Justice Modernisation Programme

Department of Justice and Constitutional Development

17 August 2021

Presentation Outline:

1. Executive Summary
2. ISM Modernisation Strategic Theme
3. ISM Modernisation Programme
4. ICT environment in the courts and challenges of connectivity
5. Piloting interventions in Durban and Johannesburg
6. Modernisation Reporting arrangements
7. IJS Programme Background
8. IJS Programme Progress
9. Addressing ICT challenges in the courts (DoJ&CD and the NPA)
10. Strategic Interventions

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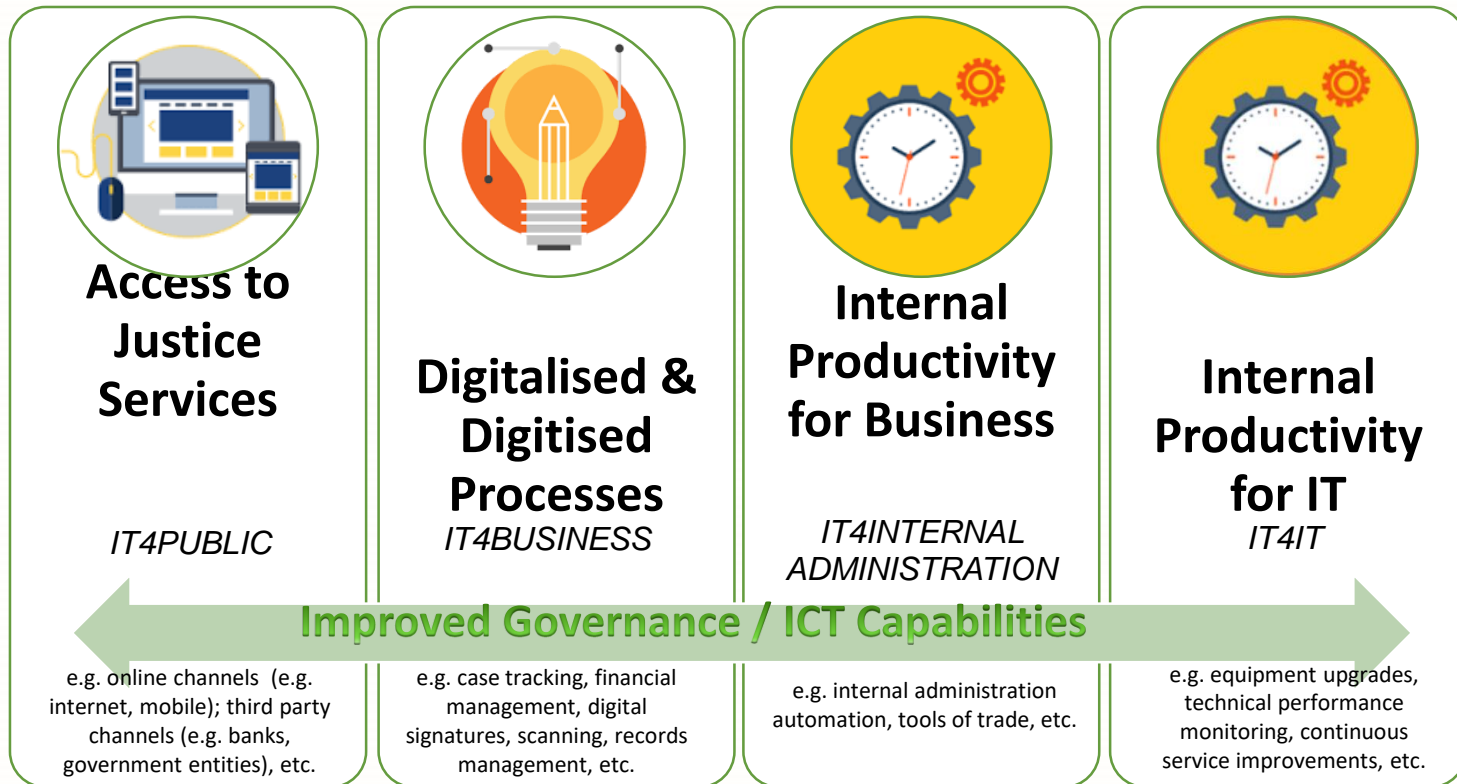**REPUBLIC OF SOUTH AFRICA**

Executive Overview:

The Minister of Justice and Correctional Services has placed modernization at the centre of Judicial Reform.

