



# **THE APPLICATION OF INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) IN THE JUDICIARY**

**PAPER PRESENTED AT THE  
INDUCTION/ORIENTATION TRAINING OF NEWLY  
APPOINTED ACTING HON. JUDGES OF THE HIGH  
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## 1. Introduction

"**Justice delayed is justice denied**" is a legal maxim. It means that if legal redress or equitable relief to an injured party is available, but is not forthcoming in a timely fashion, it is effectively the same as having no remedy at all. Judiciaries all over the World are faced with two major bottlenecks that is; "**Delay**" and "**Case Backlog**". It is proved that application of Information and Communication Technologies in the administration of Justice provides a partial solution to these bottlenecks.

<sup>1</sup>Reducing delay, improving economy, efficiency and effectiveness and the more general objective of promoting confidence in the justice system through the use of new technologies 'are laudable aims and are unlikely to generate much **dissent**ion.

<sup>2</sup>However, given the nature and importance of the Judiciary as a pillar of the State authority, and compared to other public services, due process, impartiality and independence should also be carefully taken into account. This is especially so when structural and procedural changes, such as the ones driven by the introduction of the new technologies, take place.

The use of ICT is considered one of the key elements to significantly improve the administration of justice. <sup>2</sup>The rapid development of technology opens up new opportunities that were unthinkable only a few years ago. Around the world, several statutory reforms have been introduced to allow the use and the exchange of electronic data and documents within national judicial systems. The availability of web services, the possibility of consulting on-line legislation and case law, the use of electronic filing, the electronic exchange of legal documents, are only some examples that are spurring the judicial administrations around the world to rethink their current functions and activities.

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<sup>2</sup> B. Loveday, 'Address to EGPA Conference, Cape Sounion, Greece', in M. Fabri et al. (eds.), *The Challenge of Change for Judicial Systems*, 2000 p. 23

ICT can be used to enhance efficiency, access, timeliness, transparency and accountability, helping the judiciaries to provide adequate services. New possibilities are emerging for the integration and automation of court procedures and practices. In addition, the use of the internet, can offer the chance to open the judiciary to the public, providing both general and specific information on its activities, thereby also increasing legitimacy.

## 2. The Judiciary

In many jurisdictions, the **Judiciary** is defined as the branch of government which administers justice according to law. The term is used to refer broadly to the courts, the judges, magistrates, adjudicators and other support personnel who run the system. The courts apply the law, and settle disputes and punish law-breakers according to the law. Guided by the 1995 Constitution, Uganda has provided for an independent, accountable and effective Judiciary and set minimum standards for the courts to observe in the administration of justice. **Article 126 (1) of the Constitution provides that:**

*Judicial power is derived from the people and shall be exercised by the court established under this Constitution in the name of the people and in conformity with the law and with the values, norms, and aspirations of the people.*

## 3. The Modern Judiciary

<sup>3</sup>Contends that there are essentials of modern judicial system and these include; a centralized administrative authority, an administrative office, the rule making power, regulation of bar admission and discipline, non-partisan selection and tenure of judges, adequate compensation and retirement and respectable courts of limited jurisdiction. The judicial roles in a modern judiciary include:

The judge as **an umpire**, is a neutral arbiter, impartial and independent, swayed by neither personal predispositions nor external pressure. Most appropriate for a court of

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<sup>3</sup> Laurance M. Hyde, *Essentials of a Modern State Judicial System*, 30 Notre Dame L. Rev. 227 (1955). Available at: <http://scholarship.law.nd.edu/ndlr/vol30/iss2/3>

general jurisdiction. The judge is dispassionate and impersonal, communicating mainly through counsel and viewing litigants as “parties” in cases. Judges in trials in serious cases must listen intently to testimony and ensure procedures are fair and impartial, including deciding what evidence to admit.

As **an adjudicator** the judge achieves finality through expeditious case resolution. Multitasking to the extreme, making rapid decisions, and keeping the cases flowing. Judges do not have much time to spend reflecting and contemplating before making decisions and are impersonal because there is not much time for communication with litigants, even those who are not represented by counsel.

As a **problem solver**, the judge often has a lot of amount of information about the people who appear before them. These people, who are often called clients also have a chance to talk directly to the judges, rather than communicating through lawyers. The judge is interested in the litigant’s welfare. Decisions are made in language understood by the parties, and there is open communication because litigants can tell their stories.

