



MODERNISING JUSTICE SYSTEMS BY RE-DESIGNING PROCESSES; A MOVE TOWARDS E-JUSTICE

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Chair, ICT/Law Reporting Committee

The Judiciary, Uganda

Presentation outline

- Introduction.
- Defining terms and stating principles.
- Strategic goals for process change in Ugandan judiciary.
- ECCMIS.
- Success factors & challenges.
- The future.
- Concluding thoughts.



Introduction

The case for modernising judiciaries with the use of ICT has long been made:

1. The Lord Woolf Report “**Access to Justice**” 1996 – called for immediate computerisation of the courts.
2. The Chief Justice of Victoria Australia Marilyn Warren in his 2015 article “**Embracing Technology: The way forward for the Courts**” put a strong case for adoption of IT in the Courts.
3. Prof R. Susskind 2013 “**Tomorrows Lawyers**” says legal institutions & lawyers are at crossroads because radical change poised to happen in the next 2 decades



Defining the terms

- Re-designing processes = Business process enhancement (BPE) = Business process re-engineering (BPE)
- Nation Centre for State Courts (NCSC) defines business process as:
“...a group of related activities by which a court or any other organization uses its resources to provide defined results in support of its mission, goals, and objectives.”



Defining the terms

- The National Association for Court Management defines Business Process Reengineering (BPR) as:
“A systematic, disciplined improvement approach that critically examines, rethinks, and redesigns mission–delivery processes in order to achieve dramatic improvements in performance in areas important to customers and stakeholders...”
- **redesign of a business process = to achieve dramatic improvements in critical measures of performance such as cost, service, and speed.”**

