



PROGRESS REPORT: INTEGRATED JUSTICE SYSTEM (IJS) PROGRAMME

SELECT COMMITTEE ON SECURITY AND JUSTICE

31 MAY 2017

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1 DEFINITIONS AND ABBREVIATIONS

ACRONYM	DESCRIPTION
AFIS	Automated Fingerprints Identification System
AFU	Assets Forfeiture Unit
BACSA	Business Against Crime South Africa
CAS	Crime Administration System
CJS	Criminal Justice System
CPR	Child Protection Register
CRC	Criminal Record Centre
CRIM	SAPS Criminal Record System
DCS	Department of Correctional Services
DG	Director General
DHA	Department of Home Affairs
DOJCD	Department of Justice and Constitutional Development
DSD	Department of Social Development
ECM	Enterprise Content Management
ECMS	Electronic Case Management System
HANIS	Home Affairs National Identification System
ICDMS	Investigation Case Docket Management System
ICJS	Integrated Criminal Justice System
ICMS	Integrated Case Management System
IJS	Integrated Justice System
PMO	Programme Management Office
KPI	Key Performance Indicator
PIVA	Person Identification and Verification Application
eLAA	electronic Legal Aid Application
JCPS	Justice Crime Prevention and Security
LASA	Legal Aid South Africa
NPA	National Prosecuting Authority
NPIS	National Photo Imaging System
SOPs	Standard Operating Procedures
IEA	Information Exchange Agreement
VEP	Victim Empowerment Programme
NRSO	National Register of Sexual Offenders
OPAR	Old Persons Abuse Registers

Table 1: Definitions and Abbreviations

2 IJS INTRODUCTION AND OBJECTIVE

- 2.1 The Integrated Justice System (IJS) programme is a government initiative that strives to improve the efficiency and effectiveness of the South African criminal justice process. It is driving a multi-department effort to increase the probability of successful investigation, prosecution, punishment, and ultimately the rehabilitation of offenders and their restoration back into society to realise a national objective that all South Africans are and feel safe.
- 2.2 The primary objective of the IJS is to transform South Africa's CJS into a modern, efficient, effective and integrated system by:
- 2.2.1 Electronically enabling and integrating the end-to-end criminal justice business processes (i.e. from the report of a crime to the release of a convicted person), through technology solutions; and
- 2.2.2 Managing the related inter-departmental information exchanges across the CJS.
- 2.3 Eight government departments, agencies and authorities are involved in the criminal justice value chain, from the time a crime is detected or reported, through to investigation, prosecution and delivery of justice.
- 2.4 For the implementation of a fair and just system to be successful, efficient and effective, a cohesive integrated capability is required that considers the processes, policies, application systems and people across the CJS.