#### **4. The Professional Judiciary**

Justice depends on the competence and quality of judges and court employees. These professionals handle complex legal issues and court procedures, address difficult legal and ethical issues, and face increased expectations from court users. Providing advanced levels of education and development will enable those who work within the courts system to effectively perform the challenging work of the courts and meet the needs of those whom they serve.

To meet the demands of justice in the twenty-first century, judicial officers and court staff must have the knowledge, skills, and abilities to serve and perform at the highest professional levels. Recognizing this imperative, the long-range plan recommends that the branch “provide timely education and training to judges and court employees to ensure high-level performance.”

## 5. The Effective Judiciary

Every citizen of a country has the right to an effective remedy by the competent national tribunals for acts violating the fundamental or non- fundamental legal rights available by the constitution or by general laws. Effective judiciary or right to fair trial is a right of citizens or human beings (**Universal Declaration of Human Rights, Article 8**). There is no alternative of effective judiciary for ensuring and protecting citizen rights. The right to an effective judiciary is enshrined in Article 14 of the International Covenant on Civil and Political Rights.

## 6. The 4<sup>th</sup> Industrial Revolution

<sup>4</sup>These are the first three industrial revolutions that transformed our modern society. With each of these three advancements—the steam engine (1<sup>st</sup>), the age of science and mass production (2<sup>nd</sup>), and the rise of digital technology (3<sup>rd</sup>) —the world around us fundamentally changed. The **4<sup>th</sup> Industrial Revolution** represents a fundamental change in the way we live, work and relate to one another. It is a new chapter in human development, enabled by extraordinary technology advances commensurate with those of the first, second and third industrial revolutions. These advances are merging the physical, digital and biological worlds in ways that create both huge promise and potential peril. The speed, breadth and depth of this revolution is forcing us to rethink how countries develop, how organisations create value and even what it means to be human.

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<sup>4</sup> <https://www.weforum.org/focus/fourth-industrial-revolution> accessed Wednesday 27<sup>th</sup>/9/2023 at 12:30pm

## 7. The Court User Perspectives in the digital age (4<sup>th</sup> Industrial Revolution)

<sup>5</sup>The Digital Age (4<sup>th</sup> Industrial Revolution) has advanced a number of perspectives to different Court Users that include the following: -

### i. A Lawyer Perspective

#### **I dream of the day when...**

I can see the court schedule online, it's updated throughout the day so I know when/where I need to appear. With full connectivity in the courthouse I can be productive while waiting. I can submit all court documents digitally from my office, which saves time and money. I can appear for administrative matters via videoconference, or remotely from my office, which saves time and money. Self-serve digital access to court recordings and digital transcripts saves significant time and costs. The queuing system in court makes the most of my time. There is greater ability to analyze and understand data trends.

### ii. A Judicial Officer

#### **I cannot wait for the day when...**

I have access to information in one place, available at the click of a button, that I need to understand a case or make decisions. I have information I need in digital format for trials. Having digital access to an entire court file means I can work anywhere and anytime – in chambers or remotely. I can access files and transcriptions in a timely, cost effective way from all locations I have digital tools supported by optimal, reliable connectivity. Information is safe and secure. Expanded, new and modern technology provides multiple ways for vulnerable victims and witnesses to provide evidence, while protecting their identity.

### iii. A Self Represented Litigant Perspective

#### **I really need to see a day when....**

I can simply find my way in the court system. Self-serve digital access to court recordings, information and transcripts saves time, cost and reduces errors/confusion on what my next steps are in court. I can complete forms easily with minimal errors and have ease of access to services in multiple languages. Simple appearances done by videoconferencing saves travel costs and time off work. Submitting all court documents digitally saves me time and money. An online matter procedural navigation system lets me know what I need to do next for my matter, where and when I need to appear – this avoids missed deadlines and speeds up the court process.

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<sup>5</sup> Court Digital Transformation Strategy 2019 – 2023 by British Columbia

#### iv. **A Court Services Staff Perspective**

##### **A day will come when...**

Digital submission of forms and court proceedings means fewer errors and faster processing. Digital court files mean information is available immediately for all participants. We spend less time on data entry and manual processing of paper – allowing more time to support litigants and judges. There's greater opportunity to be more efficient. Information and data can be shared and stored securely in cost-effective digital format. The online matter procedural navigation system means court staff spend less time supporting Self-Represented Litigants (SRLs).