It is within this context that the DOJ & CD is driven to provide equitable access to its services for all citizens through its modernization program. The modernization journey intent to create channels providing access to Information & Services over and above the existing court buildings. As such, it allow relevant processes to be managed online in their entirety and expose appropriate information to the public to bring services closer to where its needed.The DOJ&CD Modernization program not only aims to make it easy to access justice services, but also provides a platform from which to launch future e-enabled services whilst enhancing the ability of employees to carry out their tasks as efficiently as possible.

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.

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Modernisation Strategic Themes

Access to Justice Services

IT4PUBLIC

e.g. online channels (e.g. internet, mobile); third party channels (e.g. banks, government entities), etc.

Digitalised & Digitised Processes

IT4BUSINESS

e.g. case tracking, financial management, digital signatures, scanning, records management, etc.

Internal Productivity for Business

IT4INTERNAL ADMINISTRATION

e.g. internal administration automation, tools of trade, etc.

Internal Productivity for IT

IT4IT

e.g. equipment upgrades, technical performance monitoring, continuous service improvements, etc.

Improved Governance / ICT Capabilities

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Modernization RoadMap

In Progress 🟡   Completed 🟢

	July 2021	August 2021	September 2021	October 2021	November 2021	December 2021	January 2022	February 2022	March 2021
Maintenance Online	Pilot							National Deployment	
Deceased Estates Online	🟢 Development	Testing	Pilot					National Deployment	
Trusts Online	🟢 Development	Testing	Pilot					National Deployment	
Expungements Online	🟢 Development	Testing	Pilot					National Deployment	
Civil Online	🟢 Development	Testing	Pilot					National Deployment	
Protection Orders Online	Development			Testing	Pilot			National Deployment	
National Register for Sexual Offences (NRSO) Online		Development		Testing	Pilot			National Deployment	
Court Audio Visual Solution (CAVS)	🟢 Tender Specification	Tender Published		Tender Awarded				45 Sites Deployed	

Modernization Progress

IT4PUBLIC	Audio Visual Remand (AVR)	• The AVR System allows for remote remand of cases via video links. • An additional 18 New Sites had been completed.
(Delivering services digitally directly to the public, thus enabling Access to Justice)	Maintenance Online	• The Maintenance Online Portal will provide an e-Channel for the Application for Maintenance. • A pilot has commenced at Point BC Durban to a target user group to test technical stability and user experience.
	Deceased Estates Online	• The Deceased Estate Online Portal will provide an e-Channel for the Registration of Deceased Estates Cases. • Project currently in test phase, with pilot at Masters Office Pretoria planned to start in September 2021

Modernization Progress

IT4PUBLIC	Trusts Online		• The Trusts Online Portal will provide an e-Channel for the Registration of Trusts • Project currently in test phase, with pilot at Masters Office Pretoria planned to start in September 2021
(Delivering services digitally directly to the public, thus enabling Access to Justice)	Expungements Online		• The Expungements Online Portal will provide an e-Channel for the Application for Expungements. • Project currently in test phase, with pilot at National Office Pretoria planned to start in September 2021
	Civil Online		• The Civil Online Portal will provide an e-Channel for the Registration of Civil Cases. • Project currently in test phase, with pilot at Mc Polokwane planned to start in September 2021

Modernization Progress

IT4PUBLIC		
IT4PUBLIC (Delivering services digitally directly to the public, thus enabling Access to Justice)	Protection Orders Online	• The Protection Order Online Portal will provide an e-Channel for the Application of Domestic Violence and Harassment Protection Orders • Project currently in development phase, with pilot at MC Pretoria planned to start in November 2021
	National Register for Sexual Offences (NRSO) Online	• The NRSO Online Portal will provide an e-Channel for the Application of Clearance and Removal against the NRSO register • Project currently in development phase, with pilot at National Office Pretoria planned to start in November 2021
	Court Audio Visual System (CAVS)	• The CAVS system is envisaged to provide for remote testimony, and language translation services. • Project currently in procurement phase, with rollout expected to start in 2022
	Cashless Courts	• Department is implementing speedpoints at courts around the country, as a means to make it easier to pay for bail. • To date 158 Courts had been rolled out with speed points.

