

CITIZEN SERVICE CENTERS

Pathways Toward Improved Public Service Delivery

Recent Developments and Key Considerations Impacting the Operations of One-Stop Shops for Citizens

A Summary of Major Trends and a Design Guide for
Citizen Service Centers

Abstract

Countries across the globe are establishing new and improving existing citizen service centers (CSCs) to better serve their citizens. This note provides an overview of recent developments impacting CSC operations as well as a CSC design guide meant to summarize essential issues that managers looking to establish CSCs may wish to consider. Part 1 lays out how four key themes—access, personalization, speed, and interaction—have shaped the latest innovations in citizen service center design. These themes are linked to the increasing availability and spread of new technologies, which open new channels for governments to provide information and services to their citizens, and expand the potential for multichannel approaches. Based on these trends, part 2 presents a CSC design guide which provides an overview of eight key issues to take into account when designing or reforming a CSC: (1) channels of service delivery; (2) depth of service delivery; (3) financing models; (4) organizations involved and breadth of services provided; (5) single or multiple windows; (6) homogeneity/diversity across CSCs; (7) location; and (8) if services are provided by target group, life event or category of service.

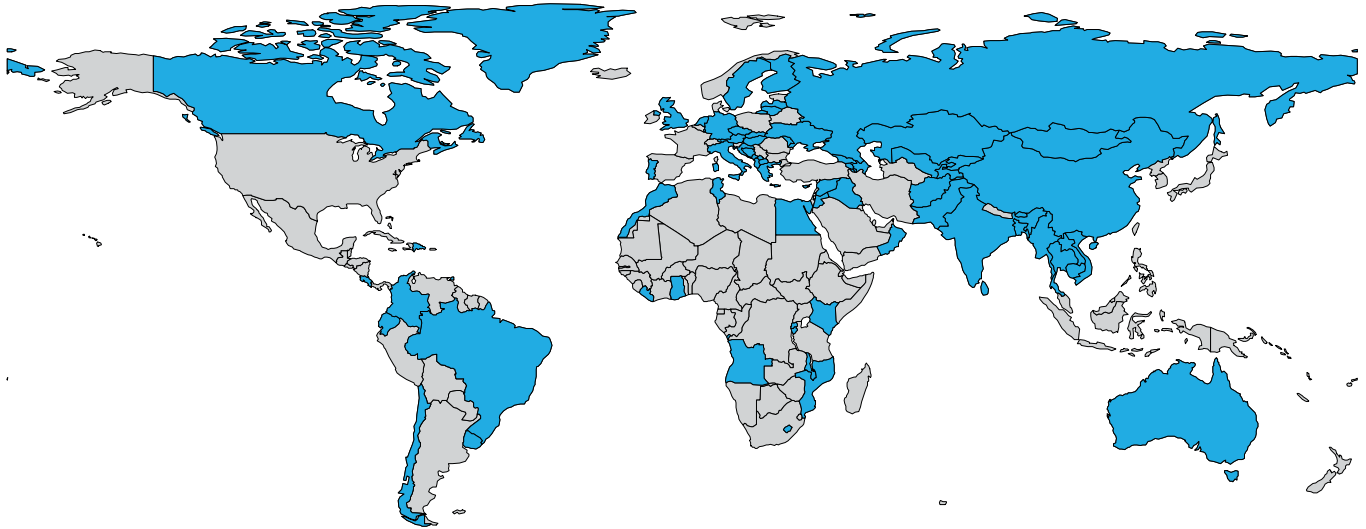
Introduction

Citizen service centers (CSC) constitute a powerful tool for governments to better serve their citizens and increase satisfaction with and trust in public service delivery. Modeled after one-stop shops, which were introduced to facilitate interactions between the private and public sectors and to expedite processes such as business registration, CSCs offer one central location where citizens can interact with the state and access a variety of services.

Numerous low- to high-income countries have implemented CSCs over the past few years. According to the United Nations *E-Government Survey* (United Nations 2014), 71 countries have digital one-stop shop portals. In 2016, a rapid stock-take conducted by the World Bank found at least 77 countries with physical and/or digital CSCs.¹ While most prevalent in Europe, all regions include a minimum of five countries with CSCs. Their experiences offer lessons on how to make service delivery and CSCs even more responsive to citizens, their needs, and their expectations. In 2011, the World Bank published a “How-to Note” on citizen service centers to provide guidance on the design and implementation of CSCs. The

1. The list is not exhaustive. Please see the annex for a list of CSCs identified by the team.

Map 1. Countries with Citizen Service Centers



present note, six years later, updates the 2011 note and seeks to shed light on some of the latest developments and innovations in citizen-centric service delivery, focusing on aspects of CSC design and implementation that have changed. It therefore complements rather than replaces the 2011 note.

1. New Developments in Citizen Service Center Design

The most significant developments in the design and functioning of citizen service centers over the past decade are linked to technological advances. New technologies have opened up new channels for the state and citizens to communicate with one another. These advances have also shaped the overall expectations of citizens. In societies with high rates of Internet penetration and smartphone ownership, people have become accustomed to having instant *access* to information; receiving *personalized* information based on their interests and needs; easily and *rapidly* accessing information; and having access to a *two-way* information flow that allows them to co-create content, provide comments and feedback, and participate in crowdsourcing information.

Four themes—access, personalization, speed, and interaction—shape the newest innovations in citizen service center design. In many cases, this means shifting from a primary reliance on brick-and-mortar centers to include the use of digital channels; reengineering processes and procedures to increase speed and ease of use for customers; providing more targeted information; and shifting from only providing information and services to also receiving feedback and input from the citizens, engaging them as active co-creators in the design of the CSCs by, for example, asking them what information and services that they would most like the CSC to provide, by testing pilot CSCs (U.S. Digital Service 2016a) and providing feedback for improvement.

Transitioning from Brick-and-Mortar Centers to Digital Platforms and Multichannel Approaches

Governments are increasingly offering information and services through websites and digital applications. Service Canada is an example of a CSC that enables citizens to access a plethora of government services on a single website, ranging from jobs to immigration to taxes. Some countries have established digital citizen service center portals, such as Service Public in France² or eCitizen Portal in Singapore,³ which enable

2. See the Service Public website at <https://www.service-public.fr>.

3. See the eCitizen Portal at <https://www.ecitizen.gov.sg/Pages/default.aspx>.

Box 1. Computerization and Breadth of Services at Municipal Citizen Service Centers: Lessons from India

States across India have implemented citizen service centers (CSCs) at the municipal level. A study researching computerized Nemmadi Centers in rural Karnataka found that citizens who used the centers made over three times fewer visits, spent almost an hour less at the office, paid less for the service, and received the service more than three weeks sooner than those who used a noncomputerized office (CEGA 2009). Computerized CSCs were thus able to increase the speed of service delivery as well as decrease costs, including by curbing corruption.

