

DIGITAL CASE MANAGEMENT SYSTEMS AND COURT OPERATIONAL EFFICIENCY IN UASIN GISHU COUNTY

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Abstract

Kenya's Judiciary has increasingly adopted digital technologies to improve court operations and enhance the management of judicial cases and records. However, despite this adoption, courts in Uasin Gishu County continue to experience case backlogs, delays, and records management challenges, raising concerns about the effectiveness of digital systems. This study therefore examined how Digital Case Management Systems (DCMS) enhance court operational efficiency in Uasin Gishu County, Kenya. The study adopted a descriptive survey research design using a mixed-methods approach. The study conducted a census of court staff and used convenience sampling to select advocates, resulting in a total sample of 77 respondents. In addition, 12 key informants were purposively selected for interviews. The study collected data using questionnaires and interview guides. Quantitative data were analyzed using descriptive (frequencies, percentages, means, and standard deviations) and inferential statistics, while qualitative data were thematically analyzed. The findings showed that DCMS has a significant positive influence on court operational efficiency ($\beta = .446$, $P < .05$). In particular, DCMS improves case tracking, workflow coordination, records management, and monitoring of case progress, demonstrating the central role of effective digital case information management in court administration. However, the findings also revealed that DCMS has not yet reached its full potential, with system reliability, user access, technical support, staff training, and comprehensive records lifecycle functionality remaining key concerns. The study recommends that the Judiciary strengthen the functionality and reliability of DCMS across the complete lifecycle of court records, including registration, case tracking, storage, retrieval, appraisal, retention, and disposal; user-access arrangements should align with functional responsibilities, while the Judiciary's ICT Directorate and Records Management Unit should coordinate ongoing training to enhance staff capacity and the effective use of existing system functionalities. Such efforts would enhance both operational efficiency and service delivery.

Keywords: *Digital case management systems, court operational efficiency, digital technologies, systems, Uasin Gishu County*

1. INTRODUCTION

The administration of justice is essential for safeguarding rights, resolving disputes, and upholding the rule of law (Banda, 2020; Yeung & Azevedo, 2020). Effective court administration requires courts to process cases promptly, maintain reliable records, coordinate judicial activities effectively, and provide timely services to court users. Globally, judiciaries are increasingly adopting digital records systems to improve operational efficiency through greater transparency, faster case processing, reduced backlogs and delays, and better creation, storage, retrieval, and accessibility of court records. This digital transformation has largely been driven by persistent challenges associated with paper-based systems, including missing

files, slow retrieval, excessive paperwork, delays in case processing, restricted access to information, and difficulties in monitoring case progress. The COVID-19 pandemic further accelerated the adoption of digital technologies within the justice system as courts sought to sustain service delivery amid disruptions to conventional court operations (World Bank, 2019; Asango & Kyalo, 2025).

Court operational efficiency reflects courts' ability to deliver quality services using minimal time and resources; it is demonstrated through faster case disposal, reduced backlogs and delays, efficient records management, improved accessibility, and enhanced communication (Gandawa, 2026). In this context, Digital Case Management Systems (DCMS) are particularly important because they integrate key administrative processes across the case lifecycle. They enable courts to register cases electronically, maintain digital case records, track case progress, automate scheduling and cause lists, and monitor workflow (Judiciary of Kenya, 2023). By integrating these functions, DCMS can enhance case-processing speed, records accessibility, workflow coordination, and overall service delivery.

Globally, empirical evidence indicates that electronic case-processing systems can improve judicial efficiency. Castelliano et al. (2023) found that electronic case-processing systems improved productivity and case clearance in Brazil's labour justice system. Similarly, Onyia et al. (2024) reported improvements in case registration, real-time tracking, scheduling, and record accuracy after adopting an electronic court case-management system in Nigeria. Waye et al. (2021) further found that court digitalization in Australia transformed workflow and reduced backlogs and adjournments. However, technological adoption does not automatically translate into efficiency gains, as infrastructure limitations, user resistance, inadequate digital skills, and institutional readiness can influence the extent to which expected benefits are realized (Poshai & Vyas-Doorgapersad, 2023; Basu & Jha, 2024).

