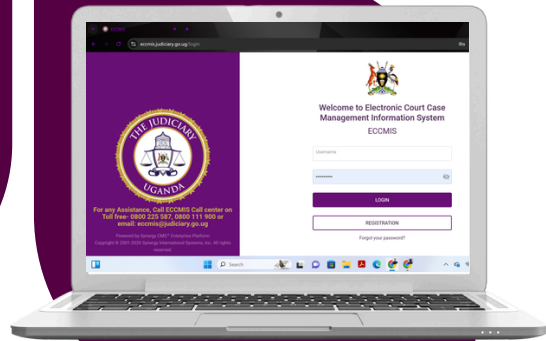


REPORT

ASSESSING READINESS FOR UGANDA'S TRANSITION TO A FULLY PAPERLESS JUDICIARY EFFECTIVE 01 JULY 2026



May 2026

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FOREWORD BY THE **EXECUTIVE DIRECTOR**

PAUL MUKIIBI



It gives me great pleasure to present this Report on Assessing Readiness for Uganda's Transition to a Fully Paperless Judiciary Effective 01 July 2026. This study comes at a defining moment in Uganda's justice sector transformation following the directive by the Judiciary to fully transition court operations to a paperless system through the Electronic Court Case Management Information System (ECCMIS).

The transition to digital justice presents immense opportunities for improving efficiency, transparency, accessibility, and accountability within the administration of justice. At the same time, it raises important practical questions regarding institutional preparedness, digital literacy, infrastructure, accessibility for court users, system reliability, and the overall user experience of stakeholders interacting with ECCMIS. It is against this background that PM Digital Law Hub undertook this stakeholder-centered study to generate evidence-based insights that can support a smooth, inclusive, and sustainable transition to a fully paperless Judiciary.

As an institution, PM Digital Law Hub remains committed to promoting digital transformation within the legal ecosystem by supporting advocates, the Judiciary, academia, and other justice sector actors to effectively adapt to emerging technologies. The Hub also continues to advocate for the safe, responsible, inclusive, and sustainable use of technology in legal systems and justice delivery across Uganda and beyond.

This study was conducted through an online survey employing both qualitative and quantitative approaches. The study gathered views and experiences from advocates, judicial officers, court staff, litigants, and other users of ECCMIS across different parts of the country. The findings contained in this report therefore reflect real experiences from stakeholders who interact with the system on a daily basis and whose perspectives are critical in shaping the future of digital justice in Uganda.

I extend my sincere appreciation to Ms. Patience Ayesigye for leading the survey research and reporting team at our Secretariat under my supervision and guidance throughout the study process.

I also convey my heartfelt gratitude to all advocates, lawyers, judicial officers, court staff, litigants, and other stakeholders who took time to participate in the online survey and generously shared their experiences, concerns, and recommendations.

It is our hope that this report will contribute meaningfully to ongoing conversations on justice sector digitisation and support the Judiciary and all stakeholders in building a people-centered, accessible, and efficient paperless justice system for Uganda.

01. GENERAL INTRODUCTION

The PM Digital Law Hub conducted a stakeholder survey to assess the readiness of Uganda’s Judiciary for the transition to a fully paperless system through the Electronic Court Case Management Information System (ECCMIS).

The study aimed at capturing user experiences, perspectives, and challenges in using ECCMIS, as well as views on accessibility, training, technical support, and preparedness for the Judiciary’s planned transition to a paperless justice system effective 01 July 2026.

The survey was conducted between 1st April 2026 and 21st May 2026 and received a total of 1,018 responses from court users, judicial officers, court staff, and other stakeholders.

On 17 February 2026, His Lordship Hon Dr Flavian Zeija, the Chief Justice of Uganda, issued an administrative circular directing all courts to transition to fully paperless operations by 01 July 2026. This directive marks a decisive shift toward a digital justice system powered by technology, including artificial intelligence, with the Judiciary adopting the Electronic Court Case Management Information System (ECCMIS) as its primary platform.

This milestone is the culmination of a long institutional journey. In 1995, the Court Case Administration System (CCAS) was introduced as a basic system for recording case metadata such as case numbers, categories, court stations, and procedural stages. However, its functionality was limited and access was restricted to court staff. A 2010 review exposed these limitations and underscored the need for a more robust, user-oriented system incorporating features such as e-filing, e-payments, public and advocate access, and integration across justice sector institutions.

This led to the broader vision of an Integrated Justice Management Information System (IJMIS), designed to connect all stakeholders within the justice ecosystem. Development of ECCMIS began in 2010, and following extensive studies, design, and testing, the system was commissioned in October 2021 and officially launched on 01 March 2022.

Since then, ECCMIS has been rolled out in phases across courts nationwide, with full implementation expected by 01 July 2026 deadline.

While the journey toward digital transformation has yielded significant progress, a pressing question remains: whether the judiciary is truly prepared for a complete transition to a paperless system within the limited time remaining; whether all court users—particularly self-represented litigants and those in rural areas—will have meaningful and equitable access to the digital tools required to engage with ECCMIS; whether judicial officers, advocates, court staff, and litigants have received sufficient training and support to use the system competently and confidently; and whether the judiciary has adequately addressed resistance to change and secured the institutional buy-in necessary to sustain a full and irreversible departure from paper-based processes.

0.2

THE REPORT IN A NUTSHELL



1,018

Responses
Recieved



05

Research
Pillars

80.6%
Court Users

8.1%
Judicial Officers

1.6%
Court Staff

9.7%
Other

- Training And User Experience With ECCMIS
- Technical Support And System Reliability
- Accessibility And Digital Inclusion
- Preparedness For The Paperless Judiciary Transition
- Major Concerns Raised By Stakeholders



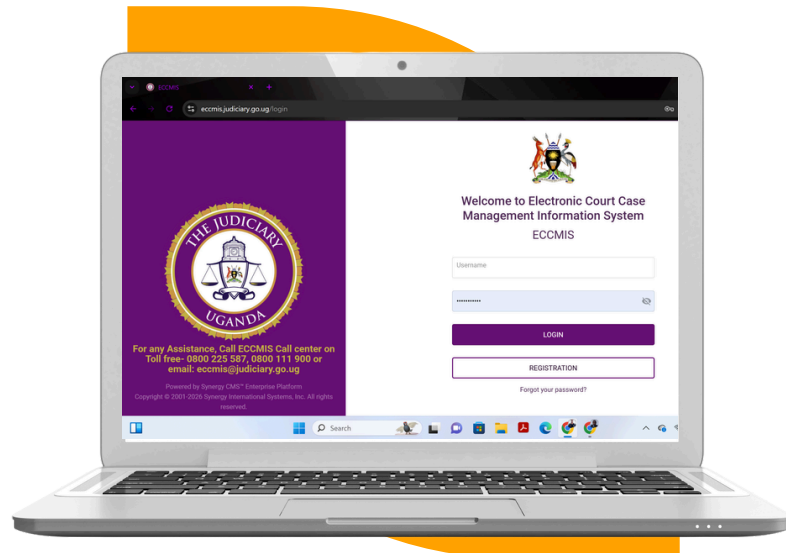
03.

