



# Exploring Stakeholder Perceptions on CaseLines: A Case Study of the Document Management System Implementation in Pretoria

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This journey in research has particularly been difficult; what should have been done in six months has taken me four years to complete. I changed my topic multiple times as each research topic seemed to have some problems, with an additional difficulty being the limited time to complete this paper. However, I do not regret my experience, as I have learned firsthand about the challenges researchers face in formulating an acceptable and defensible study. As I do not regard myself as a research scholar, I'll forever admire and respect those who have made this discipline their life's work.

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## **ABSTRACT**

In line with global benchmarks of digitisation, the judiciary in South Africa decided to implement the CaseLines Document Management System in January 2020. This coincided shortly after with the COVID-19 pandemic, which forced digitisation anyway. The concept of digitising court and legal records would prove efficient regarding process and time. Therefore, the purpose of this study was to investigate stakeholders' perceptions of the usability of CaseLines Document Management System. By understanding the perceptions of the users, the researcher wanted to establish efficiencies and gaps in using the CaseLines Document Management System. A qualitative study was undertaken, and twenty participants from one legal practice in Pretoria were proposed. After all ethical considerations were followed, a semi-structured interview guide was used to collect data. Ten interviews were conducted, and saturation was reached at eight participants. Atlas ti software was used to analyse the transcribed interviews. The data was categorised thematically. The key finding of the study is that legal practitioners have two-fold perceptions on the usability of CaseLines system: one view arguing for efficiency and the other for inefficiency of the system. The study also found that little to no formal training was applied for users of CaseLines Document Management System. Users self-taught using online resources. There was a mixed response on the saving of time and the allocation of court dates. Future research is recommended on users in the courts and a broader geographic reach.

**Keywords:** CaseLines, Document Management System, Digitisation, Efficiency, South Africa.

## DECLARATION

I hereby declare that this research report is my own work, based on my personal study and that I have acknowledged all material and sources used in its preparation, from books, articles, reports, electronic and personal communication. I also certify that this report has not previously been submitted for assessment in any other unit, except where specific permission has been granted from all unit coordinators involved, or at any other time in this unit, and that I have not copied in part or whole or otherwise plagiarised the work of other students and/or persons.

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## LIST OF ACRONYMS

|          |                                                                                      |
|----------|--------------------------------------------------------------------------------------|
| AJJF     | Africa Judges and Jurists Forum                                                      |
| CPIC     | Canadian Police Information Center                                                   |
| CDMS     | CaseLines Document Management Systems                                                |
| DMS      | Document Management System                                                           |
| ESARBICA | Eastern and Southern Africa Regional Branch of the International Council of Archives |
| EDMS     | Electronic Document Management Systems                                               |
| EDRMS    | Electronic Documents and Records Management Systems                                  |
| ECM      | Enterprise Content Management                                                        |
| ICT      | Information and Communication Technology                                             |
| IRMT     | International Records Management Trust                                               |

# CHAPTER 1 INTRODUCTION

## 1.1 Introduction

With the recent decade's focus on technology and the trends related to the Fourth Industrial Revolution, the legal fraternity also reviewed the impact thereof. The legal industry and the administration of law firms have encountered notable difficulties in managing documents. Despite the operational disruptions caused by the COVID-19 pandemic, it has presented an opportunity to resolve persistent concerns within the Legal Justice System, namely pertaining to document management (Broodryk, 2019). According to a study by Clio in 2020, most lawyers, specifically 77% of respondents, reported observing a range of alterations in their daily professional activities. According to Nazneen (2021), a significant proportion of lawyers, namely 67%, have conveyed increased apprehension regarding their firms' prospects.

Additionally, 57% of these legal professionals have expressed concerns about the sustainability of their livelihoods in the forthcoming months. The alteration of the requirements for conducting authorised practises due to the COVID-19 pandemic entails acquiring or creating novel skills and emerging technologies. This measure was implemented to enhance overall production. The aforementioned situation often leads to integrating state-of-the-art technology within legal professional establishments. It is imperative to prioritise the training of attorneys in utilising teleconferencing, videoconferencing, and other emerging technologies and tools for facilitating court sessions (Nazneen, 2021).

## 1.2 Background to the study

On 10 January 2020, the Judge President of the Pretoria Division of the South African High Court issued a practice directive launching CaseLines, an electronic virtual system in Gauteng that took effect on 27 June 2020. This digital case management and litigation system creates party/legal representation document filing, uploading systems, and case presentations (Mlambo, 2020). The idea of CaseLines was in progress before the 2020 COVID-19 lockdown restrictions were implemented. A pilot of the system was conducted in the High Courts of the Gauteng Division on 27 January 2020. The purpose of the system was to digitise and improve litigation (Mlambo, 2020). The stakeholders operating within the Pretoria division have responded to the challenges posed by the COVID-19

pandemic, specifically the restrictive regulations outlined in the National Disaster Act 57 of 2002 and the subsequent Practise Directives issued by all South African High Courts divisions. These directives have imposed limitations on court access.

According to Mlambo (2020), the complete integration of the CaseLines digital/electronic system in Pretoria was implemented on January 27, 2020. The Pretoria High Court was the pioneering judicial institution in South Africa to fully adopt and execute the CaseLines platform, as documented by Burdina and Chizhov (2021). As of January 27, 2020, stakeholders engaging in legal proceedings within the Pretoria Division could no longer physically enter court facilities and submit their documents, deviating from established practice. In the present era, legal professionals are increasingly dependent on utilising Information and Communications Technology (ICT) infrastructure and proficiency to carry out their professional duties effectively. According to Degryse (2016), scanning, internet connectivity, and computers are vital for completing professional tasks.

### **1.3 Problem statement**

The traditional court system is faced with multiple challenges that relate to the question of efficiency and effectiveness. The persistence of these challenges, coupled with the dawn and rise of a digital revolution, suggests a need to introduce digitisation of the court systems. Developed countries worldwide have long digitised their court system; however, like any developing country, South Africa has become a latecomer into the notion of *digitalisation of the court system*. South Africa introduced a CaseLines system in 2020, and as such, there is a paucity of research on how stakeholders perceive the system's usability since its inception. There is only anecdotal evidence on how stakeholders perceive the usability of the CaseLine system in Pretoria. Hence, the study seeks to ascertain such perceptions.

Implementing CaseLines in the South African judicial system aims to enhance the accessibility of justice and mitigate issues such as document misplacement and delays caused by missing files (Sourdin, 2021). The system's primary objective is to facilitate remote litigation for practitioners, saving time and reducing the number of individuals present at the court premises (Ramotsho, 2019). CaseLines has effectively enhanced operational efficiency by facilitating more accessibility to the judicial system and fostering sustainability within the legal profession. The advent of the digital revolution has

compelled numerous practitioners, including those who were previously sceptical, to acknowledge that South African courts are progressively aligning themselves with the methodologies employed in other legal systems (Broodryk, 2019). Implementing CaseLines allows stakeholders to participate in novel civil cases and electronically submit pertinent papers and evidence to the Pretoria High Court. According to Broodryk (2019), CaseLines provides a variety of ways to tackle the daily challenges associated with a traditional paper-based system, namely in relation to the problem of misplacing or losing documents. This system facilitates the electronic filing and uploading of pleadings and other relevant documents by litigants and enables them to present their cases and arguments during court hearings. The advent of the COVID-19 epidemic has rendered CaseLines a valuable platform for submitting and organising legal documents. Nevertheless, the implementation of the CaseLines system in Pretoria was marred by initial difficulties attributed to inadequate competence and training, as well as a misinterpretation of the system by the stakeholders. The challenges encountered during implementation motivated this study.

This study aimed to investigate stakeholders' perceptions of the usability of CaseLines. The main objective of this study was to investigate the interrelationship between the perceptions and usability of CaseLine users. This allowed the researcher to understand gaps in the implementation and usability of the system for its users. As this is a fairly new implementation in South Africa, there is a dearth of literature and a lack of empirical evidence. While the researcher recognises the value of the CaseLines system, it was critical to understand users' perceptions to provide future recommendations to improve the system's impact.

#### **1.4 Purpose Statement**

The study aims to investigate stakeholder perceptions of CaseLine's Document Management System in Pretoria. The study is premised on the realisation that COVID-19 brought pressure to digitise the court system by introducing platforms such as CaseLine systems. However, little is known about whether the system has been effective and efficient. Therefore, the findings will contribute significantly to enhancing the potential impact of the CaseLine system in Pretoria. The study will also help understand what needs to be done to make court systems more efficient digital systems, as opposed to the traditional way of handling court cases. This is because the CaseLine system is

relatively new in South Africa, and the study's findings will provide insight that will assist in implementation and training rollout in the future. This data is sought via interviews with the system users in one legal practice in Pretoria.

Although the CaseLines System was implemented in Gauteng Province in 2020, the scope of the study was limited to one legal practice in the Pretoria region of Gauteng. It targeted users of CaseLine, including candidate attorneys, junior attorneys, and attorneys who use the system.

### **1.5 Research objectives**

The objective of the study enabled the researcher to address the stated research problem through the formulation of the following objectives:

#### **1.5.1. Main Objective**

- a. To assess the stakeholders' perceptions of the usability of the CaseLines Document Management System in Pretoria.
- b. To determine the extent to which the CaseLine users in Pretoria are trained or skilled to use the Document Management System.
- c. To ascertain the efficiency of the CaseLine system in a law practice in Pretoria.
- d. To provide recommendations for implementing the CaseLine system (Document Management System).

### **1.6. Research Questions**

To realise the research objectives, the following questions were developed from the main objectives:

- a. What is the stakeholders' perception of the usability of the Document Management System in Pretoria?
- b. Are the CaseLine users trained or skilled to use the Document Management System in Pretoria?
- c. How efficient is the CaseLine system in a law practice in Pretoria?
- d. What recommendations can be provided on the implementation of the

### **1.7. Research Design and Methodology**

This research sought to gauge people's perceptions; hence, a qualitative research design was appropriate. Abernethy (2019) says that a qualitative research design is a way to look into a social or human issue to get a complete picture, report in-depth informants' points of view, and conduct the research in a natural setting. This study used an inductive approach, examining people's insights and collecting data from a qualitative approach (Anderson, 2019:146). It involves human observations, meaning, and actions (Anderson, 2019:147). According to Anders (2018), exploratory research design aims to give the reader a deeper comprehension of the novel idea. An exploratory research design was used in this study as it allowed the discovery and understanding of stakeholders' perceptions of the usability of CaseLines. This design also assisted in acquiring more information about CaseLines' usability without any preconceived assumptions.

The sampling method used in selecting participants for the study is purposive sampling, a form of non-probability sampling. For non-probability sampling methods, purposeful sampling is a group of methods in which units are chosen because they meet the needs of the sample (Anders, 2018). As purposive sampling was applied, participants who met a specific characteristic were chosen to form part of the sample. Purposive sampling attempts to gather data from participants who are experts in the field, knowledgeable and willing to share their experiences and perceptions. In this case, the qualifying characteristic is that the participant was a candidate attorney, junior attorneys, or admitted attorneys who used the CaseLines system from one law firm, Mphahlele and Masipa Attorneys, based in Pretoria. Due to the research time constraints, the sample was restricted to one law firm.

A semi-structured interview guide was used for in-depth interviews to allow a review of stakeholders' perceptions of CaseLines. This was essential in this study because individual experiences were explored, and personal opinions and perspectives are now understood. Fylan (2015: 67) encourages "researchers to pursue semi-structured interviews for studies like this as it gives the researcher control over the interview and still provides the flexibility to delve deeper into other aspects that might provide better

clarity and understanding.”

During the semi-structured interviews, the researcher recorded the interviews with recording equipment to ensure clarity and consistency during transcriptions. Rabionet (2011: 564) avows “the use of audio recording equipment because the quality and reliability of content can be guaranteed and replicated for analysis.” The interview questions were open-ended, which provided the participants with an opportunity to share their opinions about the issues without the restrictions of predetermined answers. Transcribed interviews will be analysed using Atlas ti software, where themes were identified, and statements were coded accordingly. The themes that emerged from the raw, unstructured information were used in developing a general theory about the usability of the CaseLines document management system.

## **1.8 Context and Units of Analysis**

The study focuses on stakeholders' perceptions regarding implementing an electronic document management system in South African legal practice. It is worth noting that the electronic document management system is an umbrella concept that houses different terms such as CaseLine systems and court online. Therefore, the study focused on stakeholders' perceptions of implementing a CaseLine document management system (CDMS) in Pretoria, Gauteng province. Firstly, the research did an extensive literature review to examine the perception of stakeholders in the legal profession regarding the usability of a CDMS. The study examined the perceptions of the Pretoria legal practitioners regarding implementing a CDMS and its usability. Further secondary insight was obtained from journal articles, conference papers, published and unpublished dissertations, books and government reports.

## **1.9 Significance of study**

The study of the usability of CaseLines has become very significant as it is a new system in place, and there is limited literature on the subject. The government has invested millions of rands in the national rollout of CaseLines. It is set to change the operations of the judicial system, pivoting the South African judicial system into the fourth revolution. Understanding users' perceptions will impact the national rollout if recommendations in the study are considered. The study will contribute to the

literature on the transformational approach to document management in the legal profession in South Africa.

### **1.10 Confidentiality and Ethics**

Ethical Clearance for the study was received by the Independent Institute of Education Higher Degrees Committee (refer to Appendix A)

- a. All the participants in the study were given a consent form before taking part in the study. The form serves as evidence of the participant's agreement to be involved in the study.
- b. The researcher's contact details were shared with all participants if they needed to contact him with any questions or concerns regarding the study.
- c. The Researcher is employed at Mphahlele and Masipa Attorneys as an in-house counsel (an independent contractor). He has no reporting line or subordinate line structures that may create a conflict of interest or impact on the data collected within the organisation.

### **1.11 Organisation of study**

In Chapter 1, the research topic is introduced. The research topic's introduction included the study's background, as well as its aims and objectives. The research approach, the design and the methodology are also discussed briefly.

Chapter 2 contains the Literature Review and highlights and clarifies the concepts that were used in the study. Furthermore, a critical evaluation was done on what has previously been published on the research topic.

In Chapter 3, the research design and methodology followed are discussed in detail. In this discussion, the entire research process was included, starting from the definition of research design, data collection, data analysis, and the sampling methods that were used.

Chapter 4 provides a summary of the findings from the study. The responses collected through the interviews and the information gathered from the literature review material were synthesised and discussed.

In Chapter 5, the major findings from the study is further summarised. An analysis is conducted on the summary of the findings from the interviews and literature material. The results of the analysis were interpreted to reach final conclusions and make recommendations.