Despite these benefits, there is significant variance in the level of computerization as well as the breadth of services offered at municipal CSCs across Indian states, which a follow-up study found was not due to differing socioeconomic contexts or availability of infrastructure but rather to incentives for politicians linked to reelection or potential corrupt extraction of income (Bussell 2012). While technology-based reforms have great potential to improve service delivery and curb corruption, they are not silver bullets—they must be implemented in a way that pays due attention to the political context.

citizens to access a range of services at one central portal. Other countries are computerizing brick-and-mortar CSCs, such as the Nemmadi Centers in Karnataka, India (box 1).

Countries often use a multichannel approach to ensure universal access. Even where digital access is prevalent, it is a best practice to have a brick-and-mortar location as well for citizens who are unable to use a digital platform or who prefer face-to-face interactions. Because of this, many countries begin with physical centers and gradually add digital channels, while retaining both. This type of multichannel approach is exemplified by Huduma Kenya. While focused on physical CSCs across the country, the initiative also includes a website with information about the services offered. In addition, Huduma Kenya features the “Huduma Card,” a prepaid card that can be used to access government services, such as public transportation, and an application that enables access to services through mobile phones.⁴

Countries designing CSC programs and determining what types of channels to pursue should consider the needs of citizens, with the aim of excluding no one. They should assess the prevalence and usage of various technologies among potential users to figure out the most appropriate

channels. The process may involve a phased approach, for example, starting with brick-and-mortar centers and slowly adding digital applications. In Vietnam, for example, the government began establishing physical one-stop shops across the country in 2003. Recently, the program has been moving toward integrating Internet-based systems through which citizens can access services without having to visit a physical one-stop shop.⁵ In low-income countries, the approach of choosing channels based on the technology most widely used by citizens might involve the expansion of access to mobile broadband, circumventing infrastructure-heavy channels while not necessarily fully diving into purely digital platforms (United Nations 2014: 111). In New Zealand, with a population that uses digital technology widely, the government offers a pathway to verify identities online, enabling citizens to more easily open bank accounts. The slogan of New Zealand’s portal Real Me, which simplifies identity verification, responds to the citizens’ demand for easier access: “Open a bank account without leaving the couch” or “enroll to vote in your slippers.”⁶ In rural regions of Kenya, CSCs provide access to subsidized fertilizer, a service that clearly needs to be provided at a physical location.

4. For more details, please see: “Citizen Service Centers in Kenya: Advancing Citizen-Centered Service Delivery through Huduma Centers in a Context of Devolution and Digitization, which is part of this series.”

5. For more details, please see: “One-Stop Shops in Vietnam: Changing the Face of Public Administration for Citizens and Businesses through a Single Door to Multiple Services,” which is part of this series.

6. See the Real Me website at <https://www.realme.govt.nz>.

From General to Targeted Information

To respond to the diverse needs and interests of citizens, CSCs are increasingly tailoring information and services to specific target groups. Rather than looking at service provision from the perspective of a single prototypical citizen, many CSCs organize their information by target group. For example, Under the “jobs” category, Service Canada offers one link for job seekers—“Find a Job”—and another for employers—“Hire and Manage Employees.”⁷ The 2014 United Nations *E-Government Survey* found that a number of European countries are transitioning from the one-stop model, which aims at having one single portal through which all services are accessed, to having a handful of more specialized portals (United Nations 2014). Denmark has established a website called International Citizen Service (ICS)⁸ that provides information and services relevant to foreigners moving to or living in Denmark. ICS provides resources on how to register as a foreigner as well as how to learn Danish and find a place to live. The U.S. Digital Service, a tech start-up within the U.S. government, has developed a digital application for veterans—vets.gov—which provides information about the services most relevant to them, such as disability, health, and education benefits. Examples of other applications built by the U.S. Digital Service target students applying for college, immigrants, and refugees.

One tool that can help governments organize the information and services their CSCs provide in a more targeted way is to consider distinct target groups as well as life events. Life events include getting married, having a child, moving, and retiring, among many others. *Service Public*, the French CSC online platform offers an example of this approach (see box 2). Another related tool is *customer journey mapping*, which helps governments think through processes from the perspective of citizens to get a full picture of all the steps required for a given situation. In Moldova, for example, a country with a large share of its citizens living abroad, the Joint Information and Services Bureaus organize information and services by stages of migration—that is,

Box 2. Information and Services Organized by Life Events on *Service Public*—the French Platform

Service Public,^a the French citizen service center (CSC) online platform, helps users find relevant information organized by life events, such as what to do if ...

- “I move,
- I am expecting a child,
- I have a disability,
- I am planning my retirement,
- I am buying property,
- A close relative has died,
- I am getting divorced,
- I need access to childcare,
- I will be living abroad,
- I come back to live in France,
- I am looking for a job,
- I am settling down as a couple,
- I would like to work in the public sector,
- I am preparing my legacy, or
- I am the victim of a terrorist attack”

a. See <https://www.service-public.fr/>.

whether a person is planning to migrate, currently abroad, or returning. Approaching the organization of information and services from the citizens’ perspective—by target group or by life event—builds on the private sector practice of considering service delivery from the perspective of the user or customer rather than from the provider.