EXECUTIVE SUMMARY:

The survey findings present a nuanced picture of the Judiciary's ongoing digital transformation through the Electronic Court Case Management Information System (ECCMIS). While the Judiciary has made notable strides toward modernisation and institutional digitisation, the data reveals that the transition toward a fully paperless judicial system remains operationally fragile, unevenly integrated, and insufficiently inclusive in several critical respects.

The findings collectively demonstrate that ECCMIS has succeeded in introducing digital processes into judicial administration and has significantly increased awareness of technology-driven justice delivery. Stakeholders generally recognise the importance of digitisation and appreciate its potential to improve efficiency, transparency, accountability, and procedural management within the Judiciary. However, the survey also reveals that the current implementation environment remains characterised by substantial technical, institutional, and human-capacity challenges that may undermine the sustainability of a fully paperless transition if not urgently addressed.

A central theme emerging throughout the findings is the existence of a significant gap between system deployment and system readiness. Although ECCMIS is operational and widely known among stakeholders, the surrounding ecosystem required to sustain a fully digital judiciary has not yet matured sufficiently. The findings suggest that the Judiciary has made important progress in technological adoption, but the broader institutional infrastructure necessary to support seamless digital justice delivery remains incomplete.



One of the most critical issues identified is the question of system reliability and operational stability. A substantial proportion of respondents reported experiencing system disruptions either frequently or occasionally, while many expressed concerns regarding inconsistent technical support. These findings indicate that ECCMIS may still face infrastructural limitations relating to connectivity, server performance, responsiveness, maintenance capacity, and overall operational resilience. In judicial environments, where procedural continuity and timely access to court services are essential, even moderate system instability can have serious implications for case management, filings, scheduling, and access to justice. The data therefore suggests that ECCMIS has not yet attained the level of reliability required for complete institutional dependence within a fully paperless judicial framework.

The findings also reveal significant human-capacity and training deficiencies. A majority of respondents indicated that they had not received formal training on ECCMIS, while many users rated their overall system experience as only average or poor. This demonstrates that the digital transformation process has progressed more rapidly than user preparedness and institutional capacity-building efforts.

The lack of structured and comprehensive training appears to have directly affected user confidence, efficiency, and system usability. This is particularly important because digital transformation within judicial institutions is not merely a technological exercise; it is fundamentally a socio-technical process requiring users to develop confidence, competence, and familiarity with new operational workflows.

The survey further highlights serious concerns regarding accessibility and digital inclusion, particularly for rural users and persons with limited technological literacy. The overwhelming perception that ECCMIS is inaccessible to rural populations indicates that significant portions of society may face barriers in accessing digital judicial services. Factors such as poor internet connectivity, limited access to digital devices, inadequate technological infrastructure, and low digital literacy levels continue to disproportionately affect rural and vulnerable populations. As a result, the findings suggest that the paperless transition may unintentionally risk creating a “digital justice divide,” where access to judicial services becomes increasingly dependent on technological capability rather than legal entitlement. This raises important concerns regarding equality of access to justice and the inclusiveness of judicial reform efforts.

Another important issue emerging from the findings is the relatively low level of stakeholder confidence in the Judiciary’s preparedness for a complete paperless transition by July 2026. A majority of respondents either indicated that they do not feel prepared or expressed uncertainty regarding their preparedness. Similarly, confidence in ECCMIS as a platform capable of fully supporting a paperless Judiciary remained limited.

These findings suggest that many stakeholders perceive the transition timeline as advancing faster than the current operational readiness of the supporting ecosystem. The concerns raised by respondents appear to stem not from opposition to digitisation itself, but rather from practical experiences involving technical disruptions, limited support systems, usability challenges, and insufficient institutional preparedness.

Importantly, the findings demonstrate that stakeholders generally support the broader vision of judicial modernisation. Respondents appear to recognise the long-term benefits associated with digitisation, including reduced paperwork, improved efficiency, faster case management, enhanced transparency, and better administrative coordination. However, support for the concept of digitisation is accompanied by strong concerns regarding implementation readiness, inclusivity, operational reliability, and institutional sustainability.

The survey therefore suggests that the Judiciary’s current challenge is not whether digitisation should occur, but rather how to ensure that digitisation is implemented in a manner that is reliable, inclusive, gradual, and institutionally sustainable. The findings indicate that ECCMIS should not merely be viewed as a software platform, but as part of a broader judicial transformation ecosystem requiring continuous investment in infrastructure, user support, institutional adaptation, and public engagement.

The data further underscores the importance of adopting a human-centered and inclusion-oriented approach to digital judicial reform. Technical deployment alone is insufficient to guarantee successful transformation.

04. METHODOLOGY:

This stakeholders consultation was designed to:

- Capture real-time experiences of court users interacting with ECCMIS;
- Identify systemic, technical, and practical challenges affecting usage;
- Assess the level of preparedness across different stakeholder groups;
- Provide evidence-based recommendations to support a smooth and inclusive transition.

The consultation adopted a qualitative and quantitative approach using an online survey. An online questionnaire was developed and disseminated via a shareable link.

The survey targeted a broad range of court users, including:



Advocates



Judicial officers



Court staff



Others (including self-represented individuals)



They participated in an online survey for

50 Days

(1 April 2026 to 21 May 2026)

By centering the voices of court users including advocates, judicial officers, court staff, and self-represented litigants this consultation sought to bridge the gap between policy ambition and practical implementation.

RESPONDENT PROFILE:

The findings indicate that the majority of respondents were court users, representing **80.5%** of all the respondents. Other participants included judicial officers, court staff, and other stakeholders. This demonstrates that the survey largely captured the experiences and perceptions of the primary users of the Judiciary's services.

