforms directly or in alliance with enablers.

Pillar 1 includes four dimensions:

1.1 People Currently Use LIA Services

1.2 People Currently Use ICT-Based Solutions

1.3 Sufficient Legal Capability of Target Population

1.4 Sufficient Digital Capability of Target Population

Dimension 1.1 People Currently Use LIA Services

Description: This dimension seeks to capture the extent to which LIA services and ICT-based LIA services are currently used by people when facing a family legal problem. Thinking about this usage from a people-centered approach implies detailing the specific mechanisms that may operate to prevent a person from effectively accessing LIA services and ICT-based LIA services. The following list of questions can be used to identify these barriers.[15]

- Do people find sufficiently diverse LIA services and ICT-based LIA services available?
- Can people access these services regardless of their location or financial status?
- Do people from vulnerable groups find functional adjustments to facilitate their access to LIA

15 To define this list of criteria, WJP builds on the people-centeredness criteria for justice services developed by the OECD.

services and ICT-based LIA services?

- Do people have access to these services at the appropriate time to avoid escalation?
- Do people with different legal problems find LIA services and ICT-based LIA services tailored to their situation?
- Are people aware of and able to decide between different service options?
- Do people have access to LIA services and ICT-based LIA services provided by other actors than formal justice institutions?
- Do people have the expectation that they will have to pay a bribe to receive these services?
- Do people have the expectation that they will be treated violently or re-victimized when receiving these services?

Moreover, this dimension guides the user in identifying the family legal problems most prevalent in their jurisdiction and which population groups in vulnerability are more likely to experience nontrivial family legal problems and barriers.

Rationale: The effective use of LIA services at a given point in time informs the likelihood that people experiencing legal problems who may potentially use a new solution will be able to know about it, access it, engage with it, and use it to address their needs. This dimension orients users of the Tool to possible weaknesses in their theory of change that are external to their own efforts and have to do with people's behavior concerning legal services more generally. By being aware of people's rates and patterns of usage about the type of services they seek to develop, organizations can target the design of their services to address the identified barriers and attract more people to take advantage of the service. Put another way, this dimension allows the user of the Tool to determine the context-specific mechanisms explaining why LIA services are a pain point in family justice journeys. Similarly, the dimension allows the identification of the people living in vulnerability in the jurisdiction so that justice innovations can intentionally target them and address their specific needs.

Enabling Reforms: Relevant reforms to address low scores on this dimension are part of a broader movement in justice service provision towards the PCJ paradigm.

In general terms, reform efforts can be oriented toward generating an accurate diagnosis of the justice-seeking experience of people with legal problems in family matters. As a result of this diagnosis, the overall usage of LIA services can be improved by addressing the most critical barriers identified in the diagnosis. Depending on the barrier, potential reforms include:

- Increase the number and diversity of LIA services.
- Generate free remote access options for existing services.
- Adjust existing services to meet standardized accessibility criteria for vulnerable groups.
- Improve people's awareness of existing services before they have a family legal problem.
- Systematically tailor existing services to different types of legal problems.
- Embed opportunities for individuals who used the service to decide how to engage with services once they have accessed them, for example by introducing them to other options.
- Provide service beneficiaries with feedback mechanisms to provide information about their experiences using the service, or anonymously report instances of corruption or violence, as well as other forms of mistreatment or intimidation they encounter while using the service.

Dimension 1.1 People Currently Use LIA Services

Sub-Dimensions:

i. People have access to inclusive, timely, and responsive LIA when they face a family legal problem

ii. People perceive LIA services as free from corruption, violence, and discrimination

Sub-dimensions included to identify and target population groups in vulnerability. Measurements of prevalence and disproportionate prevalence are not included in the final score of the assessment:

iii. Identification of groups in the target population that disproportionately face legal problems

iv. Identification of groups in the target population that disproportionately face barriers to accessing LIA

Indicators to Adapt the Assessment: The indicators and sub-dimensions providing information on the prevalence of legal problems and identifying groups in vulnerability that disproportionately experience family legal problems and barriers to solving them serve to adapt the assessment to the specific jurisdiction's context and do not count towards the final score:

a. The information about the prevalence of legal problems among the target population (Indicator 1.1.i.a) is relevant to a better understanding of the potential demand for LIA services and is meant to be used for adapting the assessment of the legal framework in Pillar 2 (Sub-Dimension 2.1.1). It does not count toward the final score in this dimension.

b. The information in Sub-Dimensions 1.1.iii and 1.1.iv (about existing groups in the target population that disproportionately face legal problems and barriers to accessing justice services) is relevant to identifying the context-specific groups in vulnerability whose protection in the legal framework will be evaluated in Pillar 2 (Sub-Dimensions 2.1.ii-iv).

Dimension 1.2 People Currently Use ICT-Based Solutions

Description: This dimension examines the extent and characteristics of the current use of ICT-based services by potential users of the innovation. First, this includes measuring the rate of use of different types of technologies among the target population, including computers and different kinds of mobile devices.

In addition to more general measurements of usage rates, it is also fundamental to know in general terms the usage habits of this group regarding ICT-based services. Especially important is the frequency of its use to access different types of services such as online banking, payments, information search, and interactions with public institutions, among others. The analysis of these characteristics must also consider disparities in the use of technology between vulnerable groups and the rest of the population. The target population's concerns about the affordability of digital devices are particularly important in characterizing the potential exclusion of subgroups based on income level.

Finally, the population's technology uptake is highly related to their perceptions about the safety and trustworthiness of ICT-based services.

Rationale: The impact of ICT-based LIA services depends both on people's experiences accessing LIA services in general and their experiences using other types of ICT-based services in different areas of their daily lives. The level of use of services offered through technological channels can offer information about potential barriers to the use of the selected innovation by the target population.

Enabling Reforms: Analogous to the shift towards a PCJ paradigm, the reforms required to improve people's uptake of digital tools can be thought of as an application of user-centered design. The reforms that can be promoted from this approach include, in the first place, the generation of a diagnosis of the population's experiences and perceptions regarding the use of ICT-based services.

Some reforms that can be selected based on this diagnosis include strategies to improve the affordability of technologies, mechanisms to strengthen the user experience in general, and the accessibility of these types of services for people living in vulnerability.

Dimension 1.2 People Currently Use ICT-Based Solutions

Sub-Dimensions:

i. People have access to digital devices and use them to access ICT-based services
ii. People living in vulnerability have equal access to ICT-based services
iii. People trust ICT-based services and consider them safe to use

Dimension 1.3 Sufficient Legal Capability of Target Population

Description: This dimension explores people's knowledge, skills, and attributes related to their potential engagement with LIA services that can help them resolve family legal problems when they arise.[16] Regarding the knowledge needed to interact with this type of service, this dimension considers their basic literacy, their awareness of their rights in the event of a family legal problem, and their knowledge of the range of LIA services available to them.

The skills that enable a person to engage with a LIA service effectively include primarily the acknowledgement of the legal dimension of the family issues they face, as well as their ability to seek information and demand public services. Even people who do not experience these barriers to LIA might ultimately decide not to engage with these services because of their low trust in them or in government institutions, more broadly.

Moreover, people may be in legal vulnerability because of their lack of legal tools to prove who they are, where they live, how they work, or the nature of their family relationship. Thus, attributes of a person that affect their engagement with LIA services include their access to official proof of identity, partner or kinship relationships, residence, and formal employment.

Finally, this dimension recognizes an additional factor affecting a person's ability to engage with these services in the social capital a person has to seek support from others, as well as the extent to which the social networks in which they are embedded respect their fundamental rights.

16 Balmer and Pleasence (2019) recognize knowledge, skills, and attitudes as the traditionally recognized components of what constitutes a person's capability to solve legal problems. For this dimension of the Tool, we limit these considerations to the same elements but refer specifically to people's ability to interact with LIA services to help them solve their family legal problems. There is additional discussion about the inclusion of people's resources in the framework of legal capability; however, this component is not included in this dimension because the complexity of its measurement would extend the Assessment Tool beyond its scope. https://cdn.prod.website-files.com/64e6d2582dd4319151be6a26/6566790826127c161eb3e3f6_UJ_41_Legal_capability_and_inaction_for_legal_problems_FINAL.pdf

Rationale: If a potential user of the selected ICT-based solution does not have the skills, knowledge, and attributes required to engage with LIA services in general, or the documentation to prove their status in spheres relevant to family law, the selected innovation will be ineffective in helping them solve their legal problems. A detailed knowledge of the target population's legal capabilities can help to adjust the innovation to the most common gaps among the population.

Enabling Reforms: The range of possible reforms that can be promoted to improve the legal capability of individuals is extensive. For the specific case of the knowledge, skills, and attributes needed to seek LIA services, the following can be highlighted:

- Promote proactive efforts to raise awareness of the parties' rights in different family relationships.
- Engage in dissemination campaigns about the different types of LIA services available to people facing a family problem, including traditional formats such as helplines.
- Facilitate training workshops on searching for information online and offline, as well as on the legal dimension of the most common family problems.
- Provide easy-to-access assistance to obtain birth certificates, residency certification, and other legal documentation.

Dimension 1.3 Sufficient Legal Capability of Target Population

Sub-Dimensions:

i. People are literate
ii. People have access to legal documentation
iii. People's beliefs about family legal problems enable them to use LIA services
iv. People's social network respects their right to access justice and supports them in doing so
v. People generally trust justice institutions

Dimension 1.4 Sufficient Digital Capability of Target Population

Description: This last dimension comprises a set of factors related to people's knowledge and skills to make effective and safe use of ICTs to access LIA services that can help them solve family legal problems.[17]

The first factor contemplated is digital literacy, which refers to the knowledge of different electronic devices that allow the use of ICT-based services, as well as their characteristics and primary functionalities. Digital literacy also includes the ability to make effective use of such devices to search, evaluate, create, and communicate information.[18]

In addition, digital capability also refers to the skills that allow a more specific use of these tools to access services. This includes the ability to assess the reliability of digital platforms and navigate

17 A parallel proposal that explores users' capabilities and attitudes towards digital justice services is found in Creutzfeldt (2021), who introduces the concept of "digital legal consciousness." While we focus on assessing the conditions under which an organization can implement ICT-based justice solutions, both frameworks share an interest in understanding how users' capabilities influence their interaction with justice digital services, offering complementary perspectives.

18 Definition by the American Library Association's Digital Literacy Task Force. https://literacy.ala.org/digital-literacy/.

service request processes.

Finally, an essential factor in this dimension concerns privacy literacy, which refers to as the ability to understand and manage privacy risks and security issues in the digital environment.[19] In the area of access to ICT-based LIA services, this factor involves the ability of individuals to navigate online identity certification, safeguard their passwords and personal data, and prevent being victims of fraud in digital media.

Rationale: For an organization seeking to develop an ICT-based LIA service, it is essential to know the extent to which its target population are able to use such technologies in general. Knowing the potential barriers posed by a lack of digital capability among their target population will allow the implementer to anticipate them in the design of the solution of interest, and to adjust the level of ICT familiarity required for its use.

Enabling Reforms: Reforms that can be promoted in response to low scores in this dimension include all efforts to strengthen the knowledge and skills of the target population regarding the use of ICT-based services in general. Some options to highlight include:

- Maintain and develop an analog (non-digital) option for service delivery, or a dual pathway approach (Yoon et al. 2025).
- Promote the development of training schemes in the use of different technological devices and their functionalities.
- Strengthen social communication of public services that have an ICT-based component, their benefits, and the requirements for their use.
- Generate online and offline learning opportunities for people on the importance of online privacy and different strategies for personal data protection.

Dimension 1.4 Sufficient Digital Capability of Target Population
Sub-Dimensions:

i. People know how to use ICT devices to search, evaluate, and manage information
ii. People know how to interact through digital technologies and engage with ICT-based services
iii. People know how to keep their personal information safe online and how to manage privacy settings
iv. People know how to solve technical problems or how to get assistance to solve them

Pillar 2: Legal and Regulatory Framework

Pillar 2 refers to the laws and regulations protecting the target population, meaning those served by justice services, guaranteeing their rights to services that meet their justice needs, as well as providing certainty about what is legally allowable for justice operators while enhancing innovation in LIA and ICT-based solutions. First, Pillar 2 takes a rights-based approach and considers whether the family legal

19 Ma, Shuai, and Chen Chen, "Are digital natives overconfident in their privacy literacy? Discrepancy between self-assessed and actual privacy literacy, and their impacts on privacy protection behavior," Frontiers in Psychology 14 (2023): 1224168. https://doi.org/10.3389/fpsyg.2023.1224168.

problems prevalent in the jurisdiction are justiciable under existing laws and regulations.[20] Similarly, it considers whether people living in vulnerability hold an equal stance under the law. Second, this pillar considers the extent to which laws and regulations guarantee and provide the mechanisms for quality LIA services focused on solving people's legal problems. Third, Pillar 2 evaluates the legal framework allowing the implementer to pursue a family justice technology initiative and allowing the enabling organization to create synergies with and scale up such an initiative. The legal framework defines the range of operations available to advance justice technologies and the obligations that accompany this type of innovation. Specifically, users of the Tool require sufficient mandate and certainty around the digitalization of justice services, the provision of LIA services, and family justice. This is particularly relevant for public entities whose realm of action may be restricted to what the law explicitly allows (WJP Expert Consultation 2024), as opposed to private entities, which are usually free to conduct any activities that are not explicitly prohibited. Moreover, the legal and regulatory framework may affect how stakeholders cooperate with organizations advancing ICT-based LIA services, as well as how people with family legal problems may engage with or access these technology solutions. For example, suppose a justice technology is used to provide legal advice in a context with strict restrictions on the unlicensed practice of the law. In that case, stakeholders may be unwilling to engage with the technology due to the potential legal risks. This pillar considers the overarching legal norms in the jurisdiction where the user of the Tool seeks to operate, and which are generally passed by legislative entities, public agencies, or high courts.[21] Finally, this pillar assesses the existence of regulatory sandboxes enhancing innovation and learning both the provision of LIA services and the use of ICTs in justice solutions.

Low scores in Pillar 2 would be indicative of four types of risk: a) the inability to provide any assistance to those seeking out the service due to the lack of justiciability of their problem; b) the risk of delivering low-quality LIA, LIA that focuses only on judicialized justice solutions, or LIA services that leave legal problems unaddressed; c) the possibility of engaging in a practice contrary to the regulatory framework of their jurisdiction; and d) the risk of engaging in innovations in LIA or ICT-based services that are not properly monitored, making it difficult to identify gaps, inequities, or inefficacies, and to transfer lessons to other implementers and jurisdictions. In addition to the ethical considerations associated with this type of misconduct, regulatory violations can result in increased costs for the organization, additional bureaucratic red tape, and loss of legitimacy in the eyes of other key stakeholders. Given the seriousness of these risks, this pillar includes most of the indicators where low scores would trigger a recommendation against implementing an ICT-based innovation.

Pillar 2 includes three dimensions:

2.1 Legal Framework Enabling Protection of People in Family Matters

2.2 Legal Framework Enabling LIA

2.3 Legal Framework Enabling ICT

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20 The consideration of the existence of relevant laws and regulations is informed, in part, by EBRD 2023. The EBRD tool uses "Legislation does not exist…" as the lowest possible score throughout their framework, as is also done here.

21 Meanwhile, Pillar 3, concerning internal factors influencing organizational conditions, considers the relevant internal regulations or rules of procedure.

Dimension 2.1 Legal Framework Enabling Protection of People in Family Matters

Description: Dimension 2.1 evaluates whether severe and prevalent family legal problems are justiciable under the local legal and regulatory framework. Moreover, it considers whether laws and regulations protect and provide equal access to justice to groups in vulnerability. It assesses the degree to which individuals hold equality before the law. With regards to the specific groups in vulnerability, this dimension is connected to the local legal needs assessment in Pillar 1, which identifies the groups in vulnerability in the user's jurisdiction because of their disproportionate experience of family legal problems and barriers to justice. This dimension pays attention to the equal legal status of these specific groups under the local laws, emphasizing the existence of legal mechanisms to protect groups in vulnerability from violence and discrimination during their justice journeys.

Rationale: Centering family justice services around people involves providing legal avenues for the solution of the problems they experience in their daily lives. Similarly, providing equal access to justice to groups in vulnerability is crucial for PCJ. This dimension focuses on equal protection under the law as the basis upon which family justice services that effectively solve people's problems may operate. To make this protection effective, the dimension considers the mechanisms that the law provides for public officers to protect people in vulnerability against discrimination and violence as they experience and seek to solve their legal problems.

Enabling Reforms: Decision makers with a low score on their evaluation in this dimension may consider ***championing*** reforms that promote and guarantee through specific mechanisms the justiciability of frequent and severe family legal problems and equal access to family justice for people in vulnerability.

Dimension 2.1 Legal Framework Enabling Protection of People in Family Matters
Sub-Dimensions:

i. Ensuring justiciability
ii. Preventing discrimination
iii. Preventing violence
iv. Ensuring equity

Indicators Adapted to the Context: The indicators assessing whether prevalent family problems are justiciable in the laws and regulations in the user's jurisdiction (Sub-Dimension 2.1.i) are informed by the context-specific prevalence assessment in Pillar 1 (Indicator 1.1.i.a). Similarly, the evaluation of the degree to which groups in vulnerability have an equal stance against the law in Sub-Dimensions 2.1.ii-iv is informed by the assessment in Pillar 1 (Sub-Dimensions 1.1.iii and 1.1.iv) of existing groups in the target population that disproportionately face legal problems and barriers to accessing justice services.

Dimension 2.2 Legal Framework Enabling LIA

Description: This dimension concerns the laws and regulations establishing the purpose and quality of LIA services in resolving legal problems, as well as the kinds of actors who are legally allowed to provide legal advice services, or the degree to which these services are centralized in the user's jurisdiction. It addresses the mechanisms and guidelines guaranteeing the implementation of LIA services that meet people's justice needs. It considers the requirements that legal advice providers should meet, including credentialization and certification protocols for providers with various degrees of specialization (including lawyers and non-lawyers providing legal aid). Finally, legal and regulatory sandboxes[22] may exist in the user's jurisdiction, which can expand the scope of action of implementers. Finally, this dimension establishes the parameters for innovation in LIA services.

Rationale: The legal and regulatory frameworks around LIA directly impact the ability of organizations to expand LIA and help people solve their legal problems through technology. Taking a PCJ approach, the dimension builds off of the operational definition of LIA (see Box 1 above) and assesses whether laws and regulations in jurisdictions provide for mechanisms and guidelines for LIA services that adhere to a high standard of care and consider comprehensively people's justice journeys and the potential solutions people may find to legal problems both within and outside the courts. As an ICT-based LIA solution is implemented, the legal framework may also guide providers around behaviors that are not allowed because of the risk they entail for the end-user.