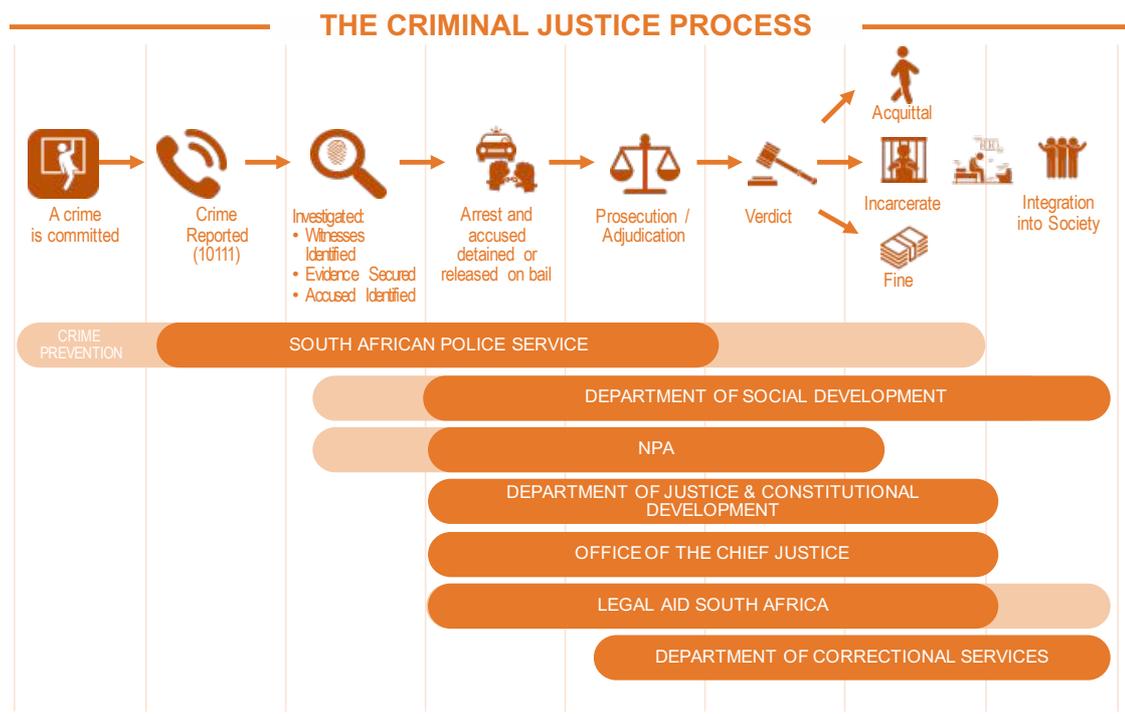


Figure 1: The Criminal Justice System spans several departments and agencies. An integrated effort is required to deliver a modern, efficient & effective Criminal Justice System

- 2.5 The implementation strategy of the IJS Programme has been divided into three steps:
- Step 1:** Creating / upgrading departmental system capacity to support and automate business process flow;
 - Step 2:** Integrating the criminal justice business processes; and
 - Step 3:** Instrumentation of the criminal justice process to manage identified key performance indicators.

2.6 Over the 2017 MTEF period the IJS programme is increasingly focused on a fourth step: the implementation of shared IJS services. This fourth step considers developing capabilities that will be shared by and benefit all IJS department members. In addition to the potential to realise substantial cost savings across all member departments, this approach also:

- 2.6.1 Enables the strategic re-use of ICT investments and applications across the CJS;
- 2.6.2 Realises an opportunity for efficiencies resulting from economies of scale;
- 2.6.3 Leverages and shares development costs and experiences gained across all IJS member departments.

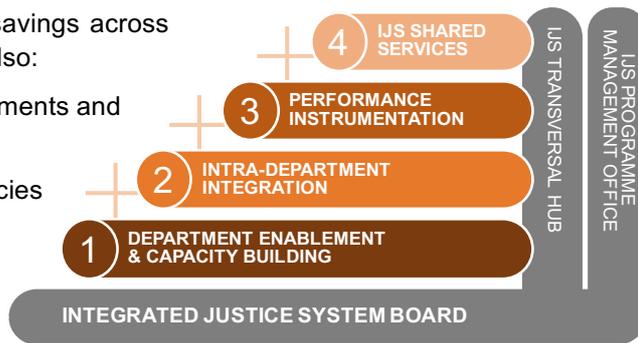


Figure 2: IJS Programme Delivery Strategy follows an incremental build approach for capability development

3 BACKGROUND

3.1 The purpose of this report is to provide the Select Committee on Security and Justice with a progress report on the IJS delivery commitments made by the JCPS Cluster to Cabinet. The following key priorities are reported on, together with a view of the current issues and constraints:

- 3.1.1 The need to establish a single person identifier across the Criminal Justice System (CJS);
- 3.1.2 The prioritisation of the development and rollout of the Person Identification and Verification Application (PIVA), and other person related integrations for 10-fingerprint searches, fast criminal record checks on SAPS Automatic Fingerprint Identification System (AFIS) and the DHA Home Affairs National Identification System (HANIS);
- 3.1.3 The integration of the departmental case related systems;
- 3.1.4 The ongoing development of an integrated CJS performance information dashboard that will display the identified 28 Key Performance Indicators; and
- 3.1.5 The establishment of a single data store for the JCPS cluster for statistical purposes.
- 3.2 These deliverables are discussed under the following three work packages as presented in the Cabinet Memorandum of October 2011:
 - 3.2.1 **CJS Person Integration**, covering paragraphs 2.1.1 and 2.1.2;
 - 3.2.2 **Case Integration**, covering paragraphs 2.1.3; and
 - 3.2.3 **Business Intelligence**, covering paragraphs 2.1.4 and 2.1.5