From Lengthy Procedures to Speedy Solutions

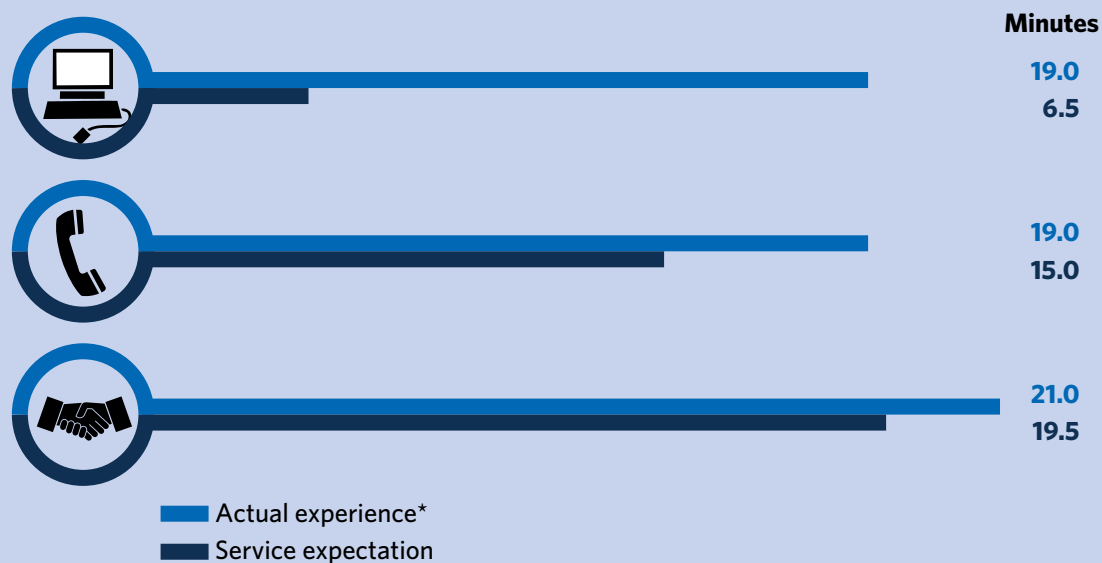
Increasingly, citizens expect services to be easily accessible and delivered quickly. The speed with which a question or request is resolved is a key driver of satisfaction with overall service delivery among citizens (Dudley et al. 2015). Citizens value ease and speed when accessing information and services, preferring to avoid visiting multiple offices or clicking through multiple web pages.

7. See the Service Canada website at <https://www.canada.ca/en.html>.

8. See the ICS website at <http://icitizen.dk/>.

Box 3. Gap between Expectations and Experience of Timeliness of Service access by Canadian Citizens

In the “Citizens First” survey conducted by the Canadian Institute for Citizen-Centered Service Delivery, the 2014 responses indicated that Canadian citizens expect to access a service online within an average of 6.5 minutes. In comparison, the average time to actually access services online by this population was 19 minutes, thus about three times as long. For phone calls, there was a discrepancy between expectation and experience of 4 minutes and for an in-person interaction of 1.5 minutes. The biggest gap between expectation and experience thus concerns online services.

Service expectations: Timeliness

*Average across participating jurisdictions based on number of minutes as reported by respondents.

Source: <https://iccs-isac.org/research/citizens-first>.

Processes must become more efficient to cut down on transaction times in both front and back offices. Online solutions for front offices, such as the digital platforms previously mentioned, can significantly increase the ease and speed with which citizens can access information and request services. Yet, for the entire service delivery procedure to be accelerated, back offices must also improve their efficiency through, for example, better interagency collaboration regarding fulfilling requests (Dudley et al. 2015).

From One-Way to Two-Way Interaction

The most recent innovations in the field of citizen service centers consider citizens to be active contributors rather than merely passive recipients (Lai et al. 2012: 14). Some new citizen service applications have been created in collaboration with target groups. An example is the U.S. Digital Service application for veterans (U.S. Digital Service 2016a), which involved veterans in the design and improvement of the application. They were able to express their priorities so that the application could be as useful to them as possible,

Box 4. Improving the Efficiency of Service Delivery through Citizen Assistance Units in Brazil

The experience of the establishment and subsequent reform of citizen service centers (CSCs) in Minas Gerais, Brazil, offers valuable lessons regarding the importance of installing centers that offer a variety of services under one roof as well as reengineering procedures to increase speed and improve efficiency (Majeed, 2014). In 1996, the state established one-stop shops, where citizens could access a variety of services, including employment-related services and the issuing of identification cards. The bundling of services in one location, however, did not suffice for reducing the time required to request a service or for it to be delivered. A reform that began in 2007 addressed that shortcoming with a range of measures, including hiring and training clerks who could provide all the services rather than only those of a single agency, cost-sharing with agencies, upgraded IT systems, extended hours of operation, a monitoring system tracking average waiting times, and partial privatization. The new CSCs are able to handle a more than seven times greater volume of transactions, and citizens surveyed regarding their experiences at the remodeled citizen assistance units indicate greater overall satisfaction with the speed with which they were served and the time required to complete the requested service.

for example, by simplifying the website and providing easier access to healthcare application forms.

Another way to involve citizens more actively is to provide opportunities for them to provide feedback. Feedback can be solicited and responded to through a variety of channels, from suggestion boxes at stationary citizen service centers to social media platforms, such as Twitter or Facebook. Using social media platforms to communicate with citizens and solicit their feedback allows governments to circumvent the costlier steps of setting up separate online platforms and increases the level of interaction because many citizens are already active on social media (United Nations 2014: 70). Huduma Kenya is an example of a CSC program that responds to feedback via Twitter and Facebook. A challenge related to soliciting feedback via social media platforms is that it is difficult to log and track the feedback. It is crucial to aggregate the feedback and analyze the information to learn from it and improve operations. This is made more difficult if feedback is collected on platforms that are used for other purposes as well and that process a high volume of information on a daily basis.

Feedback that is provided must be adequately responded to, and the feedback loop must be closed. This can be a challenge because social media channels allow for a large volume of feedback, but it can be mitigated with persons tasked with monitoring the channels, responding to comments and requests that can be immediately solved, and forwarding others to the responsible center or agency. The goal of an effective feedback system is to have a two-way conversation rather than two parallel one-way streams of communication—state-to-citizen and citizen-to-state. In Azerbaijan, the ASAN service uses social media to improve communications with citizens. On Facebook, ASAN service users can directly contact the CSC, ask questions, provide feedback, and post comments or pictures. ASAN representatives communicate with users through “likes,” “dislikes,” and private and public messages to help them better understand the drivers behind citizen satisfaction. A similar approach is being used on Twitter. Since the creation of these accounts, an increasing number of questions have been put to ASAN through these channels. In addition, ASAN volunteers have created a separate Facebook account, used by the volunteer community for sharing information, pictures, videos, and experiences, and for becoming acquainted with each other.⁹

9. See <https://www.facebook.com/asanxidmat>, <https://twitter.com/ASANXidmat>, and <https://www.facebook.com/Asan.Youth>.