Additionally, the assumption is that more and different kinds of actors may provide LIA services tailored to people's needs if the relevant regulations impose lower barriers to entry into the legal aid market. The degree to which the legal framework provides certainty around the scope of action for providers, where they are allowed to operate, and the validity and legitimacy of the LIA services affects the levels of trust and willingness of implementers or partnering stakeholders to engage in these services (Yoon et al. 2025). In other words, this dimension affects the buy-in and support of relevant actors.

Finally, this dimension establishes the parameters for innovation in LIA services.

Enabling Reforms: Decision makers with a low score on their evaluation of this dimension may consider advancing regulatory reforms that allow non-lawyers to provide legal assistance and define the circumstances under which this assistance may occur, and the conditions under which ICT-based solutions may be used to guarantee access to LIA services with a high standard of care.[23]

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22 Regulatory sandboxes are legal exceptions granted to organizations or businesses under certain conditions such that they can test innovations that may otherwise not be allowable. Regulatory sandboxes are typically established by relevant governance bodies and are open to a pre-defined set of actors working on a specific innovation. The goal is to test the opportunity for innovations and the corresponding regulations needed to guide them (State Policy Network 2021).

23 For example, in the United States, laws regulating the unlicensed practice of the law in the state of Arizona were modified in 2020 to allow trained and certified community justice workers "to provide limited-scope legal advice about protective orders and family law" (https://iaals.du.edu/blog/diverse-landscape-community-based-justice-workers). In 2022, Alaska Legal Services Corporation (ALSC) successfully petitioned the Alaska Supreme Court in for a waiver allowing for ALSC-trained community justice workers to provide legal assistance in accordance with defined conditions (see: https://www.alsc-law.org/cjw/resources/). While not specific to ICT-enabled service delivery, these examples demonstrate how impactful reforms can be advanced while maintaining quality service delivery.

Dimension 2.2 Legal Framework Enabling LIA

Sub-Dimensions:

i. The status of LIA services
ii. The role of justice actors in the family legal system
iii. Opportunities for innovation in the legal system

Dimension 2.3 Legal Framework Enabling ICT

Description: Dimension 2.3 considers the degree to which existing legal and regulatory frameworks govern topics relevant to the safe and effective use of ICTs in government or private justice services. Specifically, the dimension evaluates the extent to which current regulations provide legal certainty around a) data privacy and security (protection of user data and of the justice service provider's/ system's data); b) digitalization of justice services; c) the types of considerations providers should take into account when providing services through certain technologies (e.g., generative AI, a challenge that regulators in different jurisdictions have addressed in different ways, see Schmidt et al. 2024); and d) the parameters for innovation and learning in justice services leveraging ICT-based solutions.

Rationale: The legal framework around ICTs creates a foundation upon which implementing actors can operate, providing legal certainty around the safety of innovation for users and implementing organizations and the legality of using ICTs for justice services. As such, this dimension is crucial for building trust in the adoption of technologies by decision makers. The scope of the legal framework around ICTs beyond justice services also impacts the kinds of partnerships implementing organizations may create to provide LIA services through ICTs. Finally, incorporating regulatory sandboxes to continuously monitor the lessons and risks of ICT-based solutions in a constantly evolving field fosters innovations that are both safe and responsive to people's needs, while also facilitating the improvement of regulations (Sherkow 2022).

Enabling Reforms: Areas for improvement that may be advanced in this dimension are regulatory reform around the digitalization of justice services, the protection of data privacy, and regulatory frameworks that guarantee the safe and ethical use of technologies, according to human rights standards. Special attention should be paid to generative AI as, while it has recently been introduced to the mainstream, regulation has not yet caught up and potential reform should prioritize alignment with the PCJ criteria while still allowing for innovation.

Dimension 2.3 Legal Framework Enabling ICT

Sub-Dimensions:

i. Legal certainty around the digitalization of government
ii. Legal certainty around the use of ICTs in justice procedures applying to family legal problems
iii. Ensuring data privacy and security

Pillar 3: Internal Institutional Factors Shaping Effective ICT-Based LIA Services

This pillar concerns the structural and institutional circumstances internal to the implementing organization, which affect the implementation of LIA justice technology solutions. Evaluation dimensions include the experience of the implementer providing LIA services, the human capital of the staff who will be implementing the technology solution, the financial resources and strategy to achieve that end, as well as the availability of relevant infrastructure within the organizations. Moreover, this pillar concerns factors affecting the incentive structure influencing actors in implementing organizations, such as management style, measures to enforce internal rules and prevent malpractice, strategic planning of the implementing organization, and the compatibility between the use of justice innovations and the long-term organizational goals. Similarly, the pillar considers the organization's leadership and political will around PCJ and the digitalization of justice services. Finally, the pillar considers an internal data ecosystem supporting justice policies centered around improving people's outcomes.

If the user obtains low scores in this pillar or any of its dimensions, the development of an ICT-based innovation will face risks mainly associated with the sustainability of the service. These risks may lead to the operation of the innovation being suspended in the short- or medium-term or even to the development of the innovation being incomplete. Lack of sustainability of the innovation may be due to insufficient financial resources, or inadequate or insufficient skills for the operation and maintenance of ICT. Additionally, a risk associated with low scores in this pillar is that its processes and protocols may not favor an orientation to performance, innovation, and learning, which may jeopardize the success of the ICT-solution, with efforts to advance it being overwhelmed and lost due to institutional inertia. Similarly, the organization may need to strengthen its internal protocols and processes to adequately manage some of the impacts that the project may have on other areas of its internal operations; for example, its ability to protect sensitive data. Finally, a particularly serious risk derived from a low score in the dimension of human capital for the provision of LIA is offering the target population information and advice that is not useful for their context or that is directly harmful to their case and their access to justice. For these reasons, the implementation of ICT-based LIA solutions should be framed within a broader effort to advance institutional reforms along the lines suggested below.

A Note on Political Will

Digital innovation and justice reform impose many challenges on organizations. The degree to which the user's leadership is committed (has political will) to pursuing these goals and the extent to which the leadership is able to politically strategize and consolidate relations within their organization and beyond (leadership skills) are fundamental to the success of ICT-based LIA solutions that solve people's legal needs.[24] Because of the difficulty of measuring political will directly and effectively, and

24 Partially inspired by Devlin (2024)'s discussion of political will and leadership negotiations. See also Andrews, Nicoletti, and Timiolitis (2018) and Yoon et al. (2025).

given the effort taken in using the Tool, completing the assessment itself may be considered a telling indicator of political will around PCJ and ICT-driven reform.

Pillar 3 includes six dimensions:

- **3.1 People-Centricity and ICT Use in Existing LIA Services**
- **3.2 Sufficient Financial Capacity and Sustainability**
- **3.3 Sufficient Availability of Infrastructure**
  - **3.3 A Around LIA**
  - **3.3 B Around ICT**
- **3.4 Sufficient Availability of Human Capital**
  - **3.4A Around LIA**
  - **3.4B Around ICT**
- **3.5 Processes Oriented to Performance, Compliance, and Innovation**
- **3.6 Information Systems that Can Support Justice Services Centered on People**

Dimension 3.1 People-Centricity and ICT Use in Existing LIA Services

Description: The first dimension of Pillar 3 takes stock of existing LIA services provided by the implementing organization, including technology-enabled services, their focus on family justice, and how people-centered they are.

This dimension assesses the supply of LIA services already provided by the implementing organization, considering their availability and the degree to which they are centered on people's needs. While Pillar 1 (Dimension 1.1) assesses whether people access ICT-based family LIA services according to people-centricity criteria (or how they adopt or take up existing services), Dimension 3.1 focuses on the current supply of these services—whether their planning and current implementation seeks to make these services widely available; accessible; equitable and inclusive; preventative, proactive, and timely; appropriate and responsive; empowering; collaborative and integrated; effective; free from corruption; and free from violence.

Additionally, this dimension examines whether the implementing organization's experience in providing LIA services has included mechanisms to enable consultation and participation of the target population in the planning and implementation stages of services.

Finally, besides assessing current services, this dimension considers whether the implementing organization has devised a strategy to develop ICT-based LIA services focused on family justice. In doing so, it primes the user of the Tool to plan around and consider mapping the justice actors in their jurisdiction that may already provide LIA services and ICT-based LIA services. The goal is for justice solutions to partner with, improve, and scale up the local innovations already available.

Rationale: Dimension 3.1 seeks to guide the decision maker through the analysis of the LIA services they currently provide by considering the degree to which they leverage ICTs, how tailored they are to family justice needs, and if they are designed with a user-centered approach. This will allow the user of the Tool to establish a baseline and identify gaps in the design and management of LIA services.

Similarly, regardless of whether implementers are starting from scratch or may want to improve existing services, this dimension orients the user of the Tool to program a) the design of LIA solutions

that are people-centered, and b) the active search of functional partnerships within their justice ecosystem. Following a people-centered approach, the dimension seeks to prime the user of the Tool to work with the grain or identify and seek to engage strategically with existing local LIA or ICT-based LIA solutions that may be scaled up, improved, partnered with, or that the user of the Tool can at the very least learn from.

Enabling Reforms: In addition to the reforms suggested in Sub-Dimension 1.1, enabling organizations may support the design of people-centered ICT-based LIA solutions by championing and channeling resources, including dedicated funds and expert advisors, towards programming, as well as the design, measurement, and monitoring of indicators throughout connecting the inputs, activities, outputs, and outcomes of programs.

Dimension 3.1 People-Centricity and ICT Use in Existing LIA Services
Sub-Dimensions:

i. The organization currently provides or has experience providing people-centered LIA services regarding family legal problems
ii. The organization effectively collaborates with the target population in the planning stages of LIA services
iii. The organization currently provides or has experience providing ICT-based LIA services
iv. The organization effectively collaborates with partner organizations in the provision of LIA services

Dimension 3.2 Sufficient Financial Capacity and Sustainability

Description: This dimension starts from assessing the current availability of funding allocated to ICT-based LIA services focused on family justice, whether in the form of existing funds, grants, in-kind support, or cost-sharing agreements.

Moreover, sensitive to the general insufficiency of resources for justice programming, Dimension 3.2 guides users through a consideration of strategies to channel resources sustainably. These strategies include a mapping of funders and donors in their justice ecosystem, the consideration of financial resource-sharing opportunities with partners/stakeholders/enabling organizations, as well as planning around institutional scalability through partnerships with existing organizations within and beyond the conventional justice actors, which help increase the implementer's geographical coverage and functional capacity.

Rationale: Resources available for justice are scarce (WJP Expert Consultations 2024). The use of technologies, particularly when focused on solving a type of legal problem in LIA services—which allows the repetition of procedures and economies of scale—may enhance cost-effectiveness in the long run (Manuel and Manuel 2023) but can involve high startup costs.

In the short-term, an implementer's current financial capacity may inform which justice technologies best suit their budget. More broadly, medium- and long-term financial strategies geared towards creating synergies with various types of organizations at different levels—i.e., donors, funders, enabling organizations, and cost-sharing implementers in the implementer's jurisdiction and beyond—

may increase the sustainability of solutions and their potential of being scaled-up (see Manuel and Manuel 2023).

Enabling Reforms: Enabling organizations may support the financial sustainability of ICT-based LIA solutions by promoting internal regulations that allow for flexible budget schemes, supporting partnerships with international and national donors and funders and between implementing organizations, and planning the scaling up and connection of local solutions pursuing to improve LIA services through ICTs.

Dimension 3.2 Sufficient Financial Capacity and Sustainability
Sub-Dimensions:

i. The organization has allocated budget and formalized agreements with other organizations for the provision of ICT-based LIA services
ii. The organization has a strategic financing plan in place to favor the sustainability of ICT-based LIA services

Dimension 3.3A Sufficient Availability of Infrastructure Around LIA Services

Description: This dimension considers the infrastructure available for the implementer to provide in-person LIA services. It also guides implementers through the consideration of strategic planning to obtain or maintain adequate facilities and equipment for delivering in-person LIA services.

Rationale: Leveraging ICTs may help fill the gaps in the infrastructure required to cover the population in need of LIA services. However, guaranteeing that these services do not exclude people with low digital literacy, people in vulnerability, and geographic areas without immediate access to ICTs is crucial to address the gap in family justice. When possible, providing an analog version of services or facilitating in-person guidance via one-stop physical offices where ICT-based LIA services are provided may help address accessibility and inclusiveness needs (Yoon et al. 2025). Moreover, in-person guidance may help manage risk for people experiencing intimate partner violence, particularly those without access to technological devices.[25]

The provision of in-person services may rely on partnerships with entities providing other human services that have a broader network or are better distributed across the jurisdiction. In other words,

25 In-person services vs ICT-solutions as risk management will be context-dependent. For people without personal and private devices, an abuser might see that an individual is seeking legal information and retaliate with violence. Being able to go somewhere and "leave no trace" may feel more secure for some people. However, for others, the anonymity and impersonality of ICT solutions help reduce feelings of shame and empower individuals to seek help sooner than they would if they were required to go in person. In addition, in smaller communities, an individual traveling to an in-person legal aid service could be too visible and information could be shared with an abuser about the individual's whereabouts. Whatever solutions are available must be implemented with sensitivity and awareness of all the possible risks. Having both in-person and tech-enabled guidance will best be able to accommodate the needs and safety concerns of all those seeking help.

the Tool primes its users to develop an asset mindset, or to identify resources available beyond the conventional justice actors, which may be an asset to leverage in service provision.

Enabling Reforms: Enabling organizations may support implementers in identifying partners and facilitate collaborations with other LIA service providers and providers of human services, such that the ICT-based LIA services they provide have a better reach of people in need of assistance. More broadly, enabler organizations may support implementers by clearing administrative hurdles that may thwart these collaborations.

Dimension 3.3A Sufficient Availability of Infrastructure Around LIA
Sub-Dimensions:

i. The organization has access to a space to receive and serve the target population that is equipped to support daily operations
ii. The organization has a strategic infrastructure plan to ensure adequate facilities and tools for delivering in-person services

Dimension 3.3B Sufficient Availability of Infrastructure Around ICT

Description: This dimension assesses the existence of ICTs and their enabling infrastructure. Sub-Dimension 3.3B includes the following elements on the side of the implementer: a) ICT hardware tools; b) internet and phone network connectivity; c) storage capacity; d) internal communication channels; and e) cybersecurity infrastructure.

Like other dimensions, Dimension 3.3B follows the approach of assessing existing assets and priming the user of the Tool to strategize around the identification and establishment of partnerships with actors beyond the justice ecosystem to expand the infrastructural coverage of the implementing organization.

Rationale: The user-facing LIA solutions included in the Menu as part of Step 2 impose relatively lower ICT infrastructure requirements on the organizations implementing these solutions, compared to the requirements necessary for developing other kinds of technologies, such as back-end solutions seeking to launch a case management system. However, the decision to implement a specific user-facing solution in a jurisdiction is contingent upon the coverage and type of technology available there. Specifically, the implementer's existing access to and use of ICTs will inform what types of justice technologies may best fit their use and will shape partnership and scaling-up strategies.

Enabling Reforms: Enabling organizations may support implementers in identifying partners and facilitate collaborations with partners who have made strides to deploy ICT infrastructure beyond the justice sector. Enabler organizations may also support implementers by clearing administrative hurdles that may thwart these collaborations. More generally, enabler organizations may champion and advocate for broader policies advancing the digitalization of government and social services.

Dimension 3.3B Sufficient Availability of Infrastructure Around ICT

Sub-Dimensions:

i. The organization has sufficient ICT hardware tools to support daily operations and maintain stable communication channels
ii. The organization has stable and reliable Internet and phone network connectivity to support daily operations
iii. The organization has adequate online and local storage capacity
iv. The organization has adequate internal and external communication channels to support daily operations
v. The organization has adequate cybersecurity infrastructure and protocols
vi. The organization has a strategic plan to obtain or maintain adequate ICT infrastructure to support and scale their daily operations

Dimension 3.4A Sufficient Availability of Human Capital Around LIA

Description: Broadly, Dimension 3.4A considers the skills and abilities that the implementer can rely on in four substantive areas: a) LIA for lawyers and non-lawyers; b) orientation to service, performance, and results; c) expertise in family justice; and d) development of sensitivity towards people in vulnerability.

These abilities may be present within the staff hired by the implementer, they can be built throughout the project cycle, or they can be supplemented through partnerships or by hiring external contractors and advisers. Hence, this dimension assesses existing capacities, training programs, and hiring policies and protocols. More broadly, the dimension assesses whether the implementer has developed a contracting, staffing, and professional development strategy that covers the knowledge needs above.

Rationale: Inclusive LIA services involve expanding human capital so that different kinds of providers in addition to lawyers, such as non-lawyers and community workers, can contribute to implementing ICT-solutions, according to the legal framework. Second, focusing justice services on people's needs calls for implementers and enabling organizations with staff knowledgeable of orientation to results or performance-based approaches to policymaking. Third, specific knowledge of family justice may allow implementers to identify the common patterns in justice journeys for this area of law. Finally, and also related to family justice, providers trained to treat people with the required sensitivity, according to their experiences and vulnerabilities, will aid in effective service provision or the solution of family legal problems.

The dimension primes implementers to strategize comprehensively around the development of talent or around its channeling from external sources.

Enabling Reforms: Enabler organizations may support implementers in identifying external actors with relevant skills that the implementer may leverage through partnerships. Moreover, enablers can support implementers in developing recruitment, training, and contracting procedures that contribute to effective LIA services in family justice.

Dimension 3.4A Sufficient Availability of Human Capital Around LIA

Sub-Dimensions:

i. The organization's staff has appropriate knowledge and expertise in the provision of LIA services for family legal problems
ii. The organization's staff has the appropriate skills to implement service and results orientation in their daily work
iii. The organization's staff has the appropriate skills to address the needs of people living in vulnerability
iv. The organization's staff has the appropriate skills to perform the administrative tasks necessary to support its daily operations
v. The organization has strategic planning for staffing, professional development, and the development of external partnerships, that is aligned with its organizational development plan and future staffing needs for the provision of LIA services

Dimension 3.4B Sufficient Availability of Human Capital Around ICT

Description: Sub-Dimension 3.4B considers the human capital available to users of the Tool and their skills to design, develop, operate, troubleshoot, and update ICT-based platforms and services. This dimension considers whether the staff possesses the necessary knowledge of the legal framework governing ICT-based services and the skills required to effectively use existing ICT tools and develop new platforms and solutions.

Finally, it assesses whether Tool users have developed a talent management strategy that allows for the recruitment, retraining, and internal transfer of staff,[26] as well as the contracting and channeling of human capital through partnerships with external organizations.

Rationale: The successful digitalization of services significantly relies on learning and innovation, which are tightly connected to the availability of technical skills that implementing organizations can leverage. On the one hand, implementers face the challenge of staffing their organizations to cover the need of highly technical staff able to support the development or startup of justice technologies, their implementation, monitoring and evaluation, and update to changing technological and environmental conditions (Andrews, Nicoletti, and Timiolitis 2018). On the other hand, a mismatch between these highly specialized skills and those of the staff already hired by an organization may create resistance to change.

