



2023 法律扶助國際論壇  
2023 International Forum on Legal Aid

# Towards the Future for Legal Aid and Legal Aid Professionals



財團法人法律扶助基金會  
Legal Aid Foundation

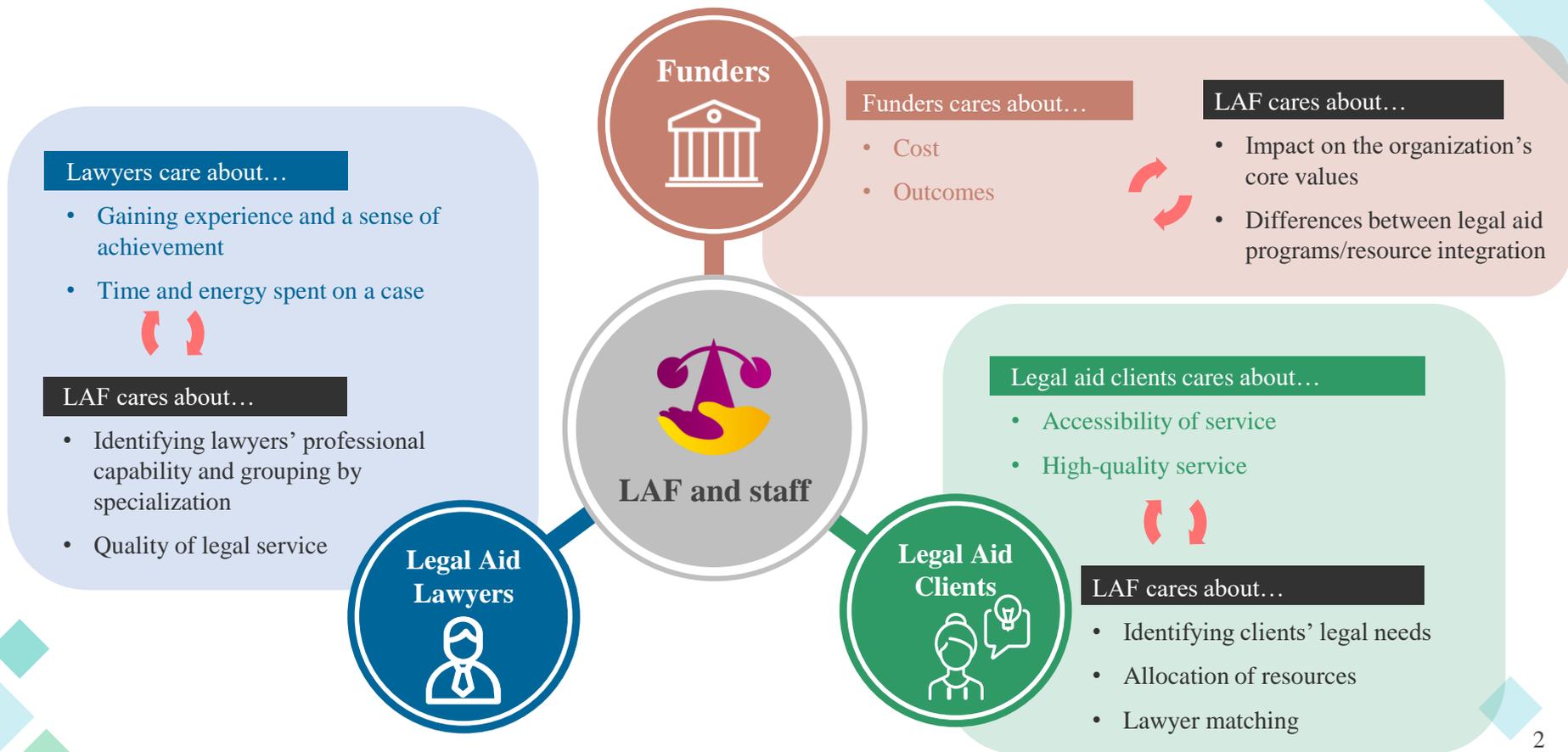
Chief Executive Officer  
Han-Wei Chou



# Background Information

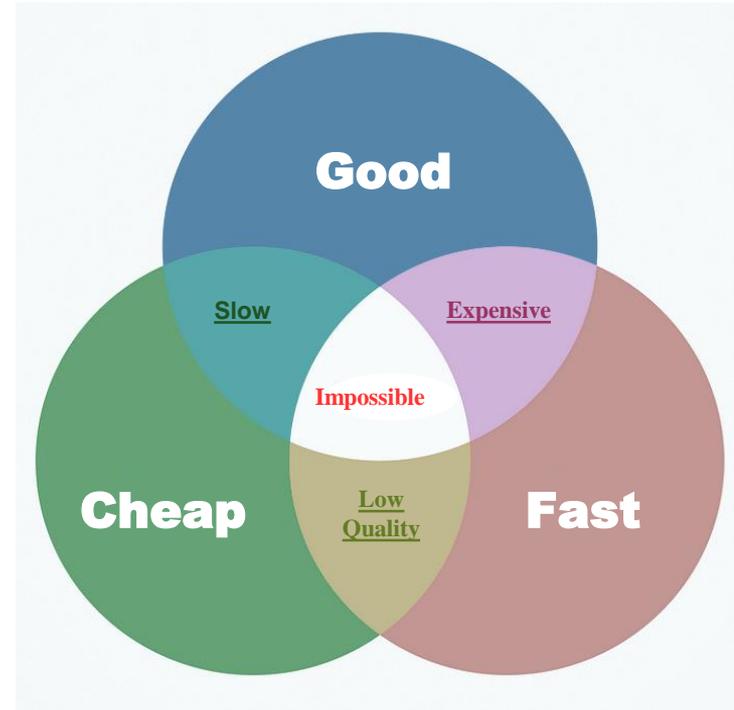