2. Design Guide for Citizen Service Centers

With the ongoing development of one-stop-shop models at various levels of government and in disparate contexts, developing neat typologies regarding CSCs along clearly delineated models and architectural choices is difficult. However, the eight core design issues explored in this section allow for the differentiation of CSCs based on key characteristics:

1. Scope of service delivery
2. Organizations involved and their level of integration
3. Channels of service delivery
4. Single or multiple windows
5. Financing model and organizational form
6. Homogeneity or diversity across CSCs
7. Location, number, and accessibility
8. Providing services by target group, life event, or category of service

The issues presented build on and further develop concepts presented in the 2011 How-To Note, “Citizen Service Centers: Enhancing Access, Improving Service Delivery, Reducing Corruption” (Post and Agarwal 2011) with the aim of guiding and inspiring the reflection of public managers regarding CSC design and implementation options. Concrete examples from countries across the globe are provided to offer a bird’s eye view of the many existing possibilities.

As noted in part 1, the CSC design depends on the context in which it operates—there is no one-size-fits-all scheme. CSCs are best designed with an informed knowledge of the political economic context (see box 1) as well as the needs and capacities of the citizens. The design of a CSC also depends on its primary objective: to increase the efficiency of service delivery, to decrease corruption, or both? This informs design priorities. The present guide thus raises key questions to consider when designing CSCs rather than pre-describing one model.¹⁰

Design issue 1: Scope of service delivery

Observations	Key questions to consider
A citizen service center can range from a simple information kiosk that provides guidance and advice on various topics to the main point of interaction between citizens and the state administration with the ability to carry out complete transactions.	<p>How much authority do the participating departments/ministries and service providers delegate to the frontline agents in the CSC?</p> <p>For which services will the CSC only distribute information?</p> <p>For which services will the CSC carry out limited transactions (e.g., distribute and receive forms and documents for various services)?</p> <p>For which services will the CSC be empowered to carry out complete transactions (e.g., support the dissemination of information and the distribution, receipt, and return of documents related to a given service)?</p> <p>Will different access channels provide varying depths of service delivery?</p> <p>How willing are respective service providers to further devolve services, resources, staff, and functions to the CSC?</p>

10. For brevity's sake, the examples presented in this section are limited to essential information and key facts regarding one-stop shop models. Several country cases have been captured in greater depth by other authors. Please feel free to contact the team to request additional documentation: sagarwal2@worldbank.org

Example 1.1. Cambodia: Ministries delegate service delivery to one-window single offices

Some services previously provided by provincial line departments were deconcentrated to Cambodia's one-window single offices. Some participating ministries delegated preselected services to kick-start the process; others conducted a functional mapping process to decide which services to delegate. Some ministries, including the Ministry of the Interior and Ministry of Public Works and Transport, focused on deconcentrating services that were in high demand (World Bank 2013a).

Example 1.2. Laos: Depth of service delivery varies among one-door service centers

The one-door service centers in Laos provide varying levels of services depending on the department in charge. Full service for requests such as issuing birth and marriage certificates can usually be provided, but only partial service delivery is possible in some instances, mainly because provincial-level coordination is required, such as for taxes and business licensing (Onxayvieng et al. 2015).

Design issue 2: Organizations involved and their level of integration

Observations	Key questions to consider
The more services a citizen service center can provide, the more cost-effective it is for citizens to access. Interagency coordination is crucial. By integrating systems, such as shared databases, citizens only have to enter their personal information once, speeding up processes. A more in-depth integration of service delivery may require business process reengineering, which can improve back-office workflow. Furthermore, co-locating public and private services at a CSC can make it more attractive and increase user flow.	<p>How many departments/ministries will provide their services through the CSC?</p> <p>Do the participating departments/ministries have integrated systems, such as shared databases?</p> <p>Will public and private service providers be blended at the CSC?</p> <p>How will the services provided at the CSC be selected?</p> <p>Who will provide coordination functions for the CSC?</p> <p>Who will staff and oversee the CSCs? Will staff at the centers be civil servants, private contractors, or both?</p>

Example 2.1. Albania: A process is established for selecting which public services should be provided at the one-stop shops

Prior to launching its network of one-stop shops, Albania carried out a wide-ranging inventory of its public services: a total 1,400 services provided by 134 central government agencies were classified and coded. Based on an analysis of the services most frequently requested by citizens, 400 summary information sheets were created for 400 public services that synthesized essential data on service processes, timeframes, required documents etc. Standardized forms were then created for 115 services from 15 institutions and introduced at the integrated service delivery agencies (ADISA Albania 2017; Republic of Albania 2016).

Example 2.2. Kazakhstan: Coordination role shifts from ministries to separate CSC oversight entity

Initially, the key actors coordinating one-stop shops in Kazakhstan were the Ministry of Justice and the Information and Communication Agency. In 2011, the coordinating function was reassigned to the Ministry for Transport and Communications, with the technological support of the National Informational Technologies Joint Stock Company.¹¹ With an increasing number of public services provided through the one-stop shops and the model's growth from four pilots to over 800 offices across all levels of government, a dedicated state enterprise—the Center for Coordination of the One Stop Shops—was established to coordinate and monitor the day-to-day activities of one-stop shops (International Labour Office 2016; Janenova and Kim 2016).

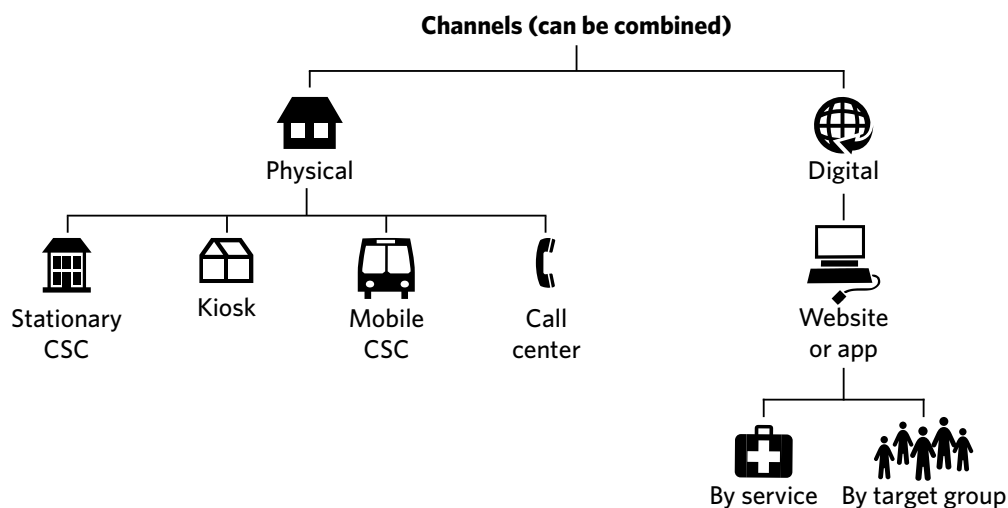
11. <http://www.nitec.kz/index.php/en/pages/test>