Strategies for addressing skill gaps in the context of ICT adoption are varied. Evidence indicates that promoting existing staff and providing targeted training programs effectively address skill gaps while fostering organizational stability and reducing resistance (Behaghel, Caroli, and Walkowiak 2012). Additionally, leveraging the external labor market can be approached through collaborative strategies. Developing and sustaining user-facing ICT-based LIA solutions involves the collaboration of multidisciplinary teams (Andrews, Nicoletti, and Timiolitis 2018) that are able to identify and

26 See Aitor Cubo's intervention in "Digital Transformation of Justice: Capitalizing on Opportunities and Managing Risks" session at Justice and the Rule of Law Global Forum: Fostering Inclusive and Sustainable Development Conference on June 26th, 2024.

respond to the needs of people as users of technology solutions.

Due to these reasons, the successful launch and sustainability of ICT-based LIA solutions calls for users of the Tool to devise a comprehensive talent management strategy that supports the recruitment, retraining, and internal transfer of staff, as well as the contracting and channeling of human capital through partnerships with external organizations.

Enabling Reforms: Enabler organizations may support implementers in identifying external actors with relevant skills that the implementer may leverage through partnerships. Moreover, enablers can support implementers in developing recruitment, training, and contracting procedures that contribute to effective ICT-based solutions.

Dimension 3.4B Sufficient Availability of Human Capital Around ICTs
Sub-Dimensions:

i. The organization's staff has appropriate knowledge of the legal framework surrounding the provision of ICT-based services
ii. The organization's staff has the appropriate knowledge and skills to use the organization's ICT hardware tools to support daily operations
iii. The organization's staff has appropriate knowledge and skills to develop new ICT-based platforms and services
iv. The organization has strategic planning for staffing, professional development, and the development of external partnerships, that is aligned with its organizational development plan and future staffing needs for the provision of ICT-based services

Dimension 3.5 Processes Oriented to Performance, Compliance, and Innovation

Description: Dimension 3.5 considers the degree to which the implementing or enabling organization's processes and management style incentivizes its members to deliver the organizational goals established by the leadership effectively. The dimension focuses on de facto management practices, as well as the internal procedures and regulations relevant to performance orientation, adherence to rules, and learning. Moreover, the dimension considers the existence of protocols around hiring and promotion, financing, resource sharing, and in-kind support.

This dimension will include the following:[27]

- Management style of the organization oriented towards performance
- Unified vision around PCJ and technological innovation
- Programmatic coherence around PCJ and technological innovation Compliance monitoring and evaluation / sanctioning structures
- Performance monitoring and evaluation structures
- Decision-making rules around tangible employment decisions (e.g., hiring and promotion)
- Rules and protocols around performance-based budgeting
- Protocols around budgeting for pilots and experimentation

27 See Bloom, Sadun, and Van Reenen (2012); Andrews, Nicoletti, and Timiolitis (2018); and Esmeralda (2024).

- Protocols around compliance and professional development, with room for learning and experimentation.

Rationale: Digital innovation by government and other actors involves some degree of experimentation and high technical skills. The degree to which the management style and processes followed by the organization is performance-based and oriented to results, at the same time as it creates room for learning, bottom-up communication, and transparency around failure matters for the incremental learning involved in technological innovation.

More generally, an organization's management style creates incentives for its members to deliver the organizational goals established by the leadership effectively. A functioning, meritocratic structure oriented to results is an observable implication of such a management style. Similarly, compliance with internal regulations and prevention of clientelistic and corrupt practices within an organization is fundamental for its effective operation.[28]

Additionally, members of organizations engaged in justice innovation that responds to people's needs require clear, coherent signals that the organization's leadership is shifting its approach to justice policies.[29] The organization's programmatic coherence around a long-term vision compatible with innovation and people-centered approaches affects its members' ability to respond to a single set of nonconflicting priorities effectively. For example, some enabling organizations have turned to adaptive strategies that allow planning by scenarios, which combine a unified vision with a flexible approach.[30]

Finally, internal rules and procedures affect how flexible organizations can be to sustain partnerships that support the design, implementation, monitoring, continual update, and scaling-up of ICT-based LIA solutions.

Some of the procedures and practices supporting the goals mentioned above relate directly to Dimension 3.4B on hiring and talent development, but they go beyond hiring and procurement protocols. These procedures encompass a working monitoring and performance evaluation framework tied to tangible employment incentives while also creating pockets for learning and experimentation, a monitoring system and sanctioning structure that supports adherence to rules, and a budgeting structure oriented to performance yet allowing provisions for piloting and learning.

Enabling Reforms: Enabling organizations may advance implementers' reform and that of their own institutions to strengthen processes that increase adherence to the law, transparency, performance orientation in hiring, promotion, and budgeting structures, as well as internal programmatic coherence. At the same time, enabling organizations may help to balance these goals with the creation of transformation funds that allow for piloting, testing, and learning.

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28 See Pellegrino and Zingales (2017)

29 See WB (2023)'s discussion of the role of a coherent strategic vision.

30 See Karina Carpinteiro. "El Poder Judicial dominicano reimagina una justicia centrada en las personas" https://www.undp.org/es/dominican-republic/blog/el-poder-judicial-dominicano-reimagina-una-justicia-centrada-en-las-personas, October 7th, 2024.

Dimension 3.5 Processes Oriented to Performance, Compliance, and Innovation
Sub-Dimensions

i. The organization has defined processes to favor evidence-based decision-making, including the ability to pilot innovations and allocate budget based on performance
ii. The organization's management style supports its ability to achieve its goals of implementing a people-centered approach to LIA services and ICT innovations
iii. Compliance with internal and external rules to guarantee responsible financing, in-kind donations, and cost-sharing schemes

Dimension 3.6 Information Systems that Can Support Justice Services Centered on People

Description: This dimension measures the capacity of implementers and enablers to collect and use information on the outcomes of LIA services and the degree to which the latter are centered on people, as measured in Dimensions 1.1 and 3.1. Additionally, it considers whether implementers and enablers have a data and evidence framework to connect information on people's needs with the monitoring and evaluation of the LIA policy chain.

Rationale: Working data and evidence frameworks are critical for organizations to learn about and respond to people's needs. They are also crucial to monitor and evaluate the extent to which justice programs and staff are oriented towards people-centered outcomes.

Enabling Reforms: Enabling organizations may foster partnerships with national statistics offices, other public organizations in charge of social services, universities, experts, and civil society organizations in order to co-create and adopt justice measurement frameworks that allow LIA policies to connect justice needs. These partnerships may also seek to improve the collection of different kinds of data and evidence through the creation of synergies with other efforts, such as through the inclusion of legal needs surveys in other kinds of surveys and census data.

Dimension 3.6 Information Systems that Can Support Justice Services Centered on People
Sub-Dimensions:

i. The organization has the capacity and processes to generate relevant information for decision-making
ii. The organization has access to relevant information inputs to support decision-making
iii. The organization has a strategic plan to collaborate on data collection and research with external actors

Pillar 4: External Factors Impacting the Implementation and Sustainability of ICT-Based LIA Solutions

This pillar examines the broader landscape within which the implementer/enabler organizations operate. Pillar 4's dimensions mirror those in Pillar 3. Following a people-centered approach, this pillar of the Tool primes organizations to assess and explore how to build partnerships and tap available resources in their environment. More broadly, the Tool promotes users' assessment of how to adapt to the environment where they will operate and how to start influencing that setting to improve the

environment for ICT-based LIA solutions.

The risks associated with low scores in this last pillar are, to some extent, a reflection of those mentioned in Pillar 3. In general, low scores on the suitability of the environment to host ICT innovations in family justice can jeopardize the sustainability of the service, placing the entire burden of its development, maintenance, and scaling on a single actor. If the context does not offer collaboration opportunities, the organization must provide all the resources for innovation and become a pioneer of this type of service. While such a situation would not make it categorically impossible to pursue the implementation of a justice technology, the Tool user should be aware of the additional challenges involved, including having to develop some of the requirements from scratch. These risks may be higher for smaller organizations. For these reasons, implementing ICT-based solutions has a higher chance of sustainable success at solving people's needs as they are embedded in a broader institutional effort to establish partnerships, scale up interventions, and prepare the terrain to introduce new services.

Pillar 4 includes seven dimensions:

- **4.1 People-Centricity and ICT Use in Existing LIA Services Offered by Local External Actors**
- **4.2 Funding and In-Kind Support Available in Ecosystem**
- **4.3 Sufficient Availability of Jurisdiction-Wide Infrastructure**
  - **4.3A Around LIA**
  - **4.3B Around ICT**
- **4.4 Sufficient Availability of Jurisdiction-Wide Human Capital**
  - **4.4 Around LIA**
  - **4.4B Around ICT**
- **4.5 Government-Wide and Partners' Processes Oriented to Performance, Compliance, and Innovation**
- **4.6 Stakeholder Support of Innovation and People-Centered Justice across the Jurisdiction**
- **4.7 Jurisdiction-Wide Availability of Data and Evidence on People's Legal Needs**

Dimension 4.1 People-Centricity and ICT Use in Existing LIA Services Offered by Local External Providers

Description: The first dimension of Pillar 4 takes stock of existing LIA services provided by other organizations in the local justice ecosystem, which are external to the implementer. It assesses whether these services are people-centered, tailored to support family justice journeys and whether they leverage ICTs.

Like Dimension 3.1, this dimension seeks to understand how existing LIA services may use technology to respond to people's needs. Dimension 4.1 focuses on the current supply of these services and the degree to which they meet widely accepted criteria of people-centricity—whether their planning and current implementation seeks to make these services widely available; accessible; equitable and inclusive; preventative, proactive, and timely; appropriate and responsive; empowering; collaborative and integrated; effective; free from corruption; and free from violence.

This dimension also considers the extent to which the population is involved in the planning and implementation stages of LIA services provided by organizations in the local justice ecosystem.

Rationale: This dimension orients the user of the Tool to map LIA services within their justice ecosystem.

The goal of assessing the people-centricity, use of ICTs, and whether LIA services support family justice is for the enabler and implementer organizations to identify LIA providers with which synergies may be created. Specifically, enabling organizations may identify existing services to support, improve, connect, and scale up in their jurisdiction. This dimension also matters to avoid duplicating efforts to provide ICT-based LIA services.

Enabling Reforms: Enabling organizations may support the design of people-centered ICT-based LIA solutions by championing and channeling resources towards programming, as well as the design, measurement, and monitoring of indicators connecting the inputs, activities, outputs, and outcomes of programs.

Dimension 4.1 People-Centricity and ICT Use in Existing LIA Services Offered by Local External Providers

Sub-Dimensions:

i. Local justice providers currently provide or have experience providing people-centered LIA services regarding family legal problems
ii. Local justice providers effectively collaborate with the target population in the planning stages of LIA services
iii. Local justice providers currently provide or have experience providing people-centered ICT-based LIA services

Dimension 4.2 Funding and In-Kind Support Available in Ecosystem

Description: In awareness of the scarcity of resources for justice programming, this dimension primes users of the Tool to map the sources of funding and in-kind support they can leverage, as well as organizations within and beyond the justice ecosystem with which to share resources and create synergies to increase geographical coverage and functional capacity or to apply jointly for funding. Important funder characteristics for justice innovation are the continuity in the funding structure and the flexibility of funders for learning and continuous improvement of solutions. Similarly, a relevant characteristic in potential partner organizations is their openness to collaboration. Additionally, this dimension considers the market size for users that rely on profit-building activities to sustain the ICT-based LIA solutions (e.g., private foundations).

Rationale: Like Dimension 3.2, this dimension acknowledges that resources available for justice reform are insufficient, and the startup and maintenance of ICT-based solutions tend to be expensive. However, these solutions may save costs in the long term.

In the short term, an implementer's current ability to attract financial and in-kind resources, as well as cost-sharing opportunities and its existing financial capacity may inform which justice technologies are best suited to their budget.

More broadly, medium- and long-term financial strategies geared towards partnerships with various types of organizations at different levels—i.e., donors, funders, in-kind supporters, and other potential enabling organizations in the implementer's jurisdiction and beyond—may increase the sustainability of solutions and their potential of being scaled-up.

Enabling Reforms: Enabling organizations may support the financial sustainability of ICT-based LIA solutions by engaging potential external donors and in-kind support partners and advocating for continuous and flexible investment in ICT-based solutions. Similarly, enabling organizations may support partnership building with organizations within and beyond the justice ecosystem to support synergies and scaling up on ICT-based LIA services.

Dimension 4.2 Funding and In-Kind Support Available in Ecosystem
Sub-Dimensions:

i. Existence of funding for family justice in the ecosystem
ii. Opportunity for financial collaboration with external actors

Dimension 4.3A Sufficient Availability of Jurisdiction-Wide Infrastructure around LIA

Description: This dimension pertains to the capacity of external organizations in the jurisdiction for analog[31] coverage of LIA systems. Sub-Dimension 4.3A primes decision makers to map other justice actors and actors beyond the conventional justice ecosystem (e.g., actors providing other social services) with whom the implementing organization can collaborate to extend the geographic coverage of services and create a referral system connecting LIA and other social services. Referral services may also take place in the digital space.

Rationale: Mirroring Sub-Dimension 3.3A, Sub-Dimension 4.3A seeks to ensure that the user of the Tool identifies external actors with whom to establish partnerships to expand the geographic coverage of face-to-face LIA services or the accompaniment to people served who need guidance in using ICT-based solutions, for example, through kiosks or one-stop shops. The rationale behind this dimension is to guarantee that ICT-based LIA services do not exclude people with low digital literacy, people in vulnerability, and geographic areas without immediate access to ICTs. In-person guidance may also help manage risk for people experiencing intimate partner violence, particularly those without access to technological devices.[32] Finally, the users of the Tool can leverage a map of external actors providing other justice or social services in the jurisdiction to build a referral service network and facilitate timely intervention.

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31 This document refers to the term "analog" (WB 2024) to stress the need to maintain the non-digital provision of services as a measure of inclusivity. Analog can mean "in person" and/or "in paper." The term "face-to-face" stresses the need for personal guidance to access a digital service.

32 In-person services vs ICT-enabled solutions as risk management will be context-dependent. For individuals without private personal devices, an abuser might see that an individual is seeking legal information and retaliate with violence. Being able to physically go somewhere and "leave no trace" may feel more secure in these instances. However, for others, the anonymity and impersonality of ICT solutions help reduce feelings of shame and empower individuals to seek help sooner than they would if they were required to go in person. In addition, in smaller communities, an individual traveling to an in-person legal aid service could be too visible and information could be shared with an abuser about the individual's whereabouts. Whatever solutions are available, whether they are physical or ICT-enabled, must be implemented with sensitivity and awareness of all the possible risks. Having both in-person and ICT-enabled guidance will best accommodate the needs and safety concerns of all those seeking help.

Enabling Reforms: Enabling organizations may support implementers in identifying partners and facilitate collaborations with other LIA service providers and providers of human services, such that the ICT-based LIA services they provide have a better reach of people in need of assistance.

Dimension 4.3A Sufficient Availability of Jurisdiction-Wide Infrastructure around LIA

Sub-Dimensions:

i. Local service providers have access to spaces to receive and serve the target population that are properly equipped, potentially supporting the delivery of LIA
ii. Local justice and other service providers have facilities and tools for delivering in-person services

Dimension 4.3B Sufficient Availability of Jurisdiction-Wide Infrastructure around ICT

Description: Following up on Sub-Dimension 3.3B, Sub-Dimension 4.3B assesses the ICTs and enabling infrastructure available society-wide, as well as for organizations with which the user of the Tool may partner or which it may help scale up. This assessment includes an analysis of whether there are privately and/or publicly led wider digitalization initiatives, i.e., are there widely available technology assets in other sectors transferable to the deployment of justice solutions?

Additionally, the dimension measures whether the technology infrastructures used by partner organizations are in compliance with implementer's procedures.

Finally, Dimension 4.3B considers whether there is a broader government-wide digital strategy and the degree to which it considers ICT-based LIA solutions.

Rationale: Sub-Dimension 4.3B seeks to guide the users of the Tool to understand the kinds of technology widely available at the jurisdiction level, in order to guide the users' choice of an ICT-based LIA solution that will be more easily adopted in their context.

This dimension also seeks to guide the users of the Tool as they identify external organizations with which to partner to expand their population coverage through ICTs.

Finally, if faced with the absence or insufficiency of a government digital strategy, the user of the Tool may develop approaches to advocate for creating such a strategy and for the latter to be compatible with the provision of ICT-based LIA services.

Enabling Reforms: Enabling organizations may support implementers in identifying partners and facilitate collaborations with partners who have made strides to deploy ICT infrastructure beyond the justice sector. More generally, enabler organizations may champion and advocate for broader policies and strategies to advance the digitalization of government and social services, or for the inclusion of justice services, and specifically, LIA, in existing policies.

Dimension 4.3B Sufficient Availability of Jurisdiction-Wide Infrastructure around ICTs
Sub-Dimensions:

i. Jurisdiction-wide availability of adequate ICT hardware to support operations and communication with the target population
ii. Jurisdiction-wide availability of stable and reliable access to the Internet and phone networks
iii. Jurisdiction-wide availability of adequate storage capacity
iv. Jurisdiction-wide compliance with the implementer's ICT protocol
v. Existence of government-wide digitalization strategy

Dimension 4.4A Sufficient Availability of Jurisdiction-Wide Human Capital around LIA

Description: Following up on Sub-Dimension 3.4A, Sub-Dimension 4.4A considers the skills and abilities for LIA services available in the broader ecosystem, which the implementer could leverage by hiring, contracting consultants and advisors, or creating synergies with external actors. Mirroring Sub-Dimension 3.4A, these skills and abilities concern four substantive areas: a) LIA for lawyers and non-lawyers; b) orientation to service, performance, and results; c) expertise in family justice; and d) development of sensitivity towards people in vulnerability.

Moreover, the dimension evaluates the availability of relevant skill-building and education programs at the jurisdiction level. Specific partners that may be considered include pro-bono services, and existing digital justice experimentation.

Rationale: The transformation of justice services, performance-oriented justice reform, and effective LIA (both by lawyers and non-lawyers, depending on the context) that increases equal access to justice involves skills that may go beyond what is available for conventional justice institutions. Following the people-centered approach of creating synergies with organizations in the local ecosystem, this dimension primes the user of the Tool to assess and actively seek talent they can access from external actors.

Enabling Reforms: Enabling organizations can promote policies to facilitate partnerships and emphasize investments in education and credentialization to build up the talent pool for the provision of LIA services, as well as to foster interdisciplinary collaborations with public policy experts and experts specialized in trauma-informed work and service provision to people in vulnerability.