Within the African and wider developing-country context, empirical evidence on digital case management remains comparatively limited but points to similar opportunities and implementation challenges. In Zimbabwe, Poshai and Vyas-Doorgapersad (2023) found that an integrated electronic court system improved administrative efficiency, although poor connectivity, limited digital skills, and resistance to change constrained its full realization. Comparable patterns emerge in South Asia, where Basu and Jha (2024) found that India's E-Courts Project improved case registration and records accessibility but still faced infrastructural gaps and uneven digital literacy. These findings suggest that while digital case management systems offer considerable potential to improve judicial efficiency, their benefits depend on reliable infrastructure, adequate digital skills training, and institutional capacity.

In Kenya, the Judiciary has pursued digital transformation through initiatives that include case tracking, electronic filing, digital case management, virtual hearings, and digital communication systems. These initiatives form part of a broader agenda to improve access to justice, reduce case backlogs, enhance transparency and accountability, and strengthen institutional efficiency (Judiciary of Kenya, 2023). The Case Tracking System and related digital case-management functions support case registration, cause-list preparation, case tracking, and performance monitoring. However, Kenyan studies report that system downtime, inadequate training, limited digital literacy, and institutional capacity constraints continue to limit the effective use of digital technologies (Asango & Kyalo, 2025; Ekisa et al., 2024; Ruteere & Mose, 2025). Despite these digital transformation efforts, empirical evidence on DCMS's contribution to operational efficiency in county-level courts remains limited. Existing Kenyan research has focused largely on Nairobi and broader national-level digital transformation, while some studies have relied primarily on secondary data, documentary

analysis, or general perceptions of ICT adoption rather than integrating quantitative evidence with the experiences of court personnel and advocates (Asango & Kyalo, 2025). This creates a contextual and empirical gap in understanding how DCMS function within county-level courts and whether their adoption translates into improved operational efficiency.

Uasin Gishu County therefore provides an important setting for examining this gap as its Courts have adopted digital technologies as part of the Judiciary's broader digital transformation programme. However, persistent concerns about case backlogs, delays, and difficulties in retrieving records raise questions about the extent to which these systems have translated into improved operational performance. This study therefore examined the influence of Digital Case Management Systems on the operational efficiency of the courts in Uasin Gishu County. The findings are expected to provide evidence-based insights and strategies to strengthen the use of digital systems and improve court operational efficiency.

1.1 Problem Statement

Kenya's Judiciary has adopted Digital Case Management Systems (DCMS) to improve court operational efficiency by streamlining workflows, accelerating case processing, reducing backlogs, and enhancing access to court records. However, courts in Uasin Gishu County continue to experience case backlogs, delays, and adjournments, as well as challenges in accessing and retrieving records. In 2025, the High Court in Uasin Gishu recorded 3,734 pending cases, while the Environment and Land Court and Employment and Labour Relations Court had a combined backlog of 1,674 cases (NCAJ, 2025; Judiciary of Kenya, 2025). These persistent challenges raise concerns about the extent to which DCMS's have delivered the expected efficiency gains. These challenges may stem from inadequate ICT infrastructure, limited digital literacy, weak system integration, and weak workflow design. If left unaddressed, they may contribute to continued case delays and prolonged litigation, exposing litigants to increased financial and emotional distress, and potentially undermining public confidence in the administration of justice (Odhiambo, 2021; Cherere et al., 2025). Although Kenyan studies have examined digital transformation and Judicial Performance, ICT adoption, and access to justice, much of this research has focused largely on Nairobi and national-level contexts (Asango & Kyalo, 2025; Ruteere & Mose, 2025; Mulwa et al., 2023; Auma, 2024). Consequently, empirical evidence on the effectiveness of digital records systems in regional county-level courts remains limited. This study, therefore, examined the contribution of digital case management systems to court operational efficiency in Uasin Gishu County, Kenya.

1.2 Objective of the study

To determine how digital case management systems enhance court operational efficiency in Uasin Gishu County, Kenya.

2. LITERATURE REVIEW

2.1 Theoretical Review

The study was guided by the Technology Acceptance Model (TAM) and the DeLone and McLean Information Systems Success Model. TAM, developed by Davis (1986), explains technology adoption through perceived usefulness and perceived ease of use. In this study, court users are more likely to use the Digital Case Management System (DCMS) when they perceive it as useful in improving case registration, tracking, and retrieval, and as easy to operate. The DeLone and McLean model complements TAM by emphasizing system quality, information quality, service quality, system use, user satisfaction, and net benefits (DeLone & McLean, 2003). These dimensions are particularly relevant to DCMS because system

reliability, accessibility, and technical support influence how effectively digital systems translate into organizational benefits. Together, the two models provide a complementary basis for explaining how technology acceptance and system quality contribute to improved court operations, thereby supporting this study's objective.