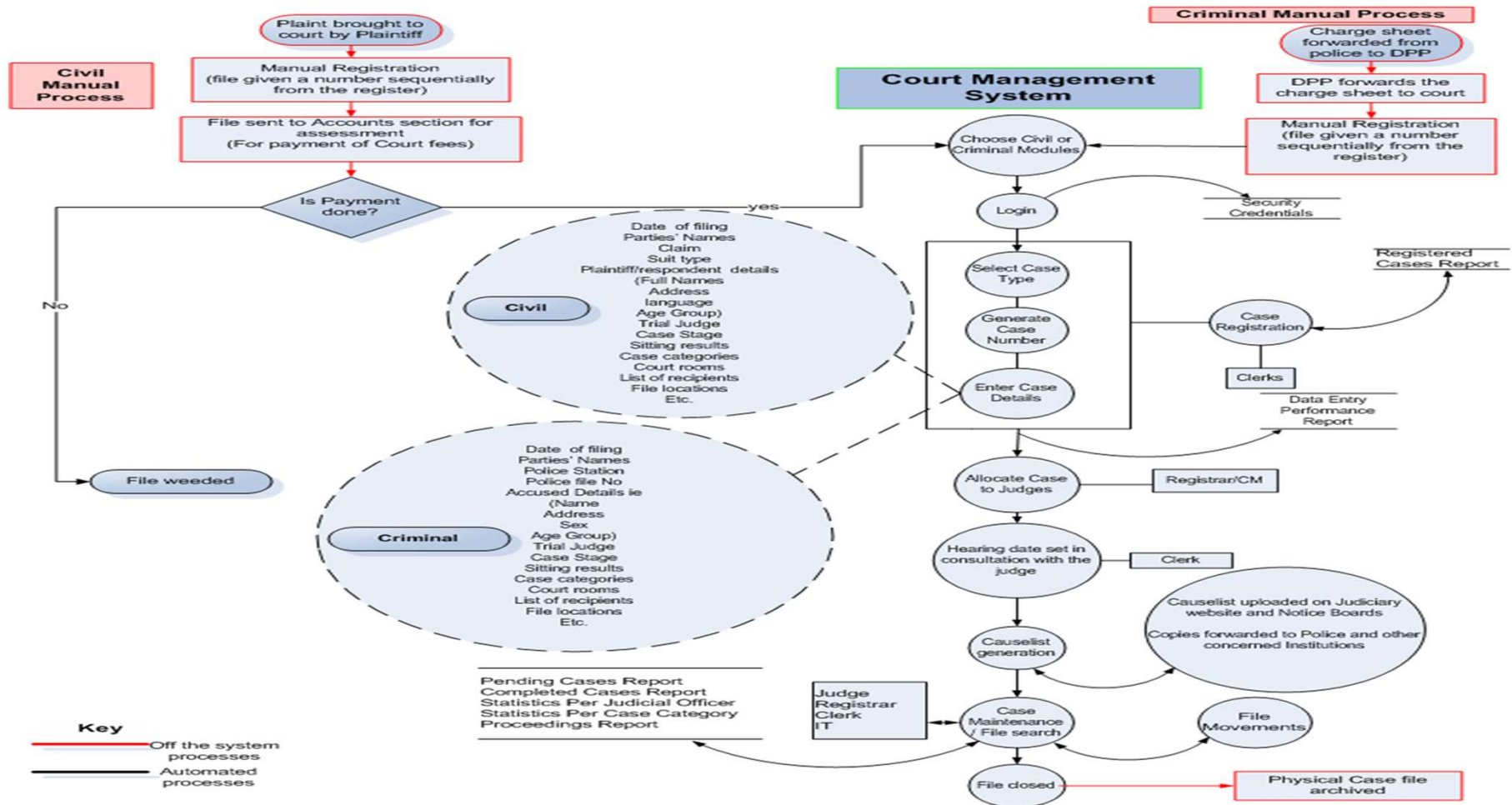


NCSC 7 principles to streamline work processes

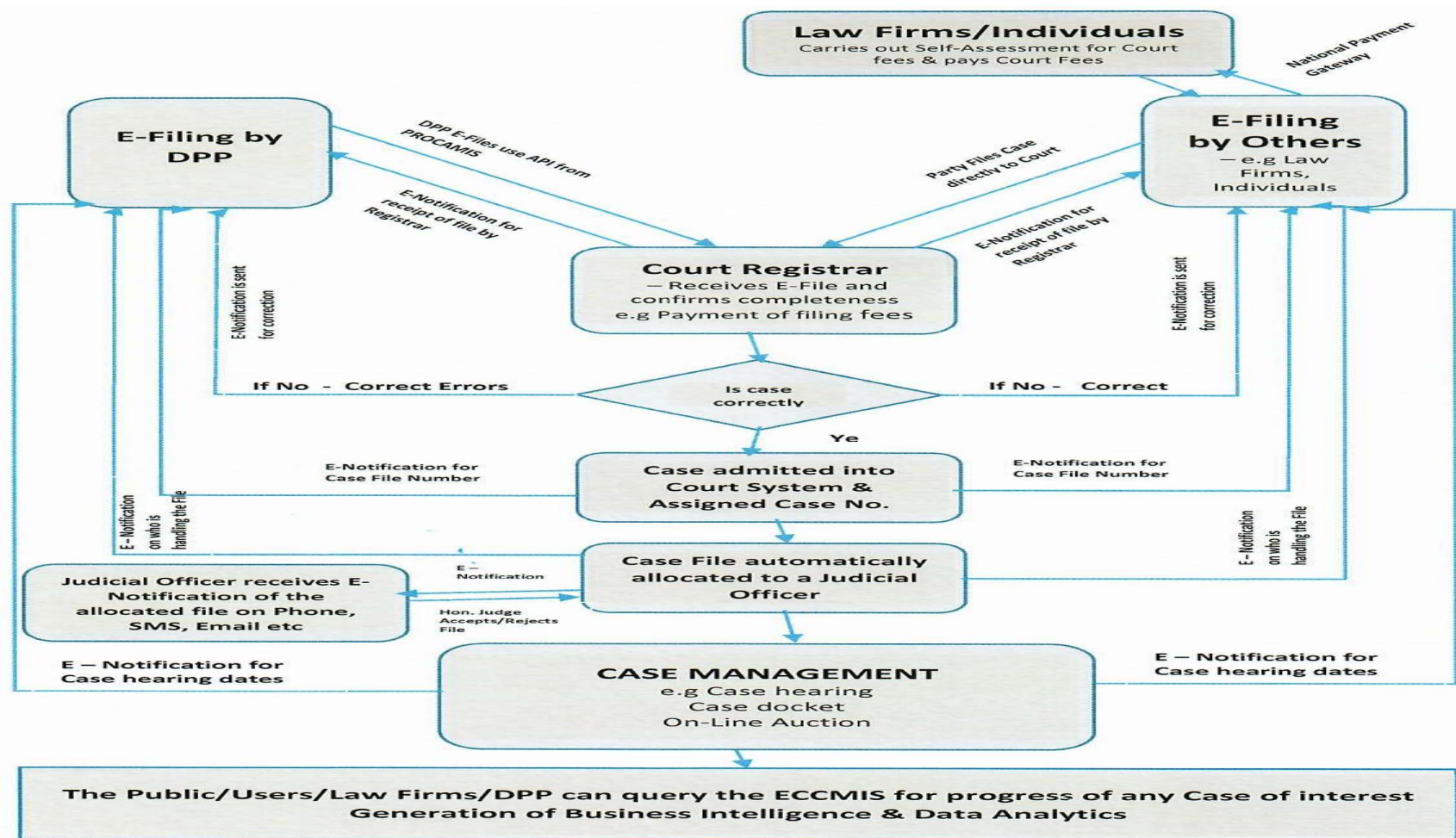
1. Organize around outcomes not tasks.
2. Identify all the processes in an organization and prioritize them in order of redesign urgency.
3. Integrate information processing into the real work that produces the information.
4. Treat geographically dispersed resources as though they were centralized.
5. Link parallel activities in the workflow instead of just integrating their results.
6. Put the decision point where the work is performed and build control into the process.
7. Capture information once and at the source.