## **1.12 Conclusion**

In conclusion, this chapter introduced the research problem to be addressed in the study. The research problem deals with the usability of the CaseLines Document Management system introduced in the Court system. There was also a discussion on the background of the problem statement. The chapter further discussed the research objectives and the importance of the study.

## **CHAPTER 2: LITERATURE REVIEW**

### **2.1 Introduction**

The introduction of Information Technology (IT) has resulted in an exponential increase in the number of digital or electronic records and a revolution in the creation, capture, organisation, management and preservation of data. According to the International Records Management Trust (IRMT) (2018), electronic records are recorded information, documents, or data that provide evidence of policies, transactions and activities performed in the e-government and e-commerce environment. Information or data files are created and saved electronically using computers and application software (Mnjama, 2019). Like other types of records, electronic records provide critical or necessary documentation of organisational activities and transactions while also speeding up decision-making processes in any institution or organisation. Across the world, both the public and private sectors (including High Courts) are creating more digital documents regularly and are gradually deploying digital records management systems to manage and protect these records. It is worth emphasising that digital records management improves access to correct and up-to-date records, provides universal access to electronic file court systems and improves accountability in the delivery of justice (Saman & Haider, 2017). In Botswana, for example, the Court Records Management System (CRMS) is used to battle court records management issues and solve case file loss or misplacement, which can cause delays in processing and finalising litigations. In this chapter, the literature review dealt primarily with the critical concerns of this study and the questions that needed to be answered. The key concern of the research was to understand the perceptions of the users of CaseLines and ascertain the gaps in training and efficiency. This chapter attempts to build upon this critical interrogation by reviewing literature pertinent to these issues from studies in South Africa and globally.

### **2.2 Document Management Systems in a Legal Context**

Document management systems, according to Tep *et al.* (2019), are required to ensure that records remain trustworthy as evidence of the activities that gave rise to them, that they are protected from loss or damage, and that the records and the information they contain remain accessible and usable over time. In this study, document management and records management are used interchangeably. To bring justice to the public, courts worldwide must use digital evidence embedded in the record. It must

be noted that the terms record management and document management are used interchangeably in this literature review, as different studies reference both these terms. Organisations must employ Electronic Document (Record) Management Systems to manage these records properly (Maseh & Moseti, 2019). According to Katuu (2015), these systems emerged from programs used in document management, such as Electronic Document Management Systems (EDMS), Electronic Documents and Records Management Systems (EDRMS), and Enterprise Content Management (ECM) systems. According to Zain *et al.* (2017), a few countries use ERMS to maintain their court records. Kilgour (2020) states that Canada employs the Canadian Police Information Center (CPIC). This centralised, nationally accessible computer system is in charge of storing, accessing and communicating police information between police stations. Officers and stations use CPIC to retrieve criminal record information for daily tasks and mandates.

Furthermore, when an arrest is made, a criminal record is produced and captured when the offender's fingerprints are obtained. When fingerprints and police reports are added to CPIC's computer system, either as an original record or as an addition to an existing record in the CPIC database, this record is registered and categorised (Kilgour, 2020). Malaysia's civil and Shariah judiciary systems have deployed ERMS, which has resulted in considerable advances in case administration and efficient service delivery to the general public (Saman, 2016). Furthermore, while there is no full-fledged court electronic system in Uganda, electronic technology is utilised to record parts of the hearings and activities in court. Voice recognition systems, for example, are being tested in courts but have yet to be perfected (LexisNexis, 2021). According to LexisNexis (2021), it is now possible to have digital audio recordings of voice on a computer, allowing the judge to annotate these records and, later, listen to any piece one wishes to hear again. Court reporters can also produce instantaneous recordings of hearings, which can be checked by the judge and lawyers at their separate desks as the proceedings progress, implying the maximum level of efficiency in their judicial system. Botswana's justice department began using a computerised court records management system (CRMS) in 2005. This technological instrument records and stores all files and other information for easy and correct retrieval (Mosweu & Kenosi, 2018). CRMS computers are multipurpose in that they can reveal the parties in the case, the pleadings, the state and age of the file, and all orders made in the case (Mosweu & Kenosi, 2018). The project aims to address

records management issues in Botswana's High Courts. Implementing these electronic systems in court has the potential to result in improved efficiency of the justice system. However, little is known about the effective implementation of these systems in many countries, and South Africa is no exception.

According to AJJF (2021), a court records management system (CRMS) was also launched in South Africa in 2008 to assist personnel in managing case records that had previously been kept manually. Records management solutions are clearly required to maintain the efficiency and efficacy of digital court documents. Furthermore, Mthabela (2022) adds that the Department of Justice and Constitutional Development (DOJ and CD) is resolute in transforming South Africa's legal system, and its mandate is to bring justice to all, even those not South African citizens. According to Mthabela (2022), the DOJ and CD's priorities include improving service delivery and ensuring that court business is done efficiently and cost-effectively. This involves increasing court productivity and making justice more accessible and inexpensive. Although courts in African countries, particularly South Africa, increasingly use digital records, EMRS adoption and implementation remain low (Employee Benefits Network, 2022). However, South Africa has already embarked on implementing an electronic system such as CaseLine to improve efficiency in the administration of court cases.

### **2.3 Benefits and Challenges of Document Management Systems**

Like other public sector institutions, courts progressively create, receive and utilise digital records to provide various judicial services (Mosweu & Kenosi, 2018; Masenya & Ngulube, 2019). Unfortunately, due to the form and structure of these documents, typical paper-based registration systems cannot manage them properly. According to the Judicial Council of California (2018), managing court records is a specialised field for court administration that determines how data are organised, classified and maintained in a proper format. Furthermore, sufficient infrastructure, human resource capability, and legal and regulatory frameworks, among other things, are required for electronic records management programs (Ambira, 2016; Maluleka *et al.*, 2018; Issa & Wamukoya, 2018; Tsvuura & Ngulube, 2020). In other words, high courts must implement universal, viable digital or electronic records management systems and provide staff with the necessary skills (Maseh & Moseti, 2019).

Lageson *et al.* (2021) contend that technological advancement has made American criminal records more accessible. However, programs for managing digital court records are still in their early phases of development and implementation, particularly in poor countries (Saman & Haider, 2017; Ismaile *et al.*, 2021). Adopting digital court records management systems is insufficient or absent in developing-world courts despite being widespread in developed-world courts today. Records administrators in African countries have failed to grasp the fundamentals of electronic records management. Although most workplaces utilise computers to help with some aspects of record-keeping, they produce an increasing number of paper documents stored as record copies (Employee Benefits Network, 2022).

Maseh (2015) reviews the Kenyan judiciary's recently computerised court documents, which eased record administration for quick and timely retrieval. Furthermore, a bibliometric research study on electronic records management conducted by Chigariro and Khumalo (2018) found that most countries in the Eastern and Southern Africa Regional Branch of the International Council of Archives (ESARBICA) region lack the competence to manage electronic records. These countries have several obstacles, including a lack of policy and legislation, standardisation, authenticity, capacity building and physical infrastructure. They observe a lack of awareness of electronic records management concerns and data security among record-keeping professionals and government authorities. Inadequate computer abilities on the side of registry personnel and users create further difficulties (Chigariro & Khumalo, 2018).

According to the Africa Judges and Jurists Forum (AJJF) (2021), the digitisation landscape in Southern African High Courts is diverse, with some jurisdictions making significant progress and others remaining in the early phases of the digital transformation process. The AJJF (2021) desktop literature identifies some of the problems of digital transition in South African High Courts. Firstly, the online court is lawyer-centric, with access by self-represented litigants extremely dependent on various conditions, including proper training and internet access. Second, according to AJJF (2021) matters considered by the High Courts must now be exclusively represented on case lines, with judges refusing to hear items that have not been registered in the court system. Unreliable and irregular internet connectivity may make it difficult for smaller law

firms or self-represented litigants to present their cases effectively. Finally, during the COVID-19 pandemic restrictions, access to the virtual court was limited to those with internet connectivity, meaning those without had to wait longer for cases to be heard in person. Most virtual hearings were also not live-streamed, removing the public nature of court proceedings (AJJF, 2021). Therefore, these issues have produced an increased demand for best practices, strategies, models, and frameworks to administer digital court documents properly in the South African High Courts.

## **2.4 The Integration of Digital Technologies in Legal Systems**

The notion of digital transformation is gaining traction in many facets of the economy worldwide, and the legal fraternity is no exception. According to Tep *et al.* (2019), digital technologies have been introduced in various fields throughout society since the dawn of the 21<sup>st</sup> century. Justice systems in multiple countries worldwide are utilising digital evidence in their court cases. ICT is essential in administering court cases to provide readily accessible and updated information to the defence, state and the overall court (Guto & Jumba, 2021). Additionally, the digital revolution enables data to be stored in a smaller space, which can thus be analysed to demonstrate patterns with enhanced speed and accuracy (Guffin, 2020). Information and Communication Technology (ICT) provides new modalities to explore, deliberate on, and settle court cases amicably and efficiently. This digital revolution allows parties to follow up on justice decisions and facilitates the attainment of improved and more accessible justice-related services to the public. Digital technologies have demonstrated their potency to enable possibilities in enhancing service delivery in most organisations across the world (Tsvuura & Ngulube, 2020).

The transition towards a digital world has led to the creation of electronic court records worldwide. According to Batchelor (2023), digital records are essential in effectively prosecuting crime; thus, these data must be managed appropriately. Huni and Dewah (2019) state that digital records are analogous to paper records in that they qualify as legal records and can be used as evidence in court. According to Huni and Dewah (2019), digital court records can benefit law enforcement agents in investigating and resolving crimes and provide citizens with more direct access. Courts in the industrialised world increasingly rely on digital evidence to make decisions in court cases

(Goodison *et al.*, 2015; Wallace & Laster, 2021). For example, in the United States, most courts use digital evidence to decide court matters (Goodison *et al.*, 2015). As Goodison *et al.* (2015) mention, this is conceivable in the digital era because most manual operations are now performed on compute and computer-like devices or with the assistance of computers and networks. Tep *et al.* (2019) state that digital court documents are conveniently accessible and useful in administering justice. However, Karagiannis and Vergidis (2021) mentioned that digital evidence is extremely weak and volatile despite being more revealing and durable than paper-based records.

The content and location of digital records can be quickly changed if they remain in the same position and state in which they are solicited, and they can thus supply vital evidence information indisputably and irrefutably. Critical decisions are made on a file, which directly impacts the parties to a case, digital court records should be properly handled from the establishment of a court record through its disposal (Mosweu & Kenosi, 2018). According to Maluleka *et al.* (2018), digital records, like paper-based documents, should be appropriately secured and managed to guarantee that they are not compromised. The efficacy of digital records management is thus critical for the seamless administration of justice. However, it is necessary to say that the effective utilisation of digital systems needs a certain level of ICT literacy by all the parties (Defence counsel, state and judge).

As Tep *et al.* (2019) point out, managing records should be a strategic function in any organisation, with an ongoing program that is effective across the board. According to the British Columbia Ministry of Attorney General (2019), the British Columbia justice system embraces a shift to digitised system services. It builds on the early successes of technology enhancements, the expertise of justice partners, and the judiciary's support to deliver user-centred digital services that are faster, easier to navigate, and more affordable. Furthermore, Australian courts have positioned themselves as innovators using digital technologies (Wallace & Laster 2021). However, there has been low adoption of ICTs in underdeveloped nations, particularly in South Africa (Maseh, 2015; Mosweu & Bwayla, 2018). This low level of ICT adoption in South Africa could suggest that parties involved in court cases are less conversant digitally, which is essential to utilise a CaseLine system.

Maseh (2015) indicates that the Kenyan judiciary recently digitised its court system, streamlining records administration for easy and timely accessibility and/or retrieval. This literature shows that as compared to the developed countries, most African countries, including South Africa, have made very little progress pertaining to the development and ultimate implementation of strategies and systems to manage digital court records (Chigariro & Khumalo, 2018; Mosweu & Bwayla 2018). However, worthy of mention is that only a few studies have been conducted in other African countries over the past few years. Huni and Dewah (2019) revealed that the Bulawayo High Court in Zimbabwe has digital court records that are very useful in that they quicken the administration of justice. Similarly, Nengomasha (2019) reported missing courtfiles in South African High Courts due to insufficient and antiquated computer equipment. According to Issa and Wamukoya (2018), efficient and responsible court systems are commonly recognised as critical in administering justice to citizens. As a result of the advancement of ICTs, it is now simple to manage and retrieve digital records. This can also help with decision-making and increase the efficiency of the legal system. Thus, a dependable record management system is critical to the efficiency of daily court operations and the impartiality of judicial rulings. However, the most important factor worth highlighting is that the success of the digital revolution in the legal arena depends on the tech-savviness of the defence counsel, state and the presiding officer in every court.

## **2.5 The conceptualisation of CaseLine system**

CaseLines is a record exchange and preservation gateway that allows clients, attorneys, judges, masters, court workers, and others to examine all records for electronic proceedings in a single location. It is entirely cloud-based (Mabeka, 2021). Understanding that a CaseLine is not a court counter but an online hearing bundle is critical. When court staff access a CaseLines file, the most recent form of cause and correspondence from either the attorney or the self-represented parties may be added to the system. These users will receive an email informing them that a case has been assigned to them. CaseLines also mandates that all files be uploaded in native format to comply with the finest record preservation requirements (Mabeka, 2021). For example, a video exhibit posted to CaseLines would allow the court to examine the metadata indicating the device used to shoot the video and when it was captured.

CaseLines are useful for both hearing preparation and during the hearing itself. While preparing for a hearing, lawyers and judges can make secret notes, outlines, sticky notes and other annotations on papers that are solely accessible to the client or any specific person with whom they want to share them (LexisNexis, 2020). These notes and their stored records can be retrieved for offline use if necessary (Nazneen, 2021). CaseLines can access documents side by side if a user wants to read numerous papers simultaneously, allowing for contrast or cross-reference. Court employees can also lock a file if required to prevent additional uploads. When referring to information during a hearing, lawyers and judges can and are often urged to use CaseLines. It includes a function that allows a speaker to guide all users logging into a specific file to a particular page in the record (Mlambo, 2020). For example, if counsel wanted to point the court to any paragraph of a given order, all individuals utilising the software would pull up the paragraph on the screen without accessing or sharing their computer. During oral argument, lawyers can save specific facts and move smoothly through the record (Law Society of South Africa, 2020).

According to Guto and Jumba (2021), ERMS guarantee easy and quick access to information or records handling and retrieval. This indicates that, if designed properly, CaseLine systems can efficiently handle and resolve court matters. The CaseLine system can timeously enable the submission and receipt of court documents by all parties in a court case. CaseLine systems are increasingly being used to manage court records, and different nations worldwide have implemented them with variable degrees of success (Saman, 2016; Employee Benefits Network, 2022).