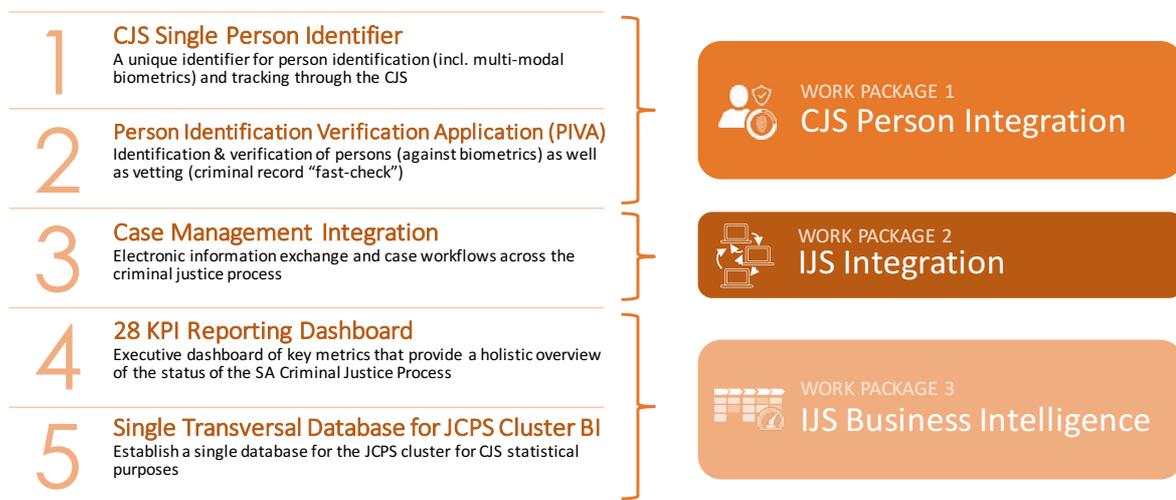


Figure 3: Key Integration Priorities approved by Cabinet in 2011

4 PROGRESS UPDATE: CJS PERSON INTEGRATION

- 4.1 The person integration work package consists of initiatives to provide mechanisms for reliable and robust identification, verification and authentication of persons in the CJS. A person tracking capability complements this by recording the locations and custody status of persons through the entire process. This enables the further objective of providing authorised CJS stakeholders with rapid access to person statuses (e.g. suspect, wanted, bail status) and criminal records and any point in time.
- 4.2 A cornerstone of the CJS is the correct identification and tracking of persons across the end-to-end criminal justice system, which includes the various IJS department systems involved in this process. Providing a unique IJS identifier for a person is therefore essential for the CJS to obtain a holistic view of a person, their current custody status, and associated case history, whilst combatting any potential identity fraud by suspects, alleged accused and convicted criminals.

4.3 PROGRESS REPORT ON RECENT ACHIEVEMENTS TO DATE

- 4.3.1 The Person Identification and Verification Application (PIVA) provides a platform for the identity of an individual to be verified against the Department of Home Affairs records using their fingerprints. Identity verification is a common requirement across all IJS member departments and the development of the application was a combined effort. SAPS is the CJS entry point and is the first department implementing PIVA.
- 4.3.2 The PIVA was successfully implemented at two specialised SAPS crime units: the Rhino Anti-Poaching Unit and Stock Theft Units. In November 2016 the rollout was expanded to provide person verification services for SAPS operations at OR Tambo International Airport.
- 4.3.3 The Proof of Concept for a unique IJS identifier of any individual across the CJS member departments was completed in November 2016. This achievement demonstrated the feasibility of the proposed architecture and establishes the mechanisms by which this unique identifier will be created and exchanged between IJS departments to ensure the distinct identification of any individual. The implementation of this unique identifier is scheduled for the 2017/18 financial year.
- 4.3.4 Beyond providing a standalone verification application, the PIVA has been further enhanced to be easily accessible for integration with existing systems within the IJS. The system development to make it available as an “off-the-shelf” software module was completed in December 2016. This will enable the integration of person identity verification functions within SAPS’s Firearm registrations; Second Hand Goods dealers registrations and the SAPS Property Control and Exhibit Management application used to manage the custody of evidence, scheduled for completion in the 1st quarter of 2017/18