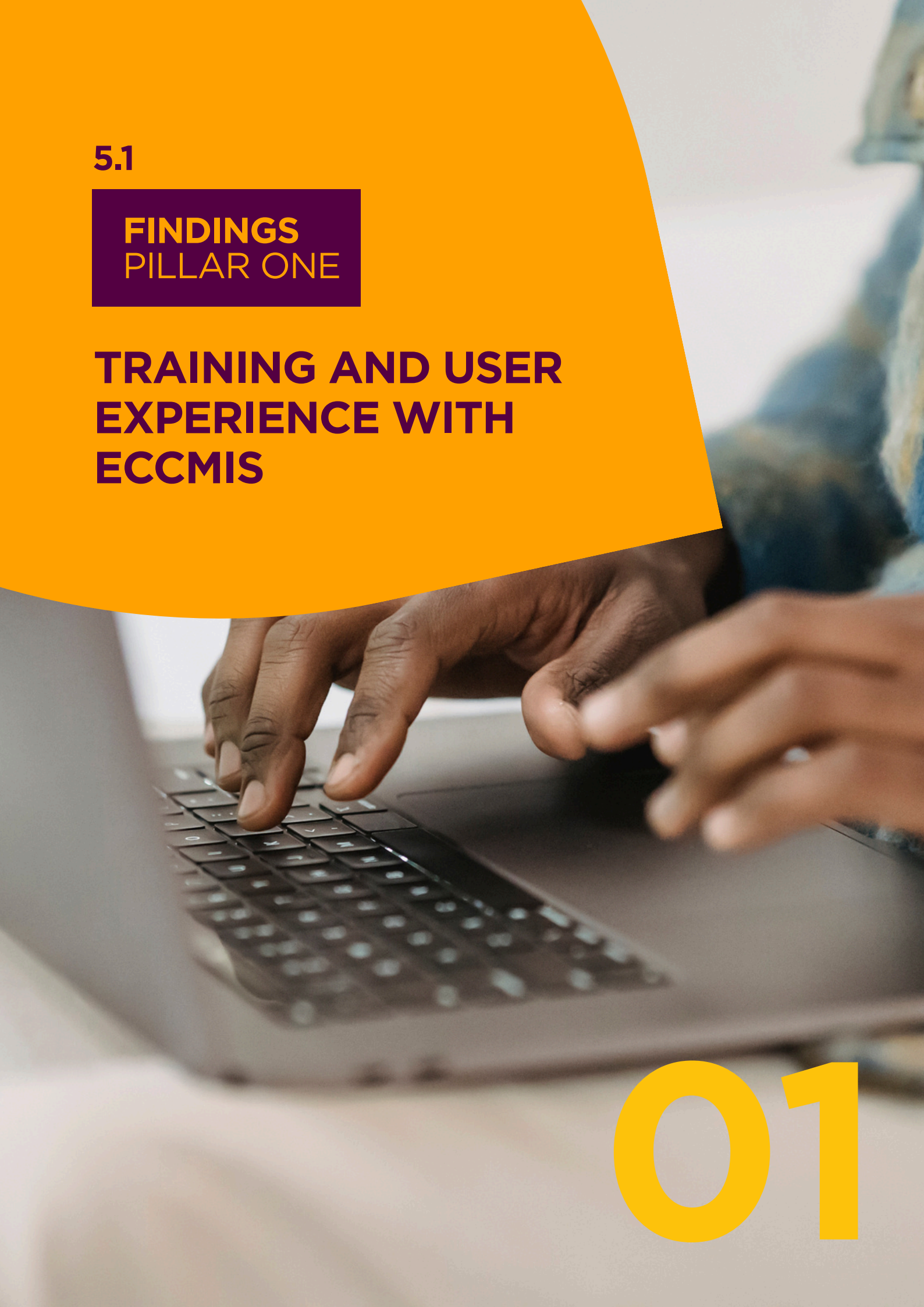
The survey also found that awareness of the Judiciary's plan to transition to a fully paperless system by July 2026 is relatively high, with **86.6%** of respondents indicating awareness of the initiative, while **13.4%** stated that they were unaware of the planned transition.

5.1

FINDINGS
PILLAR ONE

TRAINING AND USER EXPERIENCE WITH ECCMIS

01



6.1 PILLAR ONE OF THE FINDINGS: TRAINING AND USER EXPERIENCE WITH ECCMIS

The survey findings reveal significant gaps in user training on ECCMIS. A majority of respondents **(59.2%)** indicated that they had not received any formal training on the system, while only **40.8%** had undergone formal training.

The findings on ECCMIS training and user experience point to a classic implementation gap between system deployment and system adoption maturity. While the platform is clearly in active use, the data reveals structural weaknesses in change management, user enablement, and digital transformation readiness within the judiciary ecosystem.

The most consequential statistic is that **59.2%** of users have not received formal training. In enterprise systems like ECCMIS, this is not a marginal issue—it is a core performance risk factor.

User Experience Distribution: Evidence of a Maturity Curve Still in Early Stages

The experience ratings form a near-normal distribution centered around “Average”:



Several technical interpretations arise:

a) Dominance of “Average” signals functional but non-optimised system use

The largest category **(39.4%)** suggests that users can operate the system, but not efficiently or confidently. In other words, ECCMIS may be functionally accessible but not ergonomically or cognitively optimised for users.

b) The combined negative experience (25.5%) is non-trivial

Adding “Poor” and “Very Poor” gives **25.5%**, which is significant for a mission-critical justice system. This signals:

- i. Persistent usability barriers (UI/UX complexity, workflow rigidity, or system latency)
- ii. Possible infrastructure constraints (connectivity issues, downtime, slow response times)
- iii. Role-based mismatch (system design not fully aligned to different user categories)

In judicial systems, even a quarter of users struggling can translate into systemic delays, backlog accumulation, and procedural inefficiencies.

c) Positive experience (35.1%) is insufficient for system stabilisation

The combined “Good” and “Very Good” rating is **35.1%**, which is below the majority threshold required for strong institutional confidence in a digital transformation program. This suggests ECCMIS is still in a transitional adoption phase rather than a stabilised digital ecosystem.

Key Observation:



The findings reveal a critical imbalance: system deployment has outpaced user capability development. While ECCMIS is operational, its effectiveness is constrained by insufficient training coverage and uneven user competence, resulting in moderate satisfaction levels and significant pockets of dissatisfaction.

