



“Innovative Municipal Governance and Finance”

Lessons from Mbabane Municipality



The Evolving Municipal Challenges



Fiscal Strain

Declining intergovernmental transfers, rising costs, and infrastructure backlogs.

01



Citizens Expectations

Demand for faster, better, and more responsive public services.

02



Urban Complexity

Rapid urbanization, climate change, and managing diverse populations.

03



Outdated Systems

Legacy governance structures and bureaucratic red tape.

04

The “Why” Driving Innovation



Enhancing Service Delivery & Operational Efficiency

- Better Outcomes with Fewer Resources
- Cost Reduction and Financial Sustainability
- Increased Productivity

01.



Responding to a Changing and Complex World

- Adapting to Evolving Challenges
- Meeting Citizen Expectations
- Avoiding Irrelevance

02.



Fostering Trust and Public Engagement

- Improving Citizen Satisfaction
- Increased Transparency and Accountability
- Empowering Communities

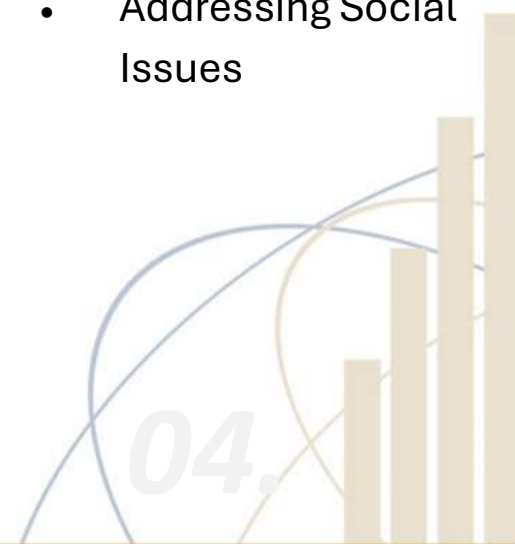
03.



Enabling Economic and Social Development

- Attracting Investment
- Addressing Social Issues

04.



The Modern Day Citizen

Modern-day citizen is highly **informed, connected, demanding & experience-driven**
NO longer passive recipients

Highly Informed & Savvy

01. _____

- Self-Educated
- Demand for Transparency
- Trust in Peers

Digital & Always Connected

02. _____

- Omnichannel Users (engagement)
- Citizens of Digital Community
- Self-Sufficient

Demand Convenience & Speed

03. _____

- Convenience is the New Loyalty
- Instant Gratification
- On-Demand Services

Focus on Values & Personalization

04. _____

- Personalization experiences
- Value & Ethics Driven
- Experience Over Product

Digital technologies are changing how people perceive & expect to receive service





The Innovation Journey “City of Mbabane”



Innovative Municipal Governance



Innovative Municipal Governance

01. _____

**Organisational
Culture &
Structure Change**

02. _____

**Reviewing &
Institutionalised
Innovation &
Change**

03. _____

**Establishing
Customer
Experience
Function**

04. _____

**Implementing
Technology &
Data Strategies**

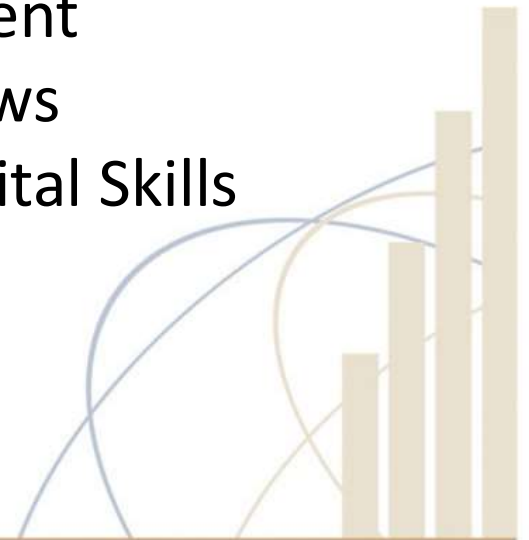


Innovative Municipal Governance

01.