CaseLines has been successfully implemented in other international jurisdictions, such as the United Kingdom, where it has been the selected tool of digitisation of the Crown Court, and the United Arab Emirates, which substantiates its efficiency as a digital justice tool (Employee Benefits Network, 2022). The Court of Justice for the Common Market for Eastern and Southern Africa (COMESA) implemented CaseLines in 2019 to ensure that COMESA fulfils its goal of digital economic integration (Employee Benefits Network, 2022). The rise of digital justice systems has been commended as aligning with the United Nations Sustainable Development Goal 16, as it can transform the quality and efficiency of justice across Africa and contribute to the rule of law (Batchelor, 2023).

Unfortunately, in our other courts where CaseLines has not yet been implemented, different strategies have to be devised to circumvent the lack of access to court caused by lockdown restrictions (Mthabela, 2022). These include emails, where some courts were able to adapt to allow filing by email. However, this did come with its own issues, especially with it being much more cumbersome than the instant access to online documents CaseLines offers. In South Africa, the CaseLine system is only implemented in Pretoria, and plans are in place to spread it throughout the country, with the Western Cape High Court being considered the second one to implement it (Employee Benefits Network, 2022).

## **2.6 Challenges and Skill Gaps in Legal Information Management**

In many organisations, the application and usage of ICT are nearly unavoidable in a modern working environment, prompting the generation of digital records in daily operations (Guto & Jumba, 2021). However, using ICTs in the public sector has created new obstacles because new skills are necessary to use and manage the digital regime (Mutsagondo & Ngulube, 2018). In the legal realm, successfully handling digital court records requires ICT-savvy people and parties. According to Maluleka et al. (2018), education can help lawyers, attorneys, advocates, judges, archivists, and records managers address the issues of preserving e-records. This includes e-records created in networked environments to ensure evidence's security, authenticity, and integrity. According to Mosweu and Ngoepe (2019), members of the legal profession must be provided with the knowledge and abilities required to carry out their responsibilities in the digital era. These abilities can be learned through formal schooling. Information technology is critical to preserving electronic records because it serves as the basis upon which the records are built. Key personnel and information specialists must also guarantee that electronic data is accessible, secure and governed by relevant laws and regulations (Guto & Jumba, 2021: 55).

Amid the digital revolution, ISO 15489-1 (2016) has outlined the abilities that lawyers, attorneys, advocates and judges should possess. Information management skills, technical skills, ICT literacy skills, privacy and data security skills, domain skills and professional skills are among them. According to Mutsagondo and Ngulube (2018), these talents are the capacity and competence to maintain electronic records professionally, effectively and efficiently. Human skills are also vital since different legal

practitioners engage with one another while handling, using and managing documents in a specific case. According to Mutsagondo and Ngulube (2018), strong electronic records management abilities are acquired through training, education, staff development courses, exposure and experience. Personnel lacking the necessary abilities require training, education, staff development courses, exposure and experience to function optimally. According to Mosweu (2019), continual education and training are critical to reducing skill gaps and enabling practitioners and professionals in the legal space to play an active role in the digital era. Legal practitioners, officers and professionals can accept and participate in the digital transformation if they have the necessary computer-based abilities. However, because the literature on the use of CaseLine systems in South Africa is scarce, nothing is known about the extent to which users of electronic document management systems have the necessary skills to increase CaseLine system adoption.

Keakopa (2015) states that many records managers and officers, including legal practitioners, lack modern ICT training. As a result, courts worldwide are encouraging their IT personnel to collaborate closely with records management personnel in electronic records management programs. According to Garaba (2015), this remains a concern in many Sub-Saharan African nations, and ICT education for lawyers, attorneys, advocates, judges, archivists, and records administrators has received little attention. The problem appears to be worse in the case of digital records. According to Garaba (2015), archivist and records manager training in Africa strongly emphasises paper-based records while ignoring other media such as digital and audio-visual. Many studies in Sub-Saharan Africa reveal that individuals who work on and manage electronic records have skill shortages (Mutsagondo & Ngulube, 2018). According to Nasieku (2012), Moi University in Kenya workers lack knowledge and abilities in electronic records administration. Sejane (2018) complains that legal staff in Lesotho lack the skills needed for electronic records administration and that unqualified, unskilled and inexperienced records officers cannot influence and implement records management rules inside the organisation. A lack of senior management support and insufficient resources frequently lead to the failure of electronic records management programs in the legal profession. According to Khayundi (2011), education and training, particularly at the pre-employment stage in South Africa, now appear to have no association with the job market due to a lack of knowledge and abilities in keeping digital records. This

implies that legal practitioners and professionals are not immune to this shortcoming because legal education is not rooted in information systems/technology.

## **2.7 Stakeholder Perceptions for the DMS Implementation**

### **2.7.1. Significance of Stakeholder Perceptions for the Success of DMS Implementation**

The introduction of electronic courts (e-Courts) and their corresponding Document Management Systems (DMS) has transformed the legal environment, promising better efficiency, transparency, and accessibility. However, the effectiveness of these systems is inextricably linked to the perspectives of the many stakeholders involved. This section investigates and analyses existing studies on the importance of Stakeholder perceptions affect the effectiveness of electronic courts' DMS. In e-courts DMS, stakeholders include judges, lawyers, court staff, litigants, and the general public. The efficacy of these systems strongly depends on how these stakeholders perceive and engage with technology. Understanding their points of view is essential for building systems that meet their needs, expectations, and preferences.

#### **2.7.1.1 Judges' perceptions**

Judges have an essential role in the legal process, and their adoption and use of e-Courts DMS are critical. According to Sedutla (2021), system usability, reliability, and impact on judicial decision-making influence judges' perceptions. Positive attitudes among judges are associated with improved system adoption and overall success.

#### **2.7.1.2 Lawyers' perspectives**

Lawyers are another essential stakeholder group whose perceptions influence the success of e-Courts DMS. According to Lubaale (2022), lawyers prioritise system interoperability, document security, and collaboration ease. Understanding and addressing lawyers' concerns is critical for creating a positivesystem implementation.

#### **2.7.1.3 Court staff and administration perception**

Efficient court administration is critical to the operation of e-Courts DMS. Court staff evaluations of user-friendliness, training programmes, and system support are crucial

success factors (Dutton, 2021). It is critical for smooth integration to ensure that the system matches the workflow and responsibilities of court personnel (Jacobs & Lemekoana, 2021).

#### **2.7.1.4 Litigants' perception**

How litigants perceive e-Courts DMS affects their entire experience with the court system (Sedutla, 2021). Accessibility, information openness, and the simplicity of document filing all impact litigants' satisfaction and trust in the court process (Dutton, 2021). Addressing these issues can help to improve the public view of the legal system.

#### **2.7.1.5 Public perception and trust**

The e-Courts' DMS success is not restricted to parties actively involved in legal processes. Electronic courts' acceptance and long-term success depend on public perception and trust in the legal system (Dutton, 2021). Transparency, accessibility, and effective communication are essential in moulding public perceptions of using technology in legal proceedings (Lubaale, 2022).

### **2.7.2 CaseLine in Pretoria: Contextualisation of the implementation**

In the case of South Africa, several legal practitioners applauded the digitalization of the file system before and during the pandemic. According to Sedutla (2021), the judiciary's digitalisation of the Gauteng Division and the Gauteng Local Division of the High Court in Pretoria and Johannesburg has substantially impacted the judicial process. Parties upload their pleadings and documents electronically through the Divisions' digital case management and litigation system, widely known as the CaseLine, and then appear in court in person to present their cases. During the COVID-19 epidemic, the High Court Division of Gauteng mandated that individual case management be done by teleconference/skype, as agreed upon by the parties and the designated Judge (Office of the Judge President Gauteng Division of the High Court of South Africa, 2020). According to Sedutla (2021), installing the system was fitting and reasonable as the world was plagued by a pandemic that insisted on restricted human contact. Legal practitioners have reacted well to digital design, with some claiming that it transformed the face of litigation in 2020 (Sedutla, 2021).

Following a successful test period in 2019, the CaseLine system was adopted entirely in the Gauteng Province in January 2020 to eliminate all paperwork in civil cases in South Africa (Dutton, 2021). The introduction of CaseLines provides legal practitioners with the ability to enrol new civil matters and subsequently file documents and present evidence electronically in the Gauteng High Court (Employee Benefits Network, 2022; Batchelor, 2023). CaseLines is developed to enable users to present fully digital court bundles and provides options for involved parties to interact and collaborate in pre-trial preparation and procedures (Laudy & Mokele, 2021; Mthabela, 2022). This system is intended to aid in administering evidence and collaboration tools and provide secure video conferencing for virtual hearings (Lubaale, 2022). As a result, legal practitioners no longer need to travel from one province to another to inspect files and evidence, resulting in increased efficiency and security in judicial procedures. Using CaseLines software during the lockdown time was viewed as a valuable investment and choice, allowing the delivery of justice to continue in Pretoria, Johannesburg, and the other areas in the Gauteng province.

However, little is unknown about how stakeholders in Pretoria perceive the implementation of a CaseLine system. This phenomenon is relatively new; therefore, there is a paucity of research to corroborate the anecdotes.

Dunstan Mlambo, Judge President of the Gauteng Division of the High Court, issued Practice Directive 1 of 2020 outlining the implementation of CaseLines. According to this order, Registrars are to construct cases on the CaseLines system and then notify parties and/or their legal representatives of every created case in which they are engaged. The Judge President's directive (in Sedutla, 2020:1-2) states,

*“The responsibility to upload pleadings and other relevant documents, in cases issued from the beginning of Term 1 of 2020, save for cases initiated in the Urgent Court roll, shall lie with the party responsible for each particular pleading/document in line with the Rules of Court. Electronic uploading of pleadings and other relevant documents in terms of this clause shall amount to filing as contemplated in the Rules of Court. Consequently, from the commencement of Term 1 2020, the filing of pleadings and other relevant documents shall be by way of the uploading of the said pleadings and other*

*relevant documents on the CaseLines system. No hardcopy pleadings and other relevant documents shall be allowed on all cases designated for handling through the CaseLines system and created on the system. The exception shall be where the party(s) is unrepresented. In regard to judgments that are handed down subsequent to proceedings conducted on the CaseLines platform, all judges' secretaries are to ensure that the judgments to such matters are uploaded onto CaseLines and linked to the cases concerned. The judges' secretaries are to ensure that the outcome of each case is recorded on the case's CaseLines system cover page, to reflect the endorsement on the particular court file. In respect to all cases where a draft order is made an order of court, especially in the unopposed motion and civil trial courts, the Registrar shall stamp each draft order accepted as such by the judge on the same day. The judge's secretary shall, thereafter, ensure that the stamped draft order is uploaded onto the respective case on the CaseLines system".*

The President Judge's directive explicitly references the software, showing confidence in the relatively infant system. However, the CaseLine software appeared to fail the province, beginning with a security data leak in September 2020 and contractors and software administrators quitting in October 2020 (Lubaale, 2022). The failure of the CaseLine system in Gauteng is notable because the system was to be extended by the South African Judiciary to the Gauteng Division of the High Court, Pretoria, and Johannesburg under a new unified system called *Court Online*. Court Online allowed South African litigants and law firms to file applications via e-filing, with end-to-end digital filing encryption. This system was also intended to handle evidence management, an essential component in administering justice (Dutton, 2021). The Gauteng legal system, including Pretoria, is currently crippled and reliant on a dysfunctional software-based justice system.

### **2.7.3. Challenges arising from use of the CaseLine**

#### **2.7.3.1 Electronic filing of court documents**

Court documents relating to cases authorised to be heard via CaseLine must be submitted by the party responsible for filing the court documents within the periods specified in the Uniform Rules of Court, according to the Practice Directives (Venter,

2020; Sedutla, 2021). This does not include cases started on the urgent court roster. For example, uploading court documents on a CaseLine system will count as *filing* under the Rules. Legal representatives are not permitted to file hard copies of court papers in courts where their cases are scheduled to be heard via CaseLine (Dutton, 2021). This leads to a discussion of Rule 4A(5), which governs the filing of court documents and reads as follows: “The filing with the registrar of originals of documents and notices referred to in this rule shall not be done by way of facsimile or electronic mail” (Sadhasseevan, 2020: 38). Rule 4A(5) suggests that only hard copies of court documents may be filed with the court registrar, and electronic filing of court documents is not permitted (Sadhasseevan, 2020). This contradicts the Practice Directives, which allow for the electronic filing of court papers on a CaseLine.

### **2.7.3.2 Indexing and pagination**

Clause 2 of Practice Directive 2 modifies the requirements for enrolling opposition motions. Paragraph 12 of Practice Manual chapter 9.8.2 has been changed to read:

*“A party to an opposed motion may apply to the Registrar to allocate a date for the hearing of that application in terms of Rule 6(5)(f) of the Rules only if: the papers have been properly secured, indexed and paginated, provided that this shall not be necessary if the matter has been created and is handled through the CaseLine Digital Litigation Platform; and heads of argument accompanied by a practice note from each party have been delivered and/or digitally uploaded on the CaseLine Digital Litigation Platform”* (Sadhasseevan, 2020: 38).

As a result of this modification, while indexing and pagination are no longer required for opposed motions, they are nevertheless required for the remaining categories of issues to be heard through a CaseLine system. For example, revisions to paragraph 11 of Chapter 9.9.2 of the Practice Manual, which provides for the indexing and pagination of uncontested motions once they have been finally enrolled, have not been made (Gauteng Attorneys Association, 2020). Clause 3.1 of Practice Directive 2 relating to Rule 43 Applications states that beginning on January 27, 2020, all Rule 43 Applications must be initiated on CaseLine (Pretoria Attorneys Association, 2020). Applicants must upload court papers to CaseLine after their applications have been issued and served. The court registrar will then invite respondents to file their responding affidavits (South African Lawyer, 2020; Dutton, 2021). The responsible party must upload all court

documents to a CaseLine. Clause 3.3 of Practice Directive 2 related to Rule 43 Applications, on the other hand, states: “Every Rule 43 application set down for hearing shall be duly paginated and be accompanied by a practice note” (Sadhaseevan, 2020: 39). This section makes no exemption for Rule 43 applications designated to be heard through a CaseLine that do not comply with the indexing and pagination requirement. Instead, the sentence states explicitly that 'every' Rule 43 Application must be indexed and paginated.