# Legal Aid Ecosystem in Taiwan



# The Iron Triangle of Customer Service: Speed, Quality, and Cost - you can only have two at a time—not three.

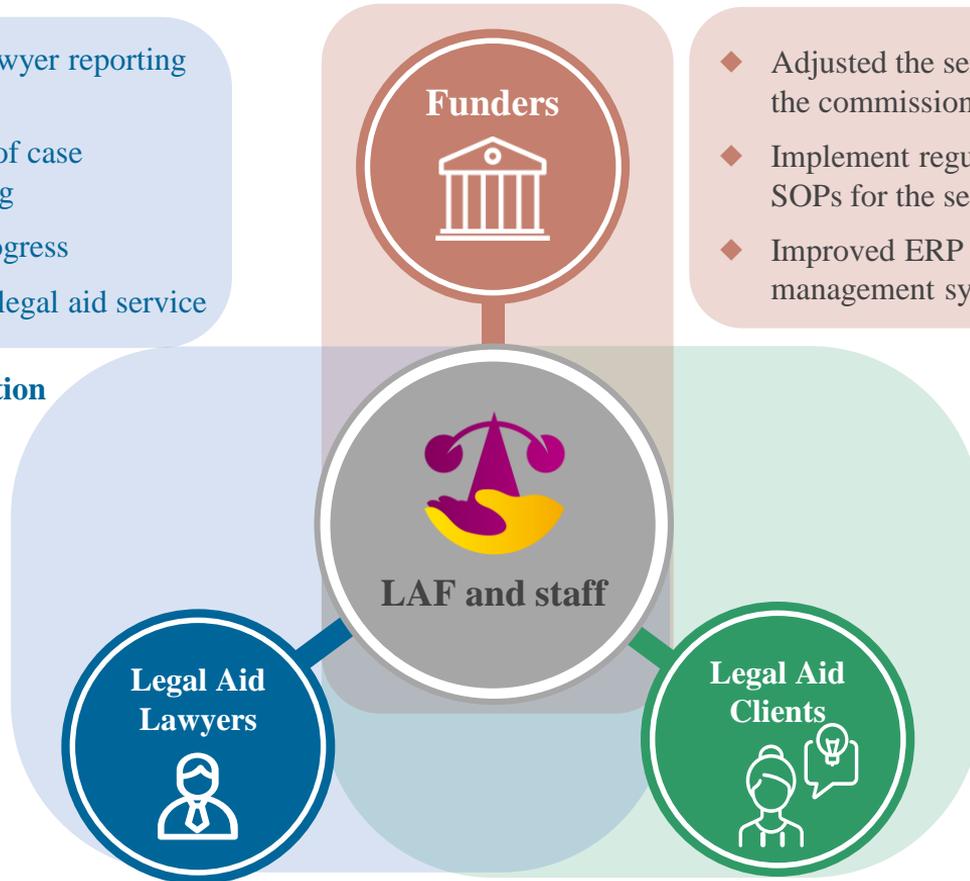
- ◆ Mission Impossible for Legal aid organization?
- ◆ Common criticism of legal aid organizations: slow, expensive, low quality
- ◆ How to improve the legal aid ecosystem?  
Can technology be used to create a triple-win situation?