Dimension 4.4A Sufficient Availability of Jurisdiction-Wide Human Capital around LIA
Sub-Dimensions:

i. Existence of external actors working on family legal problems
ii. Existence of educational and training programs outfitting individuals with the skills needed to understand and respond to people's legal needs
iii. Existence of educational and training programs outfitting individuals with the skills needed to address the special needs of people living in vulnerability
iv. Existence of educational and training programs outfitting individuals with the administrative skills to support the daily operations of a LIA service provider

Dimension 4.4B Sufficient Availability of Jurisdiction-Wide Human Capital around ICT

Description: Following up on Sub-Dimension 3.4B, Sub-Dimension 4.4B evaluates the available skills, talent, and human resources available within the user's ecosystem. This is relevant to the user's evaluation as it can shine a light on relevant human capital beyond their own institution which could benefit their existing capabilities. Recognizing that this human capital likely exists beyond the realm of justice service providers, the user is prompted to consider the existence of educational, training, and research programs that cultivate such talent. There are two general types of skills and categories considered here: first, those relevant to the ICT-based provision of LIA services, and second, those about the development and deployment of ICT-based platforms and services.

Rationale: The digital transformation of justice services, including their startup and design, implementation, monitoring, and readaptation, requires technical expertise that tends to go beyond what is available for conventional justice institutions. The degree to which users of the Tool may successfully access the relevant talent pool partially depends on the availability of this pool in their ecosystem. This dimension primes the user of the Tool to assess and actively seek talent they can access from external actors.

Enabling Reforms: Enabling organizations can promote policies to emphasize investments in education that build up the talent pool for skills that support the design, implementation, and monitoring of ICT-based justice solutions.

Dimension 4.4B Sufficient Availability of Jurisdiction-Wide Human Capital around ICT
Sub-Dimensions:

i. Existence of educational, training, and research programs outfitting individuals with knowledge of the provision of ICT-based LIA services
ii. Existence of educational, training, and research programs developing and outfitting individuals with the knowledge and skills to develop new ICT-based platforms and services

Dimension 4.5 Government-Wide and Partners' Processes Oriented to Performance, Compliance, and Innovation

Description: This dimension considers the degree to which other service providers in the justice ecosystem adhere to rules, including those concerning mechanisms to prevent discrimination, violence, and corruption.

Further, Dimension 4.5 mirrors Dimension 3.5 and assesses whether government-wide regulations, including systems of transparency and accountability, promote an orientation to compliance, performance-based budgeting and processes, while allowing space for learning and innovation. Similarly, the dimension considers the orientation to performance, compliance, and innovation by partner organizations.

Rationale: The ability of users to impact people's justice journeys through LIA services is partially contingent on the real-life relevance of the guidance people receive. By contrast, if justice services

that by law should be available are, in fact, not, LIA services guiding people through services that exist only in writing have less potential of solving people's legal problems. Hence, a special focus of this dimension is the compliance or adherence to the law of actors in the justice ecosystem more broadly—e.g., actors responsible for providing access to dispute resolution or post-resolution services.

The orientation to performance, compliance, and innovation by the user of the Tool may be enhanced by government-wide processes that favor these goals—instead of being riddled with red tape or corrupt practices.

This dimension is also around transparency, broadly understood as a government-wide commitment to instances like the Open Government Partnership and regulations approved around government data transparency.

Enabling Reforms: Enabling organizations may develop engagement strategies to advocate for reform in justice systems that promote higher adherence to the rules. More broadly, systemic reforms around transparency, accountability, compliance, performance-based budgeting and processes may be goals enablers can pursue to enhance the environment for people-centered ICT-based LIA solutions.

Dimension 4.5 Government-Wide and Partners' Processes Oriented to Performance, Compliance, and Innovation
Sub-Dimensions:

i. Jurisdiction-wide policies and protocols ensure compliance by public and private actors with the relevant laws and regulations shaping the family justice system
ii. Jurisdiction-wide policies and protocols ensure public and private actors utilize performance-based strategies in the family justice system
iii. Jurisdiction-wide leadership demonstrates commitment to innovation in the family justice system

Dimension 4.6 Stakeholder Support of Innovation and People-Centered Justice across the Jurisdiction

Description: This dimension seeks to account indirectly for the support or lack of opposition to the implementation of ICT-based LIA solutions by stakeholders whose interests may be affected by it, such as bar associations and justice institutions.

Rationale: Meeting people's legal needs involves learning about the kinds of service provision within and beyond the conventional justice institutions that may solve people's needs. PCJ thus involves empowering society-wide actors that provide justice solutions or may help the implementation of ICT-based solutions, even if they are not commonly acknowledged as justice actors. Such realignment may change power dynamics and involve the redistribution of resources available for justice. The users of the Tool need to understand the extent to which justice reform may create opposition from stakeholders who may lose resources as a result of it.

Enabling Reforms: Broadly, enablers may advocate for approaches to service provision that center other social and human services around people. Enabling organizations may devise strategies to engage private interests potentially affected by a relative liberalization of LIA services, by showcasing examples of pro bono services or best practices in other countries.

Dimension 4.6 Stakeholder Support of Innovation and People-Centered Justice across the Jurisdiction
Sub-Dimensions:

i. Key stakeholders in the jurisdiction are supportive of innovation in the delivery of LIA, and this is reflected in their own initiatives to improve people's access to family justice

Dimension 4.7 Jurisdiction-Wide Availability of Data and Evidence on People's Legal Needs

Description: This dimension measures the strength of the justice data ecosystem by assessing the degree to which society-wide data collection and research can be leveraged to learn about people's legal needs throughout their justice journeys as well as to understand the role of LIA services on solving these needs. It considers the existence of different kinds of organizations within and beyond the user's jurisdiction, with whom research partnerships can be established. Additionally, it takes into account the existence of data collection efforts by organizations at the jurisdiction level[33]—organizations providing other social services, or national statistics offices—with which partnerships may be leveraged in order to gather systematic data on justice outcomes.

Rationale: Organizational data and evidence frameworks thrive and are sustainable in robust justice data ecosystems that support data collection through partnerships to create efficiencies, and that favor the use of data and evidence to inform justice policymaking by a variety of actors in the public sector, non-governmental justice providers, academia, and other research organizations.

Enabling Reforms: Enabling organizations may foster partnerships with national statistics offices, other public organizations in charge of social services, universities, experts, and civil society organizations in order to co-create and adopt justice measurement frameworks that allow LIA policies to connect justice needs. These partnerships may also seek to improve the collection of different kinds of data and evidence through the creation of synergies with other efforts, such as through the inclusion of legal needs surveys in other kinds of surveys and census data.

Dimension 4.7 Jurisdiction-Wide Availability of Data and Evidence on People's Legal Needs
Sub-Dimensions:

i. Jurisdiction-wide capacity and processes to generate relevant information for decision-making
ii. Jurisdiction-wide availability of relevant information inputs to support decision-making

33 For an example of a current process of data consolidation, see Esmeralda, 2024, referencing a proposal for a province-wide justice data commons in Saskatchewan, aimed at centralizing data from 24 organizations to enhance data-informed decision-making and support access to justice initiatives.

4 Guidelines for Selecting ICT-Based Legal Information and Advice Solutions for Family Justice

Purpose of the Guidelines

Upon completion of the Tool, the user[34] is provided with scores at both the pillar and dimension level. These Guidelines serve to assist the user in understanding their scores and translating them into action by connecting the Tool and the Menu.[35]

By exploring each of the four pillars and their corresponding dimensions, this document offers the user actionable insights into what the scoring means with regard to selecting from the five options proposed in the Menu. The insights offered here are not prescriptive; rather, they are intended to guide the user in interpreting, understanding, and leveraging their scores for justice reform. Some indicators in the Tool are immediately relevant for choosing which justice technology may be the most appropriate, whereas other indicators can inform how justice technologies can be deployed to ensure alignment with the PCJ criteria. These Guidelines seek to inform the context-specific decision the user of the tool may make on which ICT-based solution in the Menu to implement and how to implement it.

The particular choice of ICT-based justice solutions does not preclude, and in fact ideally would go in tandem with, broader institutional reforms to improve the enabling environment for ICT-driven LIA services that solve family justice problems (See the section on "Enabling Reforms Recommendations by Evaluation Dimension"). Hence, these Guidelines seek to orient decision makers to leverage ICT-based solutions tailored to their institutional resources and context, as they simultaneously engage in improving these conditions.

Each of the four pillars—and their corresponding dimensions—is considered individually, with discussion of the following questions:

- What is a higher score at the pillar level indicative of?
- What is a higher score at the dimension level indicative of?
- What does the dimension-level score mean for what kinds of justice technologies may be appropriate?
- How does the dimension-level score inform how justice technologies can be deployed?
- Following the discussion of the fourth and final pillar, the conclusion summarizes key points and reiterates the connection between this document and the Tool more broadly.

34 As discussed earlier in this document, the "user" is the individual or group responsible for completing the assessment. This Tool has been designed for use by two general types of users: implementers and enablers.

35 As described later in this document and further detailed in the Conceptual and Evaluation Framework, the Menu of Justice Technologies (Step II) consists of five types of justice technologies—Legal Information Websites, Virtual Legal Advice, Guided Information Pathways, Chatbots, and Online Case Management—that can be implemented in various contexts by decision makers seeking to advance digitalization of family justice services.

Interpreting the Scores

As presented in the Interface, each of the Tool's dimensions has a maximum possible value equal to the total number of indicators contained within the dimension.[36] Following the completion of the Interface, the user's score is summed up at the dimension level. Then, this score is divided by the maximum possible point value and multiplied by 100 to arrive at the percentage total. The percentage scores for each dimension are then averaged in order to achieve the pillar-level score.[37] Thus, all dimensions within a pillar are considered equally, regardless of how many indicators they contain. This is important to note given that some dimensions consist of more indicators than others.

The Tool also provides an aggregate score out of 100, where each pillar accounts for 25 percent. This total score provides the user with a high-level, summary view of their performance on the pillars. The closer the score is to 100, the greater the opportunities for ICT-based family justice innovation are. However, the aggregate score should be considered in tandem with the pillar and dimension level scores, as they provide further information about the factors shaping the overall score and can pinpoint specific areas of opportunity.

As described in the Structure of the Assessment Tool subsection of Section III, these Guidelines refer to high and low scores. Generally speaking, high scores are those that are greater than 50 percent, and low scores are between 0 and 50 percent; however, there are a few indicators for which the thresholds are informed by International Telecommunications Union standards. While these Guidelines consider the scores at the dimension and pillar level, users who are seeking to understand their positionality with greater nuance—regardless of whether they had high or low scores—can also consider their sub-dimension and indicator-level performance. In the case of a high score at the dimension level, drilling down to the sub-dimension level can offer users insights into the weaknesses that may exist even if they are not surfaced in the aggregate scores. Alternatively, in the case of a low score at the dimension level, consideration of the sub-dimensional scoring may support the user in identifying existing strengths that can buoy further reform and progress.

Pillar 1: Factors Impacting People's Adoption of ICT-Based LIA Solutions

A high score on Pillar 1 suggests that the target population is well-situated to utilize an ICT-driven family justice tool, based on their existing engagement with LIA and ICT services, as well as their digital and legal literacy. Similarly, a high score indicates that currently provided LIA services largely meet local justice needs in family justice. The factors considered in the four dimensions of Pillar 1 are key for ensuring that the target population is able and willing to utilize the justice technology innovation, as well as for identifying how ICT-based LIA solutions may better address the justice needs of the target population.

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36 All indicators in the Interface are scored on a scale of 0 (minimum) to 1 (maximum). So, the maximum possible point value that a user can score is equal to the number of all the indicators within the dimension of consideration.

37 For more detail on the Interface scoring, refer to section Structure of the Assessment Tool of the Conceptual and Evaluation Framework.

In contrast, **a low score** on this pillar points to potential weaknesses in existing LIA service provision and barriers to uptake of a new justice technology by the target population. In this case, the user should consider not only tailoring the selected technology to suit the target population's capabilities and address the barriers they encounter but also pursuing enabling reforms in tandem.

There are multiple indicators within Pillar 1 where a low score can indicate that the user may not be positioned to pursue a justice technology at the current moment. Those indicators are:

- Indicators 1.2.i.a-1.2.i.d: the proportions of the target population with access to a digital device, an SMS-enabled mobile phone, a smart phone or computer, and the internet.
- Indicators 1.4.i.a-1.4.i.c: the proportions of the target population who can use hardware and software tools to access ICTs, and who know how to find relevant information online.
- Indicators 1.4.ii.a-1.4.ii.b: the proportions of the target population who are able to interact via digital technologies and engage with public or private services through digital technologies.

These indicators are considered to be make or break indicators because if the target population does not have access to the digital devices via which ICT-driven family justice services will be delivered, they will not be able to use them. Inadequate digital capability among the target population will similarly impede their uptake of the justice technology.

1.1: People Currently Use LIA Services

A high score on Dimension 1.1 suggests that members of the target population have pre-existing awareness of and engagement with LIA services. Furthermore, their engagement with existing LIA services is generally in line with PCJ criteria and key human rights standards.[38] In contrast, **a low score** on this dimension suggests critical gaps in existing LIA services that may erode their effectiveness. Taking stock of if and how the target population engages with existing LIA services can inform the development of a new justice technology by identifying what works and why, supporting more informed decision making. The user is prompted to consider findings from a local legal needs assessment, which can shed light on the barriers to justice services that the target population has encountered. Identifying and understanding these barriers is key for the development and implementation of a relevant and tailored tool.

What are the implications of Dimension 1.1's score for *what kind* of justice technology may be most appropriate? The indicators composing Dimension 1.1 do not directly shape decisions around which of the technologies from the Menu may be the most appropriate to a given situation; rather, this dimension is more pertinent to shaping how a technology can be applied.

What are the implications of Dimension 1.1's score for *how to deploy* a justice technology? Dimension 1.1 offers a wealth of information for the user to leverage in the design and implementation of any of the technologies from the Menu. A high score may indicate that the target population is more

38 The people-centered justice criteria are rooted in the OECD Framework and Good Practice Principles for People-Centred Justice criteria with some additions made by WJP. The criteria are availability, accessibility, preventive and proactive, timely, appropriate and responsive, empowering, equitable and inclusive, outcome-focused and fair, effective, collaborative and integrated, and free from corruption, violence, and discrimination

likely to engage with and trust a justice technology given their positive experiences with existing LIA services. Given the equity considerations included in Dimension 1.1 (e.g., freedom from discrimination and language accessibility), a very high or perfect score here is unlikely.

In contrast, a low score on Dimension 1.1 may indicate that the target population encounters numerous barriers to existing LIA services. It may highlight the gaps in service delivery that a justice technology innovation may help fill. Specific sub-dimensions and indicators in Dimension 1.1 can be used to hone in on the specific challenges reflected in a low score, which should then be carefully considered in the design of a new justice technology. For example, if a low score on Dimension 1.1 is largely driven by poor performance on Sub-Dimension 1.1.i (People have access to inclusive, timely, and responsive LIA when they face a family legal problem), then the user of the Tool should be particularly careful to emphasize inclusion, timeliness, and responsiveness in implementing any of the options from the Menu. Additionally, it is important for the decision maker to understand how the target population's poor experience with existing services may negatively impact their interest or ability to use a justice technology.

Dimension 1.1 specifically considers the experiences of people living in vulnerability (see Sub-Dimension 1.1.iii and 1.1.iv). While these indicators are not factored into the dimension or pillar-level score, they do guide the identification of context-specific groups in vulnerability whose legal protections are evaluated in Pillar 2, Dimension 1. The user's attention to these results is critically important as they guide the equitable and inclusive implementation of a justice technology. People living in vulnerability are often disproportionately impacted by injustice and at increased risk of being excluded from the opportunities offered just digital innovations.

1.2: People Currently Use ICT-Based Solutions

A high score on Dimension 1.2 indicates that members of the target populations access, use, and trust ICTs, including those that are immediately relevant to the options presented on the Menu. For the user of the Tool, a high score may suggest that the target population is well-equipped to utilize a justice technology due to existing access to and trust of ICT services. On the flip side, **a low score** on this dimension highlights significant challenges—such as lack of access to the internet or internet-connected devices, or a lack of trust in the privacy and security of ICTs—that may significantly impede the target population from engaging with a justice technology.

What are the implications of Dimension 1.2's score for *what kind* of justice technology may be most appropriate? Dimension 1.2 offers critical insights into which of the justice technologies highlighted in the Menu are feasible in the user's context. A high score here suggests that all the options presented on the Menu are in play, as the target population uses the ICTs that drive them. Some of the options in the Menu—including VLA and chatbots—can be deployed through various types of technologies (such as SMS messaging, smartphones, social media, etc.). A high score leaves all these opportunities open to the user. In contrast, a low score may suggest that poor ICT access or low trust in ICT limit the types of justice technologies that are available. For example, if the target population does not have access to smartphones or computers, it is not wise to pursue a justice technology that is dependent on such devices, and an SMS-enabled option may be the most viable alternative.

What are the implications of Dimension 1.2's score for *how to deploy* a justice technology? In the case of a low score, the user should pay particular attention to Sub-Dimensions 1.2.ii (People living in vulnerability have equal access to ICT-based services) and 1.2.iii (People trust ICT-based services and consider them safe to use) when evaluating how a justice technology can be deployed. ICT-based exclusion of people living in vulnerability can not only weaken the efficacy of an ICT-driven family justice reform but risk worsening the justice gap overall. Similarly, if the target population does not trust ICTs, they will be less likely to engage with a new service. The user can leverage this information to inform how they design, market, and socialize the justice technology they choose to pursue (e.g., building in safeguards particularly oriented to protect and serve people living in vulnerability).

1.3: Sufficient Legal Capability of Target Population

A high score on Dimension 1.3 indicates that the target population has the skills, knowledge, and resources to identify, understand, and resolve their legal problems. At the individual level, a person with sufficient legal capability is literate, aware of their rights, able to acknowledge their legal problems—including those that might otherwise be perceived as unavoidable circumstances or mere chance—, able to seek information, and in possession of legal documentation that facilitates their full participation in society. Furthermore, a person with sufficient legal capability is individually and socially empowered to utilize family LIA services. At the aggregate level, a population with sufficient legal capability embraces and advances family justice. On the contrary, **a low score** on Dimension 1.3 highlights critical challenges that may hinder the target population's ability to fully utilize and benefit from a justice technology initiative. A common barrier to people's use of justice services is low legal capability, which impedes their ability to identify and seek solutions to their legal problems. Research from the WJP found that a majority of people with legal problems failed to recognize the legal aspect. (WJP 2019a). If members of the target population are illiterate or lack legal documentation to prove who they are, what they own, and their marital status, they will likely encounter more barriers engaging with traditional justice services. Further, if people or their social networks do not trust or support engagement with justice services, then the uptake of ICT-based LIA services may be impacted. Similarly, users of the Tool may take this into account if people do not have the cognitive tools to ask relevant questions and search for information. In such cases, ICT-based family LIA services remain possible and important. Balancing their adapted implementation with complimentary reforms can help ensure that the target population can most fully engage with and benefit from the services.