Modernization Progress

IT4INTERNAL ADMINISTRATION (Improving Internal Productivity for Business, through digitalised processes)	Video Conferencing	• Video conferencing to be rolled out as a means to allow for remote meetings. • 18 Boardrooms completed to date
	IP telephony (PABX)	• PABX infrastructure at 283 sites to be upgraded, so as to allow for easy communication between courts and public. • Deployment currently underway, and expected to be finalized in 2022
	Network Upgrade	• Bandwidth across all sites to be upgraded to ensure better response time. • Wi-fi to be rolled out to 50 additional sites, which will allow members of the public to access Justice Services via the Internet.
	Laptops & Desktops	• Personal Computers to be refreshed, for easy access to electronic systems and transactions. • Rolling project, expected to replace 8000 Desktops and Laptops (combined) by 2022.

Modernisation Risks

Risk Description		Mitigation
Ageing Infrastructure	• Ageing infrastructure resulting in constant downtime, impacting on deployment timeframes • Limited Pilot Environment Infrastructure, impacting on the full scope of the pilot sites (urban and rural). • No National Rollout Infrastructure in place.	• Limit the piloting to only Urban or Rural pilot sites, until such time that the Pilot Environment Infrastructure has been expanded. • Fast track the current procurement of the required Infrastructure for the pilot and production environments.
Functional Support Service Desk for the Online Solutions.	Functional Support was to be provided by the Service Delivery Innovation (SDI) component, however the resources were employed as contractors, which had terminated in June 2021.	• Service Delivery Innovation (SDI) to acquire additional resources using Intern for the Functional Support Service Desk. • Business Units to redeploy resources to provide functional support
Resource Constraints	Development resources that are used on an overtime basis may exceed the prescribed 40Hrs a month. This could delay development as per the timelines.	• Other projects may need to be deprioritized to accommodate the work required for the Modernisation projects
	Due to contract expiration in 1,5 months and the permanent structure not being finalized , loss of contract staff will affect the completion of the solution as per the timelines	• Other projects may need to be deprioritized to accommodate the work required APP projects • Acquisition of resources via an outsourcing model • An interim structure to be finalized and capacitated by September 2021

Overview of the ICT environment in Courts and its impact on Court Optimization:

ICT in the Courts, is largely informed by two (2) interventions:

(1) **Interventions at Departmental level** by Information and Systems Management (ISM) under Corporate Services Branch; and

(2) **The Integrated Justice System Project**, which is a project of the Justice, Crime Prevention and Security (JCPS) Cluster to integrate systems across the JCPS value chain. The system is intended to facilitate system's integration from the SAPS, to the NPA, the Courts of the DoJ&CD, and finally, to the DCS.

The Departments of Social Development (e.g with regards to Child Justice matters) and Home Affairs also play critical roles in the JCPS value-chain and are part of the IJS Project.

Introduction to the ICT Environment in Courts:

Part of the interface between the NPA and the DoJ&CD, is the long-term ICT Strategy to link the Department's Integrated Case Management System (ICMS) to the NPA's Electronic Case Management System (ECMS).

Both the ICMS as well as the ECMS are connected to the SAPS' CAS system.

The IJS is intended to integrate the whole ICJS value chain from the SAPS, to the NPA, to Courts and thence to DCS.

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Challenges in the ICT Environment in Courts:

Challenges experienced and which are addressed by ISM include the following:

(a) Systems-challenges;
(b) Network connectivity and bandwidth which result is slowness of te systems
(c) Wi-Fi integration
(d) Slowness of the systems;
(e) Capacity challenges in terms of:
   • Human Resource capacity;
   • Training; and
   • Change management.

These above challenges are experienced both by the DoJ&CD and the NPA.

Addressing the Challenges:

(1) The Minister of Justice and Correctional Services has placed modernization at the centre of Judicial Reform. This goes together with the investment into the ICT infrastructure.

(2) The Covid-19 Pandemic has presented opportunities for the ICTS environment, and it is imperative that the Department leverage on these

(3) Court Directives issued by the Minister lay emphasis on the use of ICT and modernization, in particular the notion of the Priority Roll and a Separate Roll to address the backlogs.