The practical issue with court documents that must be paginated both manually and through a CaseLine is that when these documents are transferred to the CaseLine, the manual pagination does not match the CaseLine pagination (Gauteng Division of the High Court of South Africa, 2020). This confuses court and may waste time because legal counsel will be required to refer to both the manual and CaseLine pagination every time a court document needs to be referred to.

#### **2.7.3.3 Legal representation is required to upload court documents on the CaseLine**

The provision that no paper copies of court documents may be filed at court for matters scheduled to be heard via CaseLine is waived when a party is unrepresented (Sedutla, 2021). With the addition of this exception, it appears that only parties with legal representation are required to use the CaseLine. While there are efforts to increase access to justice for individuals who cannot afford legal representation, it appears that the CaseLine is not intended for this purpose. The CaseLine will assist mainly those who can afford legal representation. Others will continue to be impacted by the justice system's inefficiencies. Despite some initial challenges, which are to be expected with implementing any new system, CaseLines provides many solutions to problems otherwise faced in a traditional paper-based system (Employee Benefits Network, 2022). Judges can easily access a fully electronic version of a court file before the hearing of a matter, and virtual hearings can be set up, even during a lockdown (LexisNexis, 2021; Employee Benefits Network, 2022).

#### **2.7.4 Strategies to enhance stakeholder perceptions on a CaseLine System**

Enhancing how stakeholders perceive the CaseLine system involves improving how stakeholders perceive and interact with the system. Several strategies can be explored

to enhance stakeholder perception in the CaseLine system. These strategies may span user-centric design, clear communication, training and support, feedback mechanisms and security and privacy assurance. User-centric design prioritises a user-friendly interface and experience (Jarke, 2021). This may include conducting user research to learn about their wants, needs, and pain areas. Ultimately, the adopted technology should be accessible to users of varying abilities and needs and comply with accessibility standards (Maru *et al.*, 2021). Secondly, clear communication entails the provision of detailed and easy-to-understand documentation (Hyland-Wood *et al.*, 2021). This comprises user guides, Frequently Asked Questions (FAQs), and tutorials to assist stakeholders in properly navigating and using the system (Roman *et al.*, 2019). This strategy can also include regularly updating stakeholders on changes to the system, updates, and enhancements.

Thirdly, training and support include providing instructional classes or lectures to educate users as well as administrators on the capabilities and functionalities of the system (Mabeka, 2022). This may also include setting up a solid assistance structure to address user difficulties immediately. A help desk, chat-based assistance, or an online ticketing system could be examples of such services (Mabeka, 2022). Feedback and mechanisms include conducting surveys regularly to get stakeholder feedback (Wood, 2021). Utilising this input can help discover areas for development and gain a better understanding of stakeholder perspectives. This strategy could also include creating online communities or forums for people to share their knowledge, ask questions, and provide comments. Lastly, security and privacy assurance stress the significance of privacy and data security and putting strong security measures in place to secure sensitive information (Yang *et al.*, 2020). To develop stakeholder confidence, the system should conform to applicable privacy and data protection legislation (Yang *et al.*, 2020). Implementing these strategies can boost the CaseLine system's reputation amongst its various stakeholders, contributing to enhanced satisfaction, user acceptance, and overall success.

## **2.8 Conclusion**

The CaseLine is unquestionably a significant improvement in the legal area. Although the system has flaws and frequently results in duplication of effort for multiple aspects of

record processing, the long-term net quality and cost benefits are incalculable. COVID-19 obliged the legal profession in many nations, including South Africa and Canada, to migrate to a primarily virtual environment. This is only one more example. Counsel must become familiar with this software and its benefits and drawbacks to be successful client advocates. Even though countries are working on an interactive web portal in the same area to assist record processing, future support, and e-filing, CaseLines marks a first step toward the new digital world.

## CHAPTER 3: RESEARCH METHODOLOGY

### 3.1. Introduction

This chapter deals with the research methodology section of the research report. The chapter outlines the research design, strategy, sampling, data collection, analysis, and ethics. A research methodology is a specific procedure used to identify, select, process, and analyse information about a topic.

### 3.2. Research design

The concept of research design pertains to the framework of an investigation, focusing on its logical aspects rather than practical considerations (de Vaus, 2016). According to Saunders *et al.* (2020), research design is the overarching strategy to address the research topic. The research design encompasses well-defined objectives, delineates the sources utilised for data collection, and addresses ethical considerations.

The chosen research design for this report was qualitative. Qualitative research is an investigative method that emphasises the interpretation and significance of data, aiming to explore social or human issues (Sale & Thielke, 2018; Saunders *et al.*, 2020). According to Campbell and Amin (2015), the qualitative approach enables the collection of data that focuses on specific and objective measurements, utilising numerical and statistical analysis to either support or challenge a hypothesis.

This study employed a qualitative research design since it sought to gauge the people's perceptions. One notable benefit of qualitative research in this case study was its capacity to yield substantial detailed information. This feat proves challenging to achieve with quantitative methodologies. This includes subjective ideas, personal experiences, emotions, and perspectives to interpret actions and assign meanings. Abernethy (2019) states that a qualitative research design is an investigation procedure for comprehending a social or human issue focused on constructing a comprehensive picture, reporting in-depth informants' perspectives, and being carried out in a natural environment. Examples of qualitative research design include exploratory, explanatory and

ethnography. According to Anders (2018), exploratory research design aims to give the reader a deeper comprehension of the novel idea.

An exploratory research design was used in this study as it allowed the discovery and understanding of stakeholders' perceptions of the usability of CaseLines. This design also allowed the researcher to acquire more information about the usability of CaseLines without any preconceived assumptions. This included data on the provision of training on CaseLines, insufficiency of training thereof, stakeholder conversance with CaseLines, problems relating to CaseLines, and efficiency and inefficiency of the CaseLine system.

### **3.3 Validity and Reliability of the Study**

Four commonly cited criteria, as outlined by Ojini (2016), were applied to evaluate the quality of research. The four criteria used to assess the trustworthiness and quality of this study are dependability, transferability, credibility, and confirmability.

- a. **Dependability:** This criterion gauges whether repeating or replicating the research process would yield the same results. It acknowledges that variations may occur due to changes in settings. This study achieved dependability by following a detailed research process and design. The study also sought to achieve dependability by employing different methods of collecting data, such as literature review and interview schedules. While there is no guarantee of identical results, the complete list of data collection questions has been provided (*Appendix D*), facilitating potential replication and establishing the research as dependable.
- b. **Transferability:** This criterion refers to the extent to which the research findings can be applied to other settings or situations. The data for this study was collected from stakeholders based in Pretoria. The results can be generalised to similar locations using the CaseLines, achieving transferability. This means that the findings of the study can be used to enhance planning for implementation of CaseLines system throughout South Africa, and beyond, especially in countries that share similar characteristics with South Africa.
- c. **Credibility:** Credibility assesses how accurately the collected data represents the phenomena under study. Selecting appropriate research subjects is crucial for establishing credibility. This study used open-ended questions but was guided by

the structure of an interview guide to ensure consistency. The data was collected from individuals responsible for implementing or using the CaseLines. The participants were screened, and the researcher ensured that legal practitioners who had never used the CaseLines were excused from participating in the study.

- d. Confirmability: Confirmability relates to the extent to which research subjects can affirm that the findings reflect their experiences and understanding. Confirmability was achieved by including detailed documentation on data collection methods and incorporating peer review during the data coding. The data collection instrument was shared with an experienced and professional editor and scholars to check if it has acceptable quality. Furthermore, experienced legal practitioners were workshopped on the preliminary findings to see if they could relate.

### **3.4 Target population**

A target population is the entire aggregation of participants meeting the designated criteria. The focus of the research relates to the usability of CaseLines, and data will be collected from Legal practitioners (who are users and not implementors of the system). For ease of reference, the target population comprises all stakeholders responsible for using CaseLines at Pretoria High Court and legal practitioners based in Pretoria, which is approximately 2,623. However, 20 participants from one legal practice were selected for the study. Although the population of stakeholders consisted of clerks, registrars, judges, and attorneys who use CaseLines, only the candidate attorneys, junior attorneys, and attorneys from one legal practice in Pretoria, Mphahlele and Masipa Attorneys, were chosen as the sample. This deliberate choice was a result of time constraints.

### **3.5 Sampling**

A sample is a portion of a population or a total quantity of things or cases (Etikan *et al.*, 2016). The sampling method and size depend on research goals and practical concerns such as time and participant availability (Brown & Coombe, 2015). Suen *et al.* (2015) concurred that purposive sampling is typically used in qualitative studies, where researchers who use this technique carefully select subjects based on study purpose, expecting each participant to provide unique and rich information of value to the study. According to Anders (2018), purposive sampling refers to a group of non-probability sampling techniques in which units are selected because they have characteristics

needed in the sample. Inclusion criteria were candidate attorneys, junior attorneys, and attorneys working with CaseLines Document Management System and employed at Mphahlele and Masipa Attorneys in Pretoria. Exclusion criteria were members of the legal fraternity at other legal practices, non-legal staff such as administrators and receptionists and users of CaseLine in other provinces, courts or legal practices.

The sample consisted of 20 participants (Baker & Edwards, 2017: 34). Purposive sampling data saturation was reached at 12 interviews. Data saturation occurs when the researchers find that the same common themes and information emerge from each interview. A small sample size also ensured that measurement errors and biases were easily controlled and identified. It was easier for the researcher to build rapport with the participants, leading to more natural conversations and better data.

### **3.6 Data collection**

Data collection methods consisted of people who statistically represented a population. As with a case study, this controlled experiment could be reproduced in which variables can be adjusted to examine observations' effects or documentation. Semi-structured interviews were chosen as the most suitable and objective approach to exploring stakeholders' perceptions of CaseLines' eligibility.

After receiving the approval to conduct research (*Appendix A* and *Appendix C*), the Human Resources Department of the legal practice gave the researcher a list of employees that met the study inclusion criteria. The participants were contacted via email to provide details of the study. The participants were willing to contribute to the study and confirmed by return email. Since a qualitative research method was employed, the questions developed were open-ended. Data from the participants was gathered through an unstructured interview guide. This allowed an in-depth investigation that enabled perceptions, opinions, and perspectives to be captured.

The interview guide (*Appendix D*) comprised two sections: the demographic characteristics of participants (age, gender, and years of working experience) and the research questions addressing the research objectives. Once the individuals who met the inclusion criteria agreed to participate, participants signed the informed consent form

(Appendix E) before the interview was conducted. The interview was approximately 60 minutes long, recorded electronically and transcribed, and conducted in person. Some participants indicated they would appreciate receiving the final approved research report.

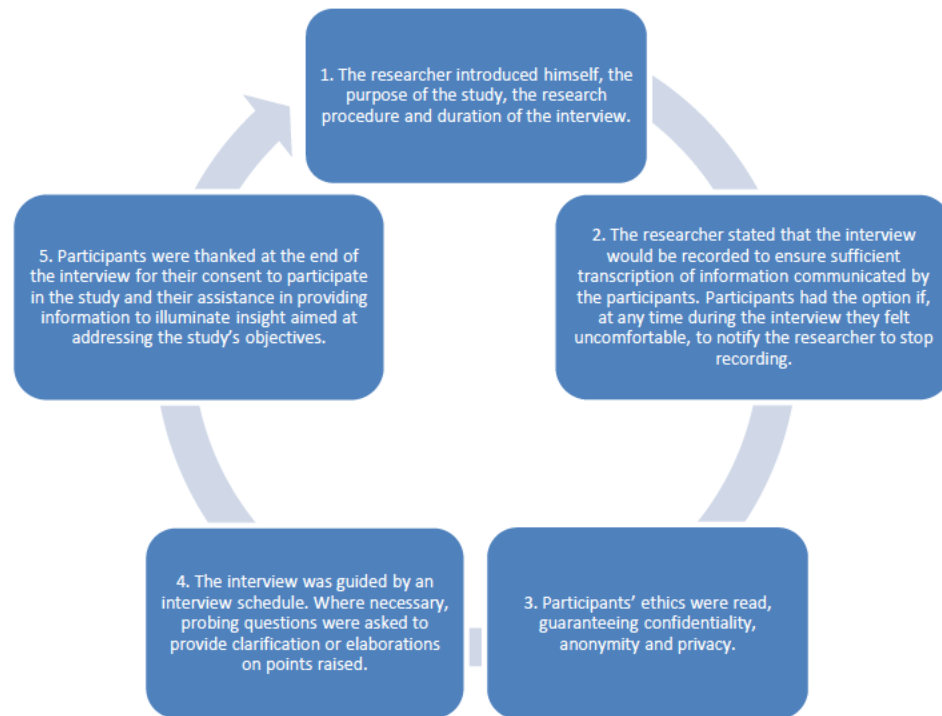


Figure 1: Procedure followed during interviews

### 3.7 Data analysis method

Numerous data analysis methods can be used in qualitative research; however, this study focused on thematic analysis. The data collected from interviews was transcribed. Following coding and categorisation, the thematic method enabled data to be categorised into topics (Bryman *et al.*, 2018). Thematic analysis is a qualitative research method researchers use to systematically organise and analyse complex data sets. "It is a search for themes that can capture the narratives available in the account of data sets" (Dawadi, 2020: 62). This is a six-step process (Braun & Clarke, 2006; Dawadi, 2020). The first step encourages the researcher to become familiar with the data and transcripts. Step two allows recognising initial codes after reading the transcripts at least twice. With step three, "the main purpose of this phase was to find out the patterns and relationships

between and across the entire data set” (Chamberlain, 2015:32). Step four occurs for the researcher to review and distinguish main themes and sub-themes. This review was done by juxtaposing the transcripts and the generated themes to check if nothing is missing and/or misrepresented. Upon a review of themes, the researcher finalised the following themes for the study: 1) Characteristics of participants; 2) The extent of skills and training provided on employment of CaseLine Document Management System; 3) The efficiency of the CaseLine system in delivering justice and decision-making in Pretoria; 4) CaseLine system as an enabler of an efficient court system. The last two steps allow further refinement and write-up of the findings (Dawadi, 2020). This is the manual process, which is often replaced by software such as NVivo and Atlas ti. This study utilised Atlas ti software to organise the data thematically. Coding is the starting point for most forms of qualitative data analysis (Bryman *et al.*, 2018). This ensured that the data collected was not presented in its original format. The data was interpreted, and the findings are presented in the next chapter. Once the correct codes and themes were developed, they were used to interpret and analyse the data collected.