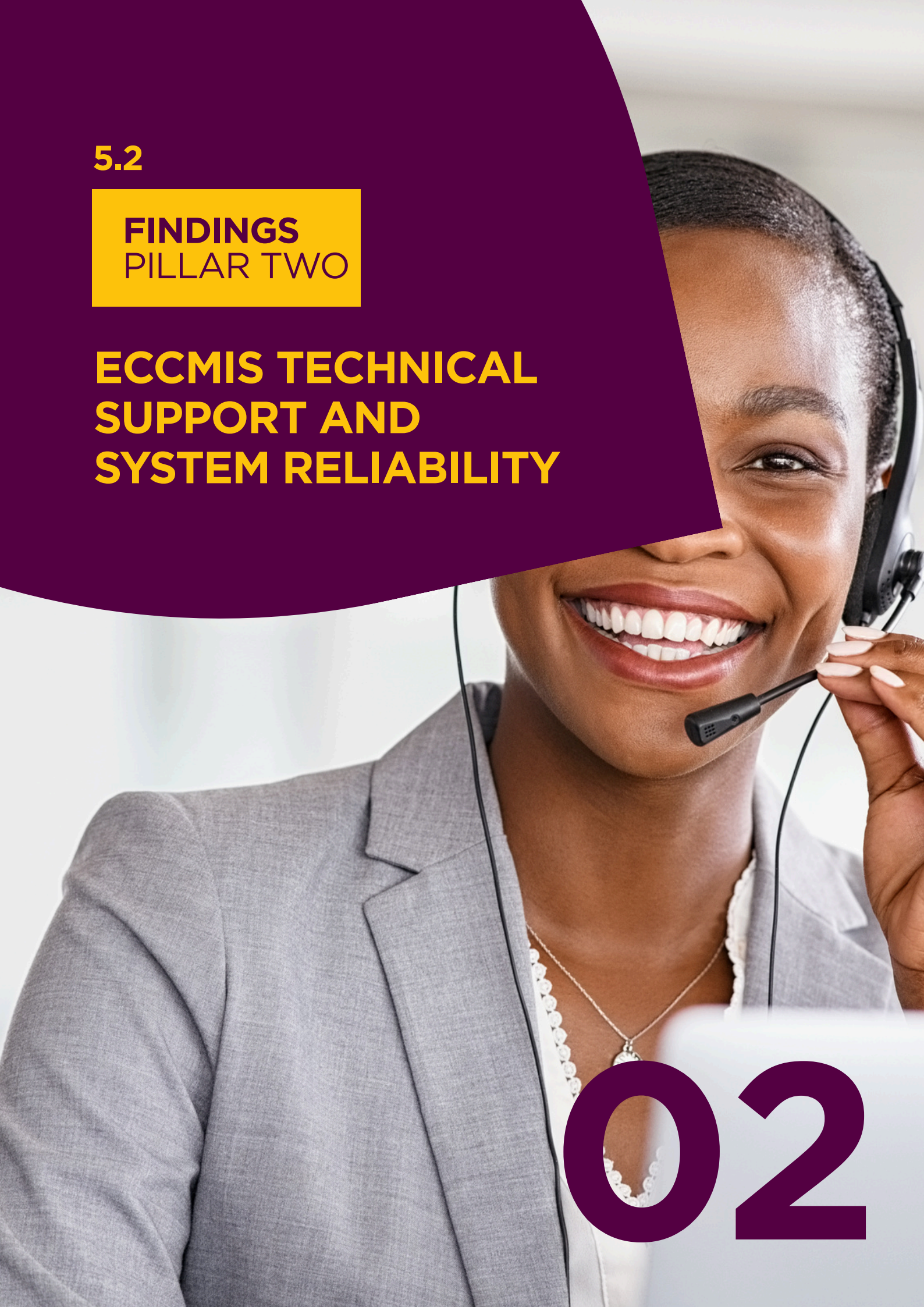
Unless addressed, this gap risks limiting ECCMIS from achieving its intended objective of a fully efficient, paperless judiciary. The system is not failing technologically—it is being constrained institutionally and humanly.

5.2

**FINDINGS
PILLAR TWO**

**ECCMIS TECHNICAL
SUPPORT AND
SYSTEM RELIABILITY**

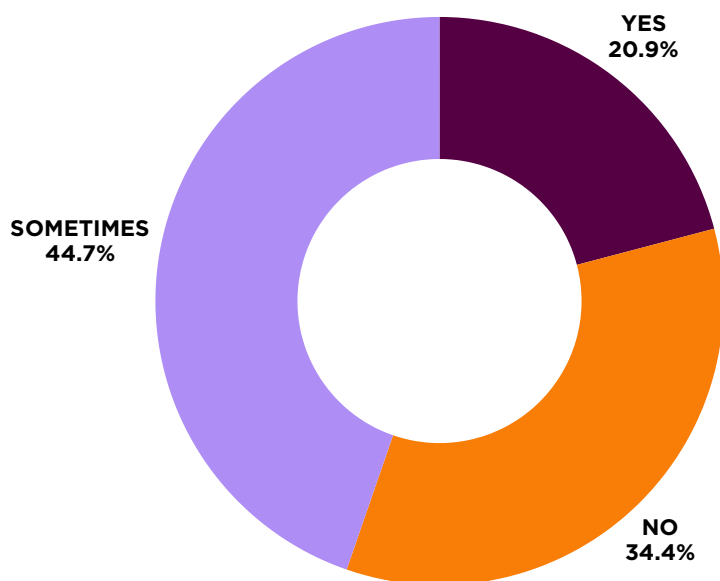
02



6.2 PILLAR TWO OF THE FINDINGS: ECCMIS TECHNICAL SUPPORT AND SYSTEM RELIABILITY

Respondents expressed concerns regarding the availability of technical support and the reliability of ECCMIS.

When asked whether technical support is readily available in case of challenges, they answered as follows;



These responses indicate inconsistency in the availability and responsiveness of technical support services.

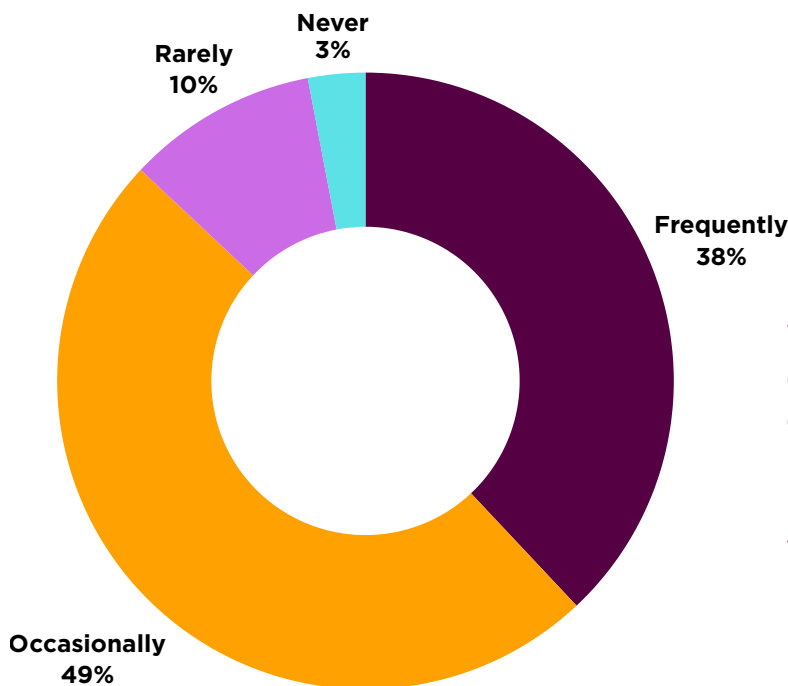
This means that nearly four out of every five users cannot consistently rely on immediate technical assistance when challenges arise. From a systems governance perspective, this is highly significant because digital judicial systems are not merely software platforms—they are mission-critical operational infrastructures that require continuous technical responsiveness.