(4) DoJ&CD and the NPA are identified as nodal points to pilot ICMS AND ECMS integration

Optimising Court Directions with focus on focus on KZN, Gauteng and WC

1. The selection of two provinces informed by case backlog occasioned by COVID-19 pandemic and unrests
2. Adopting a project a project management approach to

    (a) Identify the challenges of ICT-usage and data collation through the ICMS and ECMS
    (b) Address capacity challenges including change management, training and systems;
    (c) Consider opportunities for alignment;

3. Focus on the data collation and management across SAPS, NPA, DOJ&CD, DCS in the three provinces and identify challenges and opportunities for integration on a limited scale
4. Continuous rollout the validated solutions to other courts experiencing backlog challenges from ICT perspective

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Integration with Modernisation-led by the Judiciary

1. Joint Planning and Integration occurs within the JAIT (Judiciary and Administration ICT Strategy Steering Committee). JAIT is a sub-committee of the Heads of Court chaired by JP Mlambo

2. JAIT's purpose and Terms of Reference are as follows:

(a) Provide direction and oversight on the use of IT as a strategic enabler of an effective and efficient Judiciary and its Administration, in order to improve access to justice

(b) Prioritise major IT enabled initiatives in line with the strategic direction of the Judiciary and its Administration

(c) Monitor and evaluate the implementation and business benefits realization of major IT initiatives on behalf of the Judiciary and its Administration

(d) Ensuring IT policies, processes, procedures are standardized and adhered to by the Judiciary and its administration

(e) Providing strategic leadership on prioritization of the major IT initiatives to ensure optimal delivery of IT towards increasing access to justice

(f) Leading the change management process required to ensure the effective use of IT and monitoring the realization of benefits introduced by IT

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Modernisation Governance structure:

Reporting will take place through:

a) The IJS (3tier Committees), which is the
integration platform for the JCPS
b) Court Optimization Committee through the Court
Optimization Stakeholder Liaison Forum-
meetings.
c) ICT Steering Committee
d) JCPS Cluster – through the Development
Committee (DevComm)

The IJS/ ISM Modernisation Programme presentation,
follows.

IJS BRIEF PROGRAMME OVERVIEW

- The IJS Programme was conceptualised upon approval of the National Crime Prevention Strategy by Cabinet in 1996 in order to modernise the Criminal Justice System

- The Programme was further given impetus by:
  - Review of the Criminal Justice System – "The seven-point plan" (2007)
  - Outcome 3 of the JCPS Cluster Delivery Agreement - "All people in South Africa are and feel safe"
  - National Development Plan (NDP vision 2030)

- The primary objective of the IJS Programme is to:
  - Electronically enable and integrate 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
  - Manage the related inter-departmental information exchanges across the CJS

Five Key Cluster Integration Priorities

1 CJS Single Person Identifier
A unique identifier for person identification (incl. multi-modal biometrics) and tracking through the CJS

2 Person Identification Verification Application (PIVA)
Identification & verification of persons (against biometrics) as well as vetting (criminal record "fast-check")

3 Case Management Integration
Electronic information exchange and case workflows across the criminal justice process

4 28 KPI Reporting Dashboard
Executive dashboard of key metrics that provide a holistic overview of the status of the SA Criminal Justice Process

5 Single Transversal Database for JCPS Cluster BI
Establish a single database for the JCPS cluster for CJS statistical purposes