# The focus of LAF over the past 5 years

- ◆ Established an online lawyer reporting system
- ◆ Digitalized the process of case assignment and reporting
- ◆ Regularly track case progress
- ◆ Prioritize the quality of legal aid service

## Focus of this presentation



- ◆ Adjusted the service standards and framework of the commissioned legal aid programs
- ◆ Implement regulatory compliance and improve SOPs for the service workflow
- ◆ Improved ERP and other information management systems

## Taiwan's national report

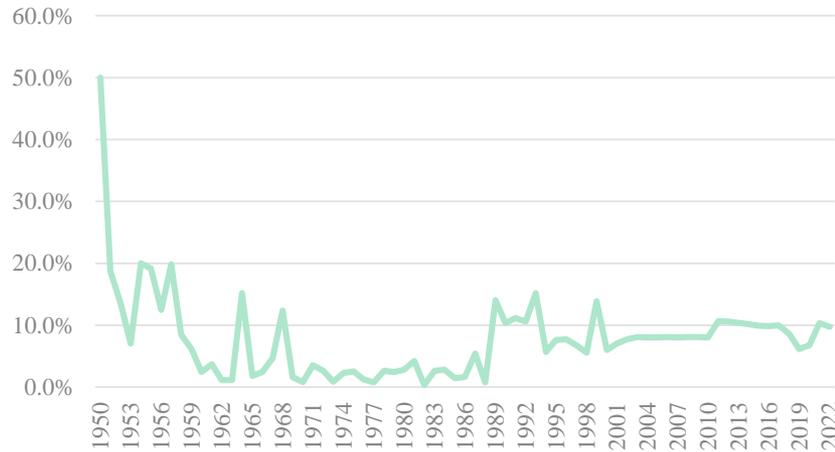
- ◆ Conducted Legal Aid Clients' Assistance Seeking & Life Profile Survey
- ◆ Diversified legal consultation services
- ◆ Service procedure has not yet been fully digitalized

## Taiwan's National Report

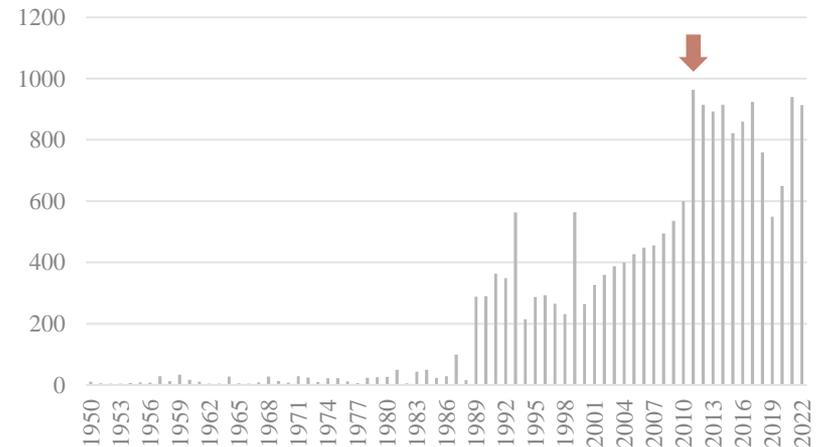
# Why did we start digitalization with lawyers rather than clients?

- ◆ Significant increase in the number of qualified lawyers since 2011
- ◆ How to track the case progress and quality of legal aid services?

Pass rate of lawyers 1950~2022



Number of newly qualified lawyers 1950~2022



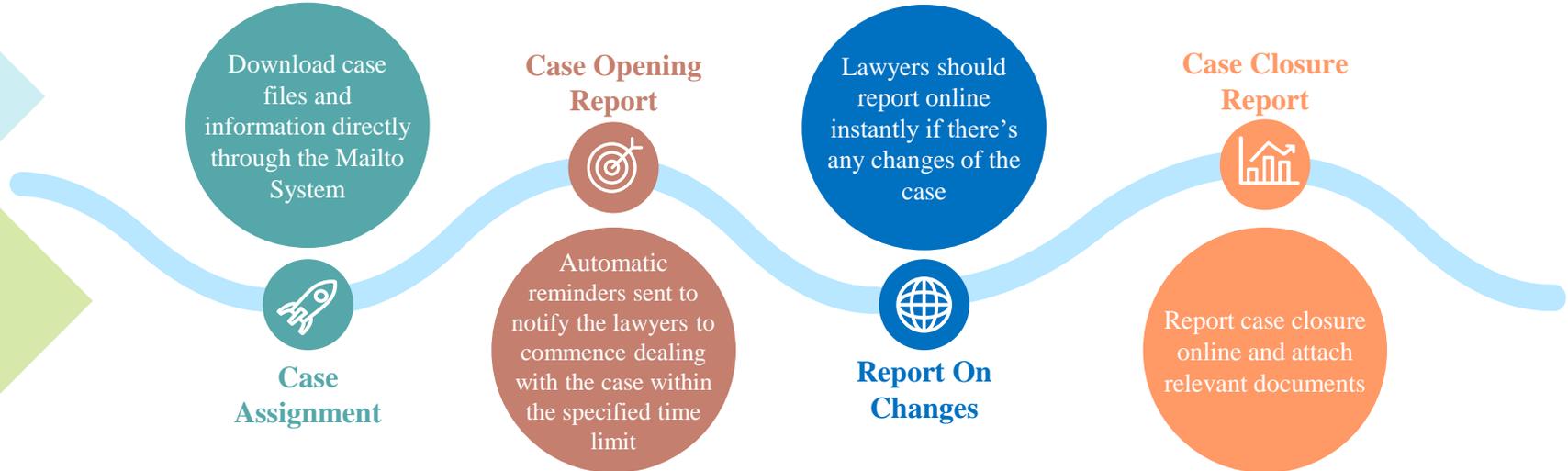
# Why did we start digitalization with lawyers rather than clients?