Current business processes through CCAS

Case Management in the Judiciary



Proposed business processes through ECCMIS



Current business processes are manual though there is CCAS

Our processes rely almost exclusively on physical paper and files



- slow process leading to delays in trials.
- Lost files.
- Lack of transparency.
- Costly.
- Takes up a lot of space.



Using E-Justice a process tool

- Chief Justice Marilyn Warren of Victoria Australia

“It allows for cost savings, efficiency, opens the court room to the world, allows for a potentially higher quality of justice and allows for opportunities not previously envisaged”

- Prof Susskind

“ the labour intensive, cumbersome and paper based systems could be replaced by an automated, streamlined and largely paper free set of systems that would be less costly, less prone to error, more efficient and more accessible”

Judiciary ICT Strategy 2015/16 – 2019/2020

- Chief Justice Bert Katureebe

“ the ultimate goal of the strategy is a systematic ICT development and deployment within the judiciary as a tool to facilitate the implementation of the strategic programs to achieve e-justice...”

- Judiciary ICT vision is **“E-Justice for all”**
- It supports the judiciary core values of **independence & impartiality, transparency, professionalism, integrity, accountability and equality and respect.**
- It supports its mission of **“An independent, competent, trusted and accountable judiciary that administers justice for all”**

Judiciary ICT Strategy 2015/16 – 2019/2020

- The central tool to change the judiciary business processes is the Electronic Court Case Management System (ECCMIS).



- ECCMIS will radically re-engineer out business processes by moving from a paper based system to a digital one. (dot on paper to dot com)