4.4 DELIVERY IN THE NEXT 3 MONTHS

- 4.4.1 Beyond person verification, system development is currently underway by both the Department of Home Affairs and SAPS to enable a person to be identified in their National Population Register using the biometric capture of their 10 finger prints. This is a foundation element of improving the booking process of an arrested suspect, and is currently on track for delivery in 1st quarter 2017/18.
- 4.4.2 Currently the vetting process of individuals (both internal to the CJS and for external entities) is a relatively time consuming and intensive process, especially for the SAPS criminal record centres that conducts these searches. Instead of taking several weeks, near real-time vetting of persons will benefit to multiple departments including the Department of Defence, National Intelligence Agency, SASSA, as well as the Metro Police departments. The necessary system integrations to automate this process and allow a “fast-check” are currently in progress, and scheduled for delivery in the next 8 weeks. This includes the necessary system integration of the IJS Transversal and the SAPS criminal record system (CRIM) and SAPS Automated Fingerprint Identification System (AFIS).

4.4.3 The IJS PIVA service will also be leveraged to assist the South African Social Security Agency in its efforts to combat fraud. Using PIVA, it is envisaged that all beneficiaries of social grants will be verified (using biometric fingerprints) against the Department of Home Affairs national population register as part of their enrolment process. A proof of concept with SASSA is currently underway, and is at an advanced stage. Network connectivity between SASSA and the IJS Transversal Hub has been established, while SASSA has successfully deployed necessary server infrastructure within their environment to utilise the PIVA services. Testing and demonstration of use of the PIVA functions within SASSA is scheduled for completion in May 2017. On successful conclusion of the POC, it is envisaged that SASSA will commence necessary development to incorporate the person verification services into the enrolment business process.

4.4.4 Following the Department of Correctional Services' successful implementation of the new Integrated Inmate Management System (IIMS) at the first deployment site at Kgosi Mampuru local in Pretoria, the department is now ready to commence the planned integrations with other IJS departments. The planned electronic integrations in the next 3 months include:



Figure 4: Planned system integrations between DCS and DOJCD will enable electronic exchange of warrant information

4.4.4.1 Enabling DCS to use the PIVA service integration with DHA to verify the identity of detainees during the admission and receipt process; and

4.4.4.2 Establishing an electronic mechanism for DCS to receive the J7 warrant of detention directly from the Department of Justice. The management of warrants of detention (J7) is currently a largely manual process, subject to inefficiencies and potential fraud risks associated with paper-based controls. By migrating to a digital process, the opportunity for said risks and fraudulent activities is reduced. Simultaneously, this will bring efficiencies by eliminating the need for DCS to recapture information during the admission & receipt process.

5 PROGRESS UPDATE: IJS CASE INTEGRATION

5.1 A prerequisite for any electronic exchange of case information between CJS departments is that business applications within those departments must exist. Therefore, the IJS programme has worked together with member departments to establish electronic case management and workflow applications that support the department's core business processes especially relevant to the CJS.

5.2 To date, case management business applications have been developed and implemented for SAPS, NPA and DOJ&CD. System development processes have already commenced for Legal Aid SA, Department of Social Development and the Department of Correctional Services, with anticipated implementation of the case integration for these three departments in the 2017/18 financial year.



Figure 5: Establishing Business Applications as a Prerequisite for Integration and Electronic Exchange of Information

5.3 PROGRESS REPORT ON 2016/17 ACHIEVEMENTS TO DATE

5.3.1 An important case integration milestone was achieved in March 2016 with the electronic integration of SAPS, NPA and DOJ&CD for the exchange of docket and case information. The case management solution has expanded to a national footprint of 509 Courts and 1,144 police stations across RSA.