Design issue 3: Channels of service delivery

Observations	Key questions to consider
Citizen service centers can provide services through a variety of channels. In recent years, the use of digital channels has greatly increased, with many countries implementing one-stop service portals online or beginning to deliver services through smartphone applications.	Which types of channels best fit the needs of citizens? How much of a role will digital access channels play in the CSC? When designing a multichannel approach, how will access to services be guaranteed to vulnerable populations?

Figure 1 provides an overview of common channels used by citizen service centers to provide services to citizens. The channels can be combined in a multitude of ways, for example, in the form of a physical CSC with computers providing access to a website, or in the form of a central website that is linked to digital applications for specific target groups. Kiosks are easily accessible computer stations that provide access to digital portals.

Figure 1. Possible channels enabling access to CSC services.



Example 3.1. Azerbaijan: Mobile teams deliver services to remote populations

Azerbaijan's ASAN Centers equipped themselves with a fleet of vehicles that have all the necessary technologies to provide services to citizens who do not live in cities with ASAN Centers. Specifically, the Mobile ASAN Service has at its disposal large buses equipped with solar energy batteries that produce energy for devices when the bus stops; an ATM to provide banking services; laptop computers and printers; electronic queuing machines; high speed satellite Internet; IP phones and an ID printing machine. As a result, between May 2013 and January 2015, public services were provided to more than 135,000 citizens in 46 locations covering almost all the regions of Azerbaijan. (Vision 2015).

Example 3.2. Singapore: Citizens Connect brings e-services closer to citizens

In Singapore, citizens without access to computers or the Internet can access 1,700 online public services through one of the 27 strategically located "Citizen Connect" centers—e-kiosks offering free Internet access with trained staff available to help citizens and residents access the one-stop eCitizen portal and conduct online transactions with government agencies. In 2015, an estimated 120,000 Singaporeans used the e-kiosks (Young 2016).

Design issue 4: Single or multiple windows

Observations	Key questions to consider
<p>The difference between single and multiple windows from the perspective of the citizen is that they will either engage with one person who can fulfill all of their requests or with multiple representatives at various specialized counters at the citizen service center.</p> <p>The choice between single and multiple windows partly depends on the degree to which the participating departments, ministries, and service providers are willing to delegate their authority to the CSC (see design issue 2), ranging from limited authority, where individual service providers and departments are only responsible for the services associated to their specialized mandate, to institutional authority, where mandates are combined into a single authority responsible for all service requests at the CSC.</p>	<p>To what extent will staff dealing with the public be able to answer a variety of requests?</p> <p>For single-window CSCs, how will the participating departments or ministries coordinate back-end processes?</p>

Example 4.1. Greece: KEP takes a single-window approach

The citizen service centers in Greece—known as KEP—follow a single-window model. Citizens can submit all of their requests concerning 420 different administrative processes to a single staff member who then completes an electronic application form for each request on the citizen's behalf and dispatches it to the responsible authority, where it is officially stamped and processed before being returned to the KEP and then ultimately back to the citizen.¹²

Example 4.2. Tajikistan: District officials gather to bring services closer to citizens

In the Ghonchi district in northern Tajikistan, department heads of local government services gather in a single government building service hall every Saturday morning to provide speedy and convenient services for the local population by uniting their respective “windows” at one physical location (UN Women 2012).

Design issue 5: Financing model and organizational form

Observations	Key questions to consider
<p>Citizen service centers can be financed through rent and/or fees from participating organizations, user fees, private-public partnership arrangements, or dedicated governmental funding.</p> <p>Furthermore, CSCs can take on a variety of organizational forms, such as deconcentrated units of departments/ministries, state-owned enterprises, and private service providers. A CSC's organizational form will influence its funding model.</p>	<p>Which funding strategy will the CSC pursue?</p> <p>Which organizational form will the CSC take?</p>

12. See the municipality of Heraklion website at <https://www.heraklion.gr/en/citizen/kep//kep.html>.

Example 5.1. Liberia: CSC's increase revenue generation at the county level

In 2015, Liberia started to roll out one-stop shops at the county level as part of its Decentralization Support Program. While services such as birth certificates, psychosocial support, and employment-related assistance are offered free of charge, other services, such as issuing permits and licenses, generated revenue exceeding 4 million Liberian dollars during the initial 12 months of operation (July 1, 2015–June 30, 2016) of Buchanan, Grand Bassa County's first county service center (Bropleh 2016).¹³

Example 5.2. Bangladesh: Union information and service centers' differentiated charging model

Bangladesh's Union information and service centers (UISC) are located on the premises of the Union Parishad (lowest tier of local government) office and run through a public-private partnership model. Government services such as issuing citizenship and birth certificates are provided free of charge. Information services related to agriculture, health, and education, among others, are provided at a low, subsidized cost. Commercial services, such as banking, insurance, printing, and photocopying are offered at commercial rates (LOGIN Asia. n.d.: 6).

Design issue 6: Homogeneity or diversity across CSCs

Observations	Key questions to consider
While some citizen service center models involve uniform implementation of one-stop shops at the national, regional, provincial, municipal, and intracity level, other models allow for variation across offices.	<p>Are the needs of citizens uniformly spread across the territory to be covered by the CSC model?</p> <p>What core services are needed across the board, and what services could be provided on a demand-driven basis?</p>

Example 6.1. Cyprus: Uniform and homogeneous service delivery is guaranteed

In Cyprus, uniform and homogeneous service delivery is guaranteed across all CSCs because the centers each have access to the same information technology systems as their "mother organizations" (European Commission 2008).