What are the implications of Dimension 1.3's score for *what kind* of justice technology may be most appropriate? Regardless of the score on Dimension 1.3, all technologies highlighted in the Menu remain possible for the user. However, some may be more appropriate for the target population. In the case of a high score, it may be more appropriate for the user to pursue technologies such as Pathways or OCM, which tend to be more relevant for people who have already identified their problem as being legal in nature. For a user with a low score, technologies such as LIWs or VLA may be more appropriate as they can assist people in identifying their problems, understanding their options, and deciding a path forward.

What are the implications of Dimension 1.3's score for *how to deploy* a justice technology? Dimension 1.3 can be very informative for the user in tailoring their selected justice technology to the needs of their target population, specifically adapting the technology such that it meets members of the target population where they are. The score on Sub-Dimension 1.3.i (People are literate) can be particularly informative in shaping how information is communicated. In the case of a low score, visual tools such as videos or images may be beneficial in ensuring successful communication of information. On the other hand, in the case of a higher score, more technical language—such as legislative or case law references—may be appropriate. In the interest of accessibility, the user would benefit from considering specific sub-dimensions here; e.g., low scores on Sub-Dimension 1.3.v (People's social network respects their right to access justice and supports them in doing so) or Sub-Dimension 1.3.vi (People generally trust justice institutions) could encourage the user to build in a socialization protocol that generates trust among the target population and their communities.

1.4: Sufficient Digital Capability Target Population

In parallel to Dimension 1.3, **a high score** in Dimension 1.4 suggests that the target population is well-equipped to utilize a family justice technology due to existing awareness and understanding of ICTs and ICT-based services. In contrast, **a low score** on this dimension serves as a significant warning to the user, potentially indicating that a justice technology is not the best option; or, perhaps, not an option at all.

What are the implications of Dimension 1.4's score for *what kind* of justice technology may be most appropriate? A user's score on Dimension 1.4 may be among the most impactful of the entire Tool for determining which of the technologies presented in the Menu is the most appropriate for the target population. A high score suggests that all the Menu options are feasible, and there can be an opportunity for more complex applications of them (e.g., a LIW with integrated chatbot and connections to virtual legal advisors). A low score, in comparison, prompts the user to consider options that require less digital capability of the target population—e.g., a LIW or Pathway that utilizes a simple interface and structured interactions to more actively support the target population in navigating it.

What are the implications of Dimension 1.4's score for *how to deploy* a justice technology? In tandem with Dimension 1.3, the score on Dimension 1.4 can be crucial for tailoring the deployment of a justice technology to the unique capabilities of the target population. The options highlighted in the Menu can be implemented with varying levels of technological advancements. In the case of a high score on Dimension 1.4, a more advanced option may be appropriate—for example, an OCM system that facilitates active use by the target population to engage with available resources. However, if the target population is less skilled in the use of ICTs (as reflected in a lower score on this dimension), the user should intentionally tailor the selected technology to be approachable to people with lower capability. Otherwise, a mismatch between the target population's digital capability and level of technological advancement of the selected technology may serve as an impediment to uptake and impact.

Pillar 2: Legal and Regulatory Framework

A high score on Pillar 2 suggests that the user may be better positioned to pursue ICT-driven LIA justice technologies for family justice due to a stronger legal and regulatory environment that enables the provision of ICT-driven LIA services. Further, a high score on this pillar can indicate openness to service delivery models that may be nonconventional in many country settings—such as the provision of legal services by non-lawyer professionals—and innovation. **A lower score** may indicate a more limited view of PCJ service provision of LIA, which does not sufficiently foster high-quality services geared towards addressing people's legal problems; a less clear, cohesive, or effective legal and regulatory framework that can make it more challenging for a user to design and implement a justice technology; and/or a regulatory environment that does not foster and adapt to safe innovations.

There are two indicators within Dimension 2.3 that can eliminate the possibility of any justice technology initiative, so it is critical that the user pays particular attention to these indicators. A low score on Indicator 2.3.i.b or Indicator 2.3.ii.b suggests that an ICT-driven reform in the delivery of family LIA services is not feasible within the user's context due to such technologies being unallowable. If this is the case, then it is recommended that the user prioritize reforms that will enable future implementation of justice technologies.[39]

2.1: Legal Framework Enabling Protection of People in Family Matters

A high score in Dimension 2.1 indicates that the existing laws and regulations enabling the protection of people in family matters are transparent, clear, enforced, and easily available to the public. Additionally, a high score suggests that the existing laws and regulations effectively protect people living in vulnerability[40] from violence and discrimination and ensure that they have full equality before the law. Such protections contribute to an environment conducive to the effective deployment of justice technologies in service of people and their most severe family justice problems. In contrast, **a low score** does not eliminate the possibility of pursuing a justice technology but may indicate that the user should consider complementing the selected justice technology with parallel enabling reforms (see: the double track described in the Types of Decisions the Tool Seeks to Inform Sub-section). Strengthening the protection of people in family matters can benefit a justice technology initiative—and the overall pursuit of PCJ—by preventing additional injustices and garnering support from the target population.

What are the implications of Dimension 2.1's score for *what kind* of justice technology may be most appropriate? The Dimension 2.1 indicators do not directly inform what kinds of justice technologies are most appropriate, but they guide decisions around *which types of family legal needs* are the most important to focus on, and *the relevant considerations and precautions* that should be taken to uphold target population's rights, as discussed below.

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39 For further information on enabling reforms, refer to Pillar 2: Legal and Regulatory Framework within the Conceptual and Evaluation Framework.

40 "People living in vulnerability" are those who the legal needs assessment conducted in Pillar 1 finds to be disproportionately impacted by family legal problems and barriers to justice. Depending on the context, this may—but does not necessarily—include women, children and youth, people with disabilities, and immigrants, among others.

What are the implications of Dimension 2.1's score for *how to deploy* a justice technology? When considering this dimension, users should pay special attention to their score on Sub-Dimension 2.1.1 (Ensuring justiciability), as this has direct implications for what types of problems the justice technology can target. If a focal family justice problem is not legally justiciable in the user's context (Sub-Dimension 2.1.1), then the user should emphasize another relevant problem in their implementation of a justice technology. For example, if the legal needs assessment in Sub-Dimensions 1.1.iii and 1.1.iv indicates that divorce or separation is a prevalent problem, but divorce is not legally allowable (WJP Expert Consultations 2024), it is not recommended for the user to proceed with a justice technology oriented towards resolving this problem as it will put them in opposition to the laws and regulations, threatening not only the efficacy of the technology but also their own legal standing. In such a situation, the user may still be able to proceed with a justice technology initiative, but with an orientation towards another type of problem that is severe, frequent, *and* legally justiciable in their context.

While low scores on Dimension 2.1 do not preclude the use of a justice technology, they may suggest the need for a stronger emphasis by the user on anti-violence, anti-discrimination, and pro-equity considerations to protect and uphold the target population's rights. These considerations can be applicable not only to the implementation of the chosen justice technology but to the legal strategy more broadly. Furthermore, a low score here may indicate a need for larger enabling reforms oriented towards crafting new laws, if they are non-existent, or strengthening the enforcement and impact of existing laws that protect the human rights of people living in vulnerability (See the sub-section on Dimension 2.1 Legal Framework Enabling Protection of People in Family Matters).

2.2: Legal Framework Enabling LIA

As defined in Section III: Conceptual and Evaluation Framework, LIA services—which include more generalizable legal information, and tailored legal advice—play a critical role in the resolution of family justice problems and strengthening legal empowerment. **A high score** on Dimension 2.2 suggests that the provision of family LIA services is legally defined and effectively regulated, with opportunities for innovation oriented towards improving access to justice through diverse justice services designed to adapt to people's needs. Furthermore, a high score can indicate that the user's potential scope of operation within the family LIA services space is well-defined, facilitating their informed approach to implementing a justice technology in line with PCJ criteria. In contrast, **a low score** in this dimension indicates that the legal framework either fails to recognize or consider LIA services or lacks sufficient guidelines and mechanisms for their implementation. Alternatively, it may indicate that the legal framework only considers services provided by lawyers during court adjudication of legal disputes. Additionally, a low score may indicate a lack of clear, enforceable, or balanced laws may restrict the people-centered provision of quality family LIA services that effectively advance access to justice. In this case, the user is encouraged to consider reforms to strengthen the legal framework.

What are the implications of Dimension 2.2's score for *what kind* of justice technology may be most appropriate? This dimension does not include any categorical indicators of readiness for ICT-based justice solutions. Additionally, regardless of the user's score, pursuing any of the justice technologies included in the Menu remains possible. However, this dimension offers insights into how to utilize these technologies, as discussed in the following section.

What are the implications of Dimension 2.2's score for *how to deploy* a justice technology? Within this dimension, the user should pay particular attention to their scores on Sub-Dimensions 2.2.i (The status of LIA services) and 2.2.ii (The role of justice actors in the family legal system), as they offer guidance on *how* certain technologies can be best used. For example, VLA can be deployed in different ways; these scores can shape decisions around *who* is providing legal advice via a digital medium. If the user scores much higher on 2.2.ii.a than on 2.2.ii.b, this may indicate that they are better positioned to pursue a justice technology such as VLA provided by lawyers. However, if their score on 2.2.ii.b is similarly high, then the user may be well-positioned to consider a broader variety of justice technologies that enable the provision of LIA services by both lawyers and non-lawyers. Beyond VLA, the user could pursue chatbots that provide LIA services, or Pathways that offer more individualized guidance for justice seekers.

Sub-Dimension 2.2.i offers insights into whether people with family legal problems are guaranteed the right to legal counsel and, if so, if that guaranteed counsel is accessible and of good quality. A low score on this sub-dimension may guide the user to consider partnering with free or low-cost legal aid providers in the implementation of the selected justice technology and orienting their technology specifically to address this need. Furthermore, this can highlight a reform opportunity within the public legal aid sector.

2.3: Legal Framework Enabling ICTs

A high score on Dimension 2.3 indicates that laws governing the use of ICTs in family justice services are transparent, clear, and enforceable, thereby facilitating the user's clear understanding of their scope of operation. Actors seeking to pursue a justice technology innovation must consider not only the legal framework around LIA services, but also around ICTs and related topics including privacy and security. **A low score** may suggest that the legal framework guiding the use of justice technologies lack clarity, transparency, and/or enforceability, or that the existing laws are overly restrictive—e.g., by not allowing for learning and governance around the digitalization of government services through controlled learning environments. Users who are committed to PCJ technologies should take care to pursue reforms informed by their score on Dimension 2.3.

What are the implications of Dimension 2.3's score for *what kind* of justice technology may be most appropriate? Dimension 2.3 may be the most consequential factor for the user in determining if ICT-driven reform is viable at all, as Sub-Dimensions 2.3.i and 2.3.ii specifically consider if ICTs are allowed to be used in delivering justice services, or government services more broadly. When evaluating their score on Pillar 2, the user should pay particular attention to how they score on Indicators 2.3.i.a and 2.3.ii.b specifically, as scoring a 0 effectively renders an ICT-driven family justice reform unattainable in the legal and regulatory context. Additionally, a low score here may indicate heavy limits on opportunities for innovation within justice service delivery. Beyond the user's immediate question of which option, if any, from the Menu is most appropriate to their context, this can signal a broader, systemic challenge to advancing justice reforms.

What are the implications of Dimension 2.3's score for *how to deploy* a justice technology? Dimension 2.3 considers the allowability and room for innovation of digital technologies in public services, specifically family justice services. Here, a user's score can indicate if a justice technology

is feasible amid current conditions, or if such innovation should be complemented with reform initiatives including regulatory sandboxes. The score on sub-dimension 2.3.iii "Ensuring data privacy and security" can shape how much risk the user may assume with regard to data privacy and security: in the absence of clear, transparent, and enforceable laws, the user will assume greater responsibility for designing and implementing protective measures. Failure to do so can not only erode the efficacy of a justice technology but worsen existing justice problems and potentially introduce new ones.

Pillar 3: Internal Institutional Factors Shaping Effective ICT-Based Services

A high score on Pillar 3 suggests that the organization or entity that the Tool's user represents is relatively well-positioned to pursue ICT-enabled family LIA services based on their internal institutional factors. Specifically, a high score indicates that the implementing institution not only has experience providing people-centered LIA services but also has the financial, infrastructural, and human capital resources necessary to pursue such an innovation effectively—or has strategized around how to channel these resources from its environment. Such resources are likely complemented by operational processes and information systems that facilitate evidence-based decision making and productive management.

A low score on Pillar 3 may highlight key weaknesses internal to the implementing actor's organization that can make it more challenging to pursue a justice technology initiative. When combined with a low score on Pillar 4—indicating corresponding weaknesses within the external ecosystem—this can potentially threaten the sustainability of an initiative overall. However, it is important to note that there are no indicators within Pillar 3 where a low score indicates that the user should not consider a justice technology at all. Furthermore, Pillar 3 can be understood as measuring users against an ideal; this high standard is intended to stimulate reflection and conversation around PCJ reforms.

3.1: People-Centricity and ICT Use in Existing LIA Services

A high score on Dimension 3.1 implies that the implementing organization has experience providing family LIA services—including those that leverage ICTs—that are in line with the PCJ-criteria.[41] This existing experience may include collaboration with external partners and the target population for the provision of LIA services. Such experience may strengthen the organization's ability to successfully implement a justice technology. In contrast, **a low score** on Dimension 3.1 may guide the user in identifying specific areas of opportunity to which a new justice technology can be targeted. For example, indicator-level scores from Sub-Dimension 3.1.i can help identify particular challenges a justice technology can be oriented towards (e.g., financial or linguistic accessibility, violence or discrimination prevention), allowing the user to address gaps in their LIA service provision.

41 As listed in Footnote 6, the PCJ criteria provide a framework for the design and implementation of justice services that are tailored to the needs of the target population, informed by their goals, and effective in resolving their legal problems while preventing new ones. See Section II, Sub-Section "A Tool to Advance People-Centered Justice" in the Conceptual and Evaluation Framework for further discussion.

Similarly, if the user's score on Sub-Dimension 3.1.ii (The organization effectively collaborates with the target population in the planning stages of LIA services) is particularly low, they may want to put particular emphasis on co-creation and collaboration with the target population when implementing a new justice technology. In turn, Sub-Dimension 3.1.iii is particularly relevant for understanding the organization's experience providing ICT-based LIA services. While this is not a pre-requisite for pursuing a new endeavor, having existing experience can support future projects.

What are the implications of Dimension 3.1's score for *what kind* of justice technology may be most appropriate? The score on Dimension 3.1 is more pertinent to deciding how to implement an option from the Menu rather than which option is the most appropriate.

What are the implications of Dimension 3.1's score for *how to deploy* a justice technology? The user of the Tool can glean actionable information from current experiences on how to design and implement a new justice technology from Dimension 3.1. Specifically, this dimension provides insights into how existing LIA services are developed, deployed, and targeted, and what barriers may be imposed on the target population and prevent them from using their existing services. A low score on Sub-Dimension 3.1.i may signal a need to emphasize the PCJ criteria, due to a lack of such considerations in previous LIA services provided. Indicators 3.1.i.c through 3.1.i.m guide the user in evaluating what measures, if any, exist to ensure the organization's existing LIA services are accessible, affordable, timely, and more. The user can leverage these indicator-level scores to pinpoint particular PCJ criteria that are not being met and use this to inform their actions. Similarly, a user's performance on Sub-Dimensions 3.1.ii and 3.1.iv may suggest an opportunity for emphasizing collaboration with the target population and/or external actors in the design and implementation of a justice technology. If a user interested in implementing a Pathway has a low score on these sub-dimensions, they should take care to integrate a collaborative and co-creative approach. This could look like consulting with the target population on the Pathway functionality or building in off-ramps and referrals to partner organizations.

3.2: Sufficient Financial Capacity and Sustainability

The user's score on Dimension 3.2 is central to understanding the viability of both pursuing and sustaining an ICT-based innovation. **A high score** on Dimension 3.2 indicates that the implementing organization has adequate financial organization, planning, and resources to support the implementation and sustainment of an ICT-driven family LIA service. In contrast, a low score may highlight some fundamental challenges that the user should carefully consider in both selecting and deploying a justice technology. Importantly, even in the case of **a low score,** a justice technology initiative remains possible: the options presented in the Menu have been selected in part because they can be deployed at various levels of scale and complexity, allowing for adaptation to a variety of financial contexts.

What are the implications of Dimension 3.2's score for *what kind* of justice technology may be most appropriate? The options presented in the Menu have different financial costs associated with them. Importantly, these costs will vary by context, so it is not possible to present discrete estimates here. Generally speaking, a LIW may be more cost effective than some of the other options, particularly

if the implementer has a pre-existing website to build off. Similarly, VLA can be provided through less expensive means (e.g., by utilizing free teleconferencing platforms or SMS messaging). Alternatively, if a user scores well on Dimension 3.2 and has more financial resources available to invest in the project, OCM systems and more complex chatbots can be options to consider. Setting aside the context-specificity of technology affordability, a user with a high score on this dimension may be better able to manage and allocate what financial resources they do have, thereby potentially supporting the pursuit of a more expensive option.

What are the implications of Dimension 3.2's score for *how to deploy* a justice technology? As the technologies offered in the Menu can be adapted to various financial contexts, the score here can inform the user's decisions around how to implement their selected option. For example, if the user is interested in deploying a chatbot, they have many possible paths to doing so. Companies such as Tidio offer various chatbots that can be tailored to an organization's needs, the most basic of which are available for free, while more tailored and sophisticated are available for a fee (Stefanowicz 2024). A low score on Dimension 3.2 may guide the user to pursue lower-cost versions of a chatbot, whereas a high score can suggest more room for customization.

Additionally, Dimension 3.2 offers insights into an organization's financial stability with respect to investing in a justice technology. A low score on Sub-Dimension 3.2.ii can indicate a lack of strategic planning around financing for ICT-enabled family LIA services. In this case, the user may want to exercise caution in committing to a more costly endeavor due to the risk of not being able to sustain it. Similarly, the user may want to consider pursuing enabling reforms—e.g., flexible budgeting schemes or engaging donor support—to rectify this moving forward. Alternatively, a higher score here signals strong opportunities for sustainable innovation via partnerships with donors and collaborators.

3.3A: Sufficient Availability of Infrastructure around LIA

A high score on Dimension 3.3A points to the organization's existing physical and strategic infrastructure that can aid in the implementation of a family justice technology. Such infrastructure is important because it serves as a key building block on which digital services can be built. **A low score,** on the other hand, indicates that the user's organization may be lacking in critical inputs that aid in the sustainable and effective delivery of digital services. Justice technologies should be seen as a complement to—not a complete substitute for—in-person justice services. Recognizing that some members of the target population will need to use in-person justice services or receive in-person support to make use of an ICT-based service, due to their own capabilities and the ICT infrastructure available to them, especially at the onset of a justice technology reform, it is important that the user's organization has the ability to provide such services.