2.2 Empirical Review

Digital Case Management Systems (DCMS) are computerized platforms that enable courts to register, store, manage, and track cases electronically from initiation to conclusion. They represent a transition from fragmented paper-based processes towards more integrated digital management of case information. By bringing different court activities into a centralized information environment, DCMS allow authorized users to access and monitor case information without relying exclusively on physical files. Globally, empirical studies indicate that DCMS can enhance court operational efficiency by streamlining workflows, reducing delays, and improving case processing. Waye et al. (2021) found that digitalisation in Australian courts contributed to reduced case backlogs and adjournments, while Jubaer (2025) reported improved workflow efficiency in South Asian courts, although stakeholder resistance contained adoption. These findings show the potential of digital technologies to improve judicial operations, but also that institutional readiness and user acceptance shape their effectiveness.

In Africa, similar benefits have been reported, although implementation challenges persist. Drabo (2021) found that digitalisation reduced delays and improved staff performance in regional courts, while Muparadzi and Mukonza (2024) reported improved information access and streamlined judicial processes in Zimbabwe. Poshai and Vyas-Doorgapersad (2023), Archibong and Obiageri (2022), and Mokofe (2023) further reported improvements in court workflow, case tracking, clearance rates, and backlog reduction. However, inadequate infrastructure, system downtime, limited digital skills, and resistance to change constrained the effectiveness of digital systems across these settings.

In Kenya, the Judiciary of Kenya (2023) reported that digital case-tracking systems improved case registration, reduced adjournments, and enhanced workflow coordination. Asango and Kyalo (2025) similarly found improved case disposal and reduced delays after adopting DCMS, while Ekisa et al. (2024) identified system downtime, inadequate training, and limited institutional capacity as key barriers to effective implementation. Despite these findings, existing studies have largely examined specific aspects of digitalization rather than its overall contribution to court operational efficiency. This study addresses this gap by examining how DCMS influence court operational efficiency in terms of service quality, operational speed, accessibility, transparency, and cost reduction.

3. METHODOLOGY

The study adopted a descriptive survey research design using a mixed-methods approach. The study used a census to select court staff and convenience sampling for advocates, resulting in 65 questionnaire respondents. In addition, 12 key informants were purposively selected for interviews, giving a total of 77 participants. Data were collected using structured questionnaires administered to judges, court registry clerks, court assistants, and advocates, and semi-structured interview guides administered to records management officers, court administrators, and deputy registrars. Quantitative data were analysed using SPSS version 27. Expert review and pre-testing established validity, while reliability was assessed using Cronbach's alpha; a coefficient above 0.7 was considered acceptable. Descriptive statistics, including frequencies, percentages, means, and standard deviations, summarised the data, while regression analysis

examined the influence of digital case management systems on court operational efficiency. Qualitative data from key informant interviews were analysed thematically. Ethical approvals were obtained from relevant institutions, including NACOSTI, and Informed consent, voluntary participation, anonymity, and confidentiality were strictly maintained throughout the study.

4. RESULTS

4.1 Response Rate and Demographic Characteristics

The study distributed 65 questionnaires to court staff and advocates in courts within Uasin Gishu County. Of these, 57 questionnaires were completed and returned, representing an overall questionnaire response rate of 87.7%. The returned questionnaires comprised 31 responses from court staff and 26 responses from advocates. In addition, 12 court staff members were selected for scheduled interviews; 9 participated, representing a response rate of 75.0%.

The demographic findings from the questionnaire and interview participants show that court staff constituted the majority (60.6%), while advocates accounted for 39.4%, providing perspectives from both digital records system administrators and users. Respondents also had varied work experience: 28.8% had served for less than three years, 30.3% for three to six years, and 40.9% for six to ten years. Notably, all respondents (100%) reported using digital court systems daily, indicating substantial and regular exposure to the systems under study. This level of usage enhanced the reliability of their assessments of digital records systems and their contribution to court operational efficiency. The findings are consistent with Dotto and Mwantimwa (2024) and Asango and Kyalo (2025), who found that electronic records and user competence support improved information access, service delivery, digital transformation, and court performance.