5.3.2 These new system integrations enable docket information from SAPS to be booked to court electronically, and automatically shared with NPA by means of the IJS Transversal Hub thus eliminating the need for manual recapture of information. Further, the improved system integrations - between NPA and DOJ&CD case systems - improve case status and outcome management, with new measures designed to improve data integrity and case status tracking.



Figure 6: Current Integrations enabling electronic exchange of information between SAPS, NPA and DOJ&CD

5.3.3 For the 2016/17 financial year these new IJS case integrations enabled 595,481 cases to be processed from an electronic SAPS docket, to enrolment on the NPA case management system, through to electronic capture of court proceedings by DOJ&CD. Of these cases processed electronically, Already 80% (478,455) of these cases have been finalised with the accused charge outcome recorded and available for viewing across SAPS, NPA and DOJ&CD case management systems.

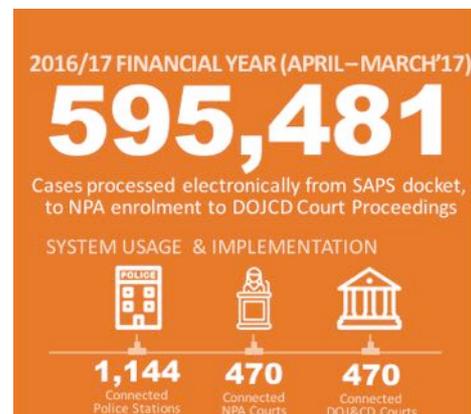


Figure 7: Electronic integrations between SAPS, NPA and DOJ&CD

5.3.4 The use of the new case integrations reduce time spent on data capture, and provide valuable information for the management of the criminal justice system. There has been extensive management focus on embedding the use of the system applications. Said applications are currently being used by court clerks in some 470 courts across the country. Recently, additional training and change management outreach is taking place to improve adoption and utilisation, in particular at the remaining 39 courts.

5.4 KEY ACHIEVEMENT: IMPLEMENTATION OF DIGITAL COURT RECORDERS IN OVER 1,900 COURTS

5.4.1 The IJS Court Recording Technology (CRT) project ensures that a digital audio record of all court proceedings is secured. Multiple microphones record the audio of proceedings in each court room, and this is available for immediate review and playback during court sessions. The record from each court room is automatically backed up to site servers, and in turn to a national server for safe keeping.



Figure 8: Over 1,900 court rooms outfitted with court recording technology to enable fully digital audio records

5.4.2 In addition to improved audio quality, the CRT project enables these digital recordings to be centrally available at national level

for transcription, eliminating delays, costs, risks and administration associated with the transportation of physical CD-ROM discs used previously.

- 5.4.3 At the close of the 2016/17 financial year, Court Recording Technology hardware had been installed in 1,907 court rooms nationally. These deployments were finalised by close of the financial year, as per the programme plan. Functional testing sign-off of recent implementation sites in Free State, Mpumalanga and Limpopo is currently in progress where site installation has completed, while network connectivity upgrades are in progress.



Figure 9: Deployment of CRT has been completed in over 1,900 court rooms across all 9 provinces

5.5 KEY ACHIEVEMENT: IMPLEMENTATION OF DCS INTEGRATED INMATE MANAGEMENT SYSTEM (IIMS) AT FIRST SITE

- 5.5.1 The IIMS application is a centralised application being developed by DCS to manage the full inmate lifecycle. This modernisation effort is an essential component to the IJS programme, providing a basis for DCS electronic integration across all three areas of IJS person management, case integration, and IJS BI & performance instrumentation.

- 5.5.2 In March 2017, DCS successfully completed the development of the IIMS module for the admission and receipt of Remand Detainees. On 19 March 2017 the pilot at the first site, Kgosi Mampuru local commenced. To date, more than 4,000 detainees have been successfully enrolled using the new application.



Figure 10: DCS completed successful implementation of the IIMS admission and receipt module at the first pilot site, Kgosi Mampuru local

- 5.5.3 By combining the biometric enrollment and identity verification of detainees with their fully digital records and history on the IIMS application, DCS is able to establish a realtime single view of inmate profiles, determining the status, facility location and profile information of all detainees within their custody.