WORK PACKAGE 1
CJS Person Integration

WORK PACKAGE 2
IJS Case Integration

WORK PACKAGE 3
IJS Business Intelligence

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CJS PERSON INTEGRATION

PROGRESS

Figure 4 - PIVA enables quick verification that a person is who they claim to be by ensuring the provided ID number, and fingerprints are matched to the DHA national population register
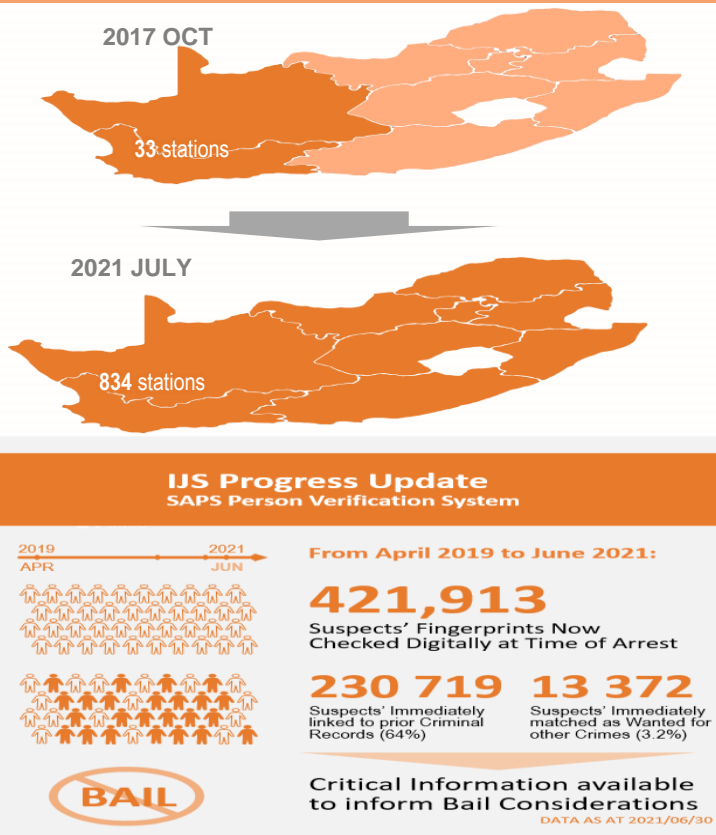
- Person Identification and Verification Application (PIVA) provides a solution for IJS departments to verify the identity of an individual using their fingerprints which are checked against Department of Home Affairs (DHA) records.

- The PIVA was successfully implemented at two specialised SAPS crime units: the Rhino Anti-Poaching Unit and Stock Theft Units.

- Subsequently the rollout was expanded to provide person verification services for the SAPS operations at OR Tambo International Airport.

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CJS PERSON INTEGRATION

PROGRESS

2017 OCT

33 stations

2021 JULY

834 stations

IJS Progress Update
SAPS Person Verification System

| 2019 APR | 2021 JUN |

From April 2019 to June 2021:

421,913
Suspects' Fingerprints Now
Checked Digitally at Time of Arrest

230 719
Suspects' Immediately
linked to prior Criminal
Records (64%)

13 372
Suspects' Immediately
matched as Wanted for
other Crimes (3.2%)

BAIL

Critical Information available
to inform Bail Considerations
DATA AS AT 2021/06/30

- The information about an accused is critical to assist NPA during a suspects first court appearance to make relevant bail arguments.
- This was initially delivered as proof of concept at **33** police stations within the Western Cape (WC) and Northern Cape (NC) in October 2017.
- Since inception, that is, over the past 46 months the solution footprint has expanded to now encompass **834** out of **1157** (**72.08%**) SAPS stations across all nine provinces.
- From April 2019 till 30 June 2021, the solution successfully verified the identify of **421 913** persons, of which **230 719** (**55 %**) had previous SAPS records, and **13 372** (**3 %**) were identified as wanted persons.

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CJS PERSON INTEGRATION

PROGRESS

STATUS AS AT MARCH 2021

±70K – ±90K — Person Biometric Verifications per month

±4 873 691 — Person Biometric Verifications per Annum

- The South African Social Security Agency (SASSA) previously approached the IJS to leverage the IJS PIVA services in its operations to combat fraud.

- By using PIVA, all beneficiaries of social grants are verified (using biometric fingerprints) against the DHA national population register during enrolment.

- The IJS continues to support the integration with SASSA, with 400+ SASSA offices currently able to submit biometrics for verification