Organisational Culture Change

- Employee Value Proposition
- Performance Management System Review
- Intentional Innovation Ecosystem
- Social Partners Engagement
- CEOs Quarterly Roadshows
- Training & Re-Skilling Digital Skills

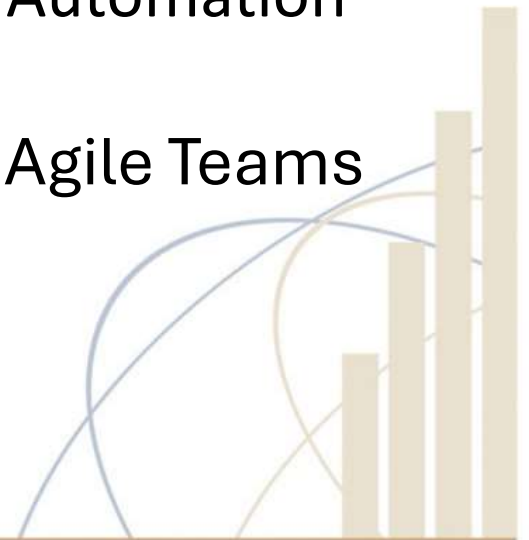


Innovative Municipal Governance

02.

Organisational Structure Change

- Department Level shifts
- Creating Customer Facing portfolio
- Development Facilitation Team
- Revamp LED Function
- Digital Transformation and Automation
- Business Intelligence
- Open, Collaborative, and Agile Teams



Innovative Municipal Governance

03.

Establishing Customer Experience Function

- Organisational Touchpoint Identification
- High Volume Journey Mapping
- Call Centre (Voice) Inbound & Outbound
- Quality Assurance
- Digital Back Office (Email, WhatsApp, social media)
- Reception as TouchPoint
- Service Charter inform Service Levels
- Self Service Platforms



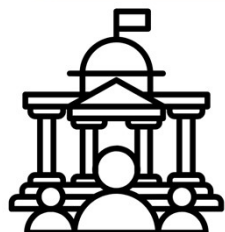
Innovative Municipal Governance

04.

Implementing Technology & Data Solutions

- Digital & Smart Governance
- Self Service Platforms
- Customer Journey Optimization
- Query Management System
- Paperless to Digital Drive (Registry, HR...)
- Data-Driven Decision Making
- Business Intelligence
- Predictive Analytics: Using data (e.g., complaint trends, traffic flow) to fine-tune services and prevent issues

Mbabane Approach to E-Government



Government 2 Citizen

- ✓ CEX at the core
- ✓ Critical Journey Mapping
e.g. payment of rates
- ✓ Digitization
- ✓ Self Service Enablement
"Pocket Maspala"

Government 2 Employees

- ✓ eNPS
- ✓ Digitising Staff Processes
- ✓ Digital OmniChannel
- ✓ User friendly tools to perform
their job
- ✓ High Performing Teams



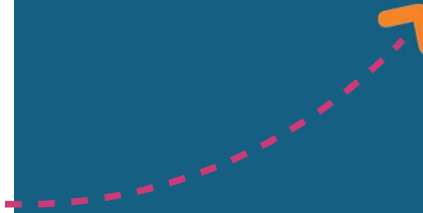
Government 2 Business

- ✓ CEX at the core
- ✓ Development
Facilitation Team (KAMs)
- ✓ Critical Journey Mapping
e.g. licensing, permits
- ✓ Automation &
Digitization

Government 2 Government

- ✓ Destroy silo working
- ✓ Improve inter-government
organizational processes
- ✓ Innovation Ecosystems:
collaborative hubs to drive
new ideas.





FACT!!

**75% OF THE ORGANISATIONS HAS
CUSTOMER CENTRICITY IN THEIR
MISSION OR STRATEGY...**



MBABANE

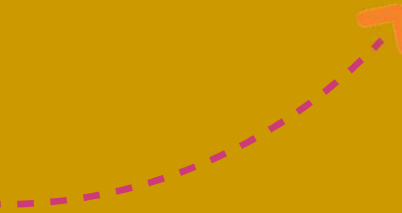
“To create a conducive and sustainable environment through responsible quality service delivery and good governance.”

MBOMBELA

“To provide democratic and accountable government while promoting social and economic development.”

FORWORTH

“Working together to build a strong community.”



CUSTOMER SERVICE

TRENDS RESHAPING THE FUTURE OF CITIZEN SERVICE



Customer service is the assistance provided by the company to customers regarding their products or services

Good customer service results in customer satisfaction and creates an everlasting relationship with the customers

SATISFACTION



CUSTOMER EXPERIENCE

**TRENDS RESHAPING THE FUTURE OF
CITIZEN SERVICE**



Customer experience is the journey of customers with a business and their perception towards the products or services.

According to Forrester, Customer experience is all about “How customers perceive their interactions with your company.”

Customer Experience VS Customer Service

Customer Experience

It is **proactive**, that means it's an approach to find the gaps in delivering the best service to customers.