- 5.5.4 In April, an additional module was deployed at the pilot site to enable the electronic registration of visitors to the correctional facility. Identification and fingerprints are digitally captured to create an electronic and auditable record of these events. Once the connectivity with DCS and Transversal Hub is established, this will also provide the basis for identity verification of these individuals against the DHA population register.

- 5.5.5 Recently, DCS has also leveraged the availability of smart mobile devices, enabling the DCS officials to capture and verify fingerprints, as well as location and status information of detainees during daily lock and unlock counts operations facilities.



Figure 11: DCS has recently deployed mobile devices on which DCS officials can access and use IIMS to verify inmates during daily lock and unlock operations

- 5.5.6 A significant advantage of the implementation is the ability to safeguard against the practice of identity swaps between detainees. Further, during admission returning detainee's are immediately identified, irrespective of provided aliases or false documents. The solution is also demonstrating improvements to the process for detainees that are due in court by ensuring there are clear records and controls, with secure transfer of custody to SAPS.

5.6 DELIVERY IN THE NEXT 3 MONTHS

5.6.1 Following the successful deployment of the DCS IIMS system to the first site, integration work has commenced to connect DCS to the IJS Transversal hub to enable the electronic exchange of information with other IJS member departments. The first integrations through the IJS Transversal Hub will enable DCS to verify the identity of individuals against the Home Affairs database by means of biometric fingerprints, as well as receive warrant of detention (J7) information electronically from DOJCD.

5.6.2 Following the success of the DSD mobile PCM app proof of concept in Limpopo and Northwest, preparations are currently underway to extend the proof of concept to all users in North West, as well as additional users in the Eastern Cape. These extensions of the POC were previously planned for February 2017, but were subsequently delayed due to year-end travel restrictions within DSD. As a result, these rollout have been rescheduled for the current quarter



Figure 12: DSD Probation Officer captures an assessment report using the new DSD PCM mobile app

5.6.3 Legal Aid SA – the new electronic Legal Aid Application (eLAA) solution design and development has commenced. Legal Aid SA plans are on track to go live with eLAA at the first pilot sites in the 1st quarter on 2017/18 financial year.

5.6.4 HIGHLIGHT: DIGITAL COURT SCHEDULER TO BE DELIVERED IN NEXT 3 MONTHS

5.6.5 The court schedule plays a critical function to ensure all the case parties are present, including the assigned Presiding Officer, the Prosecution, the Accused (whether out on bail or not), Language Interpreters (where applicable), the Defense representatives (including Legal Aid representatives), SAPS Officers and Witnesses. Unnecessary postponements where critical parties are not present result in wasted resources, and contribute to extended case finalisation rates and backlogs.

5.6.6 Today the case schedules are largely managed by the individual parties themselves, as well as physical court diary books that are administered, shared and cross-referenced by court clerks. While court case dates are captured on the DOJCD case management system, historically this information is not electronically available with any other parties. This is planned to be modernised by introducing a digital court schedule function.

5.6.7 The Digital court schedule initiative is a quick win, planned for the delivery in the next 3 months, and will make available court schedule information for both civil and criminal matters digitally to IJS member department parties. Initially this will be exclusively for those parties internal to IJS departments by means of both a mobile app accessible using the a cellphone whilst in the field, or by means of a web portal available for those users that are desk bound. This means that parties will be readily able to see the scheduled dates of all cases relevant to them, across regional and district courts.