#### v. **A Law Enforcement Officer**

##### **Looking forward to the day when...**

Less of my time spent in court waiting - so I can do certain appearances such as traffic court remotely. More efficient and predictable court scheduling that makes best use of time. Disclosure information can be shared without duplication. Information can be shared easily and digitally among law enforcement partners.

#### vi. **An Indigenous Perspective**

##### **Our communities yearn for the day when...**

Access to information in the court system is grounded in the culture, language and traditions of Indigenous peoples. Online guided pathways are tailored to improve Indigenous access to services. Digital access is readily available, affordable and supported by reliable connectivity. Remote appearances are possible for those in remote areas or those who have to travel. Indigenous courts benefit from the digital infrastructure and associated resources.

Resulting from the above Court User Perspectives in the 4th IR in the Administration of Justice, Judiciaries have to make the following technological shifts:-

- i. Digital participation notifications;
- ii. Digital identification of participants;
- iii. Digital self-serve access to court files and court records;
- iv. Digital court file and document management mechanisms;
- v. Connectivity in all court houses and digital ready court rooms;
- vi. Digital and personalized procedural education/guidance for participants;
- vii. Experimentation with emerging technologies, including automation technologies; and
- viii. Electronic filing of documents or provision of information digitally.

*The above shifts constitute the Court Digital Transformation that the Judiciary also adopted in a bid to contribute towards the Judiciary **Strategic Objective No. 3. To***

***Strengthen the use of ICT in the administration of Justice. This will contribute to the Mission of the Judiciary which is “To efficiently and effectively administer Justice”.***

## **8. The Future of Courts**

<sup>6</sup>In the middle of March 2020, court buildings around the world began to close in response to the rapid spread of a newly identified coronavirus, SARS-CoV-2 (the “virus”). Within days, alternative ways of delivering court service were put in place in many jurisdictions. We remain in an era of threat, with risks of barely functioning court systems, greatly reduced access to justice, and, in turn, a potential weakening of the rule of law. We are also in an era of opportunity—the chance to build boldly on the shift of attitude and on demonstrable recent successes with technology, and to put in place improved, sustainable court services that are much more accessible than today’s.

A new mindset shift in thinking about the future of courts puts a question **“Is court a service or a place? Do we really need on all occasions to congregate physically to settle our legal differences?”** There is need to acknowledge that technology of courts is not about automation (introduction of systems to streamline and improve some preexisting, often inefficient, working practices); but rather there is a much more significant role for technology, and that is to bring about transformation (the use of technology to effect radical change and to allow us to do things that previously were not possible (or even conceivable). The role of technology here is not to support and enhance our old ways of working but to overhaul and often replace our practices of the past.

## **9. The Role of ICT in the Administration of Justice**

ICT can be a useful tool in the following areas: (1) text creation, storage and retrieval; (2) Improved Access to the Law; (3) Recording of Court Proceedings; (4) Case Management

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<sup>6</sup> <https://clp.law.harvard.edu/knowledge-hub/magazine/issues/remote-courts/the-future-of-courts/> accessed on Monday 30<sup>th</sup> October, 2023 at 4.32pm:



and producing data for administrative purposes; (5) Continuing Education; (6) Communication. ICTs in the Courts are installed to support the following:-

**i. Operation systems for Courts.**

The main function of the courts is to provide a fair and effective dispute resolution machinery for the enforcement of court decisions. These areas of legal operations of the courts have several potential applications as well. Case filing and management, case distribution, record keeping, archiving, court management, statistical systems, court fee system, video links for ICT in the Judiciary bail bond hearing, the recording of witness testimony, equipment for the presentation of evidence, systems for jury selection, and court reporting are some examples.

**ii. Operation systems for judges and other key professionals.**

Databases of court decisions and legislation (both local and foreign) are the most common and the fastest growing in view of globalization. The other growing area is that of electronic “Work Bench” and legal information systems, electronic data interchange and other systems that help judges and other legal professionals improve their core legal work (e.g. decision writing). Internal communication systems for email contact and coordination are also widely used in modern judiciaries. “Knowledge sharing” and distance learning through internet and video conferencing are gaining importance and applications. Internet based or PC based continuing education courses for judges and other staff are also being used.