IJS CASE INTEGRATION

PROGRESS

APRIL 2016 – JUNE 2021
2,757,893
Cases processed electronically from SAPS docket, to NPA enrolment to DOJCD Court Proceedings
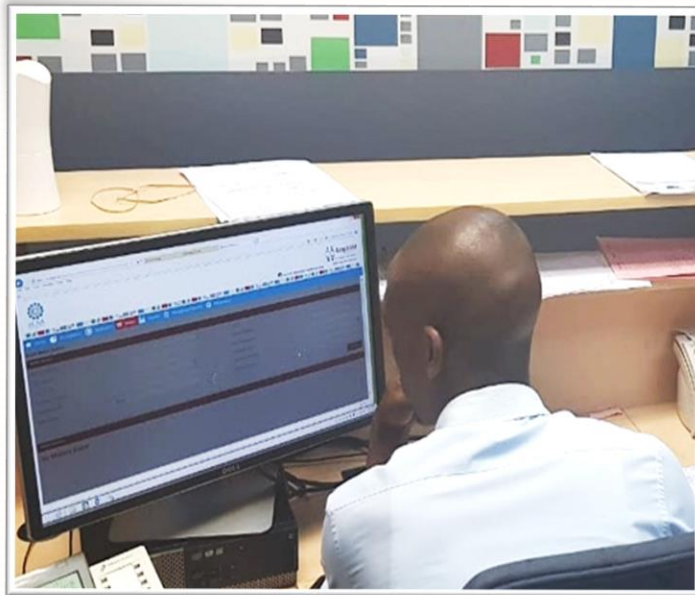
SYSTEM USAGE & IMPLEMENTATION

1,144 Connected Police Stations

472 Connected NPA Courts

472 Connected DOJ&CD Courts

- From April till June 2021, **83 436** cases were electronically processed via the IJS Transversal Hub using IJS system integrations between the SAPS, NPA and the DOJ&CD.

- Cumulatively, more than **2 757 893** million cases have been processed since inception.

- These electronic information exchanges include associated docket ready notifications, docket requests, electronic charge sheets, and electronic case outcome (postponement date & reasons) integrations

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IJS CASE INTEGRATION
Electronic Legal Aid Application

PROGRESS

- The newly developed electronic Legal Aid Application (eLAA) solution overhauls the management of providing Legal Aid services to citizens.

- The new system streamlines the application process, introducing efficiencies, improved controls, and better applicant screening.

- The new eLAA solution was piloted at two Legal Aid SA offices within the Gauteng region.
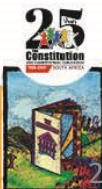
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IJS CASE INTEGRATION
Fully Paperless Trial Simulation

PROGRESS

- A strategic IJS modernisation project seeks to transform the management, handling and sharing of records.

- On 18 July 2019, a key milestone was reached with through the undertaking of the first fully paperless case trial simulation.

- All parties in court were able to use their own laptops and / or mobile tablets (iPads) to access and refer to digital versions of case materials.

- The solution enables each party to record notes and annotations, highlight and redact content as needed, and choose whether notes and annotations be shared, or kept private.

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IJS BUSINESS INTELLIGENCE

PROGRESS

- The IJS Key Performance Indicator (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

- Leading up to the end of the 2020/21 financial year 26 out of 28 KPI's were being answered and are active.

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IJS BUSINESS INTELLIGENCE
Femicide Watch

PROGRESS

- Following the recommendation by United Nations Special Rapporteur on Violence against Women that South Africa establish a Femicide Watch

- The IJS programme has continued to work with DOJCD to prepare and refine the requirements for an interactive dashboard to support the department analyse trends and profiles of offenders and victims

- The developed Femicide Watch dashboard is capable of utilising IJS data sourced from multiple member departments.

- It is anticipated that the platform will ultimately assist in the development of responsive and impactful policies, law, programmes and initiatives in this critical area

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ONE CONSTITUTION, ONE NATION

Challenges in the ICT Environment in Courts:

Challenges experienced and which are addressed by ISM include the following:

(a) Systems-challenges;
(b) Over-reliance on SITA for ICT Infrastructure and procurement
(c) Network connectivity and bandwidth which result is slowness of the systems
(d) Wi-Fi integration
(e) Slowness of the systems;
(f) Capacity challenges in terms of:
- Human Resource capacity;
- Training; and
- Change management.

These above challenges are experienced both by the DoJ&CD and the NPA and all IJS Member departments.

Strategic Intervention:

1. Establishment of IJS/SITA War-room to Fastrack procurement items.
2. Implementation of IJS New Governance Framework

2. In terms of Court Optimization, an ICT Courts Stakeholder Liaison Forum has been established, which will be the testing and reporting ground for the interventions at the pilot sites.

3. Project Plans provide for tight timeframes with regular validation and rollout to other priority areas.

Thank you

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