5.6.7.1 For example, a magistrate would be able to reference their schedule anytime to prepare for upcoming cases;

5.6.7.2 Court interpreter resources can be optimised by a Court Manager seeing translation

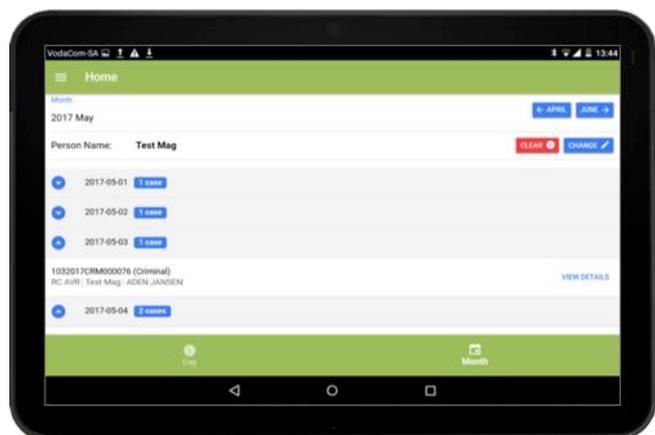


Figure 13: The digital court scheduler will be available as a mobile app for IJS department officials to see their scheduled cases anytime while in the field

service requirements whilst in the field;

5.6.7.3 The judiciary management would be able to view case workloads across courts, and across case types for presiding officers they are responsible for in order to better balance and optimize work assignments.

5.6.8 By establishing a mechanism for a reliable digital court schedule, the IJS will also lay the foundation for several other extensions planned for 2017/18. In addition to providing a mobile smartphone app, as well as web portal, the digital court schedule is an essential prerequisite for the implementation of digital screens and kiosks at court houses providing visitors with information on scheduled cases for navigation to their relevant court room. Further, SMS and mobile push notifications can then be implemented, and ultimately extended to relevant stakeholders outside of the IJS member departments (e.g. SMS notifications to remind expert witnesses of due times in court).

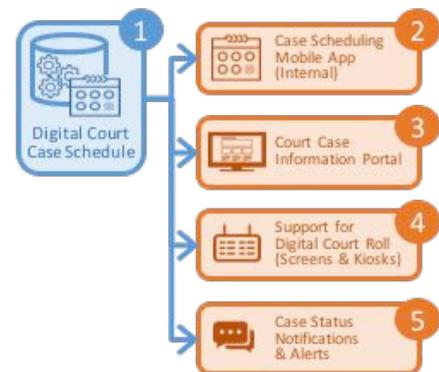


Figure 14: The Digital Court Case Schedule is an essential prerequisite to several value-add IJS initiatives that benefits multiple stakeholders

5.6.9 The rollout of the digital court schedule is planned for delivery in the next three months. Development of the mobile app for smartphones, as well as the web portal, are both largely complete with testing of these new features already underway.

6 PROGRESS UPDATE: IJS BUSINESS INTELLIGENCE

6.1 The IJS KPI Dashboard provides an end-to-end summary view of the health status of the South African CJS. This comprises 28 key performance indicators (grouped into 16 key performance areas) which are measured nationally, provincially, by magisterial district, and in several cases, to the performance of a specific facility.

6.2 PROGRESS REPORT ON 2016/17 ACHIEVEMENTS TO DATE

6.2.1 In December 2016 the dashboard was enhanced to include a 15th KPI. This additional KPI measures the performance of SAPS for the attendance of crime scenes. The data relevant for reporting on this KPI is now included as part of the electronic information exchange with SAPS.

6.2.2 In March 2017, further enhancements were undertaken to enable the additional reporting for 3 additional KPIs from DCS and DSD.

6.2.3 The NPA identified a requirement for an executive reporting dashboard of the authority's operational performance. As



Figure 15: IJS KPI Dashboard provides a summary health status of the South African CJS. Currently 15 of the 28 KPI's are reported monthly.

a means to accelerate delivery and simultaneously save potential ICT costs, the IJS worked with the NPA to complete a proof of concept to build a NPA-specific management dashboard by reusing technology components of the IJS 28 KPI dashboard components. The first iteration was completed in January 2017, proving the concept is viable. In April, development was completed for several additional minor enhancements that are currently in the final stages of user-acceptance testing before being published monthly to NPA management.

6.3 DELIVERY IN THE NEXT 3 MONTHS

6.3.1 The primary focus of the BI workstream has currently been the planning and analysis relating to the additional 4 KPIs scheduled for delivery in 2017/18. This is scheduled for completion in the current quarter for 2017/18.