4.2 Findings on Digital Case Management Systems

The study examined DCMS contributions to court operational efficiency in terms of electronic case registration, processing speed, workflow automation, case tracking, and electronic record storage. Respondents rated their level of agreement with statements about DCMS's contribution to court operational efficiency. Table 1 presents the results.

Table 1: Digital Case Management Systems and Court Operational Efficiency

Digital Case Management System	SD (1)	D (2)	N (3)	A (4)	SA (5)	Mean	SD
(N= 57)							
Electronic case registration has reduced paperwork and manual processes in court operations.	2 (3.5%)	3 (5.3%)	3 (5.3%)	14 (24.6%)	35 (61.4%)	4.35	1.04
Electronic case registration has improved case processing speed.	3 (5.3%)	2 (3.5%)	3 (5.3%)	21 (36.8%)	28 (49.1%)	4.21	1.07
Automation of scheduling and cause lists has improved overall workflow efficiency.	3 (5.3%)	2 (3.5%)	5 (8.8%)	20 (35.1%)	27 (47.4%)	4.16	1.08
DCMS, through case tracking and monitoring, has made it easy to track case progress from initiation to disposition.	2 (3.5%)	2 (3.5%)	7 (12.3%)	17 (29.8%)	29 (50.9%)	4.21	1.03
Electronic record storage has reduced operational costs associated with paper files.	2 (3.5%)	2 (3.5%)	3 (5.3%)	23 (40.4%)	27 (47.4%)	4.25	0.97

Table 1 shows that respondents generally perceived Digital Case Management Systems (DCMS) as contributing positively to the court's operational efficiency. Electronic case registration recorded the highest mean score for reducing paperwork and manual processes ($M = 4.35$, $SD = 1.04$), followed by electronic records storage in reducing costs associated with paper files ($M = 4.25$, $SD = 0.97$). Electronic case registration also improved case processing speed ($M = 4.21$, $SD = 1.07$), while case tracking and monitoring had a similar mean ($M = 4.21$, $SD = 1.03$). Automation of scheduling and cause lists had the lowest mean, although the response remained positive ($M = 4.16$, $SD = 1.08$).

The distribution of responses further demonstrated strong agreement regarding the identified benefits of DCMS. A majority (86.0% of respondents agreed or strongly agreed that electronic case registration reduced paperwork and manual processes, while 86.0% reported that it improved the speed of case processing. Similarly, 82.5% agreed or strongly agreed that automation of scheduling and cause list improved overall workflow efficiency; 80.7% indicated that DCMS made case tracking easier; and 87.7% reported that electronic records storage reduced costs associated with paper-based records. These findings demonstrate that DCMS has enhanced case visibility, reduced reliance on physical records, improved information management and accessibility, and supported more efficient court administration. However, the standard deviations, ranging from 0.97 to 1.08, indicate variation in respondents' perceptions, suggesting that users did not experience the benefits of DCMS uniformly.

The qualitative findings reinforced the quantitative results, indicating that Digital Case Management Systems (DCMS) enhance court operational efficiency through improved case registration, tracking, accessibility, retrieval, and accountability. Four key themes emerged. First, improved case registration and records accuracy. Participants reported that DCMS improved case registration and records accuracy by automating registration processes,

assigning unique reference numbers, and reducing duplication, missing entries, and misplaced files. The system also standardized case information capture, reducing reliance on manual registers and creating a more systematic approach to records management. Second, DCMS strengthened case tracking, monitoring, and accountability. Court officers could monitor case progress, identify files requiring action, and trace activities performed on individual cases. This improved the ability to identify stalled matters and facilitate timely action. However, monitoring effectiveness depended on consistent, accurate updates to case information.

Third, participants reported improved accessibility, security, and retrieval of court records. Participants reported that electronic records reduced the time and effort previously required to locate physical files, minimized delays associated with missing records, and supported more efficient administrative processes. These improvements contributed to smoother management of active cases and faster access to relevant information. However, the findings also identified gaps in records lifecycle management and access control. Although DCMS effectively supports registration, tracking, storage, and retrieval, participants noted that it provides limited support for record appraisal, retention, and disposal.

4.3 Results on Court Operational Efficiency

The study's dependent variable was Court Operational Efficiency (COE), assessed using six indicators: the speed of court operations, operational costs, accessibility of court records and services, transparency and accountability, quality of legal service delivery, and overall efficiency of court operations. Respondents rated their agreement with statements related to these indicators. Table 2 presents the results.