According to Kiger and Varpio (2020), the general steps that are followed in the analysis of qualitative data are:

- a. **Compiling:** During this step, the data that was collected using the questionnaire is captured and arranged in textual forms.
- b. **Disassembling:** This is the step where the compiled data is broken down into parts, which are represented with labels or codes.
- c. **Re-assembling:** In this step, themes are created from the disassembled data. This is achieved by using word frequency query to identify the words or phrases that appear multiple times.
- d. **Interpreting:** In this step, the re-assembled data is used to form a new narrative. Similar words are compiled under each theme, and the themes with the most phrases or word counts are chosen.
- e. **Concluding:** The research study focuses on the outcome of this last step, which aims to generate answers to the research objectives.

The study is presented in themes and insightful participant extracts. The literature review

results were used to analyse the research's findings and will be provided.

### **3.8 Research ethics/ethical considerations**

Ethics are an integral part of the research, mainly where human beings are the focus of the study. There are specific ethical principles that researchers need to adhere to before starting any research project (Leedy & Ormrod, 2005). Ethical approval was attained from the Independent Institute of Education Higher Degrees Committee (M.801023) (*Appendix A*). After granting the ethical certificate, a gatekeeper's letter was obtained with permission from the legal practice, Mphahlele and Masipa Attorneys in Pretoria, to conduct research.

The researcher developed an interview guide (*Appendix D*) with open-ended questions to solicit responses from the participants. The interview began with an introductory statement from the researcher explaining why the study was being conducted. The statement also indicated the confidentiality of the information being provided by the participants. The participants were informed that their participation was voluntary and that their identities would be kept anonymous.

The following ethical issues were considered and explained:

- The researcher complied with the plagiarism policy of the Independent Institute of Education and ensured that the similarity index is less than 15%, and also that ideas of other scholars are cited.
- The researcher explained the purpose of the study and that their contributions to the study were voluntary
- Participants were free to withdraw at any point without being victimised.
- The researcher explained that there was no reward for participation, but the study is significant in providing insights into issues relating to the usability of CaseLines.
- The researcher had sought consent prior to data collection. Upon securing it, data collection started.
- Participants signed the Informed Consent Forms (*Appendix E*).
- Responses from participants were anonymous and labelled numerically.
- The researcher was professional and sensitive when approaching the participants

to conduct the interviews.

- The researcher asked questions related to the context of the study only (guided by the interview schedule).

The study did not pose any physical or psychological risk to the participants, as no deception or sensitive information was required to attain results (duPlooy-Cilliers *et al.*, 2014). The transcripts and recordings are stored as password-protected files for a period of five years before being destroyed.

It must further be noted that no power relationship existed in the interview process. Although the researcher is employed at Mphahlele and Masipa Attorneys in Pretoria, he holds no management position or permanent employment status. The researcher is contracted independently at the legal practice.

### **3.9 Research Limitations**

Limitations of the study reflect its shortcomings based on practical or theoretical constraints. The following limited this study:

1. The focus of the study was limited to the Pretoria region and stakeholders that use CaseLines. The challenges encountered in utilising the CaseLines systems may also affect other stakeholders in the geographic area. This required that the study be extended to other legal practice courts using CaseLines.
2. The study had a small sample size of 20 participants. This might have excluded other essential participants from the target population. Also, access to all populations forming part of the study was a challenge as they had different work schedules.
3. The use of open-ended questions in the small population limited the range of responses from the different participants based on their experience regarding the usability of the CaseLines system.

### **3.10 Conclusion**

The chapter focused on the research methodology and design used to conduct the study. It highlighted noteworthy issues surrounding the sampling and data collection processes.

A qualitative approach was used to conduct the study. Ethical considerations are key in any research, and these factors were also discussed. The following chapter presents the results, discusses them, and interprets the study's findings.

## **CHAPTER FOUR: DATA ANALYSIS, INTERPRETATION AND PRESENTATION OF FINDINGS**

### **4.1 Introduction**

This chapter provides an analysis and interpretation of the qualitative data collected from legal practitioners in one legal practice in Pretoria. The data was collected to assess legal practitioners' perception of the CaseLines Document Management System. The data was collected from ten participants, including candidate attorneys, junior attorneys, or admitted attorneys who use the CaseLines system from one law firm, Mphahlele and Masipa Attorneys, based in Pretoria. Saturation was reached at ten participants, and no further interviews were conducted. Atlas ti software was used to analyse the transcribed interviews, and common themes were identified.

The interviews centred on questions outlined in the semi-structured questionnaire (Appendix D). The first section sought to understand the participants' basic biographical details. The following questions attempted to obtain details on the participants' experience with CaseLines.

The findings will be presented in three sections. The first covers the extent of skills or training provided to the CaseLine users. In contrast, the second focuses on the system's efficiency in delivering justice and decision-making. The last section probes the notion of a CaseLine as an enabler of an efficient court system. All the participants have indicated experience using the CDMS.

### **4.2 Characteristics of Participants**

The participants' background characteristics were fundamental to the study. Most important to the researcher was the participant's experience using the CaseLines system. The participants included candidate attorneys, junior attorneys, or admitted attorneys who utilise the CaseLines system from Mphahlele and Masipa Attorneys, based in Pretoria. This determined their selection, and as such, purposive sampling was used. The researcher believes that selection in such a way gives context to the findings and conclusions discussed in this study were based on the participants' ability

to fully comprehend and provide answers due to their extensive knowledge and experience in the field. As such, the participants interviewed proved well-informed and optimally representative of the broader population of individuals with knowledgeable experience using CaseLines. Table 1 summarises the background characteristics of the participants.

Table 1 shows that the study had ten participants. Of these ten, there were five females and five males. The table further shows that of the ten participants, four were Candidate Attorneys, with the remaining six listed as attorneys. Participants 1, 3 and 4 were female Candidate Attorneys, with Participant 2 being the only male Candidate Attorneys. Furthermore, participants 7, 8, 9 and 10 were male Attorneys, with participants 5 and 6 being two female Attorneys who took part in the study. It is worth noting that an Advocate was listed as an Attorney, as listing one Advocate would be an identifiable marker and impact the anonymity of participants.

Table 1: Participants Biographical Data

| <b>Participant</b> | <b>Gender</b> | <b>Position in Organisation</b> |
|--------------------|---------------|---------------------------------|
| Participant 1      | Female        | Candidate Attorney              |
| Participant 2      | Male          | Candidate Attorney              |
| Participant 3      | Female        | Candidate Attorney              |
| Participant 4      | Female        | Candidate Attorney              |
| Participant 5      | Female        | Attorney                        |
| Participant 6      | Female        | Attorney                        |
| Participant 7      | Male          | Attorney                        |
| Participant 8      | Male          | Attorney                        |
| Participant 9      | Male          | Attorney                        |
| Participant 10     | Male          | Attorney                        |

#### **4.2.1 Response Rate**

Initially, ten participants and thereafter, five were emailed from a staff list given by Human Resources, noting that the sample was to be 20. The researcher sought to send out emails in batches to ensure that the data collection process was efficiently managed. The Human Resources Department was given a copy of the Research Ethical Clearance

(Appendix A) and the Gatekeeper Letter (Appendix C). Prospective participants included candidate attorneys, junior attorneys, and admitted attorneys who use the CaseLines system from Mphahlele and Masipa Attorneys, based in Pretoria. Saturation was reached at eight participants, although the researcher conducted ten interviews. The response rate was, therefore, 66% (10 interviews out of a total of 15), which is acceptable according to academic research standards. There was a positive interest in the research.

#### **4.2.2 Biographical Information**

The questionnaire was divided into two categories. The first category was about the participant's demographic information, while the second category gathered information on the research topic in response to the study's objectives. The demographic information included the position of the participants, their gender, and their relationship to the organisation.

#### **4.2.3 Position of the participants**

The participants could be classified into three broad categories: candidate attorneys, junior attorneys, or admitted attorneys. It must be noted that no Junior attorneys confirmed participation in the study. Therefore, the results are limited to the experiences of the Candidates and admitted attorneys. There were four candidate attorneys and six admitted attorneys who participated in the study. The findings based on the above indicated that the information supplied is of great value, as participation was from all levels of the organisation. The information could be relied on to analyse the usability of CaseLines in the study conducted properly.

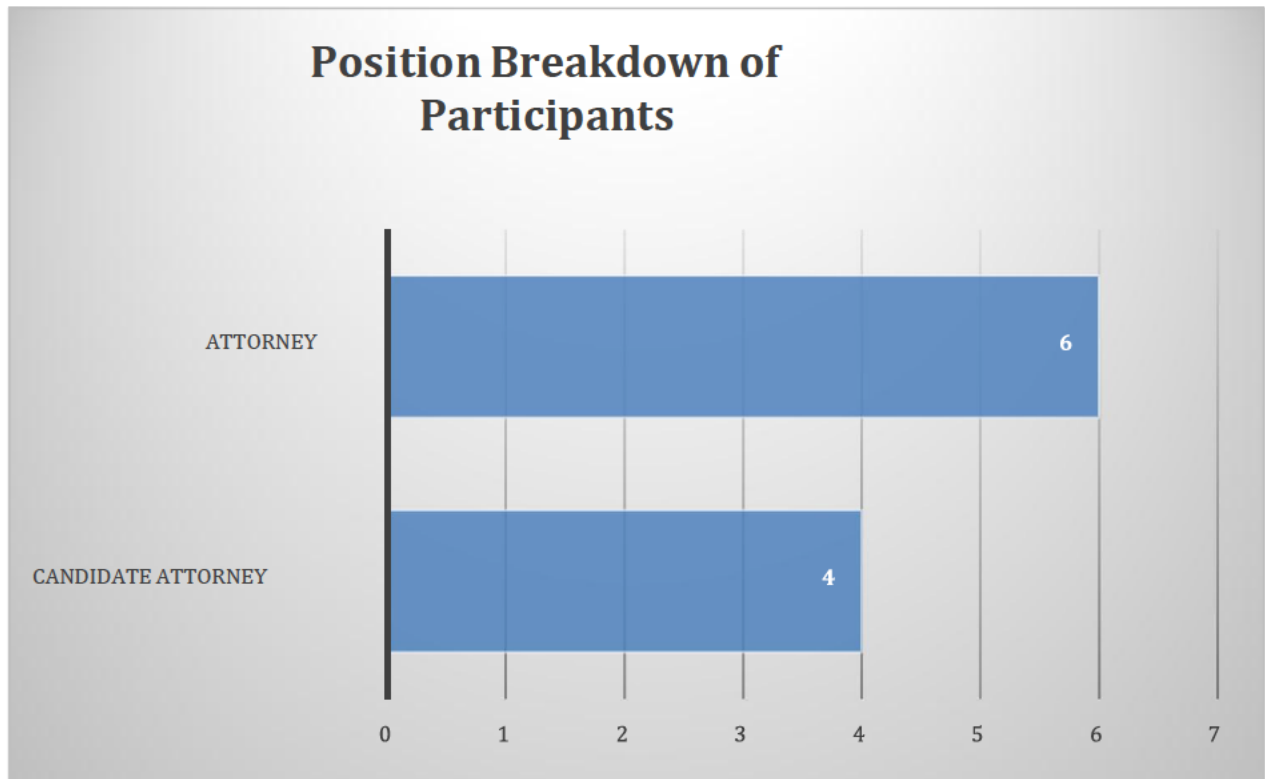


Figure 2: Graph Representing the position breakdown of participants

#### 4.2.4 Gender of participants

Figure 2 shows that 50% of participants were females, while males constituted another 50% in this study. Gender was well-balanced in the study, as an equal amount of males and females participated. Therefore, no gender bias exists in presenting the findings or conclusions. However, from a seniority perspective, four males were attorneys, and most females were candidate attorneys.

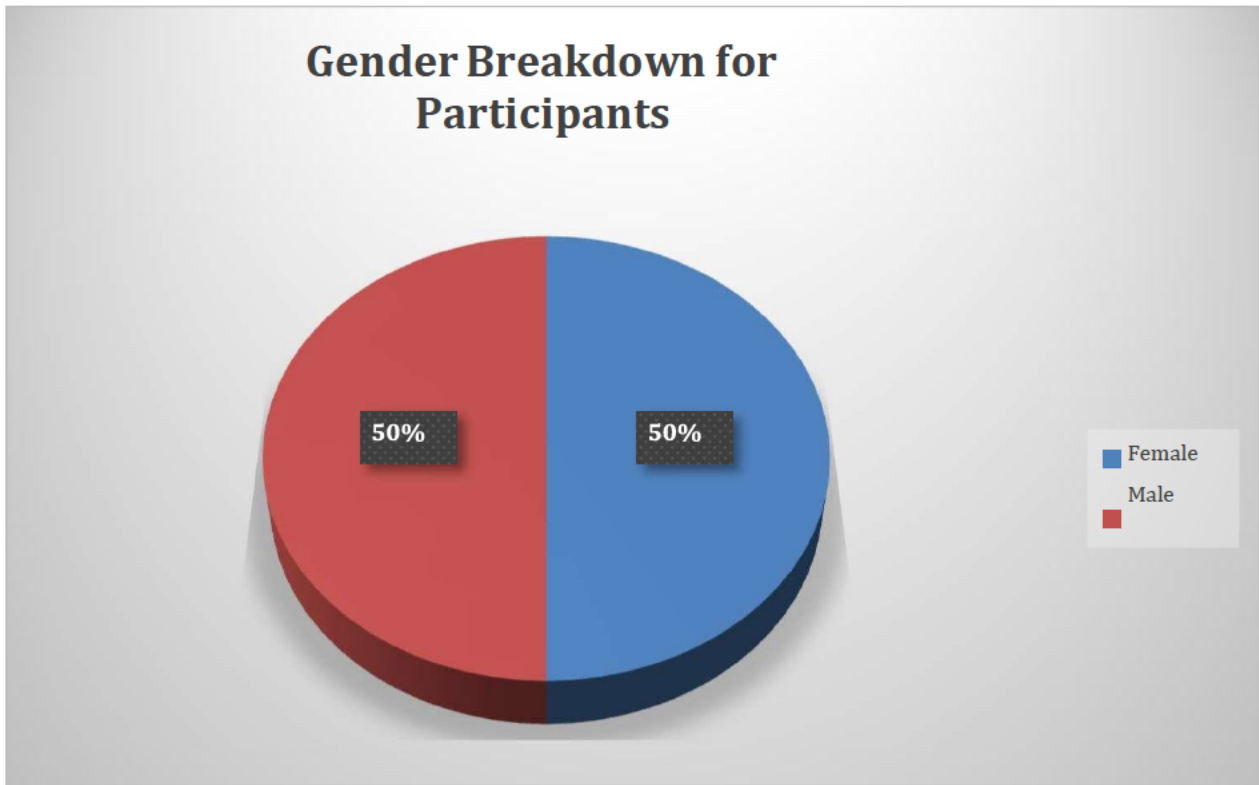


Figure 3: Graph Representing the gender breakdown for participants

#### 4.2.4.1 Position breakdown for female participants

Figure 3 presents an analysis of the position breakdown of female participants. Figure 3 shows that the study had three Candidate Attorneys and two Attorneys. This shows that most female participants in the study were Candidate Attorneys, with a minority of Attorneys.