**iii. Systems that promote “user access” and linkages.**

Increased public awareness and participation are hallmarks of democratic societies, and ingredients for the successful rule of law. Systems that facilitate public access to court information in the form of KIOSKS, internet web-sites and other tools help improve the justice system. Legislation and court decision databases for public information and research do so as well. Many countries are using such tools to enhance the transparency of the system and instill user confidence. Also, internet based public information notices about court matters and civic responsibilities are increasingly being promoted in view of the information explosion. Certain court operation systems are being offered access through the internet for improving access to justice

## 10. ICTs in the Judiciary

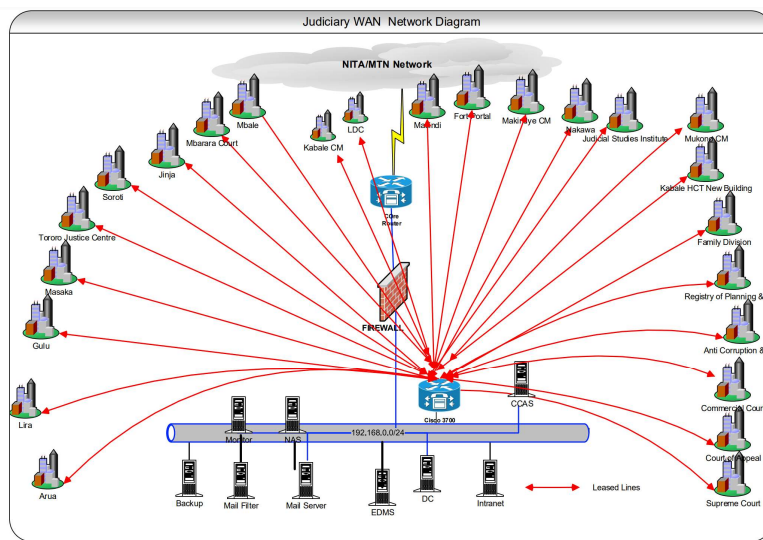
The desire for “Justice for all” a modern, professional and effective Judiciary through the design, development and application of ICTs in the administration of justice to address the perspectives of the Court users in this 4<sup>th</sup> Industrial Revolution has dictated the following ICTs, their applications and management styles.

### 10.1 Personal Computer gadgets

All Judiciary Staff must have access to personal computers to facilitate their day to day operations. Currently the ratio of at least a computer set to Court Station stands at 95%. This is so because some Court Stations have no electricity or alternative sources of power to run these computers. The ration of a computer set (as a tool to support execution of duties) to staff is 62%. It is true that staff do share computers at the Court Stations. All these ratios will be closed by the year 2025.

### 10.2 Local/Wide Area Network (LAN/WAN) Infrastructure

The Judiciary LAN/WAN infrastructure supports the interconnection of computers for information sharing and access to the Internet.



**The Judiciary LAN/WAN Infrastructure**

At the end of the FY2022/2023, out of the 249No. Operational Courts, 101No. (40%) were connected to the Internet. It is planned that at the end of this FY2023/2024 (10No. Court Stations will be added) making a total of 111No. (44%). **Current coverage of Internet:** 100% for Courts of Record, 58No. out of the 86No. CMs (67%) and 6No. out of the 133No. G1s (5%).

### **10.3 Court Recording and Transcription Systems (CRTS)**

Digital Court Recording equipment has been installed in some Court Stations (all Courts of Record) to support the quick production of Court Transcripts. The Judiciary continues to roll out the CRTS to all its Court Stations.

### **10.4 Video Conferencing System (VCS)/Audio Visual Systems**

The Judiciary has installed Video Conferencing Systems (VCS) in its Court Stations to allow for testimony and hearings to be carried out at distance, without having the physical presence of the Advocates or prisoners and witnesses in court. VCS enables any person who has an interest in court proceedings to be involved in a hearing from a remote location. In its simplest form, a witness at a remote location may give his/her evidence via a video link to the court with audio-visual aides in the courtroom and in the remote location.

### **10.5 Court Case Administration System (CCAS)**

This is the legacy Case Management System that is a database used to manage Cases with very minimal functionality. It stores case basis data like File Number, Stage at which the file is, the handling Judicial Officer etc. This is widely used with a current coverage of about 38%. The Judiciary will continue to deploy the CCAS in the respective Courts as it prepares to roll-out of the ECCMIS to all the Court Stations in a Phased manner.