What are the implications of Dimension 3.3A's score for *what kind* of justice technology may be most appropriate? As sufficient LIA infrastructure is important for the effective implementation of all the options offered in the Menu, the score on Dimension 3.3A informs the choice about what kind of technology to a lesser extent than the decisions around ***how to deploy*** a justice technology.

What are the implications of Dimension 3.3A's score for *how to deploy* a justice technology? If the user has **a low score** on Dimension 3.3A, they should consider pursuing enabling reforms to enrich LIA infrastructure in parallel to the implementation of the selected technology. Alternatively, they can consider partnering with an external actor—such as an existing legal services organization—to leverage the LIA infrastructure they may have. In the case of a high score, the user may be better suited to pursuing the justice technology more immediately and without reliance on external partners.

3.3B: Sufficient Availability of Infrastructure around ICT

A high score on Dimension 3.3B indicates that the organization is equipped with the requisite ICT infrastructure (e.g., internet and phone connectivity, ICT hardware, cybersecurity protocols, and more) for implementing a justice technology. Such infrastructure is foundational to a justice technology endeavor; if the user has **a low score** on this dimension, they should consider both external infrastructural expansion opportunities (e.g., partnering with an organization that has the hardware they need) and enabling reforms to support long-term sustainability.

What are the implications of Dimension 3.3B's score for *what kind* of justice technology may be most appropriate? Dimension 3.3B can guide the user's consideration of how the selected technology should be tailored such that it aligns with the organization's available ICT infrastructure. For instance, a low score that includes poor performance on Sub-Dimension 3.3B.ii (The organization has stable and reliable Internet and phone network connectivity to support daily operations) may suggest that a less connectivity-intensive option is appropriate. For example, a LIW or a Pathway that does not require constant, synchronous engagement by the user could be an option. On the opposite end, a user with a high score could consider more intensive options such as VLA via videoconferencing, which requires a sustained, quality internet connection.

What are the implications of Dimension 3.3B's score for *how to deploy* a justice technology? A high score on Dimension 3.3B can indicate that the user has adequate in-house ICT infrastructure to pursue justice technology innovations without necessarily partnering with external actors or pursuing key enabling reforms. However, a user with a low score has a different path forward: while ICT-driven family LIA services are not out of reach, they require engaging with external entities to fill the infrastructure gaps. For example, a legal aid organization that wants to develop a chatbot to serve its clients but lacks the infrastructure to do so can partner with a tech startup.

3.4A: Sufficient Availability of Human Capital around LIA

Human capital is a key factor in the design and implementation of any initiative. A **high score** on Dimension 3.4A indicates that the user's organization is better suited to pursue a justice technology initiative due to the in-house skills that are relevant to the provision of family LIA services. Alternatively, a **low score** indicates that the internal human capital may be lacking, highlighting an area for improvement either via organizational reform or partnership with external organizations.

What are the implications of Dimension 3.4A's score for *what kind* of justice technology may be most appropriate? All the options offered in the Menu require the implementer to have human capital around family LIA, but some may require more sustained access to human capital than others. A user with a high score on Dimension 3.4A is more capable of not only implementing but maintaining a family LIA service. For example, the user may be well-positioned to pursue VLA or OCM because they have the in-organization talent needed to provide such services that consistently leverage LIA expertise. In contrast, a user with a low score may be better aligned with an option such as a LIW which requires LIA expertise to develop the content for it but does not require the same consistent human capital throughout the life of the initiative as VLA would.

What are the implications of Dimension 3.4A's score for *how to deploy* a justice technology? Dimension 3.4A's score can guide the user in assessing their capacity for pursuing a family justice technology initiative with their existing human capital or if they should enrich it through partnership and collaboration. A low score on this dimension may point to gaps in existing staffing capacity and skills, or to limited operational ability to hire and engage with the necessary talent. In the case of a low score, the user should be careful to assess which sub-dimensions may be driving it, as this can help inform the decision to either fill the gaps via engagement with external talent (the opportunities for which are assessed in Dimension 4.4A) or to pursue enabling reforms that facilitate the cultivation and engagement with such talent while in tandem pursuing the technology initiative. For example, if a user's low score is driven by a lack of staff skilled in supporting people living in vulnerability (Sub-Dimension 3.4.A.iii), they could partner with an external organization with this existing human capital. Such an approach can help avoid extended delays and, potentially, support longer-term capacity building within the organization if there is a transfer of knowledge. Or, if they are unable to engage with existing external human capital to fill this gap, part of the justice technology implementation could be training staff in the skills needed to support people living in vulnerability within the population.

3.4B: Sufficient Availability of Human Capital around ICT

In conjunction with Dimension 3.4A, Dimension 3.4B guides the user in assessing the ICT-related skills and talent available within the organization, and opportunities for engagement with external talent. **A high score** on Dimension 3.4B points to strong existing talent and protocols for both managing that talent and channeling external talent to the organization. Comparatively, **a low score** points to a disconnect between the user's interests in pursuing a justice technology and their ability to do so vis-à-vis the talent they have available to them.

What are the implications of Dimension 3.4B's score for *what kind* of justice technology may be most appropriate? In contrast to Dimension 3.4A, a user's score on Dimension 3.4B may help guide the selection of a justice technology from the Menu. However, Dimension 3.4B does have a less immediate impact on the options presented in the Menu than other components of the Tool. A user with a lower score on Dimension 3.4B may be better suited to pursuing a relatively lower-tech option such as a simple LIW, or a VLA endeavor that utilizes pre-existing communication platforms such as Skype. Alternatively, a high score on Dimension 3.4B may point to opportunities for more complex and advanced types of justice technologies, such as chatbots.

What are the implications of Dimension 3.4B's score for *how to deploy* a justice technology? Connected to the above discussion about the implications of the score for which technology may be more appropriate, the Dimension 3.4B score can also guide choices around if a justice technology can be deployed with only internal talent (in the case of a high score) or based on external collaboration (in the case of a low score). Further, similar to Dimension 3.4A, a low score may indicate the value of integrating enabling reforms within the plan to deploy justice technology (e.g., a low score on Sub-Dimension 3.4B.iv may indicate the importance of building talent management reform into the planning and implementation of the selected justice technology). Relatedly, the sub-dimensions can guide the user in identifying the stages in the project lifecycle where they will need to augment their internal capabilities (e.g., indicators in Sub-Dimension 3.4B.iii—the organization's staff has appropriate knowledge and skills to develop new ICT-based platforms and services—can identify if the user needs to invest in skills related to the development of a justice technology, or the management of it, etc.).

3.5: Processes Oriented to Performance, Compliance, and Innovation

The successful design and implementation of a justice technology is contingent on the implementing organization's internal operations and the extent to which they facilitate innovation via learning, performance management, and compliance. **A high score** on Dimension 3.5 implies that the user's organization has operational structures—including evidence-based decision-making and budgeting, management, and compliance protocols—that can facilitate the implementation of a justice technology initiative through conducive organizational practice. In contrast, **a low score** may indicate critical weaknesses in the organization's operations that could threaten the viability of an ICT-enabled family justice innovation, particularly in the long run.

What are the implications of Dimension 3.5's score for *what kind* of justice technology may be most appropriate? An organization's performance, compliance, and innovation-related policies are more relevant to the how than the what of justice technology selection. Regardless of their score on Dimension 3.5, all options from the menu remain possible.

What are the implications of Dimension 3.5's score for *how to deploy* a justice technology? The user's score on Dimension 3.5 can inform the development of a justice technology implementation plan. If the score is low, then the user may want to integrate enabling reforms—such as those discussed in the dimension descriptions in the Conceptual Framework—along with the ICT-based reform. This approach can benefit long-term success and positive impact by ensuring that key strategic processes (such as budget plans considering resources allocated to innovation and performance evaluation protocols) are in place. Further, a user with a low score on this dimension may be inclined towards a less complex innovation with fewer administrative, monitoring, or compliance-related tasks. A high score on Dimension 3.5 may signal that the organization is ready to proceed with a justice technology project, including one that is relatively more complex (e.g., an initiative that would require external financial collaboration or sustained project piloting).

3.6: Information Systems that Can Support Justice Services Centered on People

Dimension 3.6 takes stock of the organization's capacity for collecting relevant data and information that shapes decision-making around ICT-enabled family LIA reforms. **A high score** on Dimension 3.6 points to a strong internal data ecosystem where information on the target population as well as the organization's own projects is collected and utilized. Alternatively, **a low score** may indicate gaps in knowledge, processes, and strategic planning that can erode project monitoring and threaten evidence-based decision-making. This can result in less effective initiatives, including those leveraging ICTs.

What are the implications of Dimension 3.6's score for *what kind* of justice technology may be most appropriate? Dimension 3.6 informs how justice technologies are deployed but is less relevant for electing which technology is the most relevant. The user's choice of justice technology from the Menu is not impacted by this dimension.

What are the implications of Dimension 3.6's score for *how to deploy* a justice technology? Dimension 3.6 is very important to understanding how justice technologies are implemented. A high score implies that the organization is well-suited to pursuing a data- and evidence-driven process. Specifically, Sub-Dimension 3.6.i (The organization has the capacity and processes to generate relevant information for decision-making) assesses the organization's capacity for performance evaluation, which is central to ensuring overall adherence to PCJ criteria. Sub-Dimension 3.6.ii (The organization has access to relevant information inputs to support decision-making) evaluates if the information required to determine the experiences and needs of the target population (as done in Pillar 1) exists. A low score on this dimension points to weaknesses in the organization's internal data ecosystem that can erode decision-making, learning and performance orientation, and longer-term management of a justice technology initiative.

Pillar 4: External Factors Impacting the Implementation and Sustainability of ICT-Based LIA Solutions

Understanding that no innovation, particularly people-centered innovation, occurs within a vacuum, Pillar 4 guides the user in evaluating the ecosystem within which they operate. Specifically, Pillar 4 parallels Pillar 3 by considering people-centricity of existing services, as well as the funding, infrastructure, human capital, performance, and information inputs available for future initiatives. In contrast to Pillar 3, Pillar 4 assesses the scope of services provided by external actors rather than by the user's organization. **A high score** on Pillar 4 indicates that the local ecosystem regarding ICT, LIA, and family justice are strong, and that there may be various opportunities for the user's organization to partner with other actors in the implementation of a justice technology. This is positive as it can aid the user in filling gaps in their organization's own capacity, as identified in Pillar 3. **A low score** on Pillar 4, however, implies that the ecosystem is lacking in key inputs for the sustainable implementation of ICT-based family LIA services. If the user scores well on Pillar 3, this may not necessarily prevent them from proceeding with reform, but it could pose unique challenges, particularly with regard to scaling up local initiatives, partnership and collaboration.

There are two make-or-break indicators in Pillar 4, where a low score implies that the user is not ready to implement a justice technology. Indicators 4.3B.e and 4.3B.f measure if there is adequate digital hosting capacity available to the user. If there is not, then the user should pursue enabling reforms prior to moving forward with the implementation of a justice technology.

4.1: People-Centricity and ICT Use in Existing LIA Services Offered by Local External Providers

A high score on Dimension 4.1 highlights a strong existing ecosystem of LIA services, including ICT-enabled LIA services and services that are aligned with PCJ criteria. From the point of view of the user, a high score suggests that there may be precedent for ICT-enabled LIA services, which in turn can facilitate the development and introduction of a new tool, as well as the establishment of partnerships to implement innovations. **A low score,** however, can highlight a greater need for people-centered and ICT-enabled justice services, as they are not necessarily available in the current ecosystem, as well as a greater burden on the user to complete the process without external assistance.

What are the implications of Dimension 4.1's score for *what kind* of justice technology may be most appropriate? The insights offered by Dimension 4.1 matter more for the manner of implementation rather than the type of justice technology.

What are the implications of Dimension 4.1's score for *how to deploy* a justice technology? The user's justice technology implementation plan can benefit from the insights offered by Dimension 4.1. A high score on Dimension 4.1 suggests that within the user's ecosystem, there is an existing practice of providing people-centered, and potentially ICT-enabled, LIA services. Consequently, this implies that there is openness to such services on the part of service providers, and an existing network within which the user could operate. Further, a high score may indicate the potential for collaboration with and learning from other entities. A low score, on the other hand, points to a less developed LIA ecosystem. From the point of view of the user of the Tool, this may simultaneously highlight the opportunity for ICT-driven innovation, but also a lack of existing partners or systems to tap into. Or, a low score may indicate that the existing services fall short of the people-centricity criteria, reiterating the importance of ensuring PCJ alignment of any new endeavors.

4.2: Funding and In-Kind Support Available in Ecosystem

The score on Dimension 4.2 should be considered in conjunction with the Dimension 3.2 score evaluating the organization's internal financial capacity. A low score on Dimension 3.2 puts greater emphasis on this dimension's score, as external financial resources may be required to fill gaps in internal resources. **A high score** on Dimension 4.2 suggests that the ecosystem in which the user operates is financially well-resourced in a way that supports innovation and collaboration. Adequate financial resources are a critical input for any initiative, including ICT-driven family LIA services. In contrast, **a low score** on this dimension may point to a scarcity of external financial resources available to the user, putting more emphasis on the user's availability to adequately finance the justice technology on their own, or their need to strengthen their financial planning and organizational development protocols to more efficiently access a smaller pool of resources.

What are the implications of Dimension 4.2's score for *what kind* of justice technology may be most appropriate? A high score on Dimension 4.2 points to greater availability of external financial resources to invest in a justice technology project. This can open the door for the user to consider all the options available on the Menu, including those which may be relatively more expensive (e.g., case management systems). A low score, in contrast, may constrain the Menu options to the relatively less expensive solutions. Given that the costliness of the Menu options vary by context, the implications of Dimension 4.2 are not as clear-cut as they are in other dimensions.

What are the implications of Dimension 4.2's score for *how to deploy* a justice technology? Dimension 4.2 can closely inform the deployment of a justice technology by shaping the user's decision-making around external financial engagement. A high score on Dimension 4.2 can prompt the user to consider opportunities for funding and resource sharing in support of the selected technology. A low score, however, may guide the use to place greater emphasis on internal resources, given that external funding may be less available, if at all.

4.3A: Sufficient Availability of Jurisdiction-Wide Infrastructure around LIA

While the user's score on Dimension 3.3A offers insights into the existing internal LIA infrastructure, Dimension 4.3A assesses a similar concept in the context of the broader ecosystem. **A high score** on Dimension 4.3A indicates that the jurisdiction in which the user operates is relatively well-resourced with regard to the facilities, tools, and physical spaces necessary to provide LIA services. In comparison, **a low score** indicates that such resources are limited.

What are the implications of Dimension 4.3A's score for *what kind* of justice technology may be most appropriate? The user's score on Dimension 4.3A is not immediately relevant for selecting from the Menu, as all require LIA infrastructure. However, if the user receives a low score on both Dimension 4.3A and Dimension 3.3A, they may benefit from improving the LIA infrastructure in tandem with the pursuit of a justice technology.

What are the implications of Dimension 4.3A's score for *how to deploy* a justice technology? A user interested in deploying one of the justice technologies presented in the Menu should consider infrastructure, including referral systems, record-keeping systems, and locations equipped to provide confidential in-person services while determining their plan of action. Such infrastructure is key for the successful implementation of a justice technology, particularly the option to offer parallel, in-person services, or in-person support for people using the technology, which can prevent the exclusion of people who are unable to utilize digital services. A high score on Dimension 4.3A tells the user that they are operating within a resourced jurisdiction, thereby offering opportunities for collaboration with external partners. This is particularly beneficial in the case of a low score on Dimension 3.3A; the user can make up for gaps in their own existing LIA infrastructure by partnering with external organizations that have this infrastructure. Conversely, a low score on Dimension 4.3A implies that the user likely cannot rely on external entities for this input.

4.3B: Sufficient Availability of Jurisdiction-Wide Infrastructure around ICTs

A high score on Dimension 4.3B reflects a strong ICT infrastructure within the user's jurisdiction, where justice service providers have access to the hardware, connectivity, and storage capacity required to adequately pursue ICT-enabled LIA services. Further, a high score may reflect that external justice actors are in compliance with the user's ICT protocols (4.3B.iv) and, more generally, that there is a government digitalization strategy (4.3B.v). **A low score** indicates jurisdictional weaknesses that may impede the ability of external justice actors to effectively partner with the user in implementing a justice technology.

What are the implications of Dimension 4.3B's score for *what kind* of justice technology may be most appropriate? A high score on Dimension 4.3B suggests that the user is well-positioned to pursue all the options presented on the Menu, including their more technologically advanced versions. This is because relevant justice partners will be able to engage with the technology, supporting uptake, scaling, and collaboration. As referenced in Dimension 3.3B, some options highlighted in the Menu may be more feasible than others in contexts with lower ICT capacity. In the case of a low score on Dimension 4.3B, the user may consider prioritizing options such as LIWs that take a simple approach to presenting information and do not require the implementer to constantly engage with them. Another option may be a simple chatbot that is built into an existing social media platform; this shifts much of the technological burden from the implementer and supporting justice actors to a third party. Users should consider this score through the lens of Dimension 2.3.iii "Ensuring data privacy and security": a strong—but not overly restrictive—legal and regulatory data privacy and security framework empowers users to take advantage of ICT infrastructure within—and beyond—their jurisdiction. Digital technologies transcend physical and jurisdictional borders; users can benefit from these opportunities, assessed in this dimension, particularly when they have the legal ability and regulatory guidance to do so in a manner oriented towards advancing justice.

What are the implications of Dimension 4.3B's score for *how to deploy* a justice technology? The options offered in the Menu can be tailored in various ways; a higher score on Dimension 4.3B may push a user to pursue more technologically advanced versions, whereas a lower score could encourage the pursuit of more simplified options. Beyond the justice technology itself, Dimension 4.3B's score can inform how the user engages with other justice actors. A high score indicates that justice actors within the user's jurisdiction may be better equipped to actively support a justice technology endeavor, potentially to such an extent that it can make up for low scores on Dimension 3.3B. A low score, in contrast, may tell the user that they cannot necessarily rely on strong engagement with local justice partners due to ICT infrastructure constraints.

4.4A: Sufficient Availability of Jurisdiction-Wide Human Capital around LIA Services

A high score on Dimension 4.4A points to a strong, existing network of skilled justice actors and programs outfitting individuals with the skills needed to address people's legal needs, including those of people living in vulnerability, and the skills required to support LIA service provision. In contrast, **a low score** suggests that there is a lack of skilled providers or a lack of training opportunities within the user's jurisdiction. The score on this dimension provides insights into the labor market and

opportunities for engaging professionals beyond the implementing organization.