Example 6.2. Brazil: Sizes of CSCs differ in the State of Bahia

The citizen assistance service centers (SACs) in the State of Bahia, Brazil, developed into a variety of sizes. In 2001, three large SACs, located in Salvador, Bahia's capital city, each housed more than 20 government agencies. Fifteen medium-sized SACs hosted between eight and 20 government agencies, and five smaller SACs hosted fewer than eight agencies each (Centre for Public Impact 2016; Majeed 2014).¹⁴

Example 6.3. Cambodia: Differentiated service provision depends on district characteristics

The functions provided by the one-window service offices across Cambodia's provinces are not always the same. While all do provide a core set of functions, delegated services are selected to meet the specific requirements of citizens and depend on a district's rural/urban, educational, tourism, economic, and agricultural profile. For instance, demand for licenses for the transportation of animals is likely to be higher in rural areas. And some legal services are less frequently requested in districts with fewer educational institutions (World Bank 2013a).

13. See also the UNDP in Liberia website at <http://www.lr.undp.org/content/liberia/en/home/ourwork/democraticgovernance/successstories/Servicecenter.html>.

14. See also "Citizen Service Centers in Bahia, Brazil" at <http://unpan1.un.org/intradoc/groups/public/documents/other/unpan022348.pdf>.

Design issue 7: Location, number, and accessibility

Observations	Key questions to consider
<p>Location options for citizen service centers include government offices, post offices, and office space in shopping malls (particularly in large urban centers), among others.</p> <p>The number and spread of CSCs varies across countries. Some have one per municipality; others have one per county or province and several in the most populous areas of the country.</p>	<p>Could CSCs benefit from being integrated into existing public or private infrastructure?</p> <p>Which location will be most practical and best guarantee the easiest access to services for citizens?</p> <p>How many CSCs will be established, and how will they be geographically spread to allow citizens the easiest access to services?</p>

Example 7.1. Costa Rica: Postal service infrastructure being used for one-stop shops

In Costa Rica, one-stop shops (*ventanillas electrónicas de servicios*) are located within physical post offices and use the existing infrastructure of the country's postal service.¹⁵ As of 2017, there were 25 such one-stop shops across the country.¹⁶

Example 7.2. Finland: Municipal CSC is situated at a shopping center by a metro station

Finland's second-largest city, Espoo, introduced a CSC at the Iso Omena shopping center of the Matinkylä urban area, located just above a significant transportation hub. The CSC provides citizens with access to the municipal library, Kela (Finland's social insurance institution), a health center, a child health clinic, youth services, the city's municipal services unit and laboratory and radiology services provided by the Hospital District of Helsinki and Uusimaa.¹⁷

Example 7.3. Czech Republic and Portugal: Mixed access points

Czech Republic's more than 2,500 one-stop-shops (called "Czech POINTs") operate out of municipal and regional offices, post offices, and abroad—mostly in embassies or at Czech centers.¹⁸ Portugal's "citizen spaces" (*espaços do cidadão*)—i.e., digital access points that complement the larger "citizen shops" (*lojas do cidadão*)—are located in town halls and in the post offices of small cities, with a minimum of two public access points per city, providing access to services such as the citizenship card, civil registration certificates, social security and the tax services, health care, and numerous other documents and registrations required by citizens (European Commission 2008).

Design issue 8: Providing services by target group, life event, or category of service

Observations	Key questions to consider
<p>To facilitate citizens' understanding of and access to public services, citizen service centers can consider categorizing services by target group or life event rather than by which department/ministry offers them, an approach that does not necessarily resonate with users.</p>	<p>Who are likely to be the CSC's main clients?</p> <p>How can information and access to services be presented in a way that is most user-friendly?</p> <p>Which frequently provided services can be streamlined?</p>

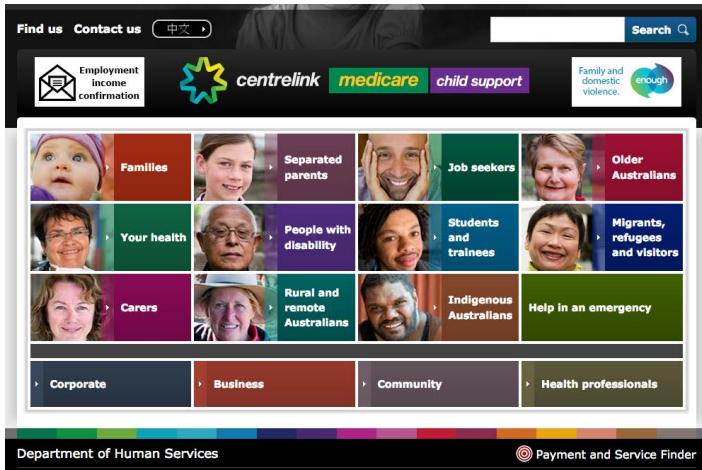
15. See the Open Government Partnership country profile for Costa Rica at <https://www.opengovpartnership.org/country/costa-rica/commitment/expansion-services-one-stop-shops>.

16. See the Costa Rican Postal Service website at <https://www.correos.go.cr/servicios/tramicorreos/ves.html>.

17. See the Espoo Innovation Garden website at <http://www.espooinnovationgarden.fi/en/espoo-innovation-garden/stories/one-of-a-kind-in-the-world-a-citizen-service-centre-within-a-metro-station/>.

18. See the Ministry of the Interior of the Czech Republic website at <http://www.mvcr.cz/mvcren/article/reduction-of-administrative-burden-and-simplification.aspx?q=Y2hud-W09NA%3D%3D>.

Recent Developments and Key Considerations Impacting the Operations of One-Stop Shops for Citizens:
A Summary of Major Trends and a Design Guide for Citizen Service Centers



Source: <https://www.humanservices.gov.au>.