### **10.6 Electronic Court Case Management Information Systems (ECCMIS)**

The ECCMIS is a fully-featured system that automates & tracks all aspects of a case life cycle from initial filing through disposition and appeal as to each individual party for any case type. The ECCMIS was launched on the 1<sup>st</sup> March, 2022 in 7No. Court Stations. It is now operational in 8No. Court Stations namely:- Supreme Court, Court of

Appeal/Constitutional Court, Divisions:- Anti Corruption, Civil, Commercial, Land, Luwero High Court and Mengo Chief Magistrates Court. The key features of the ECCMIS are:-



**Key Features of the ECCMIS**

### 10.7 The Performance Enhancement Tool (PET)

The PET is a tool to be used for performance measurement and enhancement. It is a 360 degree appraisals are founded on the idea that any employee’s performance is seen by many stakeholders - their manager, peers, subordinates, customers, among others. Gathering input from all of these points-of-view provides a fuller picture of someone’s performance. The 360-degree appraisals give a complete performance report. The following weights are adopted by adjustable.

Actor	Weight
Self-Appraisal	15%
Supervisor	35%
Subordinate	10%
Peers	20%
<b>Court Users Survey</b>	
Lawyers	5%
Prosecutors	5%
Public	10%

## 10.8 The Judgment Writing Tool (JWT)

Premised on the fact that Case backlog and delay remain major bottlenecks in the administration of Justice, Judgment writing is identified and a stage in the case management that remains challenged as judgments or rulings take long to written and delivered. The cause of this delay was analyzed and attributed to; unreadily accessed reference materials, lack of a standard template for a judgement or ruling, training in judgment writing, delays in publishing of the delivered judgments or rulings; and the delays in the whole process of writing the judgment or ruling.

The Judgment Writing Tool seeks to digitally transform the process of judgment or ruling writing through design of standard templates for the judgments and rulings, creation of a centralize location to reference materials such as Laws, legislations, statutes etc, automatic publishing of judgments and rulings. The tool will also take into account the balance between uniqueness and simplicity. The design and development of the Judgment Writing Tool is ongoing and expected to be completed in November 2024 for implementation.

## 10.9 Online Legal Research Databases

Legal information is found in case law, legislation, doctrine, and other documentary sources. The texts of these documents are stored in a database or several databases. The databases are increasingly accessible via Web portals that are maintained by public and private institutions. Search engines or information retrieval systems *are a primary means for accessing legal information.*

### i. Uganda Legal Information Institute (ULII)

ULII ([www.ulii.org](http://www.ulii.org)) is a function under the Judicial Training Institute (JTI). Currently, the Uganda Legal Information Institute (ULII) and its 16 partner legal information institutes (LIIs) in Africa have worked consistently over the past decade to address the fundamental access to legal information problem. Collectively, African LIIs have managed to place more than 300,000 documents – case law, legislation and commentary - mainly from Anglophone countries, for free online access. These collections, usually accessed via the LII websites, are made available as un-edited databases, accessible via full-text search.

## ii. LexisNexis

The Judiciary has also subscribed to LEXISNEXIS, an online legal research database as a Search engine or information retrieval systems *as a* means for accessing legal information. Licenses have been provided to individual Judicial Officers.

### 10.10 Systems for Data Management (CCAS, ECCMIS, JDMS etc)

The Judiciary is a producer and user of data generated throughout its business processes. The data produced, collected analyzed and disseminated should confirm to the good data quality characteristics that are;

- i. Accuracy – Is the information correct in every detail?
- ii. Completeness – How comprehensive is the information
- iii. Reliability – Does the information contract other trusted resources
- iv. Relevancy – Do you really need this information
- v. Timeliness – How up-to-date is information

The Data and statistics produced there from are used for the following functions:-

- i. Financial and Physical Reporting
- ii. Demand Forecasting
- iii. Planning and Budgeting
- iv. Employee Appraisal
- v. Research – For Scholars