Table 2: Distribution of Responses on Court Operational Efficiency (COE)

Court Operational Efficiency (COE) (N= 57)	1	2	3	4	5	Mean	Std. Dev.
The speed of court operations has improved following the implementation of digital records systems	2 (3.5%)	2 (3.5%)	1 (1.8%)	23 (40.4%)	29 (50.9%)	4.32	0.95
Digital records systems have reduced operational costs	3 (5.3%)	2 (3.5%)	6 (10.5%)	24 (42.1%)	22 (38.6%)	4.05	1.06
Court records and services are easily accessible.	3 (5.3%)	1 (1.8%)	4 (7.0%)	21 (36.8%)	28 (49.1%)	4.23	1.04
The quality of legal service delivery is satisfactory.	1 (1.8%)	3 (5.3%)	2 (3.5%)	21 (36.8%)	30 (52.6%)	4.33	0.91
Overall, court operations are efficient.	3 (5.3%)	2 (3.5%)	6 (10.5%)	16 (28.1%)	30 (52.6%)	4.19	1.11

Table 2 shows that respondents generally rated court operational efficiency positively after implementing digital records systems, with mean scores ranging from 4.05 to 4.33. Quality legal service delivery recorded the highest mean ($M = 4.33$, $SD = 0.91$), followed by improved operational speed ($M = 4.32$, $SD = 0.95$), transparency and accountability ($M = 4.25$, $SD = 1.02$), and accessibility of court records and services ($M = 4.23$, $SD = 1.04$). Overall operational efficiency had a mean of 4.19 ($SD = 1.11$), while operational cost had the lowest mean ($M =$

4.05, SD = 1.06). These results indicate a generally positive assessment of the contribution of digital records systems to court operational efficiency.

The response distribution further demonstrates strong agreement across the indicators. 89.5% of respondents agreed or strongly agreed that the quality of legal service delivery was satisfactory, while 91.2% reported improved operational speed. In addition, 86.0% perceived improved transparency and accountability, and 86.0% reported better accessibility of court records and services. In contrast, 80.7% agreed or strongly agreed that DCMS reduced operational costs, representing the lowest level of agreement among the indicators. These findings suggest that DCMS has contributed particularly to the speed, accessibility, transparency, and quality of court service. However, the findings should primarily be interpreted in terms of administrative and service-delivery improvements, since digital systems alone cannot determine the substantive quality of judicial decisions. Moreover, variations in responses suggest that access to reliable internet, digital skills, and technological infrastructure may influence how much users benefit from digital services.

The qualitative findings reinforced the quantitative results, with interview participants indicating that DCMS had improved court operational efficiency through faster service delivery, enhanced transparency and accessibility, and continuous system improvement. First, respondents reported reduced reliance on manual records, faster retrieval of case information, real-time monitoring, and more efficient resource allocation. These improvements accelerated case processing, reduced retrieval delays, strengthened communication among judiciary personnel, and enhanced service delivery, supporting the quantitative findings on operational speed and legal service quality. Second, participants indicated that digital systems enhanced transparency, accountability, and accessibility by enabling authorized users to access and share information more quickly. Real-time information exchange improved coordination between departments, increased responsiveness, and strengthened oversight of court processes.

Third, respondents emphasized the interdependence of digital systems and the need for continuous improvement. Operational gains depended on effective system integration, adequate staff training, technology upgrades, reliable infrastructure, and consistent access to complete, up-to-date records. For instance, although virtual hearings were more effective when supported by accurate and accessible digital case records, challenges such as system downtime, access restrictions, incomplete records lifecycle management, and continued reliance on paper processes persisted, limiting the full realization of digital systems' operational benefits.

4.4 Regression Analysis

The study used regression analysis to examine the influence of digital case management systems on the court's operational efficiency. Results are shown in Table 3.

