

# Presidential Frontline Service Delivery Monitoring

## FSD Mini-Case Study<sup>1</sup>

<b>Document Author</b>	Author Name: Rudzani Mudau Author Designation: DD Systems & Processes Organisation: DPME Telephone: 012 312 0340 Email: <a href="mailto:Rudzani.Mudau@po-dpme.gov.za">Rudzani.Mudau@po-dpme.gov.za</a>  Co-author: Anton Hurter Designation: DD FSDM (PME) Organisation: Department of the Premier (Free State) Telephone: 051 – 405 4685 Email: <a href="mailto:hurtera@premier.fs.gov.za">hurtera@premier.fs.gov.za</a>	<b>Creation Date</b>	23 July 2013
<b>Document Owner</b>	DPME: FSDM	<b>Version Date</b>	07 August 2013

- Case Study Title:** Give a descriptive title of the case study topic / subject
- Purpose:** Describe the case study's primary objective and strategic goals in 1 - 2 sentences – i.e. Rationale for sharing this case study
- Target Audience:** Who would most benefit from reading this case?
- Acronyms:**
- |       |   |
|-------|---|
| AVR   | Automated Voice Recording   |
| FSDM  | Frontline Service Delivery Monitoring                               |
| DPW   | Department of Public Works  |
| NICRO | National Institute Crime Prevention and Re-integration of Offenders |

## 1 Basic Information

Fill all relevant fields:

<b>Service Point Name</b>	Bloemfontein Magistrate Court
<b>Town</b>	Bloemfontein
<b>Municipality</b>	Mangaung
<b>Province</b>	Free State
<b>Service Point Manager / Contact</b>	Name: Ms M Labuschagne Designation: Court Manager Dept / Org: Justice and Constitutional Development Tel. 082 807 8242 Email: <a href="mailto:johalabuschagne@justice.gov.za">johalabuschagne@justice.gov.za</a>

<sup>1</sup> This template has been prepared to serve as a guide for the development of thumbnail case studies or story sketches from projects of the FSDM Programme. The purpose of these “mini-case studies” is to document, in a standardized and accessible format, cases that highlight key innovations and practices in development programmes/ projects which offer relevant lessons for FSDM practice. These mini-case studies are meant to provide readers with an easy-to-grasp-and-understand snapshot of a project, or components of a project, focusing on key learning points that contribute to future practice. Where possible, the mini-case studies should provide references to more detailed reports on the projects covered and to relevant resources for interested readers.

Key words	Stakeholder engagement, attitudinal change, partnering for service delivery
Executive Summary	<p>Bloemfontein Magistrate Court has been excellent in engaging with stakeholders where the court needs them the most. While a few stakeholders have not realised their roles, most of them have partnered with the court for improved service delivery. Where resources could not permit the court to optimise its services, the court management has always improvised to ensure that service delivery is not affected negatively. The usage of the mobile courts for Batho and Bloemspruit communities and the Automated Voice Recording has enabled the court to take the services to the communities. Where red tape stifled service delivery, the court management relies on role clarification. Yet, the management has allowed staff to multi-task by rotating them regularly. This is complemented by attitudinal change in which the management tries to lift the morale of staff amidst resource shortages. This results in motivated staff.</p> <p>The innovation which the court management has always embraced is evident with the improved internal signage and cleanliness within the court. In order to ensure that the needs of the court are catered for, the court management submitted their needs to the Department of Public Works when the Service Level Agreement was drafted, so that these needs are included in the SLA.</p>
Key Themes	<p><b>Operational Systems / Policy Impact</b></p> <p>In order to ensure a smooth operation of the court, the management has developed 27 templates that customise operations within the Bloemfontein Court. In an environment that is characterised by hierarchical bureaucracy, the court management ensures that role clarification within the staff is clear. However, the management does not allow role clarification to stifle multi-tasking and job rotation, which the management believes can bring about job knowledge and ultimately improved service delivery.</p> <p>The court management has used cost effective measures to ensure that internal signage is improved. Management details and contacts are provided in public spaces for the citizens to know who the management is. In order to ensure transparency, internal signage includes directory of services to enable citizens a quick and hassle free service.</p> <p>Multitasking is crucial in not only developing staff to do their tasks, but also in getting innovative service delivery ideas. The court management has depended on the two-way trust it has developed with the court staff in order to get the services to the public. While it believes in open communication and transparency with all staff, it is mutual respect and informal development of staff which has yielded positive results in getting staff motivated. The management believes that attitudinal change is the best way for change management towards service delivery. Therefore, elevating the morale of the staff is at the centre of the management priorities.</p> <p>The court management has seized the opportunity of having a multitude of stakeholders in partnering with some of the stakeholders for the improvement of service the court provides to the public. In this regard, Bloemfontein Magistrate Court partners and gets assistance from the Department of Correctional Services, Legal Aid Board, the Department of Social Development, NICRO and the University of Free State. With such partnerships, the court provides the services, despite having to cater for Bloemspruit and Batho communities using the same overstretched resources. In order to ensure the facility is maintained, while the custodianship of cleaning services is the Department of Public Works, the court management has taken initiative by developing the court's own standards and submitted them to the DPW to form part of the SLA. The management highlights spontaneous leadership as a cornerstone for success. This approach ensures that the court is kept clean conditions, which translates into comfort for the citizens. As the court manager puts it, the six-month SLA contract which the DPW currently uses allows the court to review the services regularly and raise issues with both the DPW and the service provider timeously.</p>