The high “Sometimes” response (44.7%) is particularly important analytically. It suggests that support mechanisms exist in theory, but are:

- Inconsistently accessible
- Unevenly distributed across courts or user groups
- Reactive rather than proactive
- Dependent on individual officers or informal escalation mechanisms

*This reflects the absence of a fully institutionalised **ICT support architecture** within the judiciary. In enterprise system management, support reliability is often more important than mere system availability. Users develop trust in a digital platform when they are confident that operational interruptions will be resolved quickly and predictably. The findings suggest ECCMIS has not yet achieved this level of institutional trust.*

Additionally, respondents were asked how often system issues affect court proceedings or filings:



This means that **87%** of respondents experience system-related disruptions either frequently or occasionally, indicating that operational instability is not exceptional—it is normalised within the ECCMIS environment.

From a technical systems analysis standpoint, this has several implications:

a) ECCMIS may be operating under infrastructure stress

Frequent disruptions may point to:

- i. Server overload or inadequate hosting capacity*
- ii. Network instability and internet dependency challenges*
- iii. Insufficient system redundancy and failover mechanisms*
- iv. Limited bandwidth in some court stations*
- v. Software performance inefficiencies or unresolved bugs*

In judicial case management platforms, reliability depends heavily on backend infrastructure scalability. If usability volumes exceed infrastructure optimisation, performance degradation becomes inevitable.

b) The judiciary may be experiencing “digital bottlenecking”

Court processes are time-sensitive and sequential. When ECCMIS becomes unavailable or unstable:

- i. Filing processes stall*
- ii. Cause lists may not be updated efficiently*
- iii. Access to case records may be delayed*
- iv. Scheduling and workflow coordination become disrupted*
- v. Proceedings may be adjourned or slowed*

Unlike ordinary administrative systems, failures in judicial digital systems directly affect procedural timelines and access to justice. A few minutes of downtime in a commercial environment may reduce productivity; in a judicial environment, it may delay hearings, filings, rulings, or litigant access.

c) Reliability issues undermine confidence in digital justice

Digital transformation within courts depends heavily on institutional confidence. When users repeatedly encounter disruptions, several behavioural consequences emerge:

- i. Preference for parallel paper systems*
- ii. Reduced willingness to fully transition digitally*
- iii. Increased resistance to procedural digitisation*
- iv. Informal workaround practices outside the system*

This creates what is known in digital governance literature as a **“trust deficit cycle”**—where unreliable system performance causes users to disengage from full adoption, thereby weakening the effectiveness of the reform itself.

Implications for a Paperless Judiciary:

The findings fundamentally challenge the sustainability of a fully paperless judicial model under current operational conditions.

A paperless judiciary requires:

- Continuous system uptime
- Reliable access to digital records
- Fast issue resolution
- Strong user confidence
- Real-time technical support infrastructure

The survey findings suggest ECCMIS has not yet achieved these minimum operational maturity conditions consistently across the judicial ecosystem.

The fact that disruptions are common means that judicial operations may still depend on informal fallback mechanisms, including:

- Manual note-taking
- Physical file backups
- Offline procedural adjustments
- Delayed electronic filings

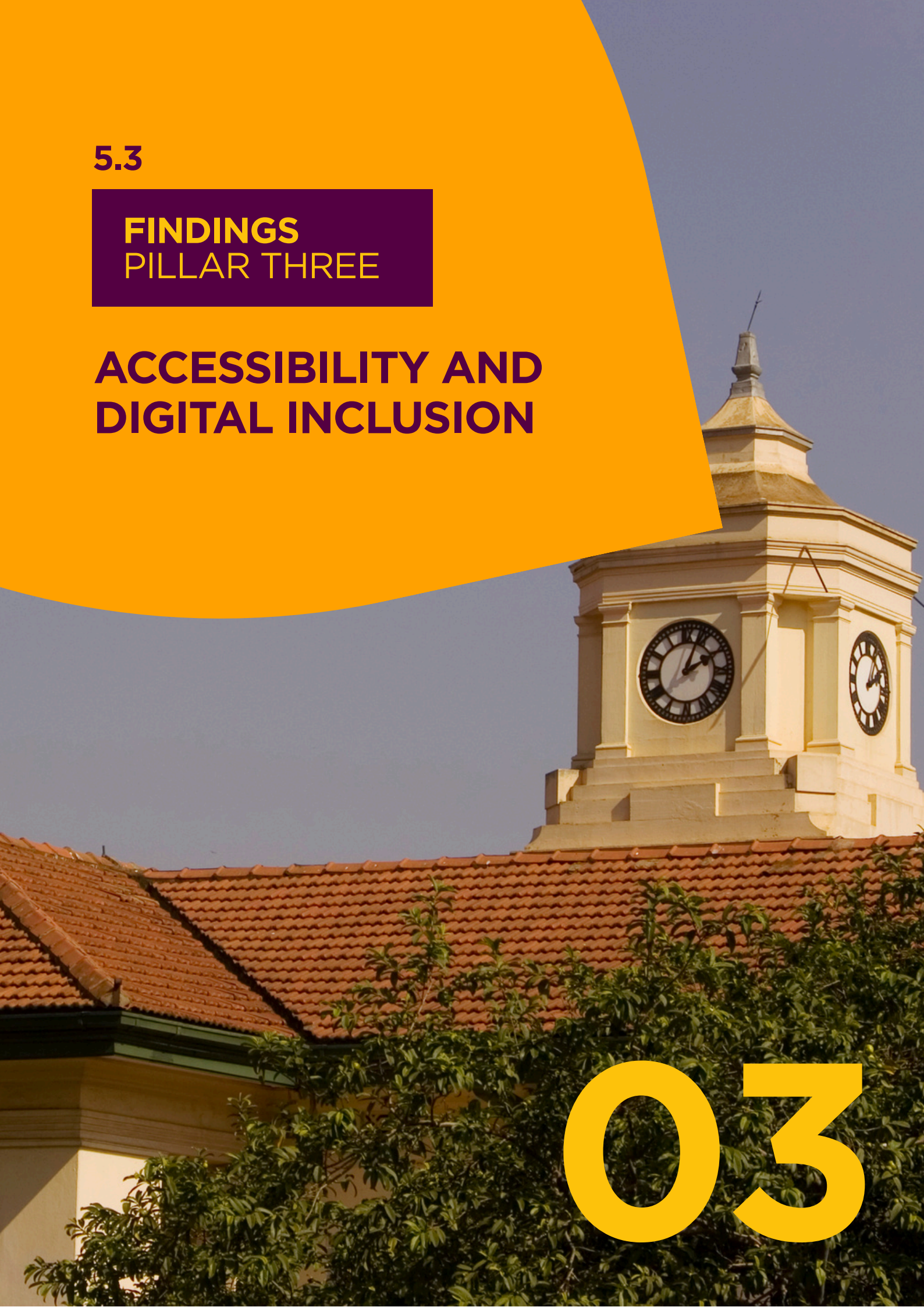
This weakens the transformative potential of ECCMIS and risks creating a hybrid inefficiency model, where both paper and digital systems coexist inefficiently rather than one fully replacing the other.