Customer experience optimize customer journey (overall)

Customer experience 3 main components:

- ✓ Customer Service
- ✓ Technology
- ✓ Design

Customer Service

It is **reactive**, that means it comes when customers reach out to the company with some inquiry related to their needs.

Customer service assist relation to product or service (single interaction)

Customer service - good customer service is all about resolving the issue in the least time invested.



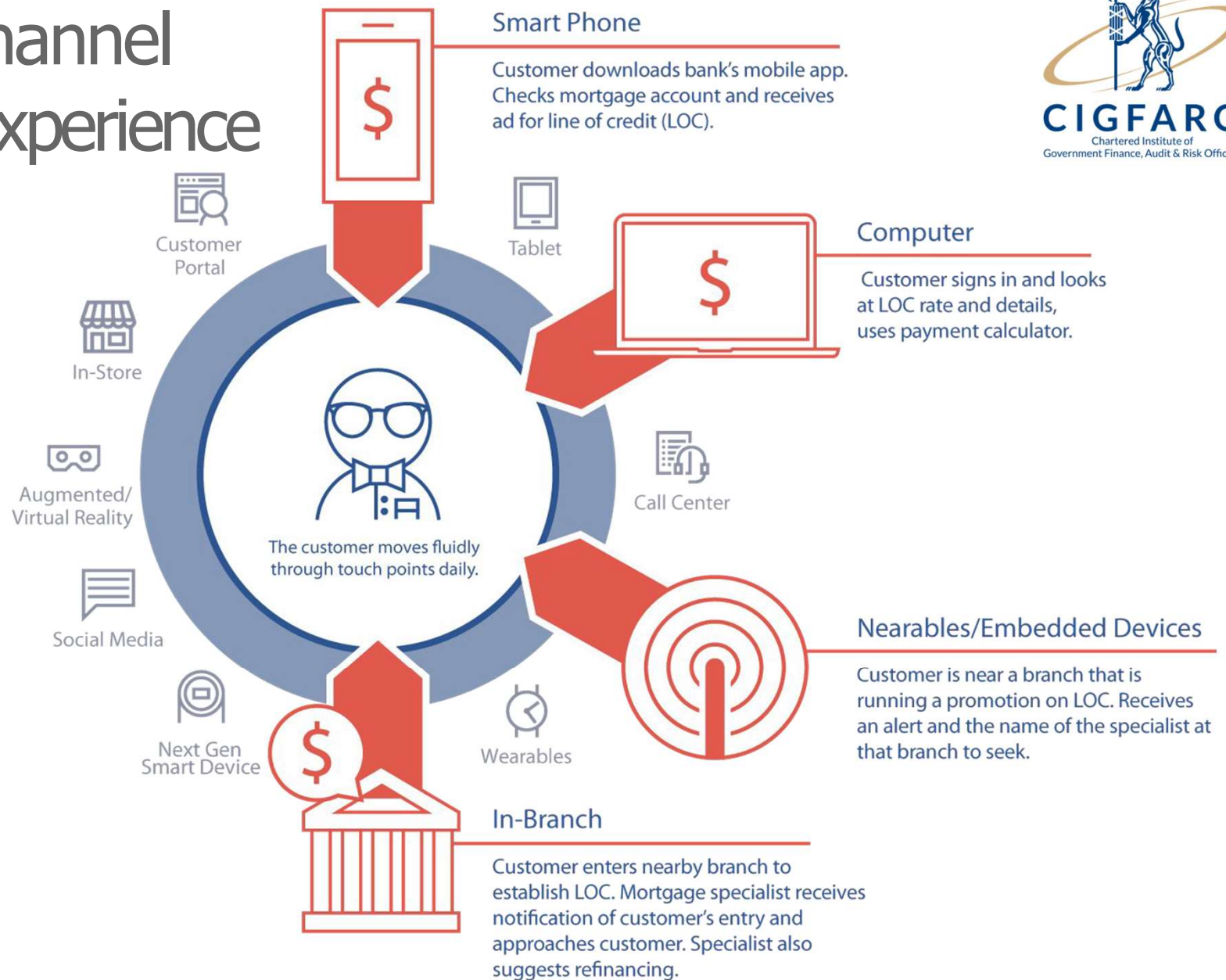
IMPORTANCE

OF CUSTOMER SERVICE & CUSTOMER EXPERIENCE



According to McKinsey,
companies focused on
providing a superior experience
across customer journeys
realized a **10-15% increase
in revenue** and a **20%
increase in customer
satisfaction**

The Omnichannel Customer Experience



Digital operations is the behind-the-scenes glue that connects customers to the experiences they want.