What are the implications of Dimension 4.4A's score for *what kind* of justice technology may be most appropriate? The score on Dimension 4.4A is more relevant for informing the deployment of a chosen justice technology rather than choosing one in the first place. All the options presented in the Menu require human capital around LIA services. If there is a low score on Dimension 4.4A and the user can't necessarily rely on external talent, they can still proceed with one of the Menu options as long as they have some internal talent (assessed in Dimension 3.4A). If scores are low in both Dimensions 3.4A and 4.4A, any chosen technology should be pursued in tandem with investments in cultivating human capital and a talent environment. Further, the user may prioritize an initiative that requires less sustained availability of human capital, such as a chatbot that may be more talent-intensive in the development but less intensive in the daily maintenance.

What are the implications of Dimension 4.4A's score for *how to deploy* a justice technology? As referenced above, Dimension 4.4A's score has notable implications for the user's deployment of the selected justice technology. First, the user's score here informs their decision-making about where and how to source the necessary human capital. A high score on Dimension 4.4A implies that there are opportunities for engaging skilled talent external to the user's organization, which can be particularly beneficial if the user's organization lacks human capital (as indicated by a low score on Dimension 3.4A). In contrast, a low score on Dimension 4.4A suggests that the user's jurisdiction has a limited skilled labor pool with respect to LIA-related talents. Further, a low score implies that there are few opportunities for educating and training individuals with these requisite skills. A user with a low score can proceed with a justice technology but may want to begin with the basics particularly if their Dimension 3.4A score is low. With a low score, the user may benefit from emphasizing educational and training reforms in order to support the longer-term success and scaling of the project.

4.4B: Sufficient Availability of Jurisdiction-Wide Human Capital around ICTs

A high score on Dimension 4.4B indicates that the user's jurisdiction is well-equipped with the human capital necessary to successfully pursue a justice technology initiative, and that training and educational initiatives exist to continue cultivating such skills. For the user of the Tool, this can support their justice technology implementation because they can engage with external skilled professionals, either via partnership, collaboration, or employment. **A low score** highlights less existing talent and fewer options for cultivating new talent.

What are the implications of Dimension 4.4B's score for *what kind* of justice technology may be most appropriate? The user should contextualize their Dimension 4.4B score with their score on Dimension 3.4B (Sufficient Availability of Human Capital around ICT). If a user has a high score on both dimensions, then all the options from the Menu are available. If the user has a low score on Dimension 4.4B but a high score on Dimension 3.4B, their choice of technology likely will not be impacted as what is lacking in the external talent pool likely exists in the organization. A low score on Dimension 4.4B in conjunction with a low score on Dimension 3.4B may indicate that the user would potentially be more successful pursuing a less complex option from the Menu; for example, a LIW may require fewer ICT skills than a chatbot.

What are the implications of Dimension 4.4B's score for *how to deploy* a justice technology? Dimension 4.4B's score can shape the user's approach to engaging with external talent in their project implementation. A high score here can demonstrate the possibility of collaborating with—or recruiting—external justice and ICT actors in the implementation justice technology, with their skills being particularly relevant in the case of limited in-organization ICT talent (Dimension 3.4B). Specific indicators can inform the identification of particular phases in the project lifecycle where external talent is available. A low score, in comparison, may guide the user to focus primarily on utilizing the in-organization talent available to them. If this is the case, it may be wise for them to support reforms that strengthen the broader ICT talent pool.

4.5: Government-Wide and Partners' Processes Oriented to Performance, Compliance, and Innovation

A high score on Dimension 4.5 points to the existence and implementation of jurisdiction-wide policies and protocols that ensure compliance with relevant laws and regulations, emphasize performance-based operations, and encourage innovation. For the user, a high score may suggest that other actors in their jurisdiction are operating in a way that is conducive to collaboration and support. In contrast, a low score on Dimension 4.5 can indicate that public and private partners may not be as well-positioned to support the justice technology implementation. Alternatively, **a low score** may imply that inefficient protocols and low-quality regulations may hinder collaboration between the user and other stakeholders.

What are the implications of Dimension 4.5's score for *what kind* of justice technology may be most appropriate? The score on Dimension 4.5 does not have major implications for which option from the Menu is the most appropriate.

What are the implications of Dimension 4.5's score for *how to deploy* a justice technology? Based on the Dimension 4.5 score, the user can decide if and how to engage with other actors, including leadership, in the jurisdiction. For example, a high score on Dimension 4.5 may support partnerships with other actors as there is a broader embrace of good practices (e.g., innovation in the family justice system, as measured in Sub-Dimension 4.5.iii). Alternatively, a low score on Dimension 4.5 may guide the user to exercise caution when partnering with other actors, for example, if policies and protocols do not encourage compliance with relevant laws and regulations (Sub-Dimension 4.5.i).

4.6: Stakeholder Support of Innovation and People-Centered Justice across the Jurisdiction

A high score on Dimension 4.6 points to strong support for innovation in family LIA services, signaling to the user that there is acceptance for innovative approaches, as well as potential points of synergy. **A low score**, on the other hand, may indicate a lack of buy-in, or potentially outright opposition, to innovation by relevant external partners.

What are the implications of Dimension 4.6's score for *what kind* of justice technology may be most appropriate? All options presented in the Menu remain open to the user regardless of their score on Dimension 4.6.

What are the implications of Dimension 4.6's score for *how to deploy* a justice technology? While Dimension 4.6 does not offer much intuition about which of the options may be the most appropriate for the user's context, it does offer the user strategic insights into how to pursue the selected technology. Specifically, a high score here can indicate strong motivation among stakeholders to support innovation, which in turn can facilitate collaborative relationships and buy-in. In contrast, a low score may point to resistance or reluctance among stakeholders, which can limit the potential for collaboration and require more concerted effort to generate support for the selected project.

4.7: Jurisdiction-Wide Availability of Data and Evidence on People's Legal Needs

A high score on Dimension 4.7 is indicative of a strong justice data ecosystem that facilitates informed decision-making. Data from legal needs surveys and other similar assessments, administrative records, and socio-economic analyses serve to equip justice actors with the information needed to deliver and monitor justice services. In contrast, a **low score** reflects critical information weakness that can impede accurate identification and understanding of the target population, their needs, and the performance of justice services.

What are the implications of Dimension 4.7's score for *what kind* of justice technology may be most appropriate? The user's score on Dimension 4.7 is not relevant for selecting a type of justice technology from the Menu.

What are the implications of Dimension 4.7's score for *how to deploy* a justice technology? While not relevant to which justice technology is chosen, a high score on Dimension 4.7 suggests that the user may be better equipped to pursue a justice innovation in the short term as the information they need to develop and target such an initiative already exists. A strong external data ecosystem can translate into cost savings for the user, as they do not need to invest as much in information generation. In contrast, in the case of a low score, the user may not be able to appropriately understand—and thus respond to—the target population's legal needs via a justice technology. As they pursue an ICT-based LIA solution, users with a low score may benefit from championing enabling reforms to strengthen the information and data ecosystem, as this can aid in an initiative's overall success.

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6 Appendix. Summary Table of Dimensions, Sub-Dimensions, and Indicators of the Assessment Tool for ICT-Driven Reforms in Family Justice

Pillar 1. Factors Impacting People's Adoption of ICT-Based LIA Solutions		
I. Dimension	**II. Sub-dimension**	**III. Indicator**
1.1 People Currently Use LIA Services	**i. People have access to inclusive, timely, and responsive LIA when they face a family legal problem**	a. Prevalence of non-trivial family legal problems
		b. Proportion of people with non-trivial family legal problems who obtained LIA
		c. Proportion of people with non-trivial family legal problems who did not face a financial barrier to access a LIA service
		d. Proportion of people with non-trivial family legal problems who did not face a distance barrier to access a LIA service
		e. Proportion of people with non-trivial family legal problems who did not face a time barrier to access a LIA service
		f. Proportion of people with non-trivial family legal problems who agree the service was tailored to their specific family law problem and context
		g. Proportion of people with non-trivial family legal problems who agree they had the opportunity to select their preferred LIA service from a range of options that were available to them
		h. Proportion of people with non-trivial family legal problems who needed a different LIA service or a dispute resolution service and were referred to such a service as part of the LIA they received
		i. Proportion of people with non-trivial family legal problems who agree the service they used was available in their preferred language
		j. Proportion of people with non-trivial family legal problems who agree the LIA they received was clear, in plain language, and avoided unnecessary complexity
	ii. People perceive LIA services as free from corruption, violence, and discrimination	a. Proportion of people who agree LIA services are free from corruption
		b. Proportion of people who agree the justice system is free from corruption
		c. Proportion of people who agree LIA services are free from violence and revictimization
		d. Proportion of people who agree LIA services are free from discrimination
	iii. Identification of groups in the target population that disproportionately face legal problems	a. Prevalence of non-trivial family legal problems among women, people in poverty, children and adolescents, older adults, ethnic and racialized minorities, people with a non-traditional partnership status, and other groups living in vulnerability particular to the context

	iv. Identification of groups in the target population that disproportionately face barriers to accessing LIA	a. Proportion of people living in vulnerability with non-trivial family legal problems who obtained information and advice
		b. Proportion of people living in vulnerability who did not face a financial barrier to access LIA services
		c. Proportion of people living in vulnerability who did not face a distance barrier to access LIA services
		d. Proportion of people living in vulnerability who did not face a time barrier to access LIA services
		e. Proportion of people living in vulnerability who agree LIA services are free from corruption
		f. Proportion of people living in vulnerability who agree the justice system is free from corruption
		g. Proportion of people living in vulnerability who agree LIA services are free from violence and revictimization
		h. Proportion of people living in vulnerability who agree LIA services are free from discrimination
1.2 People Currently Use ICT-Based Solutions	**i. People have access to digital devices and use them to access ICT-based services**	a. Proportion of people who have access to at least one digital device (computer or smartphone)
		b. Proportion of people with access to a regular SMS-compatible cellphone
		c. Proportion of people who can afford ICT hardware tools such as smartphones and computers
		d. Proportion of people with internet access
		e. Proportion of internet users of who have used an ICT-based service such as online banking, payments, information search, interactions with public institutions, among others
	ii. People living in vulnerability have equal access to ICT-based services	a. Proportion of women, people in poverty, children and adolescents, older adults, ethnic and racialized minorities, and other groups living in vulnerability particular to the context with access to at least one digital device (computer of smartphone)
		b. Proportion of people living in vulnerability in the target population with access to a regular SMS-compatible cellphone
		c. Proportion of people living in vulnerability in the target population with internt connection
		d. Proportion of internet users living in vulnerability who have used an online service
	iii. People trust ICT-based services and consider them safe to use	a. Proportion of people who trust the safety of ICT-based services, including their handling of personal data privacy
1.3 Sufficient Legal Capability of Target Population	**i. People are literate**	a. Basic literacy rate
	ii. People are aware of their rights, of the legal dimension of family problems, and of the courses of action they can take	a. Proportion of target population who agree people are aware of their rights in case of a legal problem
		b. Proportion of target population who attribute their family legal problems to bad luck or see them as a part of life
		c. Proportion of target population who agree people are aware of available LIA services

	iii. People have access to legal documentation	a. Proportion of target population with legal proof of identity
		b. Proportion of target population with legal proof of union (certificate of marriage, domestic partnership, or equivalent)
		c. Proportion of target population with legal proof of residence
		d. Proportion of target population with legal proof of employment
	iv. People's beliefs about family legal problems enable them to use LIA services	a. Proportion of people who disagree that family legal problems are an exclusively private matter, which should be handled only by close family
	v. People's social network respects their right to access justice and supports them in doing so	a. Proportion of people with family legal problems who received support from their immediate social network to access LIA services
	vi. People generally trust justice institutions	a. Proportion of people who trust justice institutions
1.4 Sufficient Digital Capability of Target Population	**i. People know how to use ICT devices to search, evaluate, and manage information**	a. Proportion of people able to identify and use the functions and features of the ICT hardware tools required to access ICT-based services, such as smartphones and personal computers
		b. Proportion of people who know and understand the information needed to operate software tools required to access ICT-based services, such as web browsers and apps
		c. Proportion of people able to articulate information needs, to locate and retrieve information, to judge the relevance and reliability of the source, and to store and manage the information
	ii. People know how to interact through digital technologies and engage with ICT-based services	a. Proportion of people able to interact through digital technologies, including understanding the appropriate digital communication means for different contexts, and using them to share information with others
		b. Proportion of people who are able to use public and private ICT-based services, including understanding the requirements and identifying the different steps of the process
	iii. People know how to keep their personal information safe online and how to manage privacy settings	a. Proportion of people who know how to protect personal data and privacy in digital settings, including how to navigate online identity certification, the safeguarding of passwords and personal data, and the prevention of fraud in digital media
	iv. People know how to solve technical problems or how to get assistance to solve them	a. Proportion of people able to identify technical problems when operating devices and using digital environments, and how to solve them or how to seek assistance in solving them

Pillar 2. Legal and Regulatory Framework		
I. Dimension	**II. Sub-dimension**	**III. Indicator**
2.1 Legal Framework Enabling Protection of People in Family Matters	**i. Ensuring justiciability**	a. The most severe problems identified by respondents in the legal needs assessment are justiciable in your context
	ii. Preventing discrimination	a. People living in vulnerability are protected from all types of discrimination, including that which is based on gender, age, religion, etc.
		b. Laws and regulations protecting people living in vulnerability from discrimination are effectively enforced
	iii. Preventing violence	a. People living in vulnerability are protected from all types of violence
		b. The laws and regulations protecting people living in vulnerability from violence are effectively enforced
	iv. Ensuring equity	a. People living in vulnerability have full equality before the law
		b. The laws and regulations ensuring that people living in vulnerability have full equality before the law are effectively enforced
2.2 Legal Framework Enabling LIA	**i. The status of LIA services**	a. Existence of laws and regulations defining what LIA services are
		b. Guarantee of the right to counsel in civil family matters
		c. People have access to accessible and quality counsel in civil family matters
		d. Guarantee of the right to counsel in criminal family matters
		e. People have access to accessible and quality counsel in criminal family matters
	ii. The role of justice actors in the family legal system	a. Existence of laws and regulations governing the practice of law by lawyers
		b. Existence of laws and regulations governing nonlawyer provision of legal advice
		c. Status of nonlawyers as entities legally allowed to provide legal advice
	iii. Opportunities for innovation in the legal system	a. Existence of regulations permitting the use of regulatory sandboxes to explore innovative approaches to legal services delivery
2.3 Legal Framework Enabling ICT	**i. Legal certainty around the digitalization of government**	a. Existence of laws and regulations governing the digitalization of government services
		b. Allowance for the digitalization of government services
	ii. Legal certainty around the use of ICTs in justice procedures applying to family legal problems	a. Existence of laws and regulations governing the use of ICTs in the family justice system (e.g., e-filing and e-service provision)
	iii. Ensuring data privacy and security	a. Existence of laws and regulations governing individual and organizational data privacy and security
		b. The laws and regulations governing individual and organizational data privacy and security are effectively enforced

Pillar 3. Internal Institutional Factors Shaping Effective ICT-Based LIA Services		
I. Dimension	**II. Sub-dimension**	**III. Indicator**
3.1 People-Centricity and ICT Use in Existing LIA Services	**i. The organization currently provides or has experience providing people-centered LIA services regarding family legal problems**	a. General experience of the organization in the provision of LIA services
		b. Experience of the organization in the provision of LIA services specifically for family legal problems
		c. Existence of measures in the organization's LIA services to improve its financial accessibility
		d. Existence of measures in the organization's LIA services to improve its geographical accessibility
		e. Existence of measures in the organization's LIA services to facilitate access by people with disabilities
		f. Existence of measures in the organization's LIA services to facilitate access by people from linguistic minorities
		g. Existence of measures in the organization's LIA services to facilitate access by people with low legal capability
		h. Existence of measures in the organization's LIA services to facilitate access by the people identified as most vulnerable by the legal needs assessment (in Pillar 1)
		i. Existence of measures in the organization's LIA services to help people access them in time to prevent their problems from escalating
		j. Existence of measures in the LIA services provided by the organization to adapt LIA to different family legal problems and contexts
		k. Existence of measures in the LIA services provided by the organization to prevent violent practices and revictimization by justice system operators
		l. Existence of measures in the LIA services provided by the organization to prevent discriminatory practices by justice system operators
		m. Existence of clear referral pathways to connect the population served with additional services or specialized support
		n. Existence of partnerships between the implementing organization and other organizations to provide the LIA services in question or to receive people in need of LIA as referrals from other social services
	ii. The organization effectively collaborates with the target population in the planning stages of LIA services	a. Existence of mechanisms to consult with the target population in the planning stages of a LIA service
		b. Existence of mechanisms to collaborate with the target population in the planning stages of a new service, allowing for a co-creative approach that facilitates people's use of the service and their participation during service implementation
		c. Existence of mechanisms to consult with the target population during the implementation stage of the service to understand their uptake of the service and remaining challenges in its operation
	iii. The organization currently provides or has experience providing ICT-based LIA services	a. General experience of external service providers in the provision of ICT-based LIA services
		b. Existence of measures to improve access to the ICT-based service by people with low digital capability

	iv. The organization effectively collaborates with partner organizations in the provision of LIA services	a. Existence of a strategic plan with clearly defined initiatives to collaborate with partner organizations in the provision of LIA
3.2 Sufficient Financial Capacity and Sustainability	**i. The organization has allocated budget and formalized agreements with other organizations for the provision of ICT-based LIA services**	a. Existence of budget formally allocated to the provision of LIA services
		b. Existence of a budget formally allocated for the provision of ICT-based LIA services
		c. Existence of a budget formally allocated for the purchase and maintenance of ICT hardware and software tools
		d. Existence of a formalized agreement with an external funding organization or donor to obtain funds that can be used to develop an ICT-based LIA service
		e. Existence of a formalized cost-sharing agreement with a partner organization to develop an ICT-based LIA service
		f. Existence of formalized agreements with partner organizations to receive in-kind support to develop an ICT-based LIA service
		g. Existence of a socio-economic analysis of the target population to determine whether to charge individuals for the use of the LIA service, what the cost should be, and whether a progressive cost scheme is feasible
		h. Sufficiency of total financial resources--from available via budget allocations, external funding, cost-sharing arrangements, in-kind donations, and/or revenue generated by the service--for sustaining an ICT-facilitated family justice LIA service
	ii. The organization has a strategic financing plan in place to favor the sustainability of ICT-based LIA services	a. Existence of an organizational development strategy to identify and develop and/or strengthen partnerships with potential funders and donors
		b. Existence of an organizational cost-sharing strategy to identify and develop and/or strengthen partnerships with potential collaborators
		c. Existence of a strategic plan to identify and develop or strengthen partnerships with potential contributors for leveraging in-kind support
		d. Existence of a map of potential donors, in-kind supporters, and functional partners to scale the organization's operations to increase geographic coverage or functional applicability
3.3.A Sufficient Availability of Infrastructure around LIA	**i. The organization has access to a space to receive and serve the target population that is equipped to support daily operations**	a. The organization has a stable address where it can serve people from their target population without them having to travel far
		b. The organization is equipped to facilitate confidential attention to the population served
		c. The organization has reliable public communication channels to support the delivery of LIA services
		d. The organization has the necessary equipment to sustain record-keeping processes
	ii. The organization has a strategic infrastructure plan to ensure adequate facilities and tools for delivering in-person services	a. The organization has a strategic plan to obtain or maintain a stable, accessible space to effectively receive people from their corresponding jurisdiction and provide them with in-person LIA services without them having to travel far