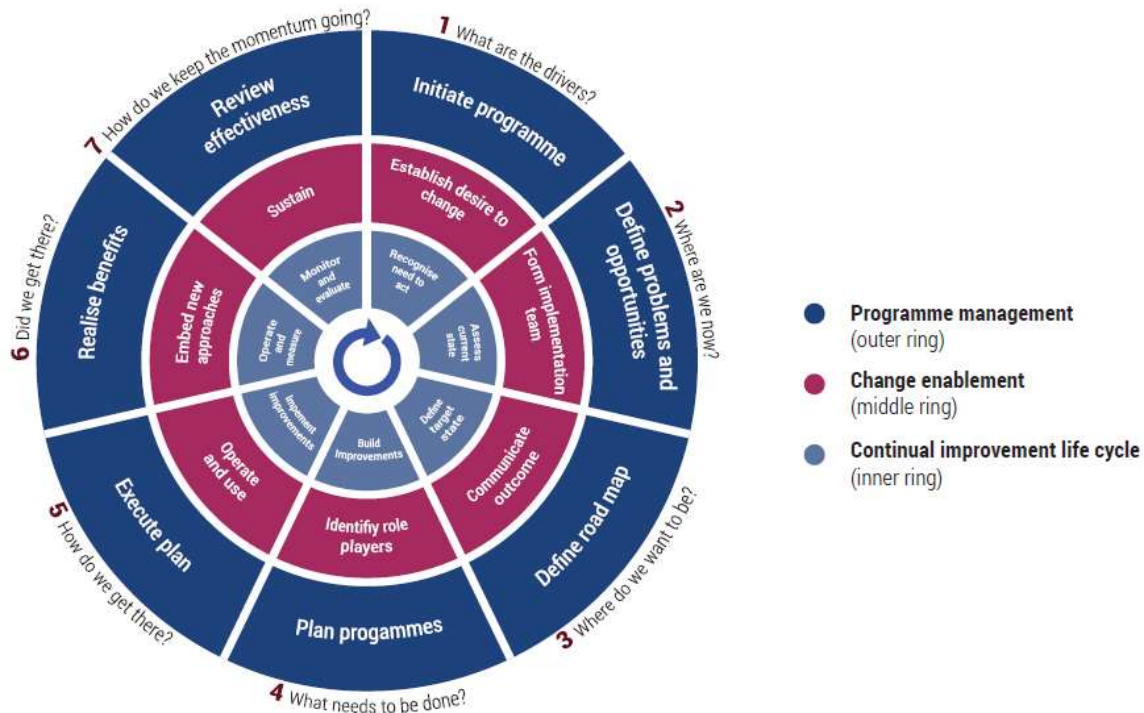
### 10.11 Governance of Judiciary ICT

The Judiciary adopted the **Control Objectives for Information and Related Technologies** (COBIT) as its framework for the management and governance of its ICT function. This was aimed at addressing the complexity and challenges typically encountered during implementation of any ICT. The three interrelated components of the life cycle are the:

- i. **Programme Management** – This involves the processes of initiation of any IT project (the outer ring of the figure.)
- ii. **Enablement of change**—This addresses the behavioural and cultural aspects (the middle ring of the figure.) Successful implementation depends on implementing the appropriate change in the appropriate way focusing on managing the human,

behavioural and cultural aspects of the change and motivating stakeholders to buy into the change.

- iii. **Core continual improvement** life cycle—This involves a focus on continuously improving any achievements gained.



**The COBIT5 ICT Governance Framework**

## 10.12 ICT Management in the Judiciary

The management of the ICT function in the Judiciary is categorized into the following categories.

### i. Strategic Management

- a) **ICT/Law Reporting Committee:** Entrusted with the overall responsibility of developing, implementing and reviewing the ICT Strategy of the Judiciary.
- b) **Secretary to the Judiciary:** Top-level provision of the funding for all ICT functions

- c) **Registrar of Planning, Research & Development:** – Top-Level coordination of the ICT Donor supported projects (World Bank, UN-Women, UNDP, etc.).

## ii. **ICT Project Management Committee (s)**

Committees Appointed by the Hon. The Chief Justice and the Permanent Secretary/Secretary to the Judiciary to manage specific IT Projects. For Example,

- a) **ECCMIS Steering Committee:** Provides Policy direction to the ECCMIS Project – Chaired by Hon. Mr. Justice Fredrick Egonda-Ntende – JCA/CC.
- b) **ECCMIS Technical Committee:** Provides Technical guidance to the Project Chaired by Hon. Lady Justice Busingye Immaculate – JHC.
- c) **Judgement Writing Tool Implementation Committee:** Provides Policy and Technical guidance to the **Judgement Writing Tool Consultancy** Chaired by Hon. Mr. Justice Geoffrey Kiryabwire – JCA/CC.