5.3

**FINDINGS
PILLAR THREE**

**ACCESSIBILITY AND
DIGITAL INCLUSION**

03



6.3 PILLAR THREE OF THE FINDINGS: ACCESSIBILITY AND DIGITAL INCLUSION

The survey findings raise serious concerns regarding accessibility and inclusivity, particularly for rural users and individuals with limited digital literacy.

On accessibility of ECCMIS to rural users, the survey indicated as follows:

92.7%
Not Accessible

7.3%
Very Accessible



This indicates an overwhelming consensus that ECCMIS is effectively inaccessible to rural users. From a digital governance and access-to-justice perspective, this is not merely a usability issue—it represents a potential structural exclusion problem within the justice system.

Similarly, when asked whether ECCMIS accommodates persons with limited digital literacy, they responded as follows:



KEY OBSERVATION:

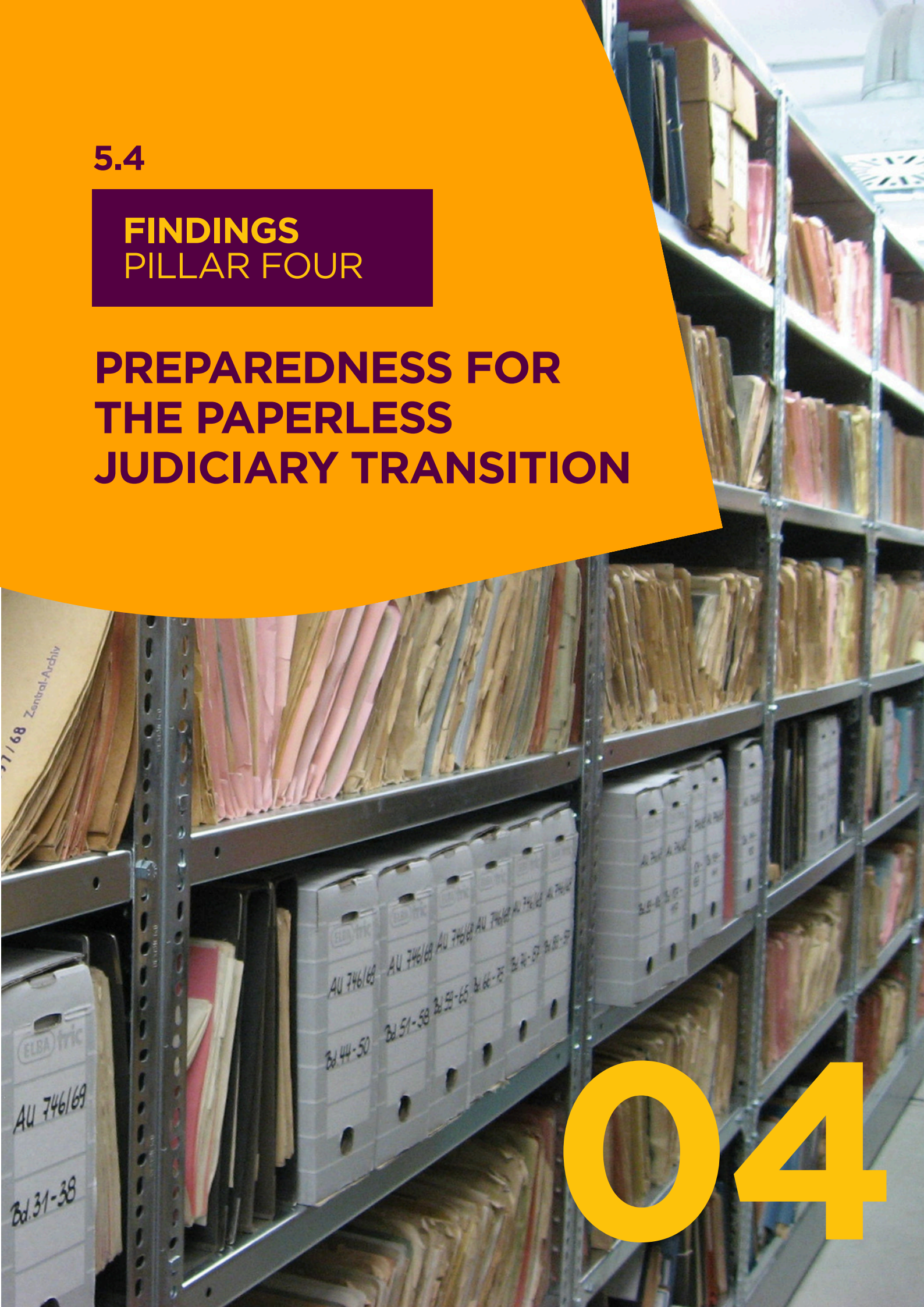
The survey findings reveal significant accessibility and digital inclusion deficiencies within the current ECCMIS framework. The overwhelming perception that the system is inaccessible to rural users, coupled with widespread concern that it does not adequately accommodate persons with limited digital literacy, demonstrates that the transition toward a paperless judiciary remains socially uneven and institutionally exclusionary in important respects.

While ECCMIS represents a major advancement in judicial modernisation, its current implementation risks disproportionately disadvantaging rural populations, elderly users, low-income litigants, and technologically inexperienced individuals. Unless deliberate inclusion measures are introduced, the digital transformation of the judiciary may inadvertently create new barriers to justice rather than eliminating existing ones.