7 LOOKING AHEAD – IJS DIGITAL TRANSFORMATION STRATEGY 2030

7.1 The IJS programme is steadfast in the mandate to transform the SA CJS to build safer communities and realise the 2030 vision of the National Development Plan. The objectives and priorities for the IJS programme are clear. However, the IJS Board has recognised that the technology landscape has shifted dramatically in the past decade, bringing with it exciting changes and opportunities that could potentially be leveraged by government to accelerate and advance the CJS transformation effort to better achieve its objectives.

7.2 The confluence of several information technology trends is changing this technology landscape:

7.2.1 The unprecedented growth in the prevalence of mobile smart devices, projected to outnumber the number of people on the planet. Further, these devices are rapidly increasing in sophistication in terms of cameras, connectivity and sensors. And beyond just smart-phones, this increased sophistication is extended to appliances, devices and sensors all connected to create the “internet-of-things”;

7.2.2 Improving internet connectivity and bandwidth, together with shifts in the concepts of ICT ownership and licensing models are fuelling “cloud”-based internet services and business application architecture;

7.2.3 The merger of high-speed and scalable data processing methods with statistical analysis techniques has spawned an era of “big data”. While this has also spawned considerable marketing hype, the advances have enabled the analysis of data sets not previously possible and applications of machine learning and cognitive computing in exciting new domains.

7.2.4 Simultaneous to these exciting technological changes is the growing sophistication and threat of cyber-crime. Safeguards are required to secure ICT infrastructure, networks, applications - and crucially - the human aspect itself to protect the business systems which are enabling the criminal justice system processes.



Figure 16: Leveraging the capabilities of increasingly prevalent smart mobile devices is an integral component of the IJS Digital Transformation Strategy



Figure 17: IJS Digital Transformation Strategy will consider how technology changes and shifts can be leveraged to better deliver the objectives of IJS

7.3 Many of these new changes and shifts did not exist a mere 10 years ago, and their potential applications and benefits to support the fight against crime and positively transform our Criminal Justice System must be leveraged.

7.4 CURRENT STATUS OF THE IJS DIGITAL TRANSFORMATION STRATEGY

- 7.4.1 Engagements with IJS member departments, including SAPS, LegalAid, NPA, DOJ&CD and the OCJ have been undertaken to understand current challenges and workshop potential options for leveraging innovative technology solutions. Potential initiatives have been identified, and are currently being analysed in terms of feasibility, potential costs and expected benefits.
- 7.4.2 Simultaneously to these ongoing engagements, the programme is drafting a preliminary version of the IJS Digital Transformation Strategy which is reviewing these technological changes, and assessing the opportunities and implications that they present to determine how they can be harnessed to advantage the Criminal Justice System. Consultations with departmental senior management, executives, as well as inter-departmental co-ordination structures and forums is scheduled to commence in Q2 of 2017/18.

8 SUMMARY OF KEY HIGHLIGHTS OF RECENT ACHIEVEMENTS

- 8.1 The Person Identification Verification Application (PIVA) has been deployed to production and is being used by SAPS at several specialised units, as well as at OR Tambo International Airport.
- 8.2 More than 590,000 cases have been processed in the past financial year using IJS system integrations between SAPS, NPA and the DOJCD. These electronic information exchanges include associated docket ready notifications, docket requests, electronic charge sheets, and electronic case outcome (postponement date & reasons) integrations. Available nationally, these integrations are connecting 1,144 police stations linked to 509 courts across all 9 provinces.
- 8.3 The digital Court Recording Technology has been successfully implemented and operationalised in over 1,900 court rooms across the country.
- 8.4 DCS has successfully completed the pilot of the new Integrated Inmate Management System at the first site, Kgosi Mampuru local. The solution combines biometric identification with the fully digital information record detainees under DCS custody at this facility, dramatically improving traceability and controls related to transfer of custody of detainees due in Court, and combatting potential identity swaps or mistakes. Following the successful pilot, implementation is scheduled for Johannesburg correctional facility.
- 8.5 The IJS KPI dashboard is updated monthly using electronic data to report performance for 18 KPI's across the areas of SAPS, NPA and DOJCD.