## Mindset

- ◆ Lawyers are comparatively more skilled at using digital tools.
- ◆ The collaboration with lawyers is a long-term and ongoing partnership.
- ◆ The quality of legal aid services depends on keeping track of lawyers timely.

## Goal

- ◆ To minimize paperwork through digitalization to reduce the workload of lawyers and our staff.
- ◆ To establish a platform for immediate reporting/communication between lawyers and the LAF branches.
- ◆ To strengthen real-time management of legal aid cases.



# System Architecture of the Lawyers' Online Platform Launched in 2019



Log into the Legal Aid Lawyers' Online Operating System



Legal Aid Lawyers' Online Operating System

歡迎使用! 歡迎登入時間: 2023-10-12 10:53:41.77

待處理案件: 無待處理案件

追蹤案件: 0

Use API to collect updated information

律師基本資料

律師執業狀態	正常		
姓名	周漢威	英文姓名	
性別	男	出生年份	民國68年
證書字號	93臺檢證字第6295號	所屬公會	台北律師公會
事務所名稱	財團法人法律扶助基金會	電子郵件	steven.chou0126@gmail.com
電話	(02)2322-5255分機101	地址	106 台北市大安區金山南路二段189號5樓
懲戒紀錄	無	專業證照	無
備註			
資料雜湊值	0x0b4e66bc0e9289b47aab3b45cc940be8f1109e9396cab7d87eb2b0cd3446e23		



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業務管理系統

NTUG 法律扶助基金會

帳號:

密碼:  (請按大小寫)