5.4

FINDINGS
PILLAR FOUR

**PREPAREDNESS FOR
THE PAPERLESS
JUDICIARY TRANSITION**

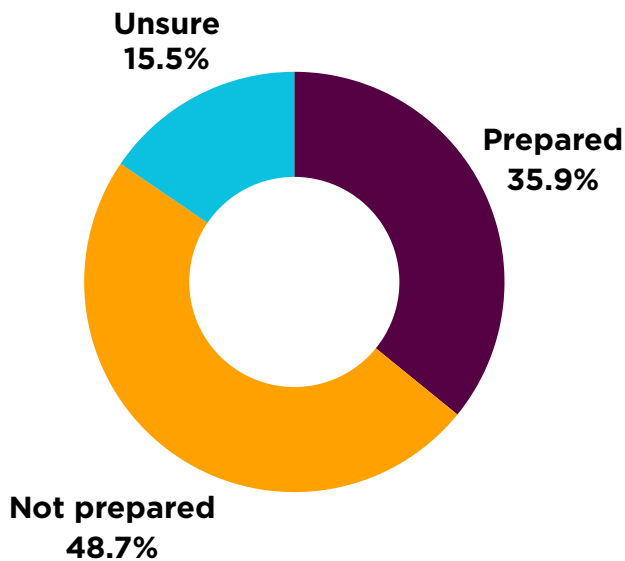


04

6.4 PILLAR FOUR OF THE FINDINGS: PREPAREDNESS FOR THE PAPERLESS JUDICIARY TRANSITION

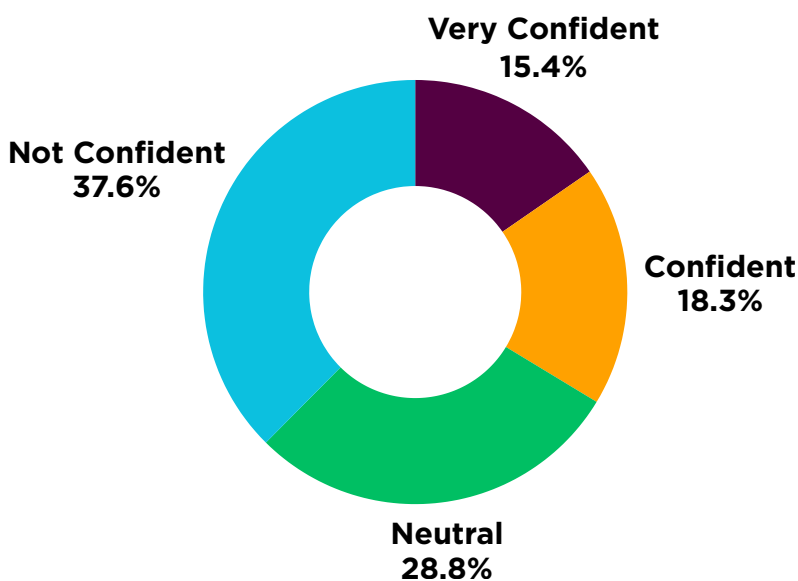
The survey sought to assess whether users feel prepared for the Judiciary's planned paperless transition by July 2026. The data suggests that while the digitalisation agenda has made visible progress, the operational, technical, and human readiness required for a complete transition has not yet been sufficiently consolidated.

Responses showed that:



*The most significant finding is that nearly half of all respondents do not feel prepared for the transition. When combined with those who are unsure, approximately **64.2%** of stakeholders either lack readiness or remain uncertain about their readiness for the July 2026 implementation target.*

Furthermore, confidence in ECCMIS supporting a fully paperless system was relatively low as shown below:



*Only **33.7%** expressed confidence, while a larger proportion either lacked confidence entirely or remained unconvinced.*

This suggests that stakeholder trust in ECCMIS has not yet stabilised at the level necessary for a high-risk institutional transition such as a fully paperless judiciary.

Key Observation:



The survey findings reveal substantial concerns regarding stakeholder preparedness and confidence in the Judiciary's planned transition to a fully paperless system by July 2026. The fact that a majority of respondents either do not feel prepared or remain uncertain about their preparedness indicates that the institutional transition process is still incomplete.

Similarly, the relatively low levels of confidence in ECCMIS demonstrate that many stakeholders remain unconvinced that the system, in its current state, can reliably sustain a fully digital judicial environment. These concerns appear to stem from broader operational realities, including technical disruptions, inconsistent support systems, accessibility limitations, and insufficient user preparedness.




Courtesy Photo

5.5

FINDINGS
PILLAR FIVE

**MAJOR CONCERNS
RAISED BY
STAKEHOLDERS**



05

6.5 PILLAR FIVE OF THE FINDINGS: MAJOR CONCERNS RAISED BY STAKEHOLDERS

Respondents identified several concerns regarding the transition to a fully paperless judiciary system. The findings on stakeholder concerns provide a consolidated picture of the broader structural, operational, and institutional weaknesses affecting the Judiciary's transition toward a fully paperless system. Rather than reflecting isolated complaints, the concerns raised by respondents reveal interconnected systemic challenges that collectively affect confidence in ECCMIS and the overall digital transformation process.

The responses demonstrate that stakeholders are not opposed to digitisation itself; rather, they are expressing concern about the current readiness, usability, and sustainability of the implementation framework.

The major concerns included:



System reliability (28.8%):

The findings under this theme reinforce earlier findings showing frequent system disruptions and inconsistent technical support. Stakeholders appear primarily concerned about whether ECCMIS can sustain uninterrupted judicial operations within a fully paperless environment.

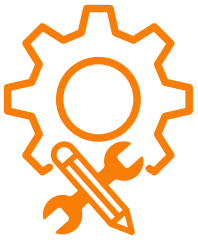
The prominence of this concern indicates that users perceive ECCMIS as operationally vulnerable. This suggests that stakeholders may not yet view the system as sufficiently mature for complete institutional dependence. Importantly, reliability concerns often have a multiplier effect. Once users begin anticipating disruptions, confidence in the system declines even during periods when the system is functioning normally. This weakens institutional trust and encourages reliance on parallel manual processes.



User training (23.2%):

This finding strongly aligns with earlier survey data showing that a majority of respondents had not received formal ECCMIS training. The persistence of training concerns indicates that stakeholders do not merely require technical access to the platform; they require operational competence and confidence in using it effectively.

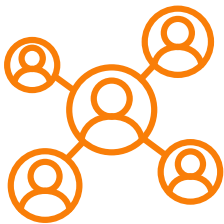
This reveals a critical aspect of digital transformation often overlooked in institutional reforms: successful digitisation depends as much on human adaptation as on technological functionality.



Need for further system improvement (25.2%):

The data suggests that users recognise the potential value of ECCMIS but believe its current operational state remains insufficiently optimised for a fully paperless judicial environment.

From a systems development perspective, this reflects what may be termed a “maturity perception gap”—where institutions consider implementation substantially complete, while users continue experiencing the system as unfinished or unstable. This gap is significant because stakeholder perception strongly influences adoption behavior and long-term system legitimacy.



Public awareness challenges (15.4%):

Although lower than the technical concerns, this finding carries important institutional implications. The concern also indicates that stakeholder engagement and civic sensitisation efforts may not yet have reached sufficient scale.