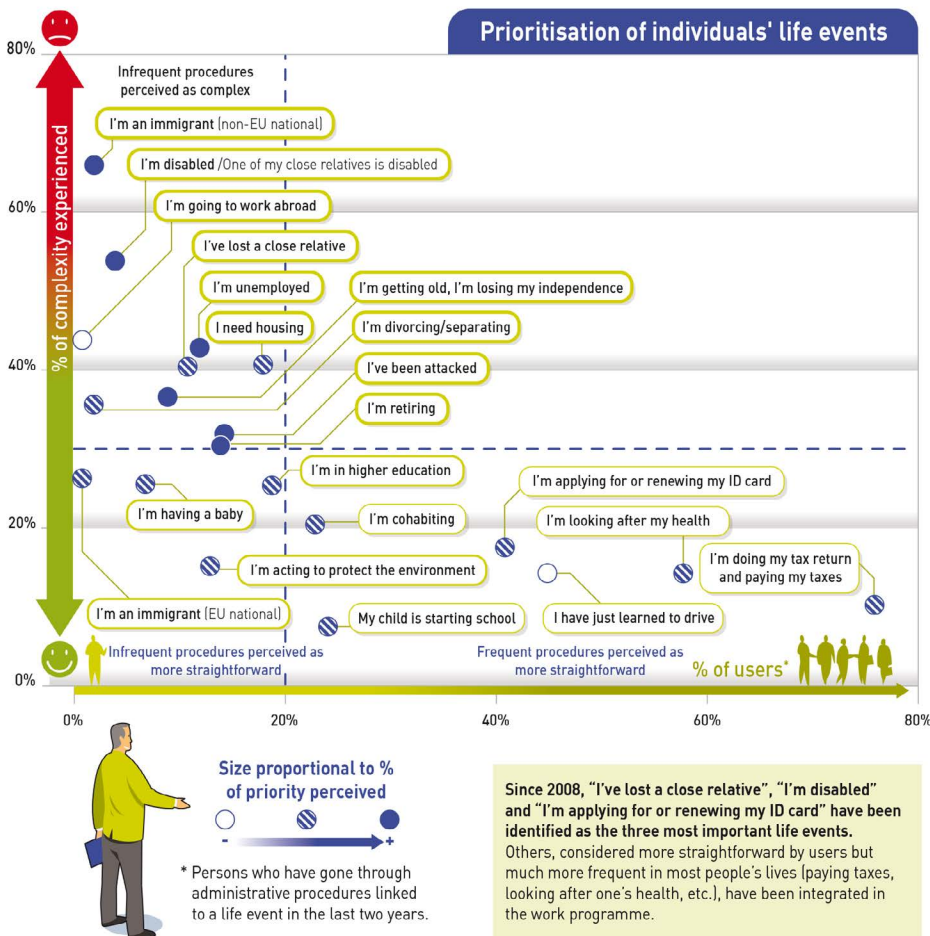
Example 8.1. Australia: A service delivery approach that focuses on specific targeted groups and delivers a range of payments and services to citizens during times of major change

The Australian government's department of human services helps citizens find the online services that apply to their situations, depending on the targeted category with which they identify, such as families, separated parents, job seekers, older Australians, people with disabilities, students and trainees, migrants, refugees, and visitors, carers, rural and remote Australians, or indigenous Australians. Within those categories,

information is partly organized by life events, such as having a baby under the family category and leaving school under the students and trainees category.

Example 8.2. France. Procedures related to the life events of citizens are analyzed, prioritized, and simplified

In 2008, France's General Secretariat for the Modernization of Public Action (SGMAP) launched a quantitative survey of 3,000 individuals; 1,000 businesses; 800 local authorities; and 800 associations to identify the processes around life events that most needed to be simplified for citizens. The degree of complexity perceived by users for various life events was measured, and this "complexity indicator" was then multiplied by the number of French citizens affected by such a life event over the two years prior to the survey. Procedures surrounding the selected life events, such as the death of a close relative, setting up a business, and running an association, were then streamlined and optimized to reduce dissatisfaction and foster excellence in public service delivery (SGMAP n.d.).



Source: SGMAP. n.d.

Conclusion

Countries around the world are establishing new and improving existing citizen service centers to better serve their citizens. The availability and spread of digital technologies has created the potential for new channels through which citizens can access information and services. Governments must strive to serve all citizens, hence digital channels need not necessarily fully replace physical centers; instead, they can serve as parts of a multichannel system. In addition to providing additional channels for state-citizen interaction, technology has influenced the expectations of citizens, who are becoming increasingly accustomed to accessing information quickly, having personalized information presented to them, and providing feedback and interacting with service providers. The response to these developments in terms of CSC design has been to increase the use of digital platforms and reengineer CSCs to improve their efficiency, organize information and services through the eyes of the citizen by target group or life event, and enable users to participate by involving them in the design stage or by establishing feedback mechanisms. By providing an overview of key elements to consider for CSCs based on these new developments, the design guide can serve as a tool for governments and development partners seeking to establish new or improve existing CSCs.

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Annex. Examples of Citizen Service Centers across the Globe

The following table provides an overview of examples of citizen service centers across the globe, in addition to those mentioned in the text. The list is not exhaustive.

Country	Name of CSC	More Information (Websites, Videos, Mentions)
Afghanistan	Citizen service center; citizen information center; Mazar-e-Sharif customer service center	Promotional video
Albania	One stop shops (municipal); public service mall (national); online portal e-Albania	Online portal e-Albania
Angola	Serviço Integrado de Atendimento ao Cidadão (SIAC) (integrated citizen service centers); government portal project	Website Promotional video SIAC Online government portal
Armenia	Citizen offices (Borgerboros)	Overview of GIZ program related to citizen offices Overview of SDC program related to citizen offices
Australia	Centerlink New South Wales: Service NSW	Centerlink website Service NSW website
Austria	Bürgerservicestelle (citizen service point)	Information about citizen service points by Österreichischer Städtebund
Azerbaijan	ASAN Xidmet (easy service) Mobile CSC for the State Service for the Registration of Real Estate (SSRRE)	Website
Bahrain	Multiple channels for service delivery: <ul style="list-style-type: none"> • eGovernment portal • National contact center (telephone line) • eKiosks and eService centers • eGovernment app store/mobile applications 	Website
Bangladesh	District e-service centers (DESC) and union (the lowest tier of local government institutions) information and services centers (UISC)	Promotional video
Bhutan	Community centers + Zhung Ley Meseer Zhabtog (citizen services portal)	Website
Bosnia and Herzegovina	Citizens service centers	Overview of DAI project related to CSCs Overview of Chemonics project related to CSCs 2007 Comprehensive USAID Completion Report on the Governance Accountability Project, which included setting-up CSCs
Brazil	Citizen assistance service centers; integrated citizen assistance units (unidades de atendimento integrado, or UAI) in the province of Minas Gerais	2013 Case study by Princeton University on Bahia's one-stop shops 2015 case study on citizen service centers and the Poupatempo Reform Brief analysis of Bahia's one-stop shops Presentation by secretary of management on e-governance and one-stop shops
Burundi	Guichets uniques provinciaux	Information by UNDP News piece by UNDP about the launch of the centers
Cabo Verde	Casa do Cidadão (citizens' house)	Website