## 2 The Case Study Story

Background / Context:	Bloemfontein Magistrate Court was visited by DPME and OoP officials in August 2012 as part of frontline service delivery monitoring. During the first (baseline) visit, the facility performed so badly that only location and accessibility has scored well (good) while the rest of the key performance areas had rating of poor and fair. At the time of the baseline visit, management photographs were not displayed and recommendations were made for staff to be trained in Batho Pele principles. The negative scores prompted the respondents to recommend the prioritisation of all the key performance areas. Bloemfontein Magistrate Court has a staff complement of over 300 hundred officials, which include prosecutors and interpreters.
Problem/gap identification	Lack of communication between the court and the municipality regarding the administration of traffic fines issued to the public. In this regard, the municipality would issue up to a thousand fines a day while the court could only process 250 fines daily. The DPW is the custodian for cleaning and facility maintenance and this is a challenge for the court. There is a challenge with office space, exacerbated by the fact that the court caters for Batho and Bloemspruit communities.
Steps taken to achieve the improvement	Meetings were held with the town council to address the concerns and reach an agreement. A series of meeting are held regularly with DPW to find solutions to facility maintenance challenges. The court management included all their needs in the SLA signed by the DPW and the service provider. After the identification of the challenges with signage, renovation and filing, the court management took an initiative in which it partnered with the University of Free State. This partnership benefited the court with renovations in some sections of the court, signage and with filling. This partnership has a positive spinoff in the development and nurturing of public private partnership.
Results	Partnership with the University of Free State has eased filing concerns, signage challenges and has assisted with getting the court look better. By identifying what the court needs and include these needs in the SLA, resources are utilised optimally. Initiating to meet with key stakeholders as soon as issues are identified helps in alleviating conflicts with such stakeholders. Empowering staff and attitudinal change contributes towards improved service delivery.
Challenges and requirements to replicate	Once the court management realised the work burden created by the promulgation of the Child Justice Act and the need to have more staff, the court management took an initiative of hiring staff on a temporary basis. There was also a shortage of interpreters identified, especially of foreign languages. In order to address this challenge, the court management developed a database of foreign language interpreters, who the court employs on a need basis, especially when there are cases that need interpretation of a foreign language. The court also has developed a database of lay assessors for assessment of certain cases. At some point, the court experienced backlogs with cases due to the vast number of cases and the vast size of the area it serves. In order to reduce the backlog, with the usage of the AVR, the court is now able to conduct court hearings through its mobile courts, which allows the court hearing to be conducted remotely. This is a clear example of how technology can be used to address backlogs and other distance challenges within the justice cluster.
Requirements	Engaging with key stakeholders has a potential of improving service delivery in a facility.



### 3 References

Project Contacts:	Rudzani Mudau: 012 312 0340 <a href="mailto:Rudzani.Mudau@po-dpme.gov.za">Rudzani.Mudau@po-dpme.gov.za</a> Dineo Mmako: 012 312 0328 <a href="mailto:Dineo@po-dpme.gov.za">Dineo@po-dpme.gov.za</a> Anton Hurter: 051 405 4685 <a href="mailto:hurtera@premier.fs.gov.za">hurtera@premier.fs.gov.za</a> Danster Duimpies: 051 405 5498 <a href="mailto:duimpiesd@premier.fs.gov.za">duimpiesd@premier.fs.gov.za</a>
Further Reading:	

END

---

**Contact**