Digital justice reforms require broad public understanding because access to justice depends not only on system existence, but also on public ability to understand and navigate the system effectively.

Key Observation:

Taken together, the concerns raised by stakeholders reveal a broader institutional reality: the Judiciary’s digital transformation remains operationally incomplete and socially uneven. The findings suggest stakeholders generally support the vision of judicial modernisation but remain concerned about whether the current ecosystem is sufficiently prepared to sustain a mandatory fully paperless environment.

The survey findings reveal substantial stakeholder concerns regarding the reliability, usability, inclusivity, and operational readiness of ECCMIS as the Judiciary moves toward a fully paperless system. The dominant concerns relating to system reliability, user training, system improvement, public awareness, and usability collectively demonstrate that many stakeholders believe significant institutional and technical gaps remain unresolved.

While there is clear recognition of the importance and potential benefits of judicial digitisation, the findings indicate that confidence in the current implementation framework remains limited. Stakeholders appear to support the broader vision of modernisation but believe that ECCMIS still requires substantial refinement, stronger support systems, enhanced accessibility, and broader public sensitisation before a complete paperless transition can be implemented effectively and sustainably.

06.

OVERALL ANALYSIS OF THE FINDINGS

The findings reveal that Uganda's Judiciary has made significant progress toward digitisation through ECCMIS, particularly in terms of awareness and stakeholder engagement. However, substantial operational, technical, and accessibility challenges remain.

The transition to a fully paperless judiciary represents an important modernisation effort with the potential to improve efficiency, transparency, and access to justice. Nevertheless, the success of this transition will largely depend on:

1. Strengthening ECCMIS infrastructure and reliability
2. Expanding user training and digital literacy programs
3. Improving technical support systems
4. Enhancing accessibility for rural and digitally disadvantaged users
5. Conducting sustained public sensitisation campaigns
6. Implementing gradual and inclusive transition mechanisms

The survey findings suggest that stakeholders generally support digital transformation within the Judiciary but remain concerned about the readiness of both the system and users for a complete transition by July 2026.

Overall, the survey findings reveal that Uganda's Judiciary has made commendable progress toward digital transformation through ECCMIS, but the transition toward a fully paperless Judiciary remains a work in progress rather than a fully consolidated institutional reality. The success of the July 2026 transition target will depend not only on the technical functionality of ECCMIS, but also on the Judiciary's ability to strengthen operational resilience, expand institutional capacity, ensure equitable accessibility, and build broad stakeholder confidence in the system.

Ultimately, the findings demonstrate that the future success of the paperless Judiciary initiative will depend on balancing technological modernisation with inclusivity, institutional preparedness, and the practical realities faced by court users across diverse social, economic, and geographical contexts.

07. RECOMMENDATIONS

Based on the findings of the survey, the following recommendations are proposed:

a) The Need for a Phased Rather Than Abrupt Transition

The findings, when interpreted alongside comparative international experience, strongly indicate that a fully paperless judiciary should not be implemented as an immediate systemic shift. Instead, the transition must be understood as a staged institutional reform process. Jurisdictions such as India, the United Kingdom, Singapore, and Estonia have consistently demonstrated that successful judicial digitisation evolves gradually over time, often through hybrid systems that run parallel paper and digital processes for extended periods. This approach allows institutions to stabilise infrastructure, build user confidence, and progressively refine system performance before full dependency is introduced.

b) Addressing System Reliability and Infrastructure Maturity

A foundational requirement for any paperless judiciary is a stable and resilient technological infrastructure. The findings on ECCMIS reveal persistent concerns regarding system disruptions, which undermine confidence in its readiness for full operational dependence. In a judicial context, system reliability is not merely a technical requirement but a core condition for procedural justice. Without consistent uptime, robust server capacity, and effective disaster recovery systems, the transition to a fully digital judiciary risks introducing delays and procedural uncertainty rather than resolving them.

c) Strengthening Human Capacity Through Structured Training

The data clearly shows that a significant proportion of users have not received formal training on ECCMIS, which directly affects user confidence and system usability. This highlights a critical human-capacity gap that must be addressed before full digitisation can be achieved. Judicial digitisation is fundamentally dependent on user competence, particularly because courts involve a wide range of actors with varying levels of digital literacy. Without structured, mandatory, and continuous training programmes, the system risks uneven application, procedural errors, and resistance from users who lack confidence in its operation.

d) Ensuring Accessibility and Preventing Digital Exclusion

The findings on rural accessibility and digital literacy concerns raise serious issues of equity and inclusion within the justice system. A paperless judiciary must serve all citizens equally, including those in rural areas, individuals with limited access to digital infrastructure, and users with low technological literacy. If ECCMIS remains difficult to access for these groups, there is a real risk of creating a dual system of justice—one accessible to digitally connected users and another effectively inaccessible to marginalised populations. A rights-based approach to digitisation must therefore prioritise accessibility as a core design principle.

e) Improving System Usability and User-Centered Design

Stakeholder concerns regarding system complexity suggest that ECCMIS may not yet be sufficiently user-friendly for diverse categories of court users. In effective digital justice systems, usability is as important as functionality, particularly where users include non-technical individuals and self-represented litigants. The system must therefore be refined to ensure simplified workflows, intuitive navigation, and reduced procedural complexity. Without a strong user-centered design approach, even a technically functional system will continue to generate resistance and underutilisation.

f) Building Confidence Through Readiness-Based Implementation

The findings on preparedness and confidence indicate that many stakeholders do not yet fully trust the system's readiness for complete digitisation. This lack of confidence should be interpreted as an important policy signal rather than resistance to reform. It reflects concerns grounded in practical experience with system performance, training gaps, and support limitations. A more effective approach would therefore be to adopt a readiness-based implementation framework, where full digitisation is contingent upon meeting clearly defined operational benchmarks rather than fixed timelines alone.

g) Embedding Continuous Support and Institutional Oversight

For a paperless judiciary to function effectively, technical support systems must be reliable, responsive, and institutionally embedded across all levels of the court structure. The findings indicate that support availability remains inconsistent, which undermines user confidence and system reliability. A strengthened support architecture, including regional ICT units and centralised rapid-response teams, is essential. In addition, continuous oversight mechanisms should be established to monitor system performance, user experience, and inclusion outcomes over time.

9. CONCLUSION:

The overall analysis suggests that Uganda's Judiciary has made commendable progress in advancing digital transformation through ECCMIS, but the system is not yet fully mature for a complete paperless transition. The central challenge is not technological ambition, but institutional readiness, user capacity, and equitable access.

A successful transition will therefore depend on a carefully sequenced reform process that prioritises stability, inclusivity, and human-centered design over speed. A paperless judiciary should be the end result of a fully prepared system, not the starting assumption of reform.

REPORT COMPILATION

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