Table 3: Regression Coefficients: Digital Case Management Systems and Court Operational Efficiency

Model	B	Unstandardized coefficients Std. Error	Beta	Standardized Coefficients t	Sig.	Tolerance	VIF
(Constant)	.965	.672	—	1.437	.157	—	—
DCMS	.400	.103	.446	3.899	.000	.879	1.137

a. Dependent Variable: COE

The regression results show that DCMS had a positive and statistically significant effect on court operational efficiency ($B = 0.400$, $\beta = 0.446$, $t = 3.899$, $p < .001$). This indicates that increased effective use of DCMS was associated with improved court operational efficiency. The standardized coefficient ($\beta = 0.446$) further indicates a moderate positive contribution of DCMS to operational efficiency. The VIF of 1.137 and tolerance value of 0.879 indicate that multicollinearity was not a concern. The constant was not statistically significant ($B = 0.965$, $p = .157$), but this does not affect the interpretation of the DCMS predictor, which was statistically significant.

4.5 Discussion

The quantitative and qualitative findings converged in demonstrating that Digital Case Management Systems (DCMS) have positively contributed to court operational efficiency. The quantitative results showed strong agreement that DCMS reduced paperwork, improved case-processing speed, enhanced workflow automation, facilitated case tracking, and strengthened electronic record storage. The qualitative findings reinforced these results by explaining how electronic registration, faster retrieval, improved case traceability, and real-time monitoring of files requiring action reduced delays associated with manual record management. These findings are consistent with Basu and Jha (2024), Ekisa et al. (2024), and Mosweu and Kenosi (2018), who similarly found that digital court systems improve case management, records accessibility, and administrative efficiency.

The findings further demonstrated that the benefits of digitalisation extend beyond records management to broader dimensions of court operations. Respondents rated the quality of legal service delivery ($M = 4.33$, $SD = 0.91$), operational speed ($M = 4.32$, $SD = 0.95$), transparency and accountability ($M = 4.25$, $SD = 1.02$), and accessibility of court records and services ($M = 4.23$, $SD = 1.04$) positively. Qualitative participants similarly described the courts as more efficient than under manual systems, citing faster retrieval, improved information sharing, enhanced accountability, and more responsive service delivery. These findings support Ruteere and Mose (2025) and Pitaloka (2025), who found that digital transformation enhances court performance, responsiveness, accessibility, and public service delivery.

Regression analysis further confirmed a positive and statistically significant relationship between DCMS and court operational efficiency ($B = 0.400$, $\beta = 0.446$, $p < .001$). This indicates that improvements in DCMS were associated with corresponding improvements in court operational efficiency. This finding strengthens the descriptive evidence by showing that DCMS's contribution was statistically significant, not merely perceived by respondents. However, operational costs recorded the lowest mean ($M = 4.05$, $SD = 1.06$), suggesting that the financial benefits of digitalisation may be constrained by the continued coexistence of electronic and paper-based processes, system maintenance, infrastructure requirements, training, and technical support (Dotto & Mwantimwa, 2022).

The Quantitative findings also revealed limitations in system reliability, training, access permissions, and records lifecycle functions, particularly appraisal, retention, and disposal. This shows that using DCMS does not automatically eliminate inefficiencies; its effectiveness depends on system quality, institutional capacity, and integration. The findings therefore support the Technology Acceptance Model and the DeLone and McLean Information Systems Success Model that stipulate that perceived usefulness and ease of use encourage continued adoption, while system quality, information quality, technical support, and comprehensive functionality determine whether DCMS use translates into tangible operational benefits (DeLone & McLean, 2003).

5. CONCLUSION

The study concludes that Digital Case Management Systems (DCMS) significantly enhance court operational efficiency by improving electronic case registration, processing speed, workflow automation, case tracking, and digital record storage. These findings demonstrate that effective management of digital case information is central to efficient court administration. However, the findings also revealed that the full potential of DCMS has not yet been realized, as system reliability, user access, technical support, training, and the development of complete records lifecycle functions remain important considerations. The systems should support not only case registration, tracking, storage, and retrieval but also the appraisal, retention, and disposal of records. The efficiency benefits of DCMS will therefore depend on how far the system develops beyond basic case registration and tracking.

6. RECOMMENDATIONS

Based on the findings, the study recommends that the Judiciary should strengthen the functionality, reliability, and integration of Digital Case Management Systems (DCMS) across the entire lifecycle of court records. The system should support not only case registration, tracking, storage, and retrieval but also the appraisal, retention, and disposal of records. The Judiciary's ICT Directorate and Records Management Unit, in consultation with court administrators, should regularly review and configure user-access permissions based on functional roles and information requirements to ensure appropriate access to court records. In addition, court administrators and the ICT Directorate should implement continuous training and refresher programmes to strengthen staff competencies and promote effective utilization of existing DCMS functionalities.

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