Real-time information exchange

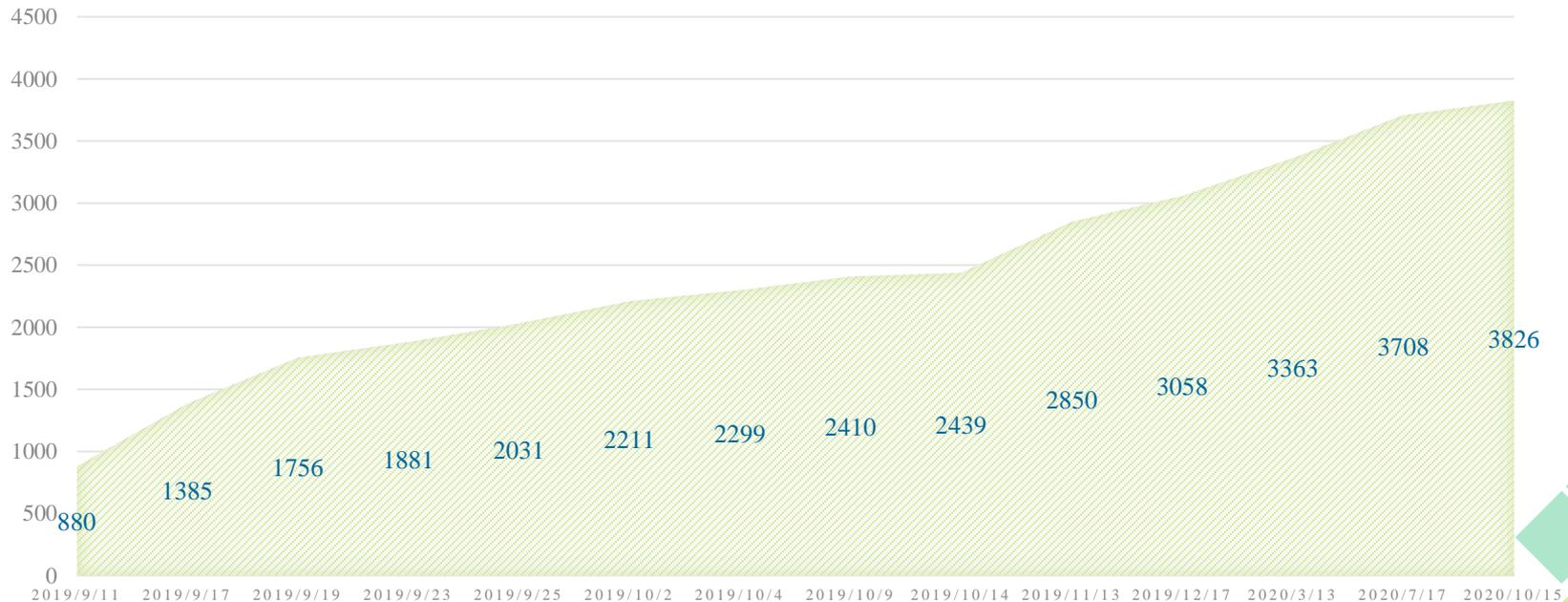


# Outcomes of **Digitalization** Strategies

# Outcomes

- ◆ 81% of the legal aid lawyers (3,826 out of 4,678) logged into the system and updated their information within one year of the system's launch.
- ◆ With lawyers re-logging into the system, LAF can keep track of the information of active legal aid lawyers .

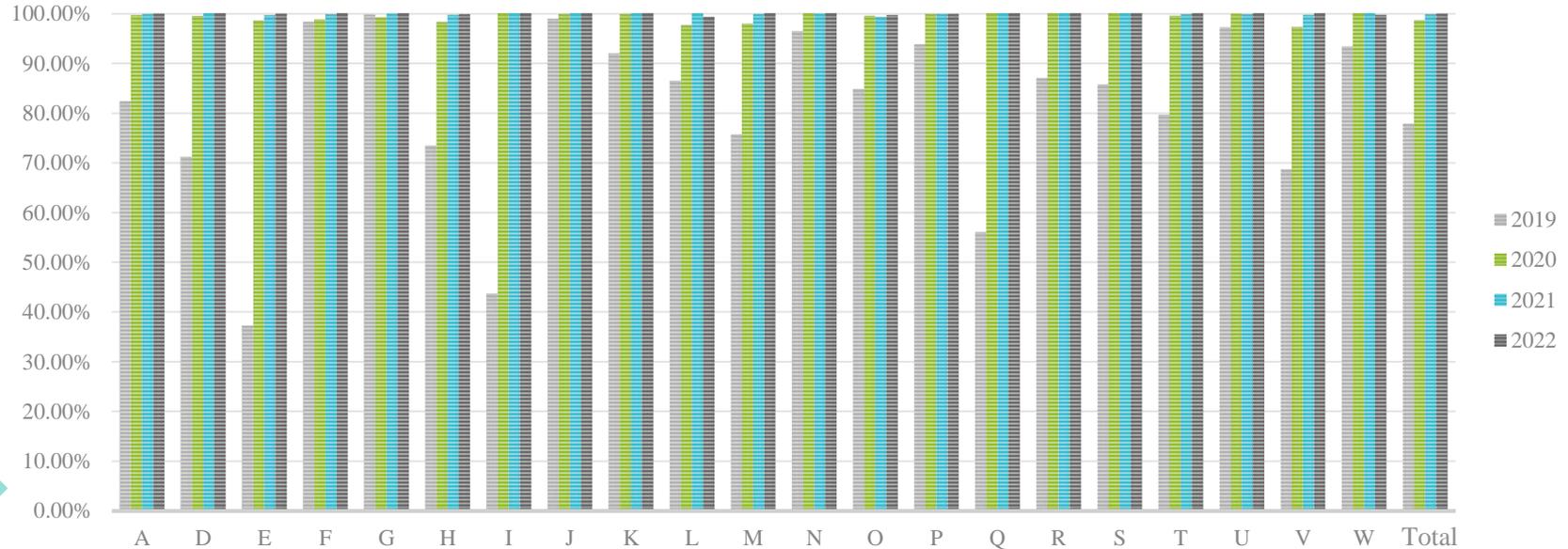
## NUMBER OF LAWYERS LOGGING INTO THE SYSTEM



# Outcomes

**99.95%** of case closure reports were processed through the Legal Aid Lawyers' Online Operating System within 4 years.

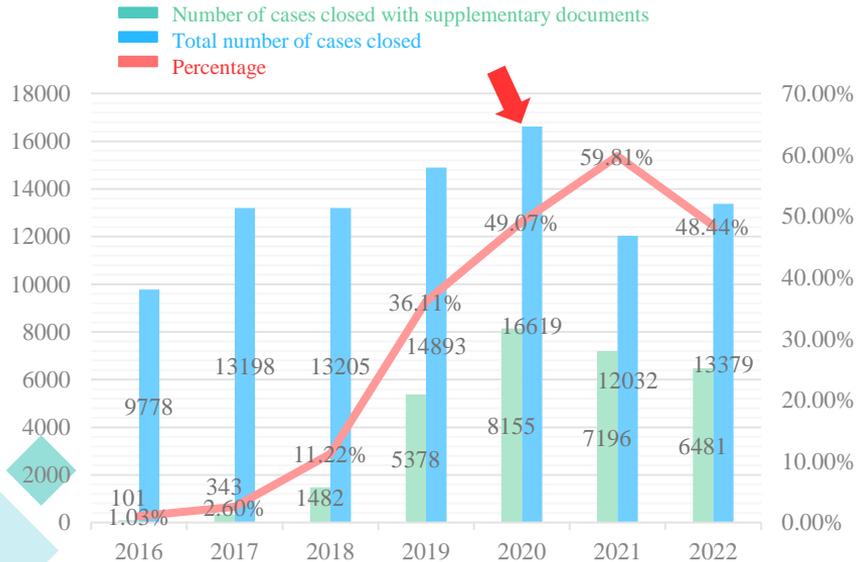
**ONLINE CASE-CLOSURE REPORTING BY BRANCH OFFICES (%)**