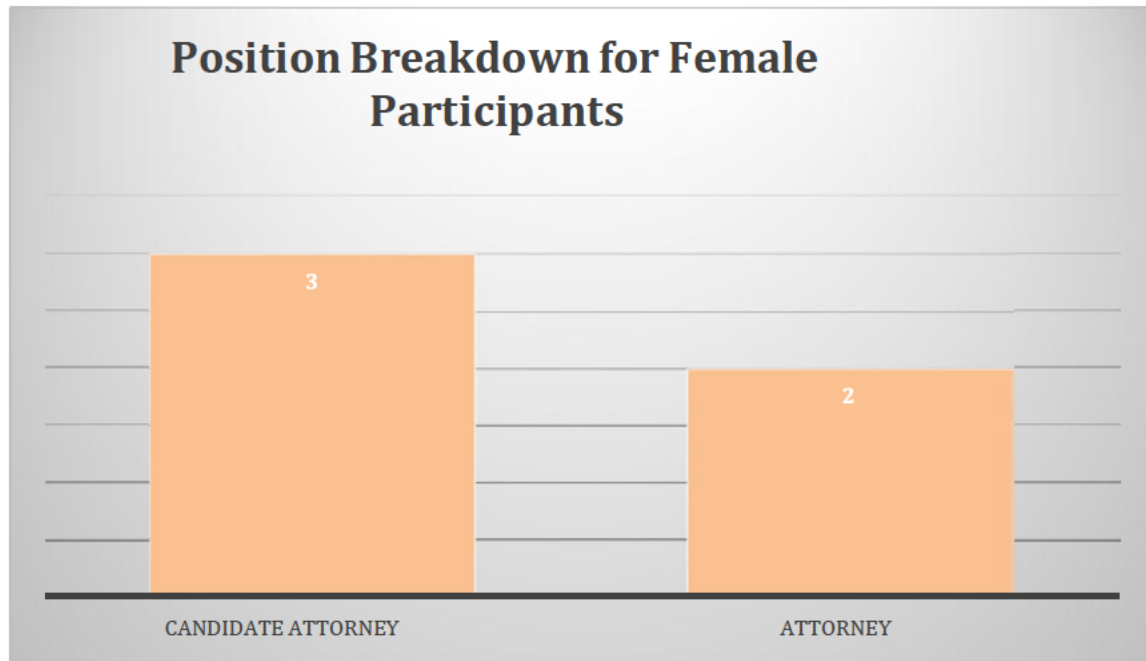


Figure 4: Graph Representing the position breakdown for female participants

#### 4.2.4.2. Position breakdown of male participants

Figure 4 analyses the position breakdown of male participants in this study. It shows that 80% of male participants were Attorneys, while Candidate Attorneys constituted 20%. This shows that in the male group, the majority of the participants were Attorneys, with a minority of Candidate Attorneys.

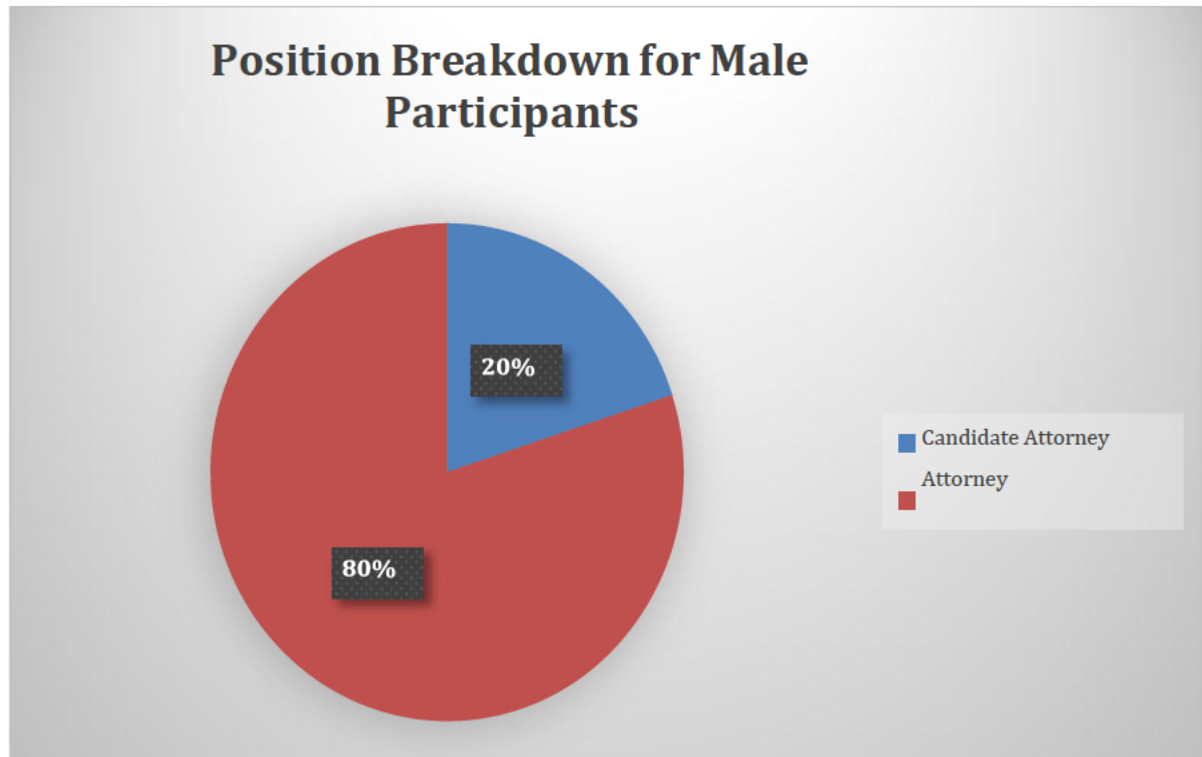


Figure 5: Graph Representing the position breakdown of male participants

#### 4.2.5 Participants' relationship to the organisation

All the participants were members of the law firm Mphahlele and Masipa Attorneys. There were no participants from any other organisations. The participants included full-time employees.

### 4.3 The extent of skills and training provided on employment of the CaseLine Document Management System

Information and communication technology (ICT) literacy is critical to prospering in the new digital age. A lack of skills and training in utilising digital technologies significantly impacts the success of electronic document management systems such as CaseLines. The section below discusses the participants' sentiments regarding skills and the training provided, their conversance with the CDMS, and the problems that legal practitioners encounter when using a CDMS system.

#### 4.3.1 Provision of training on a CaseLine system

Skills and training related to ICT competency are vital to survive and succeed in the

Fourth Industrial Revolution. Within a South African context, the challenges exceed mere skill and extend to the country's limited technological infrastructure. The data shows that four participants have received training on using the CDMS. Participant 3 reflected this sentiment as follows:

*“Yes, I did get training of some sort when I needed to use it”. “I was taught how to do certain things and then from there onwards, I was able to do everything by myself”. “It is also something that you can learn on your own through using it, however, the training made it easier to use the CaseLine systems”.*

Participant 4 echoed a similar sentiment to Participant 3 as follows:

*“Someone helped and showed me how to see documents that are already uploaded, how to upload and how to get a bundle”.*

Participant 5 also highlighted that:

*“There was some form of training”. “However, the training did not make it easier”.*

According to three participants (3, 4, 5 and 9), some training was provided to the CaseLine users in the sampled area. This implies that some legal practitioners were allowed to attend training on the CDMS. However, this notion was, to some extent, opposed by the sentiments echoed by Participant 5 that the training did not make it easier to utilise the CDMS. Therefore, the finding is that there is a need to intensify the provision of ICT training and skills to enable legal practitioners to effectively and efficiently carry out their duties using the CDMS.

#### **4.3.2 Insufficiency of training on CaseLines**

The preceding section demonstrated that some legal practitioners are allowed to attend training. However, some participants, including Participant 5, deemed this training insufficient, as shown above. Participant 9 reflected the following sentiment regarding the availability of training:

*“Not much training was provided”. “It was only those directives that were put out in relation to how this works on paper”. “However, now there are*

*some YouTube courses and other online courses that newcomers can use to ensure familiarity”.*

On the other hand, Participant 7 reflected the following on the availability of training:

*“I am not sure if training was provided, but as far as I remember, it was just introduced and piloted”. “I had to learn myself”. “I never received any form of training”. “It was just trial and error”.*

The sentiments of Participants 9 and 7 were opposed by Participants 6 and 8 as follows:

*“There was no training provided”.*

Therefore, according to Participants 9, 7, 6, and 8, no formal training was provided to the CaseLine system users. However, Participants 9 and 7 highlighted that one has to find a way of learning how to use the CaseLine system. The new digital age comes with digital technologies such as YouTube and all other social media platforms that one can use to access training on digital platforms like the CaseLines system. These participants have relied on social media and other online courses to learn about CaseLines systems.

#### **4.3.3 Conversance with the CaseLine Document Management System**

Conversance with ICT tools is seen as a significant enabler of the ability to use the CaseLines system. This section shows that participants indicated that the CaseLines system is convenient and easy to use. Participant 1 reflected the following sentiments regarding conversance with CaseLines system:

*“I find it easy to use”. “It is very user friendly, and it also saves time”.*

Participant 8 echoed a similar sentiment as follows:

*“I find it very easy to use as it is user friendly”. “It is quick to download and upload documents”. “It is also easy to monitor your cases wherever you are as you do not need to be in the office all the time”.*

Participant 4:

*“I think it is straightforward”. “I think it is easy to use and anyone can do it at any place”.*

Participants 2 and 3:

*“Convenient, easy to use and quickly accessible”.*

Participant 7:

*"It is convenient and does not really have technical glitches so far".*

Participant 9:

*"The Case Line specifically is a much easier platform compared to its sister, court online". "It made a lot of things easier and faster". "I would say it is much easier once you got used to it". "Once you have the basics, no amount of change to the system will make it difficult for you to use it".*

The majority of the participants have indicated that the CDMS is convenient and user-friendly. The sentiments were echoed by Participants 1, 2, 3, 4, 7, 8 and 9. This could imply that most of the legal practitioners find the CDMS to be easy to use. However, this does not nullify that some participants indicated that the CaseLines system is challenging. Sentiments around this idea are reflected in the subsequent section.

#### **4.3.4 Problems CaseLine users encounter when utilising the system**

South Africa is a country where the digital divide is very prevalent. There are people who are tech-savvy and those who grapple with ICT literacy. Participants in this section indicated they face several challenges when using the CDMS. Participant 3 reflected the following regarding challenges encountered when using the CaseLines system:

*"It is slow, takes long and not very convenient".*

Participant 5 highlighted the following:

*"It is not very practical". "It is slow and does not take into account a lot of factors including urgency of the matter".*

In the previous section, the CaseLine system was hyped for being user-friendly. However, Participants 5 and 6 slightly hold an antagonistic view as follows:

*"It is somewhat challenging at first and not very user friendly". "However, I think with time and practice it gets a little easier".*

According to Participants 3, 5 and 6, the CDMS comes with challenges that legal practitioners in Pretoria encounter when undertaking their duties. The sentiment by Participant 3 can be attributed to the technical deficiencies of CDMS, implying a need to improve its network connectivity. However, Participant 5 holds that the CDMS is

married to the process and does not take cognisance of the urgency with which the matter should be treated. This implies that legal practitioners are sometimes stuck even on urgent matters due to the nature of the CaseLines system. It is necessary to encourage legal practitioners to constantly visit the CaseLines platform to enhance their familiarity with the system, making it easier to use.

#### **4.4 The efficiency of the CaseLines system in delivering justice and decision-making in Pretoria**

##### **4.4.1 Difficulty in getting the court date**

Digital systems like the CaseLines platform were developed on the premise that there will be enhanced efficiency. However, the praxis of a CaseLine system paints a different picture of the emergence of digitalisation. Participants indicated that the CDMS makes it difficult for them to be allocated the court dates for their clients. Participant 3 reflected this idea as follows:

*“Like I said, it takes longer to obtain court dates and your work gets behind, unlike when you did it physically”. “There are a lot of technical difficulties”.*

Participant 4:

*“We have been facing challenges of getting court dates because it takes longer”. “Sometimes you even have to call the registrar and say my documents have been pending for such time and I’m waiting for a response from you, however, their response will still take longer and keep you waiting”.*

Participant 6:

*“It is very difficult to obtain a date via case lines”. “You upload documents and wait for weeks before you are given a court date”.*

Participants in this section indicated that the CDMS makes them wait longer to be allocated court dates. This finding does not align with the tenets of the new digital age, such as enhanced time efficiency. It means the turnaround seems worse than when a legal practitioner has made a physical request. Therefore, the finding is that there is a need to work on the turnaround time of court dates allocated and ensure that the CDMS is responsive to the legal practitioners’ requests.

#### **4.4.2 Increased workload**

Similar to the previous section, the purpose of the CDMS was to streamline the court processes and reduce the workload. However, its practice proves otherwise, as the participants feel that implementing CDMS has increased their workload. Participant 5 reflected the following idea regarding the increased workload:

*“I do not think it has reduced the workload”. “For me it has delayed work productivity because it takes longer to process documents on the online system as opposed to doing it physically in court”.*

In contrast, Participant 6 reflected the following:

*“I would not say it has increased the workload honestly because during the physical document management system that was used in courts, we had people that had to attend to that”. “However, now I have to be the one that goes online and upload documents and ensuring that things are done properly because it is not a job that can be done by a messenger”. “So now I need to do it by myself, and it somewhat has lessened the productivity”.*

Participants in this section indicated that the CDMS increased their workload, unlike in-person processes. This finding is not in line with the principle of the world of information technology, where digitisation should circumvent the barriers that occur during traditional processes. However, this finding can also be attributed to the unreadiness of some legal practitioners in embracing the notion of digitisation. Some legal practitioners indicated that the CDMS is easy to use and enhances productivity. The notion of increased productivity is probed further in the subsequent section.