ECCMIS

- It will have a 360 degree impact on our processes



- E-filing
- E-notification
- E-payment
- E-execution etc

ECCMIS = from paper to digital



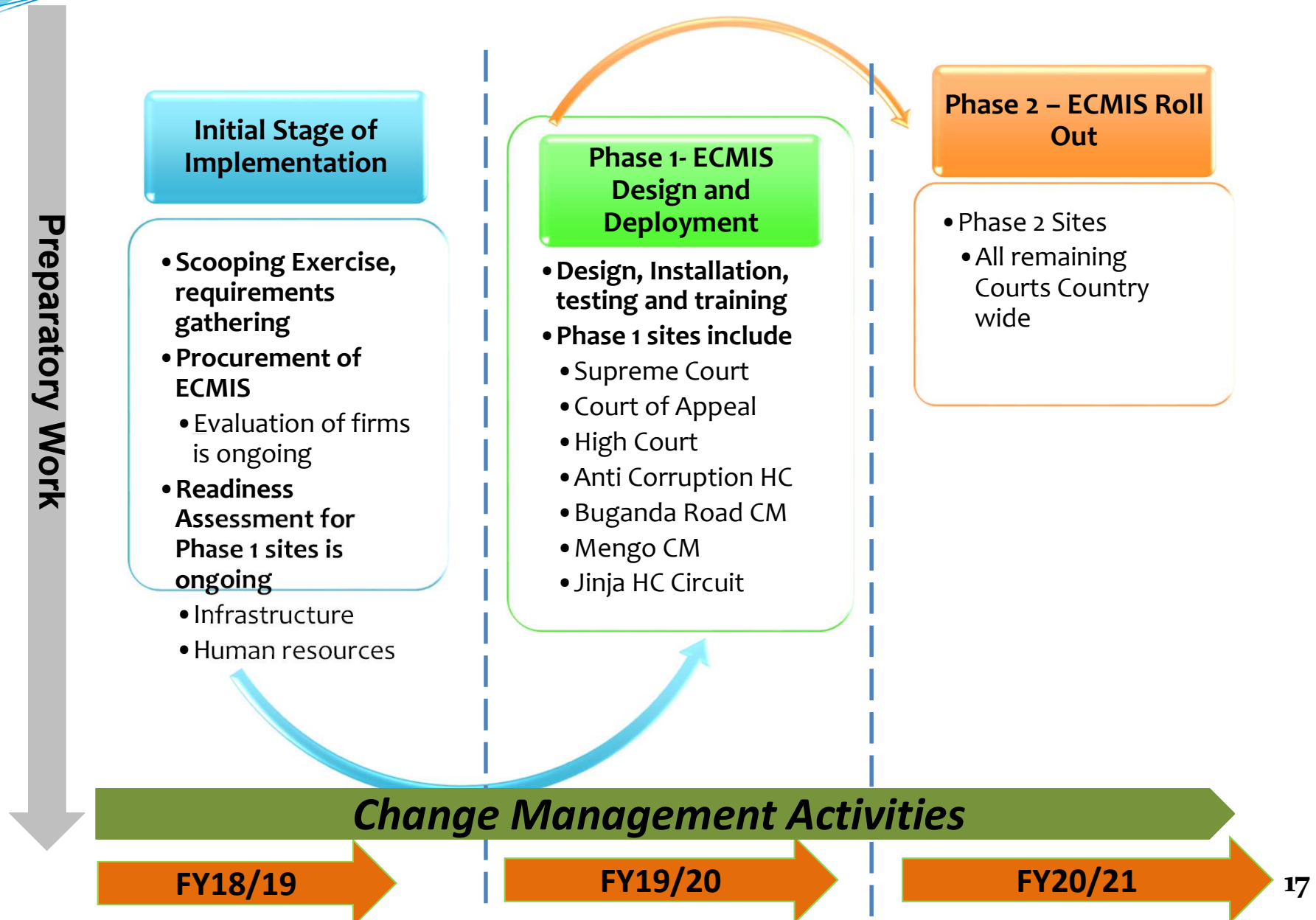
ECCMIS = easier document retrieval



ECCMIS = E-Court



ECMIS Road Map





Change success factors (NCSC)

*A clear message about the need for reengineering, i.e., this is our workload/backlog situation and this is why we cannot continue to operate as we have;

- Clearly articulated values and beliefs that will guide any change;
- A clear definition of the fundamental work of the court—why we do what we do; and
- A clear vision of what the courts need to become to provide timely, high quality, and cost-effective judicial services to litigants and taxpayers



Change success factors (NCSC)

- Experience with CCAS
- Adotion by and retooling of staff
- change management strategy
 - Internally within the judiciary
 - Externally with Advocates and other court users
- Publicity
- champions



challenges

- Implementation commitment (attitude)
- Funding
- Stable Internet
- Stable power
- Data protection & privacy



The Future

- The 4th Industrial Revolution and the advent of 4 and 5 G internet there are many changes that we should watch out for.
 - “bots” that can engage with people more naturally and conversationally
 - 2016 UCU created AI which predicted with 79% accuracy ECHtHR
 - LA; Estonia; Supreme Court of India
- On Line Dispute Resolution (ODR) – everything is going on line so will the court also not go on line too?



Concluding thoughts

“...new jobs and economic growth will accrue to those that embrace the technology, not those that resist it...”

Brad Smith and Harry Shum Microsoft Corp

“When you talk about the digital transformation, it’s really about a cultural transformation. That’s the key to adoption... Without change, we don’t develop, prosper, or grow.”

Keith Krach, [TechRepublic](#)

Thanks