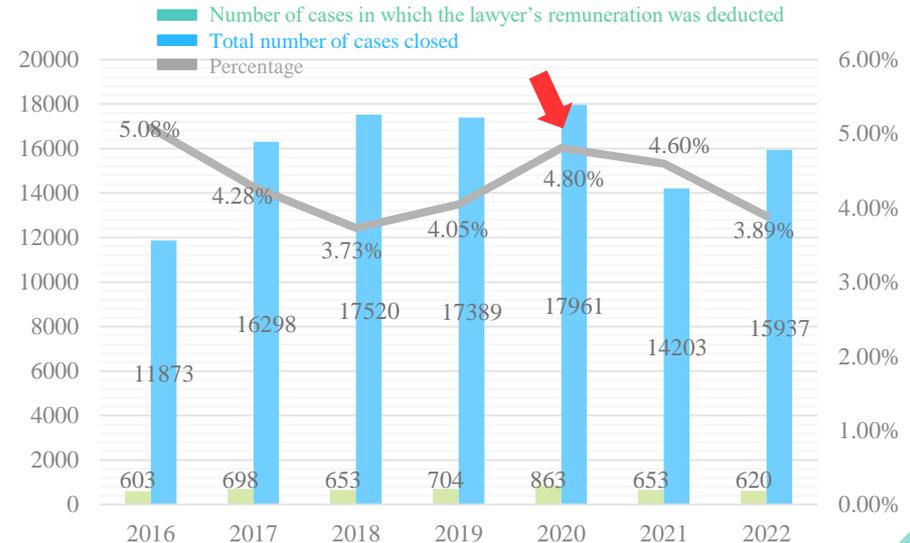
# Outcomes

- ◆ With digitalization, starting from 2020, legal aid lawyers are asked to submit case-closure documents and update case results when closing a case.
- ◆ The number/percentage of cases requiring supplementary documents has increased significantly; but the percentage of cases with lawyer's remuneration deducted for the lawyer-related reasons has decreased.

## Number/percentage of cases requiring supplementary documents for closure report



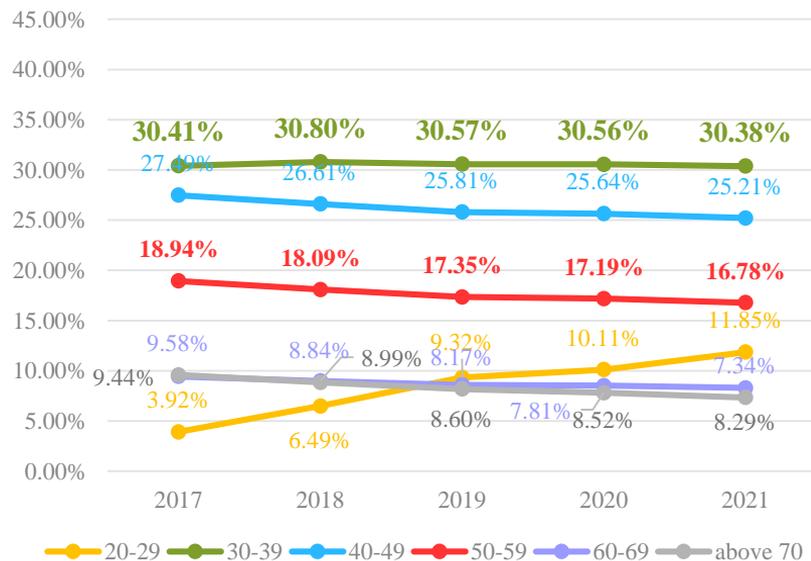
## Number/percentage of cases with lawyer's remuneration deducted



## Current Situation

- ◆ Although there is a rapid trend of younger lawyers across the country, the youthful trend has not yet been reflected in the composition of legal aid lawyers.