#### **4.4.3 Positive impacts of a CaseLine system on the day-to-day operations**

The CDMS was introduced to improve the court's operations. Participants raised some positive sentiments regarding the efficiency of a CDMS. These sentiments were raised by participants as follows:

Participant 2:

*“The CaseLine system has improved my productivity in a way that you find that you know where you work and documents are structured”. “How your work is structured and then you can also access it in a way where you do not need only the physical copies”.*

Participant 3:

*“The CaseLine system has helped in so far as not having to go to court physically”.*

Participant 8:

*“The CaseLine system has assisted with productivity”. “Remember with the traditional method of filing, you need to step out to court and that, for newly formed firms, is a struggle because you are alone or two in the office, probably working with someone who does not have experience and you end up having to do everything by yourself, so CaseLines make everything easier”. “You can just do your filing and request days and everything on your laptop”.*

Participant 9:

*“In the sense of time, yes, it has improved the productivity because you have to understand that you do not have to go around dropping documents”. “The physical way of doing things takes time on the road and now one has to stand in a queue, issue or file a document or file a document”. “But with the Case Line system, when you are done with drafting a document, you just sign it and you upload it, which reduce the time”.*

Participant 4:

*“Like I said, it is much faster and easier now”. “Now you can do your task within a short term because you do not have to send your messenger around”.*

Participant 10:

*“You do not travel a lot going to different places and it saves a lot of time, which can be used to prepare for court cases”.*

Participants in this section indicated that the CDMS enhances their day-to-day

operations. This finding does not align with the tenets of a digital revolution, which is to streamline processes and ensure efficiency in how people or systems interact. This implies that most legal practitioners in Pretoria view implementing a CDMS as a mechanism to fast-track the functioning of courts. However, it is worth noting this finding does not nullify the deficiencies of a CDMS that some participants in the other sections highlighted. The subsequent section examines how legal practitioners in Pretoria see implementing a CDMS as a timesaving method.

#### **4.4.4 Using the CaseLine system daily as a timesaving method**

An effective implementation of the CDMS can conveniently save time for both the court and legal practitioners. Some participants have also indicated that the CDMS saves a lot of time. Participant 1 highlighted the following regarding CDMS as a timesaving method:

*“Definitely because now you do not need to go to court to have your documents filed”. “You can just easily scan, upload your document and it will be saved within the shortest time possible”.*

Participant 4 and 5 reflected their sentiments as follows:

*“A CaseLine system does saves me time in so far as traveling to court is involved”.*

Additionally, Participant 8 reflected the following:

*“With the implementation of a CaseLine, there is a lot of time to be saved because even if you are to lose your file, you can still get it as long as it was saved”.*

Lastly, Participants 7 and 9 reflected the following regarding the system being a timesaving method:

*“I think the CaseLine system saves time in a sense that now you do not have to travel to court to file the documents”. “You can just immediately sign and upload”.*

Participants in this section have all indicated that the CDMS saves time. This finding aligns with the literature that the effective implementation and uptake of the digital revolution can result in improved time efficiency. Participants indicated that the fact that they did not have to travel to file and access documents but could still perform the

duties easily means there is time efficiency. This implies that most legal practitioners in Pretoria see a CaseLine system as having an undoubted capability to save time. However, as with the previous section, this finding does not nullify that some legal practitioners see this system as increasing the workload, thereby increasing time, due to the lack of formalised training on using the system. The subsequent section reviews the perceptions of legal practitioners in Pretoria regarding the accessibility of the courts and court documents.

#### **4.4.5 Accessibility of court and court documents**

In the previous sections, participants indicated that the CaseLine system enables them to scan and upload documents. This section checks whether they can access the court documents and the court as an institution. Participant 3 reflected the following as access to court documents:

*“It is convenient in so far as not always having to have the physical file with you and if you need to access whatever file quickly, you can get it easily and quickly with a CaseLine”.*

Participant 4:

*“We access documents faster and if somebody's changing items, you can just be added on case lines and then you will access the whole case”.*

Participant 5:

*“The CaseLine system makes it easier to access the documents and accessing the court there”.*

Participants 6 and 8:

*“I would say the CaseLine system is much better definitely because it makes it easier to access documents online, unlike going to court to request for a file and having to wait for days to be granted certain documents”.*

Participants 3 and 7 echoed the following pertaining to the accessibility of the court:

*“The CaseLine system allows one to check the client's allocated date”.*

Participant 7 went further to highlight the following:

*“The only challenge you would have is that you do not know who is on the other side looking at your documents and sometimes they just ignore whatever you have uploaded there without leaving a guide to indicate what is it that you must complain with for you to be able to get a specific request that you have put on through Case Line”.*

According to Participants 4, 5, 6, and 8, CaseLine users in Pretoria find it easy to access court documents. Accessibility of court documents is one of the principles on which the CDMS was developed. The sentiments of the preceding four participants affirm that the CDMS makes it easy to access court documents. However, some participants have already highlighted that the CDMS makes it difficult for legal practitioners to access the courts and court documents. Therefore, this section shows varied responses to whether it could be easy or challenging to access court documents with CDMS. These complexities and inconsistencies of perceptions suggest that the CDMS needs to be appropriately institutionalised to enhance its efficiency effectively. The subsequent section probes the convenience of the CDMS.

#### **4.4.6 Convenience in filing paperwork and preparing for court proceedings**

In the previous sections, the participants highlighted that the CaseLine system allows legal practitioners in Pretoria to perform their duties efficiently without travelling to court. This section looks into the convenience of filing paperwork and preparing for court proceedings using the CDMS. The sentiments regarding convenience in filling out paperwork were reflected by the participants as follows:

Participant 3:

*“In so far as the creation of bundles, I think the CaseLine system is very convenient”. “You do not have to do too much printing out”. “You just have to scan it and then you have your bundle on your CaseLine”.*

Participant 5:

*“To some extent, the CaseLine system has improved the filing of paperwork because it is easier to just scan and upload”.*

Participant 4:

*“The CaseLine is good because if you have to do advocates brief, you can just print the bundle from case lines and most of the times it comes paginated, and you do not have to spend time paginating”. “You can maybe do your index if you want everything paginated in order”.*

Participant 6:

*“Although the CaseLine system requires time, it is definitely a plus when it comes to the keeping of documents on the system. It works very well in terms of filing documents for court”. “You do not have to be running to court at the last minute to make sure that you file documents”.*

Participant 7:

*“The CaseLine system is very convenient because you can even make your little private notes in your preparation for the court”. “You literally do not need to have the file with you”. “You can prepare a booking on CaseLine, and that makes things easy”.*

Participant 8:

*“The CaseLine system has made it quite easier, we no longer do the traditional way of saving documents”. “So, you save your document through the email and you find it immediately”.*

Participant 9:

*“With the CaseLine system, you can easily just file your documents on the system”. “It is not like having to wait until the morning and travelling to file the documents”.*

Participants in this section hype the effectiveness of a CDMS in spearheading the process of filing papers and preparing for court proceedings. This sentiment aligns with the literature that the readily available court documents can conveniently allow legal practitioners to always and at any time become familiar with the case and defend their clients with adequate background. With the CDMS, legal practitioners do not have an excuse for being unprepared for the client's court appearance.

#### **4.4.7 The contribution of a CaseLine system in decision-making**

The participants have highlighted the CDMS as having the potential to streamline court operations and trickle down the benefits to legal practitioners in making decisions about

their respective matters. The participants echoed the following sentiments regarding how the CDMS enables legal practitioners to decide on their matters.

Participant 3:

*“I guess one can say it is easier because you have access to the file electronically and you are then able to look at whatever documents that you have to see to determine if your case is strong and/or if something is missing”. “Like, for example, you can just quickly check your merits day and then see prospects of success and whatnot”.*

Participant 4:

*“It is easy to make decisions about the matter because everything you need is there”. “You can just access case lines anytime, access everything, read and make decisions”.*

Participant 7:

*“The CaseLine system enhances decision-making because you can easily read things on the platform”.*

However, participants 6 and 8 held an antagonistic view to other participants by highlighting the following:

*“I do not think the CaseLine system enables one to make decisions easily about their matter”.*

According to Participants 3, 4, and 7, using the CDMS allows legal practitioners in Pretoria to make decisions regarding their matters efficiently and quickly. This sentiment is attributed to the availability of court documents that legal practitioners always have access to for perusal, thereby deciding the way forward. This could also mean that through the CDMS, legal practitioners can anticipate the outcome and start preparing for a counteraction. However, some participants felt that CaseLine does not facilitate decision-making. This could affect participants who have already indicated that the CDMS is challenging.

#### **4.5 CaseLine System as an enabler of an efficient court system**

This section looks into the participants' perceptions regarding the overall performance of the CDMS in Pretoria. Most participants indicated that implementing the CDMS leads to an efficient court system. The sentiments of the participants regarding this idea are detailed as follows:

Participant 1:

*“The CaseLine system enables the court to operate efficiently because in instances where a file is lost, it would be found easily with CaseLines”.*

Participant 2:

*“Everything is clean and laid out on the CaseLine system, which enables the court to operate efficiently”.*

Participant 4:

*“I think the implementation of the CaseLine makes the court operation efficient because everything is done electronically”. “In most cases, it is even easy for the court to access documents that have been exchanged between persons”. “They can get it anytime they want to get it”. “Also, they can leave comments”. “If we have made mistakes, it is easy to communicate with them”. “They can just go and communicate with the parties on which documents are needed”.*

Participant 8:

*“I think it does the court system more efficient”. “When we represent clients it through the CaseLine system and the virtual thing, it makes it easier to interact with them without maybe emotions being attached to a particular person or race or whatever the case may be”.*

Participant 9:

*“I feel the CaseLine system has made things a bit easier”. “In the sense of the database, there is no excuse to lose files”.*

However, Participants 6 and 7 reflected the following sentiments regarding the inefficiency of the CDMS. The idea by Participant 6 was as follows:

*“With CaseLines, it becomes a challenge when it comes to accessing courts directly, being able to control your matter and being able to directly communicate with registrars regarding whatever challenge that you might*

*be facing". "There is never anyone available to pick up calls or respond emails". "So, it is only better in terms of the filing system, but in terms of access to courts, it is a great challenge".*

Participant 7 had the sentiment as follows:

*"I would not say the courts operate efficiently because, for example, if you applied for a date, almost all the time you still need to go to court to follow up". "It would be convenient if the communication between the registrars and the users on the other side was better". "It would be convenient rather than having to travel to court and still remind someone to say, I invited you on this and that day".*

Most participants in this section seem to believe that the CDMS has become an enabler to the efficient operation of the court system in Pretoria. The participants' perceptions align with the literature that CDMS can improve the court system's efficiency if implemented relatively and effectively. However, some participants raised concerns about the turn-around time of the requests made by legal practitioners to the court. There is an indication that some legal practitioners in Pretoria believe that implementing the CDMS has worsened the efficiency of the justice system. Therefore, the finding is that the successful and effective implementation of the CDMS relies heavily on the court's and legal practitioners' cooperation.

#### **4.6 Conclusion**

This chapter has demonstrated that implementing a CDMS has a two-fold perception by legal practitioners in Pretoria. On the one hand, most participants have convincingly shown that implementing the CDMS contributes to the efficient operation of the court system in Pretoria. On the other hand, some participants held an opposing view regarding the efficiency of a CDMS in Pretoria. However, given that the majority of the participants noted efficiency, the conclusion can be that the latter idea could be attributed to the existing digital divide, which ultimately makes us believe that the system is challenging and inefficient. The element of digital literacy was also noted in the section where participants indicated that they did not receive or impart ICT skills, making it difficult for them to utilise the system.

## **CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS OF THE STUDY**

### **5.1 Introduction**

This chapter presents key conclusions of the study based on the findings derived from the data collected from legal practitioners in Pretoria. The conclusions portray the legal practitioners' perception of the CDMS in Pretoria. Therefore, this chapter is structured into three sections, including the study's main conclusions, recommendations, and suggestions for further research.

### **5.2 Conclusions**

The study has demonstrated that legal practitioners have varying perceptions about implementing the electronic CDMS. On the one hand, participants believe that implementing this system contributes to the efficient operation of the court and thus trickles down the benefits to the legal practitioners. However, there is a significant number of participants who view the electronic document management system as being inefficient and crippling the less tech-savvy legal practitioners. Perceptions in the latter half have twofold attributions, with the former referring to the fact that it takes time to get the allocated court date. In contrast, the latter can be attached to the existing digital divide and ICT illiteracy. The subsequent section presents conclusions derived from the study's themes.

#### **5.2.1 Assessment of Stakeholders' perceptions on the usability of the CaseLine Document Management System**

The assessment of the stakeholders' perceptions of the document management system was premised on the legal practitioners' use of the CDMS to interact with the court in Pretoria. Therefore, the analysis shows that legal practitioners in Pretoria have multifarious perceptions about the usability of the CDMS. The CDMS was seen as having the potential to save time and allow legal practitioners to access court documents and proceedings from the comfort of their respective places. In addition, it makes it easy for them to file and/or retrieve lost documents. Furthermore, the CDMS was perceived as

having the potential to contribute towards decision-making by legal practitioners. However, it was found that some participants held antagonist views in every section, and most participants mentioned the CDMS as contributing positively to the court/justice process. These perceptions included, but were not limited to, the difficulty in getting to the court gate, increased workload and obliviousness to the fact that the digital divide and ICT illiteracy exist in South Africa.

Furthermore, some participants were concerned that the CDMS does not see any court matter as urgent, which is sometimes a problem because some matters could need urgent attention from the court or state. Overall, the analysis shows no clear picture of how legal practitioners in Pretoria perceive the usability of the CDMS. It can be argued that the positive or negative perception can be attributed to the level of patience, the digital divide or ICT illiteracy.

#### **5.2.2 Determination of the extent to which the CaseLine System users are trained or skilled to use the Document Management System**

The analysis indicates disparities regarding CaseLine users being trained or skilled in the DMS. Some participants highlighted that some training was provided to legal practitioners on how to use the CDMS. However, worthy of note is that there is no indication that the training provided was formal or not as part of the institutionalisation of the CDMS. It was just training from their close associates. This finding was also corroborated by the fact that some participants indicated that no training on using the CDMS was provided to legal practitioners. It was also indicated that some legal practitioners rely on online platforms such as YouTube to learn how to use the CaseLine system. Therefore, it can be argued that only legal practitioners conversant with ICT can better use the CDMS. The study concludes that CaseLine users in Pretoria are not formally or adequately trained to use the CDMS, and success in using the system is based on the *survival of the fittest* analogy.

#### **5.2.3 The efficiency of the CaseLine Document Management System in a law practice**

The attempt to improve the uptake of digitisation should be structured to enhance the efficiency and effectiveness of courts' operations. The effective institutionalisation of

DMS can play a crucial role in bridging the digital divide to improve the efficiency of a CDMS. The study's findings signal bilateral perspectives of the efficiency of a CaseLine in law practice in Pretoria. It was found that the CDMS is efficient as it saves time and allows legal practitioners to file, access and retrieve court documents conveniently. Contrastingly, however, a few participants found the same CDMS inefficient. It makes it challenging to get swift responses from the court, including the fact that ICT illiteracy and the broad digital divide still exist in South Africa. Therefore, the digital divide, lack of network connectivity, digital illiteracy and legal practitioners' reluctance to embrace digital technologies can make implementing a CDMS inefficient since the affected legal practitioners would still want to interact with the court physically. The study concludes that the success and efficiency of implementing a CDMS in Pretoria relies heavily on the cooperation of the court and legal practitioners.