3.3B Sufficient Availability of Infrastructure around ICT	**i. The organization has sufficient ICT hardware tools to support daily operations and maintain stable communication channels**	a. Landline availability
		b. SMS-enabled cell phone availability
		c. Smartphone availability
		d. Personal computer availability
	ii. The organization has stable and reliable internet and phone network connectivity to support daily operations	a. Availability of a stable internet connection in the organization's workplace, whether in its main facilities or where the staff is located
		b. Availability of mobile phone signal and mobile network connection for the mobile devices of the work team
		c. Sufficiency of internet or mobile network connection bandwidth
	iii. The organization has adequate online and local storage capacity	a. Sufficiency of local data storage capacity
		b. Availability and sufficiency of secure online data storage capacity (cloud)
		c. Sufficiency of access to online servers to host the organization's online platforms or services
	iv. The organization has adequate internal and external communication channels to support daily operations	a. Availability of an organizational e-mail service
		b. Availability of an instant messaging channel
	v. The organization has adequate cybersecurity infrastructure and protocols	a. Availability of secure authentication mechanisms in the organization's internal communication channels and data storage
		b. Availability of security measures against cyber-attacks and malware in the organization's digital platforms and ICT hardware tools
	vi. The organization has a strategic plan to obtain or maintain adequate ICT infrastructure to support and scale their daily operations	a. Existence of a strategic plan to obtain or maintain an adequate ICT infrastructure to support and scale their daily operations, including developing strategic partnerships with external stakeholders
3.4A Sufficient Availability of Human Capital around LIA	**i. The organization's staff has appropriate knowledge and expertise on the provision of LIA services for family legal problems**	a. Availability of appropriate knowledge and expertise within the work team on the provision of LIA services by lawyers and non-lawyers
		b. Availability of appropriate knowledge and expertise within the working team on the legal framework around family legal problems
	ii. The organization's staff has the appropriate skills to implement service and results orientation in their daily work	a. Availability of appropriate skills within the work team to focus their work on understanding and meeting the LIA needs of those using the justice service
		b. Availability of appropriate skills within the work team to focus their daily work on achieving the results that will enable the organization to achieve its strategic goals

	iii. The organization's staff has the appropriate skills to address the needs of people living in vulnerability	a. Availability of appropriate skills within the work team to provide those using the justice service living in vulnerability with LIA that is tailored to their needs
		b. Availability of appropriate skills within the work team to prevent discrimination against those using the LIA service by justice system operators
		c. Availability of the appropriate skills within the work team to implement a trauma-informed response to people who need it
	iv. The organization's staff has the appropriate skills to perform the administrative tasks necessary to support its daily operations	a. Availability of appropriate skills and capacity within the work team to perform necessary administrative tasks, including developing and implementing internal protocols and policies, ensure their compliance, and managing human resources
		b. Availability of appropriate skills and capacity within the work team to monitor performance
	v. The organization has strategic planning for staffing, professional development, and the development of external partnerships, that is aligned with its organizational development plan and future staffing needs for the provision of LIA services	a. Existence of an organizational staffing and recruitment plan that is aligned with the organizational development plan and future staffing needs for the provision of LIA services
		b. Existence of an organizational professional development and training plan that is aligned with the organizational development plan and future staffing needs for the provision of LIA services
		c. Existence of an organizational strategic plan for the development of partnerships with external stakeholders to help obtain and channel the necessary human capital to provide LIA services that is aligned with the organizational development plan and future staffing needs
3.4B Sufficient Availability of Human Capital around ICT	**i. The organization's staff has appropriate knowledge of the legal framework surrounding the provision of ICT-based services**	a. Availability of appropriate knowledge and expertise within the work team on the legal framework surrounding the provision of ICT-based services
	ii. The organization's staff has the appropriate knowledge and skills to use the organization's ICT hardware tools to support daily operations	a. Availability of the appropriate skills within the work team to use the organization's ICT hardware and software tools to support daily operations

	iii. The organization's staff has appropriate knowledge and skills to develop new ICT-based platforms and services	a. Availability of the appropriate skills within the work team to design new ICT-based services that focus on meeting the LIA needs of those using the justice service
		b. Availability of the appropriate skills within the work team to develop new ICT-based platforms or services for the provision of LIA
		c. Availability of the appropriate skills within the work team to operate ICT-based platforms or services for the provision of LIA
		d. Availability of the appropriate skills within the work team to provide technical assistance and troubleshoot any technical difficulties that may arise during the operation of ICT-based platforms or services for the provision of LIA
		e. Availability of the appropriate skills within the work team to continuously assess the need to update the technology used in ICT-based platforms and services for the provision of LIA and to perform those updates accordingly
	iv. The organization has strategic planning for staffing, professional development, and the development of external partnerships, that is aligned with its organizational development plan and future staffing needs for the provision of ICT-based services	a. Existence of an organizational staffing and recruitment plan that is aligned with the organizational development plan and future staffing needs for the development and provision of ICT-based services
		b. Existence of an organizational professional development, training, and staff reallocation plan that is aligned with the organizational development plan and future staffing needs for the development and provision of ICT-based services
		c. Existence of an organizational strategic plan for the development of partnerships with external stakeholders to help obtain or channel the necessary human capital to provide LIA services that is aligned with the organizational development plan and future staffing needs
3.5 Processes Oriented to Performance, Compliance, and Innovation	**i. The organization has defined processes to favor evidence-based decision making, including the ability to pilot innovations and allocate budget based on performance**	a. Existence of a protocol that defines clear rules to implement performance-based budgeting
		b. Existence of a budget for piloting innovations
		c. Existence of a protocol for piloting innovations
	ii. The organization's management style supports its ability to achieve its goals of implementing a people-centered approach to LIA services and ICT innovations	a. Existence of clear statements on the organization's vision around people-centered justice and technological innovation
		b. Existence of a performance monitoring and evaluation structure
		c. Existence of a strategic plan to ensure coherence between programmatic goals at the organizational level and the day-to-day responsibilities of staff
		d. Existence of a protocol for sanctioning compliance with internal protocols and policies, and with the relevant legal framework
		e. Existence of protocols to facilitate performance-based professional development
		f. Existence of strategies to scale up LIA services or partner with external LIA service providers
		g. Existence of human resources protocols that enable compliance with organizational plans for staffing and recruitment, professional development, and flexible talent management, such as flexible job descriptions

	iii. Compliance with internal and external rules to guarantee responsible financing, in-kind donations, and cost-sharing schemes	a. Meeting of the administrative, fiscal, and transparency requirements to receive funding from different international and local institutions from the private, public, and international sectors
		b. Meeting of the administrative, fiscal, and transparency requirements to receive financial and in-kind donations
		c. Existence of protocols and rules that allow for the organization to use in-kind donations and cost-sharing schemes to support their daily operations
3.6 Information Systems that Can Support Justice Services Centered on People	**i. The organization has the capacity and processes to generate relevant information for decision-making**	a. Existence of a budget for generating and analyzing data to inform organizational decision making
		b. Existence of a protocol defining the mechanisms for monitoring, evaluation, and learning from projects
		c. The organization's monitoring, evaluation, and learning protocol is clearly linked to the assessment of people's LIA needs
		d. Existence of a protocol for conducting a financial analysis of innovations, including the total costs and savings to the organization
		e. Existence of a protocol for conducting risk assessments for innovations
	ii. The organization has access to relevant information inputs to support decision-making	a. Existence of a legal needs survey or other mechanism to inform them on the needs of their target population in their own voices
		b. Existence of a socio-economic analysis of the target population to understand the operational context and identify the groups experiencing the greatest vulnerability
	iii. The organization has a strategic plan to collaborate on data collection and research with external actors	a. Existence of an organizational plan to develop or strengthen partnerships with other organizations to co-create and collaborate in the implementation of an internal measurement framework around people's LIA needs
		b. Existence of an organizational plan to develop or strengthen partnerships with other organizations to scale or improve the quality of external data collection processes around people's LIA needs

Pillar 4. External Factors Impacting the Implementation and Sustainability of ICT-Based LIA Solutions		
I. Dimension	**II. Sub-dimension**	**III. Indicator**
4.1 People-Centricity and ICT Use in Existing LIA Services Offered by Local External Providers	**i. Local justice providers currently provide or have experience providing people-centered LIA services regarding family legal problems**	a. Experience of local justice providers in the provision of LIA services for family legal problems
		b. Existence of measures in the local justice providers' LIA services to improve its financial accessibility
		c. Existence of measures in the local justice providers' LIA services to improve their geographical accessibility
		d. Existence of measures in the local justice providers' LIA services to facilitate access for people identified as the most vulnerable by the legal needs assessment (in Pillar 2)
		e. Existence of measures in the local justice providers' LIA services to facilitate access by people with disabilities
		f. Existence of measures in the local justice providers' LIA services to facilitate access by people from linguistic minorities
		g. Existence of measures in the local justice providers' LIA services to facilitate access by people with low legal capability
		h. Existence of measures in the local justice providers' LIA services to help people access them in time to prevent their problems from escalating
		i. Existence of measures in the LIA services provided by the local justice providers to adapt LIA to different family legal problems and contexts
		j. Existence of measures in the LIA services provided by the local justice providers to prevent violent practices and revictimization by justice system operators
		k. Existence of clear referral pathways to connect people using the justice service with additional services or specialized support
		l. Existence of partnerships between relevant organizations to provide the LIA services in question or receive people who are seeking them
	ii. Local justice providers effectively collaborate with the target population in the planning stages of LIA services	a. Existence of mechanisms to consult with the target population in the planning stages of a LIA service
		b. Existence of mechanisms to collaborate with the target population in the planning stages of a new service, allowing for a co-creative approach that facilitates people's use of the service and their participation during service implementation
		c. Existence of mechanisms to consult with the target population during the implementation stage of the service to understand their uptake of the service and remaining challenges in its operation
	iii. Local justice providers currently provide or have experience providing people-centered ICT-based LIA services	a. General experience of local justice providers in the provision of ICT-based LIA services
		b. Existence of measures to improve access to the ICT-based service by people with low digital capability

4.2 Funding and In-Kind Support Available in Ecosystem	**i. Existing funding for family justice in the ecosystem**	a. External actors continuously invest in LIA services in the family justice sector and this is reflected in funding opportunities
		b. External actors continuously invest in ICT-enabled LIA services in the family justice sector and this is reflected in funding opportunities
	ii. Opportunity for financial collaboration with external actors	a. External actors participate in cost-sharing initiatives to develop ICT-based LIA services
		b. External actors contribute in-kind support to develop ICT-based LIA services
		c. External actors fund family justice initiatives targeted at research and innovation
		d. Size and diversity of existing funding market for family justice services, including those in the private and public sector
		e. Stability of the funding market for family justice services
4.3A Sufficient Availability of Jurisdiction-Wide Infrastructure around LIA	**i. Local service providers have access to spaces to receive and serve the target population that are properly equipped, potentially supporting the delivery of LIA**	a. Local justice and other service providers have physical office spaces or other locations where they can serve those using the justice service, with sufficient geographic coverage
		b. Local justice and other service providers are equipped to facilitate confidential attention to those using the justice service
	ii. Local justice and other service providers have facilities and tools for delivering in-person services	a. Local LIA service providers have stable, accessible spaces to effectively receive people from their corresponding jurisdiction and provide them with in-person LIA services without them having to travel far
		b. Local justice and other service providers have record-keeping processes to support the delivery of LIA services
		c. Local justice and other service providers have reliable communication channels with those using the justice service to support the delivery of LIA services
		d. Existence of external referral systems to local LIA service providers

4.3B Sufficient Availability of Jurisdiction-Wide Infrastructure around ICT	**i. Jurisdiction-wide availability of adequate ICT hardware to support operations and communication with the target population**	a. Jurisdiction-wide access to landline telephones
		b. Local justice providers' access to landline telephones
		c. Jurisdiction-wide access to SMS-enabled cell phones
		d. Local justice providers' access to SMS-enabled cell phones
		e. Jurisdiction-wide access to smartphones
		f. Local justice providers' access to smartphones
		g. Jurisdiction-wide access to personal computers
		h. Local justice providers' access to personal computers
	ii. Jurisdiction-wide availability of stable and reliable access to the internet and phone networks	a. Jurisdiction-wide access to internet connections
		b. Local justice providers' access to internet connections
		c. Available internet connections provide adequate bandwidth across the jurisdiction
		d. Available internet connections provide adequate bandwidth for local justice providers
		e. Jurisdiction-wide access to mobile phone network connections
		f. Local justice providers' access to mobile phone network connections
		g. Available mobile phone networks provide adequate coverage across the jurisdiction
		h. Available mobile phone networks provide adequate coverage for local justice providers
	iii. Jurisdiction-wide availability of adequate storage capacity	a. Jurisdiction-wide sufficiency of local data storage capacity
		b. Local justice providers' sufficiency of local data storage capacity
		c. Jurisdiction-wide availability and sufficiency of online data storage capacity (cloud)
		d. Local justice providers' availability and sufficiency of online data storage capacity (cloud)
		e. Jurisdiction-wide sufficiency of access to online servers to host the organization's online platforms or services
		f. Local justice providers' sufficiency of access to online servers to host the organization's online platforms or services
	iv. Jurisdiction-wide compliance with the implementer's ICT protocol	a. Jurisdiction-wide compliance with the implementing organization's ICT protocol
		b. Local justice providers are compliant with the implementing organization's ICT protocol
	v. Existence of government-wide digitalization strategy	a. Existence of a government-wide digitalization strategy
		b. Consideration of digitalization of LIA services

4.4A Sufficient Availability of Jurisdiction-Wide Human Capital around LIA	**i. Existence of external actors working on family legal problems**	a. Existence of external actors working on or familiar with the provision of LIA services by lawyers and non-lawyers
		b. Existence of external actors working on or familiar with the experience and resolution of family legal problems
	ii. Existence of educational and training programs outfitting individuals with the skills needed to understand and respond to people's legal needs	a. Availability of educational and training programs that equip people with the necessary skills and capacity to listen to those using the justice service and understand their accounts of their family legal problems
		b. Availability of educational and training programs that equip people with the necessary skills and capacity to provide those using the justice service with actionable, people-centered LIA
	iii. Existence of educational and training programs outfitting individuals with the skills needed to address the special needs of people living in vulnerability	a. Availability of educational and training programs that equip people with the necessary skills to provide tailored LIA services to those using the justice service living in vulnerability
		b. Availability of educational and training programs that equip people with the necessary skills to prevent discrimination against those using the LIA service by justice system operators
		c. Availability of educational and training programs that equip people with the necessary skills to implement a trauma-informed response to people who need it
	iv. Existence of educational and training programs outfitting individuals with the administrative skills to support the daily operations of a LIA service provider	a. Availability of educational and training programs that equip people with the necessary skills to perform administrative tasks, including developing and implementing internal protocols and policies, ensure their compliance, and managing human resources
		b. Availability of educational and training programs that equip people with the skills to monitor performance
4.4B Sufficient Availability of Jurisdiction-Wide Human Capital around ICT	**i. Existence of educational, training, and research programs outfitting individuals with knowledge of the provision of ICT-based LIA services**	a. Existence of educational, training, and research programs outfitting individuals with knowledge of the legal and regulatory frameworks shaping the provision of ICT-based services
		b. Existence of educational, training, and research programs outfitting individuals with appropriate knowledge to use ICT tools in support of LIA services
	ii. Existence of educational, training, and research programs developing and outfitting individuals with the knowledge and skills to develop new ICT-based platforms and services	a. Existence of educational, training, and research programs outfitting individuals with appropriate knowledge to design and develop new ICT-based platforms or services, including for the provision of LIA
		b. Existence of educational, training, and research programs outfitting individuals with appropriate knowledge to troubleshoot any technical difficulties that may arise during the operation of ICT-based platforms or services, including for the provision of LIA
		c. Existence of educational, training, and research programs outfitting individuals with appropriate knowledge to continuously assess the need to update the technology used in ICT-based platforms and services, including for the provision of LIA, and to perform those updates accordingly

4.5 Government-Wide and Partners' Processes Oriented to Performance, Compliance, and Innovation	**i. Jurisdiction-wide policies and protocols ensure compliance by public and private actors with the relevant laws and regulations shaping the family justice system**	a. Existence of jurisdiction-wide policies and protocols to ensure that institutions involved in delivering family justice (e.g., courts, dispute resolution services, etc.) comply with relevant laws and regulations.
		b. Existence of jurisdiction-wide policies and protocols to ensure compliance by non-institutional justice implementers with the relevant laws and regulations shaping the family justice system
	ii. Jurisdiction-wide policies and protocols ensure public and private actors utilize performance-based strategies in the family justice system	a. Existence of jurisdiction-wide policies and protocols to encourage the use of utilizing performance-based budgeting
		b. Existence of jurisdiction-wide policies and protocols to encourage the use of performance-based management
	iii. Jurisdiction-wide leadership demonstrate commitment to innovation in the family justice system	a. Jurisdiction-wide leadership emphasize research and innovation
		b. Existence of an open government policy facilitating the participation of civil society in co-creating justice innovation
4.6 Stakeholder Support of Innovation and People-Centered Justice across the Jurisdiction	**i. Key stakeholders in the jurisdiction are supportive of innovation in the delivery of LIA, and this is reflected in their own initiatives to improve people's access to family justice**	a. Stakeholders such as bar associations, law firms, or other organizations have implemented pro bono program initiatives to improve people's access to family justice in the jurisdiction
		b. Stakeholders such as universities, legal aid boards, or other organizations have implemented legal clinic initiatives to improve people's access to family justice in the jurisdiction
4.7 Jurisdiction-Wide Availability of Data and Evidence on People's Legal Needs	**i. Jurisdiction-wide capacity and processes to generate relevant information for decision making**	a. Local LIA service providers are equipped for keeping administrative records of LIA services provided
		b. External actors are equipped for the monitoring, evaluation, and learning processes of new projects
	ii. Jurisdiction-wide availability of relevant information inputs to support decision making	a. Existence of unofficial legal needs surveys or other data sources to inform external actors on the needs of the target population in their own voices
		b. Existence of official legal needs surveys to inform external actors on the needs of the target population in their own voices
		c. Existence of a socio-economic analysis of the target population

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