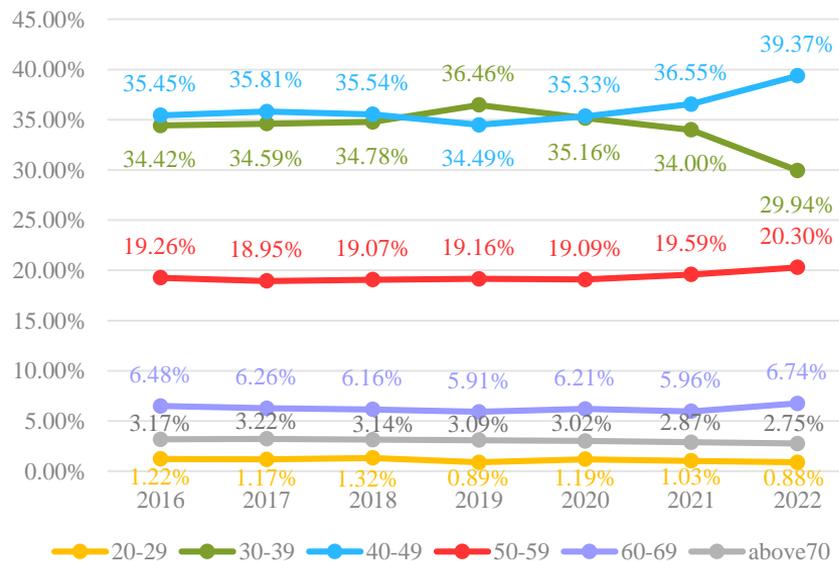
### Age distribution of lawyers in Taiwan



## Review and Reflection

- ◆ Legal aid lawyers generally require 2 years of practicing experience, which may be the threshold for young lawyers entering the field of legal aid.
- ◆ It seems that "digitalization" and the requirement for "document submission and result updates for case closure reports" have not resulted in generational exclusion.

### Age distribution of LAF's lawyers



## Current Situation

- ◆ The LAF has implemented control in case assignment and the maximum number of cases that legal aid lawyers may undertake, and the total number of lawyers who have taken on cases has increased.
- ◆ Lawyers in some regions have experienced a higher withdrawal rate after "digitalization" and the requirement for "document submission and result updates for case closure reports".



## Review and Reflection

- ◆ Did/Can we effectively address the digital gaps among lawyers?
- ◆ Although digitalization and stricter requirements for case closure reports help control quality, they have led to the departure of some senior lawyers in certain regions and age groups.

Number and Percentage of Legal Aid Lawyer Withdrawals After September 2019 (by age group and by region)

Age Group	National No. of lawyers	Ratio of Each Age Group (Nationally)	Age Group	Regional No. of lawyers—North	Ratio of Each Age Group — North	Regional No. of lawyers—Central	Ratio of Each Age Group —Central	Regional No. of lawyers—South	Ratio of Each Age Group — South	Regional No. of lawyers—East	Ratio of Each Age Group —East
20-29	8	1.77%	20-29	5	1.87%	1	1.16%	2	2.56%	0	0.00%
30-39	135	29.93%	30-39	76	28.36%	25	29.07%	25	<b>32.05%</b>	2	<b>50.00%</b>
40-49	134	29.71%	40-49	96	35.82%	19	<b>22.09%</b>	14	17.95%	0	0.00%
50-59	93	20.62%	50-59	55	20.52%	23	<b>26.74%</b>	12	15.38%	1	25.00%
60-69	44	9.76%	60-69	20	7.46%	14	<b>16.28%</b>	10	12.82%	0	0.00%
above 70	37	8.20%	above 70	16	5.97%	4	4.65%	15	19.23%	1	25.00%
<b>Total</b>	<b>451</b>			<b>268</b>		<b>86</b>		<b>78</b>		<b>4</b>	

## Current Situation

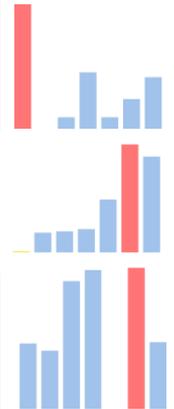
- ◆ Reduced time for lawyers to report case openings.
- ◆ Extended time to report case closure.
- ◆ The overall time spent on a case remains unchanged.



## Review and Reflection

- ◆ Digitalization allows a more detailed communication record.
- ◆ Easier for lawyers to report case progress. Yet still hard to completely eliminate paperwork.
- ◆ Due to COVID and the need for more effective document submission, the reporting time has not been reduced following digitalization.

