Public Service Delivery Innovation at Municipal level - Find&Fix App, JRA, City of Johannesburg

The Johannesburg Road Agency (JRA)

constructs, controls, rehabilitates and maintains roads and storm water systems including bridges, culverts, traffic signals and systems, footways, road signage and markings in the City of Johannesburg.

- ❑ 1,645 km2 surface area
- ❑ 5.4 million residents (800 000 unemployed)
- ❑ 1.85 million households
- ❑ R81.5 billion JRA infrastructure backlog
- ❑ 13 599 road km

*2017/18 Annual report

1.Starting point:

- Poor reputation, negative publicity and public perception, complaints about poor service delivery, lack of accountability, poor productivity, political pressure to improve.

- Public feedback indicated the phone-in centralized City of Johannesburg call center waiting time was very long with high call volumes, leading to non-reporting of issues.

- JRA implemented a 'turnaround strategy', clearing corruption, improving service delivery and making the organization more accessible and accountable to the public.

- The JRA's strategy to become more accessible and more accountable meant it needed to provide more avenues for people to report problems, decision to build a framework to allow citizens to submit complaints directly to the JRA, eliminating its reliance on an overstretched City complaints network.

- Creates a partnership with citizens, by actively inviting them to log issues to help the JRA fix pothole problems, nonfunctioning traffic lights, missing manhole covers, and other road defects.

2.Institutional Setting:

- Enhanced reputation and citizen perceptions about JRA as an innovative entity on a turnaround path towards improved service delivery. Just tell us campaign reinforces the city's "active citizenry" focus which promotes the active involvement of citizens in the City's service delivery.

JRA service requests per source for 2015/16		
Source	Issues Logged	Total
Call Centre	32483	59%
Inspections	5838	10%
Email Hotline	4402	8%
Find&Fix app	3645	7%
Social Media	2743	5%
Other	6363	11%

JRA's Customer Charter Priority

- Potholes - 3 working days
- Faulty traffic signals - 24 hours
- Missing manhole covers - 3 days
- Damaged, defaced or missing stop and traffic signs - 7 days
- Road trenches - 3 days
- Correction of street names -7 days
- Blocked storm water drains - 3 days

3.Approach:

- A mobile application named Find 'n Fix was developed, downloadable free for smart phones linked to City's free wi-fi rollout.

- The app captures the exact location automatically, allows citizens to add photos and descriptions, if needed. Information improves service delivery. The app allows residents to report road related defects at the click of a button. It has user friendly features to allow road users to snap, register the GPS location, notify the JRA of potholes, missing manhole covers, weeds growing on the road, defective traffic signals, and other related infrastructural faults for urgent attention.

- A service request is automatically logged and customers immediately receive a reference number, able to track the progress, change of status notification until closed.

- The Find&Fix app tracks progress and provides updates to the client.
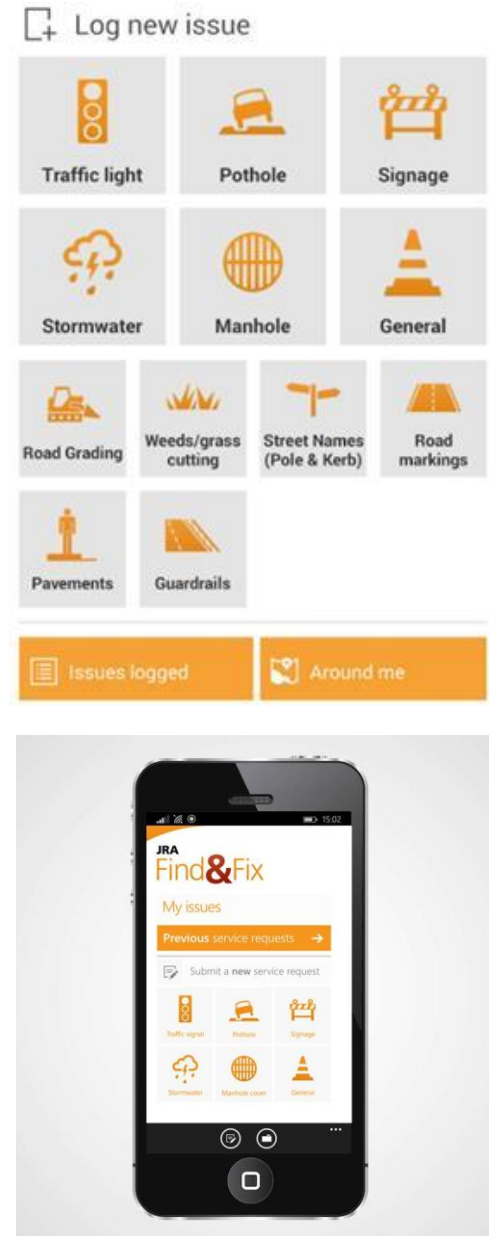
4.Outputs:

- Good citizen support, high download and high engagement.
- Increased awareness and educational campaigns in townships and free wi-fi access to encourage reporting of road related defects as well as theft and vandalism of infrastructure.
- Received 3 prestigious accolades in the Microsoft Partner Awards 2014
- Reduced average service request resolution time from 32.4 days to 1 day.
- Visual dashboard, reporting and automated escalations provides summary of outstanding and closed issues, allowing JRA to stay on top of incidents.
- Minimal human intervention and improved internal workflow process.
- Improved productivity - Geo-fencing enables automated assigning of jobs to specific teams per region.
- Field staff/contractors able to capture resolution details onsite, track team performance and demonstrate resolved issues with photo confirmation.

5.Lessons Learnt:

- Delayed procurement processes, poor stock controls = shortages.

- Vandalism and theft of infrastructure = burdening existing budget and repeat service defects.

- Poor planning, staff productivity, and supervision = slow work closure rates.

- Inadequate quality assurance = repeat loggings and visits.

- Limited budget = reduced maintenance = ageing and degrading infrastructure.

- Change management, training = staff buy-in, accountability.

- Big launch, brand ambassadors, sustained awareness.

6.Transfer:

- The app was successfully used to log litter/refuse issues during a Pikitup (Refuse service) strike - assisting in service delivery.

- Big launch and sustained awareness with staff and political buy-in to continually drive.

- Evaluate citizen interest in issue reporting /active citizenry and access to free wi-fi.

- Does the entity have the increased capacity to deal with the initial sharp influx of issues logged for repairs?

- System training for relevant staff linked to performance targets.