Innovative Municipal Finance



From Traditional to Innovative Financing

TRADITIONAL SOURCES

- Property Taxes
- User Fees/Charges
- Inter-Governmental Transfers (Grants)



INNOVATIVE SOURCES

- Own-Source Revenue Enhancement
- Market-Based Financing (Debt)
- Asset Monetization & Partnerships

1. Financing Mechanisms
2. Revenue Generation
3. Technological Integration



Innovative Financing Mechanisms

Focus Intergenerational Equity: Funding large, long-term capital investments (Infrastructure) and spread costs over the asset's useful life

- **Public-Private Partnerships (PPPs)**
- **Asset Monetization**
 - Public assets both existing and "brownfield," infrastructure asset eg
 - **Transportation:** eg parking garages, parking meters, etc.
 - **Real Estate/Buildings:** Unused or underutilized land, municipal buildings, golf courses, courthouses, etc
- **Borrowing from Development Banks & Financial Institutions**
 - Accessing long-term loans from national or international development banks or specialized municipal intermediaries to fund large-scale capital projects

Revenue Enhancement & Generation

Focus : optimizing existing revenue streams and creating new ones.

- **Optimized Fees and Charges:**
 - Charging discretionary fees for services beyond the statutory minimum (e.g., expedited permitting, pre-application planning advice).
- **Leveraging Municipal Assets (Commercial Services):**
 - Generating income from existing municipal assets & commercial joint ventures
- **Economic Development & Tax Base Expansion:**
 - Streamlining business registration & promoting tourism
- **Enforcement and Efficiency:**
 - Improving the efficiency of collection & enforcing municipal ordinances

Leveraging Technology & Innovation

Focus : Digital transformation can lead to cost savings, efficiency gains, and new revenue models.

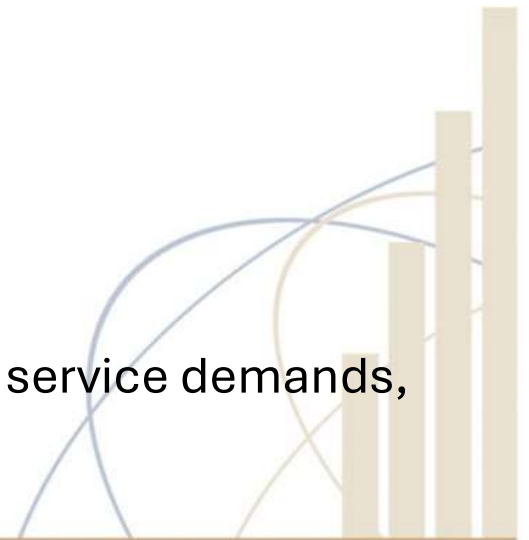
- **Digital Financial Management:**

- Automating administrative tasks
- e-government portals

- **Online Revenue Collection**

- **Data-Driven Decision Making:**

- Using data analytics (Big Data, AI) to better understand service demands, optimize service delivery routes (like waste collection)



Innovative Municipal Billing CRM



**Specialized Software designed specifically for local governments =
Comprehensive digital experience for residents and internal staff**



01.

Customer/Constituent Relationship Management (CRM)



02.

Utility Billing (UB) / Financial Management



Core Digital Features Municipal Billing CRM



Self-Service Customer Portal

View their current and past bills, analyze usage/rate history, update contact information, set up payment plans or auto-pay



Omni-Channel Payments

Numerous secure payment options (online, mobile, IVR, in-person kiosk) & applies payments automatically



Case & Requests Management

Centralizes all citizen interactions related to billing into a single system for tracking and quick resolution



Data Integration

Seamless connection between the CRM (customer data) and the core financial/billing system

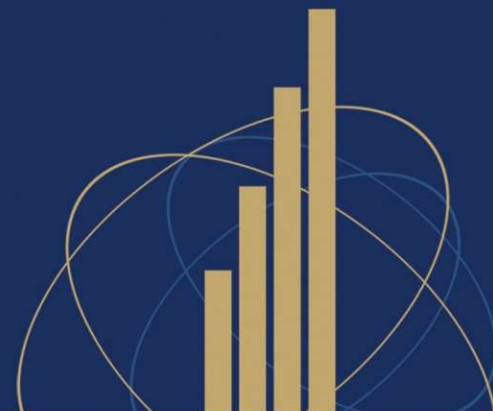


Automated Communication

Proactive, personalized communication - upcoming due dates, planned service interruptions, payment reminders



Thank You!



CIGFARO
Chartered Institute of
Government Finance, Audit & Risk Officers

www.cigfaro.co.za

SAQA Recognised Professional Body