The overall analysis demonstrates that the CaseLine system is ineffective in ensuring the efficient operation of the court proceedings. Drawing from the study's findings, it can be concluded that in Pretoria, the CDMS is not effectively pursued in such a way that it presents the potential to result in a responsive and inclusive court system/process. This results from most legal practitioners in Pretoria having difficulties and concerns regarding implementing a CDMS.

### **5.3 Recommendations of the study**

Based on the literature and empirical data, this study proposes the following recommendations:

#### **5.3.1 Training on CaseLine Document Management System**

There is an urgent need to improve and intensify training and skills development on CDMS, as well as its usability, standards, and rules for electronic records management. The training in the CDMS should also be more about access to the very training. There should be more information regarding where this training is being held, how people access it, and the procedure to get oneself trained regarding the criminal system. This is mainly for newcomers and people who want to polish their platform skills. The High Court in Gauteng should ensure that all users and potential users of the CaseLine system are trained beforehand. This recommendation can also be considered in the other provinces that have not started using the CaseLine Document Management System. This will help

circumvent current and potential challenges associated with a lack of knowledge and training on using the CaseLine Document Management System.

### **5.3.2 Encourage familiarisation with the CaseLine platform**

It is necessary to encourage legal practitioners to constantly visit the CaseLine platform to enhance their familiarity with the system, making it easier to use. The custodians of a CaseLine system should make it a point to encourage potential users of the CaseLine system to browse through it regularly. This can help in building knowledge of how the system operates. This is premised on the fact that once many users and potential users go through the CaseLine platform and realise that it is not complex, they are most likely to encourage others to use it with a view that it simplifies their work for them, unlike the traditional way of handling court cases.

### **5.3.3. Improve the turnaround time**

The empirical data has shown that courts are not responsive to legal practitioners' requests for court dates when using the CaseLine platform. Therefore, there is an urgent need for courts and registrars to work on the turn-around time of court date allocation and ensure that the CDMS is responsive to the legal practitioners' requests. The CDMS needs to be developed appropriately and adequately monitored so that people are always readily available to answer any queries. Administration from the court's side should improve to keep up with what is happening on the platform. Changes and/or updates must often be made so that legal practitioners can have court dates faster. The court registrars should inform the legal practitioner concerned well on time when a court date is difficult to issue due to other reasons instead of keeping quiet.

### **5.3.4. Strengthening cooperation between the court and legal practitioners**

There is a critical need for strong cooperation between the court and legal practitioners to make the CaseLine system more effective and efficient in the country's justice system. This recommendation goes in hand with ensuring that court dates are issued on time or apologies are tendered on time if the court date is difficult to issue. If the court date is difficult to issue due to the system failures, the courts should consider hybridising their operations to ensure that court cases can still be treated urgently.

### **5.3.5. Amelioration of the digital divide**

Challenges that impede the effective implementation of the CaseLine system can be attributable to the digital divide between rural and urban areas and generation X, Y and Z. Therefore, the South African Judiciary should put resources in place, more especially funds to bridge the digital divide and address ICT illiteracy to ensure that implementing the CaseLine system does not deny less materially fortunate people access to the courts and court documents. This has the potential to raise awareness of the CaseLine Document Management System's criticality to augment court processes' operations.

## **5.4 Suggestion for Further Research**

It was discovered that some of the issues regarding stakeholder's perceptions of the usability of CDMS were not included in this study. This necessitates further research to cover the following issues to illustrate how stakeholders perceive the implementation of the CDMS. Research institutes and advocates specialising in legal research should consider investigating issues to follow further research. Additionally, the Independent Institute of Education and other academic institutions that business and law qualifications should encourage students to choose research topics that address the following issues:

- a. Further research must be conducted to ascertain the court and state's perception of implementing the CaseLine system in Pretoria, Gauteng province. Having a clear understanding of how registrars perceive the CaseLine Document Management System can help put measures in place to ensure that the system is effective and efficient for all parties involved.
- b. There is also a need for further research on ICT literacy and the digital divide among legal practitioners and/or the users of a CaseLine system. This will provide a clear picture of whether reluctance to embrace the CaseLine system and its difficulties are attributed to a lack of familiarity with ICT. Studies have shown that the digital divide has been a major stumbling block in the adoption of digital systems across many sectors, and the legal industry cannot be immune.

- c. c. Lastly, research needs to be conducted on the factors that contribute to the court's lengthy turnaround time on legal practitioner requests. This should also include understanding the registrar's viewpoints on lengthy turnaround time.
- d. Future studies should include practitioners from the courts and private practice.
- e. The geographic area should be expanded to other provinces. This will help ensure proper planning for implementing the CaseLine system in other provinces.

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# APPENDICES

## APPENDIX A: Ethical Clearance







Our Ref: M. 801023  
Enquiries: [research@iie.ac.za](mailto:research@iie.ac.za)

23 October 2023

**Outcome of Ethics Clearance Application for Master of Business Administration**

Student Name: Desmond Makgokolosa Mphahlele  
Student number: [REDACTED]  
Brand and campus: IIEMSA

Dear Desmond,

Thank you for submitting the ethics clearance application for the study:  
***Exploring stakeholder perceptions on CaseLines: a case study of the document management system implementation in Pretoria.***

We are pleased to inform you that the IIE's Higher Degrees Committee considered and granted ethics clearance. This means that you may proceed with data collection on condition that you reflect and implement the changes proposed by the IIE Higher Degrees Committee to the satisfaction of your supervisor. If you are collecting data from a specific organisation, ensure that you have a gatekeeper's letter that confirms their approval of the data collection being done.

You are reminded that any changes made to the research methodology or title of the research study must be resubmitted to the IIE's Higher Degrees Committee for approval. Kindly ensure that all ethical considerations are duly applied whilst collecting, analysing and interpreting the data for the completion of your research.

If you have any questions, please feel free to contact your programme team or supervisor directly.

All the best with your research.

[REDACTED]

Dr WH Engelbrecht  
Chair: Higher Degrees Committee

**ADvTECH House:** Inanda Greens, 54 Wierda Rd West, Wierda Valley 2196  
P.O. Box 2369, Randburg 2125  
**Directors:** RJ Douglas (UK), JDR Oesch, MD Aitken, SCD Lurie  
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## APPENDIX B: Permission to Conduct Research

29 Florence Ribeiro Ave.  
Lukasrand  
Pretoria  
0181

21 July 2023.

**Executive Director: Mr. KAGISO MPHAHLELE**

**Mphahlele and Masipa Inc. Attorneys**

RE: Request permission to conduct research at Mphahlele and Masipa Inc. Attorneys

My name is **Desmond Mogale Mphahlele**, I am enrolled in the Masters of Business Administration Degree, registered with the IIE Monash University, student number **ST1037922**. The approved title of my study is “**Exploring Stakeholder Perceptions on Caselines: A Case Study of Document Management System Implementation in Gauteng.**” I request permission to conduct a research study in the Civil and RAF litigation department for the fulfillment of my MSA Masters dissertation,

Participant names and the organizational names and any identification markers will be removed from the final write-up of the study. I will share my findings and recommendations with you.

Your assistance and cooperation will be highly appreciated.

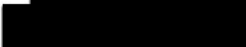
Kind regards



---

AD. DESMOND MOGALE MPHAHLELE

EMAIL: 

TEL: 

## APPENDIX C: Gatekeepers Letter



012 753 3054  
068 562 9823  
086 212 3682  
www.mminca.com  
info@mminca.com  
29 Florence Ribeiro Ave  
Lukasrand, Pretoria  
0181



29 Florence Ribeiro Ave.

Lukasrand

Pretoria

0181

26 July 2023.

**Dear Advocate Desmond Mphahlele**

**RE: Request for permission to conduct research at Mphahlele and Masipa Inc. Attorneys.**

Herewith, acknowledgement of your letter of request as referenced above.

I have read and understood the content of your request and concluded that the purpose of your proposed activity will do more good than harm to our firm.

Therefore, permission is granted for you to proceed with interviewing interested parties in our firm for your research studies on the topic:

**“Exploring Stakeholder Perceptions on Caselines: A Case Study of Document Management System Implementation in Gauteng.”**

Please ensure that all instructions, pros, and Cons of this activity are disclosed to our employees. All parties are clear on what they are signing up for.

All evidence necessary to support this study should be furnished to us for the sake of our firm and transparency.

We hope you find all the above to be in order and expect your cooperation.

**Directors:** Morore Mphahlele (LLB UL) | Kagiso Mphahlele (LLB UNIVEN)  
**Managing Director:** Nape Masipa (LLB UL)  
**Attorney:** Zandile Molotana (LLB WSU) | Rami Ngobeni (LLB UL)  
**Candidate Attorneys:** Lethabo Mathosi (LLB NWU) | Lesedi Molefe (LLB NWU) | Ellah Chuene (LLB RU)  
Senzo Gama (LLB RU) | Maserutha Mphahlele (LLB UFS) | Kennedy Moloi (UNISA)  
**Office Manager:** Kefilwe Selebatso | **REG. NO.:** 2018/231745/21

Kind reg:

MR. KAGISHO MPHAHLELE

DIRECTOR

EMAIL

TEL:

**Directors:** Morare Mphahlele (LLB UL) | Kagiso Mphahlele (LLB UNIVEN)  
**Managing Director:** Nape Masipa (LLB UL)  
**Attorney:** Zandile Molatane (LLB WGU) | Rami Ngobeni (LLB UL)  
**Candidate Attorneys:** Lethabo Mathosi (LLB NWU) | Lesedi Molefe (LLB NWU) | Elian Chuene (LLB RU)

## APPENDIX D: Interview Schedule

### Interview Schedule

#### Data collection instrument

Exploring Stakeholder perceptions on Caselines: A Case Study of the Document Management System Implementation in Pretoria

#### Biographic Questions:

Role in organization

Years of experience

Highest Qualification

#### Interview Questions

1. Do you have experience using the CaseLine Document Management System?
2. For how long have you been using it?
3. How do you find the usability of the CaseLine System? Is it easy or challenging?
4. Was any training provided when you were first introduced to the CaseLine System? If so, did the training provided make integrating the CaseLine System into your daily work easier?
5. Do you feel using the CaseLine Document Management System has improved productivity? If so, how has it helped your productivity?
6. Does using the CaseLine System save time in your daily tasks?
7. How has the implementation of CaseLine System impacted your day-to-day operations?
6. How has using the CaseLine system affected your ability to access the court and other pertinent documentation?
7. How has using the CaseLine System impacted your daily efficiency in filing paperwork and preparing for court proceedings?

8. Do you feel that the use of the CaseLine System has allowed the court system to operate more efficiently? If so, how?
9. Is it easier to make decisions with the CaseLine System?
10. Do you feel that there are any potential hindrances to the CaseLine System being implemented throughout the country?
11. What would you like to see improved in the implementation process of the CaseLine System?
  - a. Training and skills development
  - b. Usability
  - c. Electronic records management standards and rules

## APPENDIX E: Informed Consent

### RESEARCH SUBJECT INFORMED CONSENT FORM

You are invited to participate in an interview for research under the topic “**Exploring Stakeholder Perceptions on Caselines: A Case Study of Document Management System Implementation in Gauteng**”. The study conducted by myself, **Adv. Desmond Mphahlele**, a student at IIE MSA, under the supervision of **Dr. Tinaye Chivizhe**. It should take approximately 60 minutes to complete.

#### PARTICIPATION

Your participation in this survey is voluntary. You may refuse to take part in the research or exit the survey at any time without penalty. You are free to decline to answer any question you do not wish to answer for any reason.

#### BENEFITS

You will receive no direct benefits from participating in this research study. However, your responses may help us learn more about the perceptions of our colleagues on this research topic and possible resolutions that can assist the study.

#### RISKS

There are no foreseeable risks involved in participating in this study.

#### CONFIDENTIALITY

Any information that can be identified with you will remain confidential and will be disclosed only with your permission or as required by law. You will not be identified individually in any of the information we get from this study or in any of the research reports/publications.

#### CONTACT

If you have questions at any time about the study or the procedures, you may contact me on [REDACTED] or **Dr. Tinaye Chivizhe** on [REDACTED]

#### CONSENT

If you sign below, it means that you have read (or have had read to you) the information given in this consent form, and you would like to be a volunteer in this study. You understand that you will receive a copy of this form. You voluntarily choose to participate and understand that your consent is solely for research purposes and your details will not be disclosed to anyone without your consent.

**Name of Person (please print):** \_\_\_\_\_

**Signature of Person:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**\*\* Person signing must be 18 years of age or over**

## APPENDIX F: Turnitin Similarity Report

### Exploring Stakeholder Perceptions on CaseLines: A Case Study of the Document Management System Implementation in Pretoria

#### ORIGINALITY REPORT

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SIMILARITY INDEX

6%

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#### MATCH ALL SOURCES (ONLY SELECTED SOURCE PRINTED)

9%

★ Tlou Maggie Masenya, Ntengenyane Khunjulwa.  
"The Management of Digital Court Records for  
Justice Delivery in the South African High Courts",  
Mousaion: South African Journal of Information  
Studies, 2023

Publication

Exclude quotes On

Exclude bibliography On

Exclude matches Off

## APPENDIX G: Editor Confirmation



### CONFIRMATION OF EDITING

---

25 January 2024

**Client:** Adv Desmond Makgokolosa Mphahlele  
IIE MSA  
MBA Dissertation

**Title:** Exploring Stakeholder Perceptions on CaseLines: A Case Study of the Document  
Management System Implementation in Pretoria

Dear Adv Mphahlele

Thank you for the privilege of editing your submission in fulfilment of your MBA qualification entitled "*Exploring Stakeholder Perceptions on CaseLines: A Case Study of the Document Management System Implementation in Pretoria*".

This letter confirms that this document has been edited :

- All grammar has been corrected.
- All punctuation and sentence construction has been corrected.
- Spelling has been corrected and standardised.
- Queries and recommendations are raised in the comments.

*References:*

- All references have been standardised to Harvard.

All the best!

Many thanks

*Dr Ara*

Dr Ara Ramnund-Mansingh Ph.D (UKZN)  
083-3665635  
The Research Coach is part of the  
DARA Group (PTY) LTD  
Currie Road, Musgrave, Durban  
2020/067901/07