Year	2016	2017	2018	2019	2020	2021	2022
Average number of days to confirm pre-payment form	<b>33.26</b>	27.21	27.80	29.95	27.82	28.70	29.76
Average number of days for lawyers to report case closure	87.41	90.72	90.97	91.40	96.84	<b>107.02</b>	104.79
Average number of days to confirm final payment form	134.35	133.70	140.01	141.06	128.27	<b>141.33</b>	134.54



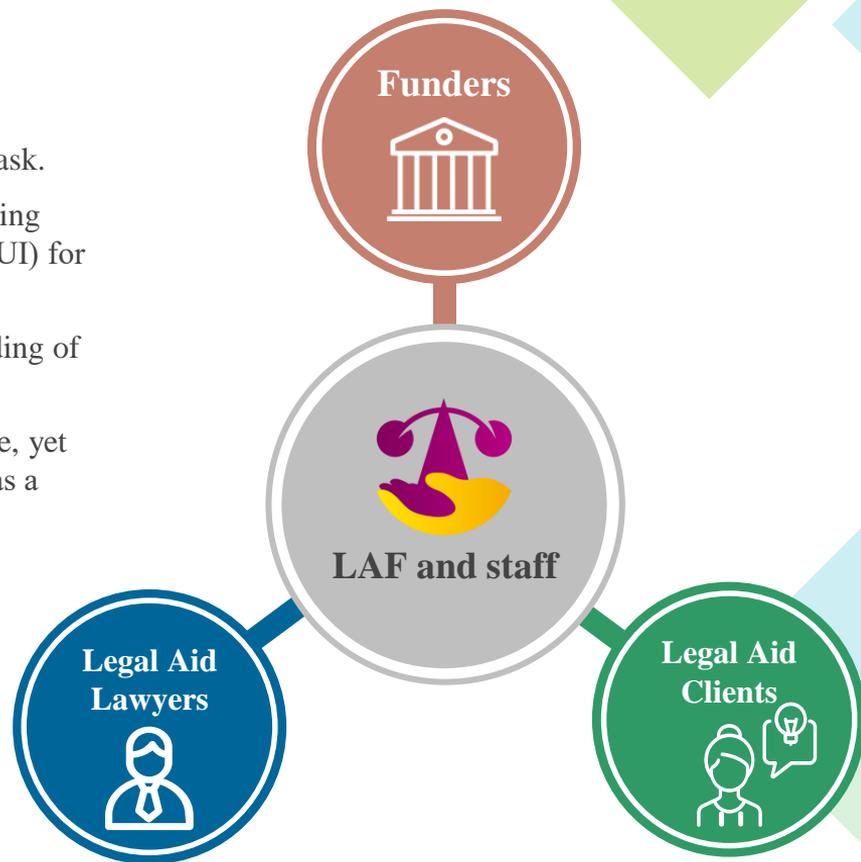


# Future & Vision



# Legal Aid Professionals of the Future

- ◆ DNA/ Legal aid organizations usually are not ICT tech savvy
  - Digitalization involves the aspects of regulations, operations, accounting and information technology. Integration is a hard task.
  - Re-examine the whole service delivery procedure. Understanding user's needs is essential for developing a great user interface (UI) for a standardized system.
  - Optimize the system with real-time and continuous understanding of user experience. (UX)
  - Information systems are expensive to build, difficult to manage, yet subject to complaints. Taiwan's painful experience can serve as a case study.
- ◆ Better, faster and cheaper
  - Systematic information collection is essential. Information systems are important tools.
  - Information can never replace human judgement? AI?



# LAF's Information Technology Development Blueprint in the Next 5 Years

- ◆ Re-examine the procedures of service delivery
- ◆ Further upgrade ERP
- ◆ Automatic exchange of information between systems to reduce administrative work



### MOJ's Lawyer Enquiry System

律師執業狀態	正常		
姓名	簡秉蔚	英文姓名	
性別	男	出生年份	民國68年
證書號碼	93臺中區字第6265號	所屬公會	台中律師公會
事務所名稱	財團法人法律扶助基金會	電子郵件	stevenc.choi126@gmail.com
電話	(02)222-5255分機101	地址	106 台北市大安區金山南路二段169號5樓
應徵紀錄	無	專業證照	無
備註			
資料維護碼	0x7b44b6c9e9289b47fab03845cc840ba8f11d8c9386ab7d87eb26cc03448a22		

### Legal Aid Lawyers' Online Operating System

歡迎使用!

待處理案件: 0

最新公告

**DONE**

法律扶助基金會  
業務管理系統

NTUG

登入

LAF's core system (ERP)

**AI?**

### e.g. TWBA and other bar associations' online lawyer course systems

具備專業素養的律師，是審檢辯鼎足而立的關鍵

從「臨場訓練」到「在職進修」，強化律師的專業知識

### e.g. Judicial Yuan's SSO (Single Sign-on) System and other systems

司法院 線上訴訟管理律師一登入

國家級律師登錄 登入IP: 203.69.82.227

司法線上訴訟及案件管理作業平台

申請簡章及活動電子化

律師行政事務

廉政服務

律師事務及行政工具

廉政進修

最新案件進度

我的案件

電子案件結案

電子案件開庭

**FUTURE**