## iii. **Operational Management**

- a) **Commissioner – Head of the ICT Department:** Charged with formulating ICT policies and procedures as well as directing and coordinating the general functioning of the Information and Communications Technology Department.
- b) **Principal & Senior I.T Officers – Deputize the Commissioner**
- c) **Systems Administrators – Head Regional /Station Mini Data Centres at the Court Stations e.g Supreme Court, Court of Appeal/Constitutional Court, High Court Divisions, High Courts at Upcountry, JTI, Registries and Magistrates Courts;**
- d) **Station Administrative Heads:** Registrars/ Chief Magistrates in charge of stations are in charge of all ICTs at the respective Stations

## iv. **Role of a Hon. Judge in the ICT Success**

- a) **Taking a lead role in requesting for and using ICT Services;**
- b) **Using reports from computer systems (e.g. ECCMIS, CCAS):** By requesting for reports from the systems through the Registrars/Clerks (or using the system to generate reports)



#### v. Procedure of obtaining an ICT Service

There are different forms of ICT Service that could be requested for:-

- a) **Equipment, Service and Software Procurement** [e.g. new computer, Internet Service implementation at a High Court Circuit, procurement of Specialized Software]: Major procurements will strictly be directed to the **Secretary to the Judiciary (Accounting Officer)**.
- b) **New ICT Service** [e.g. Creation of an email Account, connection to the Internet, etc]: All these requests will be directed to the **Judiciary Service (Help) Desk OR Systems Administrator**.
- c) **Service Change** [e.g. shifting of equipment form one office to another, installing a new computer, etc.]: These requests will be directed to the **Judiciary Service (Help) Desk OR Systems Administrator**.
- d) **ICT Problem/Incident** [e.g. Computer fails to start, Printer fails to print, etc.]: These requests will be directed to the **Judiciary Service (Help) Desk OR Systems Administrator**.

The Service desk and respective officers will abide by the **Judiciary ICT Policy (and also designated working hours)** in provision of all ICT services.

#### vi. ICT Systems and Systems Administrators

It is the responsibility of the Systems Administrator at the Station to maintain the following ICT Functions:-

- a) **ICT Infrastructure:-** computer networks, computers, file servers, court recording technology
- b) **Computer Systems:-** Court Case Administration System (CCAS), Court Recording and Transcription System (CRS), the Video Conferencing System
- c) **ICT Services:-** Help Desk, Internet and Email Services,

The Systems Administrators are graduates with Hon. Degree in IT fields. Some Court Stations are served by Data Entry Clerks with Diplomas in ICT Field.

## 11. Challenges to the Application of ICTs in Judiciary Business Processes

- i. **High Cost of bandwidth:** The Uganda Judiciary has Stations all over the country. There is need for interconnection through leased lines provided by the Internet Service Providers that charge a fee for this connection. A substantial sum of money is paid out for this service.
- ii. **Infrastructure Problems:** There are no or at time inadequate sources of power in the areas where some of our Stations are located. This makes the extension of IT services very difficult hence making information sharing very difficult.
- iii. **Behavioural Change towards the use of IT:** IT is a dynamic field that requires constant training which is not easily taken up by the staff.
- iv. **Cost of IT Hardware and Software:** Computer equipment and services are still very expensive in Uganda making it difficult to provide them as required by the staff.
- v. **The Long Procurement Procedures:** ICT Services and Products are required by the Users usually there and then. However, their acquisition has to follow the Government of Uganda budgeting and procurement Processes. At times these processes are long.
- vi. **Limited ICT Staff:** The Technical support for required ICT Systems is currently affected by the few numbers of ICT Staff. However, it is hoped that with the approved Non-Judicial Staff ICT Structure, The Supreme Court, Court of Appeal, High Court Divisions, Registries and all Chief Magistrates Courts will have a Resident Systems Administrator (a Graduate in ICT) and all Magistrates Grade 1s will have Assistant Systems Administrators (Diploma Holders in ICT) deployed to the Court Station.

## 12. Conclusion

Today, it is important to acknowledge that the advent of Information and Communications Technology (ICT) is fundamentally changing the way people work, learn and interact. ICT is being adopted in all aspects of society to facilitate online service delivery. Both Government and the Private Sector have to move in that direction and

adopt the emerging new technologies if they are to match and fit within the current global world.

Efficient application of ICTs in the administration of justice can make the Judiciary modern, professional and effective. The pace of digital transformation is accelerating across the globe. Technology is everywhere in daily lives. People access services and information and work online every day. They expect and demand the same convenience and ease of service from government services and the courts. Unfortunately, the justice system, including the court system, has not kept up to the pace of technological change.

The current need for the digital Court transformation other than Court automation creates a new mind set of a Court being a Service rather than Court being a physical place.

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