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CITIZEN SERVICE CENTERS Pathways Toward Improved Public Service Delivery

Country	Name of CSC	More Information (Websites, Videos, Mentions)
Cambodia	One window service office	Website
Canada	Service Canada; citizen service centers	Service Canada website
Chile	ChileAtiende (serving Chile)	Website
China	Citizen service center; public service center; government affairs service centers (zhengwu fuwu zhongxin)	Overview of project by SKL International 2014 case-study of GASC in Pu'er 2010 case-study of impact of Internet use in CSCs in Chengdu
Colombia	SuperCADE (Bogota); De Una (Virgen y Turistica)	SuperCADE Website Red Cade Website
Costa Rica	One-stop shops (ventanillas electrónicas de servicios)	Promotional video
Croatia	Hitro.hr	Website
Cyprus	Citizen service center	European Commission information about one-stop shops in Cyprus
Czech Republic	Czech Point	Website
Denmark	Citizen service center International citizen service	International citizen service website 2007 case study "Municipal Citizen Service Centres and the Danish Structural Reform" 2011 Case study: "Keeping the Lights On: Citizen Service Centers in Municipal Amalgamations"
Dominican Republic	<i>Ventanillas Únicas sectoriales</i> (sectoral single windows); Portal de Servicios del Estado for investments	2012 Open Government Partnership DR implementation review mention
Ecuador	Centro de Atención Ciudadana	Information about Latacunga's citizen service center
Egypt	Citizen service center	2009 USAID report on decentralization project, including information about CSCs News piece about CSC in Alexandria
Finland	Citizen service points (Asiointipiste); Online portal (Suomi.fi)	Website
Georgia	Public service hall	Website
Germany	Citizens' office (Bürgeramt); Mobile Bürgerämter	Website on Bürgerämter in Berlin Article about mobile citizen service centers in Berlin
Ghana	One-stop service centers	Website
Greece	KEP (citizen service centers)	Website Website for Athens
Hungary	Government windows	2013 Case study on one-stop shops 2012 Analysis of one-stop government reform
India	Common service center; citizen service centers; Nemmadi centers (in rural Karnataka)	Website of common service centers Overview of Nemmadi centers
Iraq	One-stop shop service center; one-stop shop for business registration	USAID information about one-stop shops Video and information about USAID's Tarabot program
Italy	Linea amica	Website
Jordan	National contact center, one-stop shop at customs and income tax department, e-government	Website E-government website
Kazakhstan	Single window center; one-stop shop	2016 government communication on one-stop shops

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Recent Developments and Key Considerations Impacting the Operations of One-Stop Shops for Citizens:
A Summary of Major Trends and a Design Guide for Citizen Service Centers

Country	Name of CSC	More Information (Websites, Videos, Mentions)
Kenya	Citizen service centers; Huduma Centers	Website
Kosovo	Citizen service center and the civil registration office; one-stop shops	Swiss research report on establishment of one-stop shop in a municipality
Kyrgyzstan	Citizen service center	2014 USAID final report on Kyrgyz Republic Transition Initiative
Laos	One-door service center	Overview by local administration department 2015 case study "Public Service Improvement: A case study of One Door Service in Lao People Democratic Republic" 2011 report on implementation of one-door service centers
Latvia	One-stop administrative service center	Website
Lesotho	One-stop shop	UNICEF article and video about one-stop shops in rural communities
Liberia	County service centers	2015 article by UNDP on opening of first county service center 2015 Article by UNDP on first three months at county service center
Lithuania	OneContact	Website
Luxembourg	Bureau d'assistance de l'etat (one-stop shop citizen centers)	Website
Macau	Centro de prestação de serviços ao publico	Website
Macedonia	Municipal service centers	2013 case study: "Analysis of Introducing One Stop Shop Administrative Services: A Case Study of the Republic of Macedonia" Overview of project by government of Macedonia and UNDP on municipal service delivery
Malta	One-stop shop for citizens/Servizz	Website
Moldova	Municipal service centers; citizen information and service centers	Website
Mongolia	One-stop shop for citizens; businesses	Website Promotional video by ILO Informative promotional video documentary by Swiss Agency for Development and Cooperation
Montenegro	Citizens bureau; one-step office	2011 VNG Report identifying results and best practices related to citizen bureaus in Montenegro
Morocco	Online administrative services; service-public.ma	General website Website to request administrative documents
Mozambique	One-stop shop	2009 African Development Bank article on one-stop shops
Myanmar	One-stop shop	2015 UNDP report on study visit
Netherlands	Government service center; public service counter	Presented in 2000 report "Review of International One-stop Access Initiatives"
Oman		Website
Pakistan	Citizen facilitation center	Works in combination with online portal
Portugal	Lojas do cidadão (citizen shops)	Website
Russia	One-stop shop; multifunctional service center; integrated government service centers; Rosreestr (federal service for state registration, cadastre, and cartography)	Website of Rosreestr (federal service for state registration, cadastre, and cartography)

(continued)

Country	Name of CSC	More Information (Websites, Videos, Mentions)
Rwanda	Online service access points; Rwanda Online platform initiative	2014 article about launch of implementation of online platform 2015 news article about trainings on online platform
Serbia	Citizen assistance center; municipal service center	Overview of DAI work on USAID project that included developing citizen assistance centers 2011 communication by the government, mentioning municipal service centers
Singapore	e-Citizen platform Citizen Connect	e-citizen website Citizen connect website
Slovakia	Client centers (klientske centrum)	2016 news article mention
Sweden	Municipal contact centers (kommunala kontaktcenter)	2014 case study "Local e-Government in Sweden—Municipal Contact Centre Implementation with Focus on Public Administrators and Citizens"
Syria	Citizen service center	Website
Tajikistan	One-stop shop	2012 news piece by UN Women on opening of first one-stop shop
Thailand	One-stop service center	2015 news article on one-stop service centers
Trinidad and Tobago	ttconnect service centers	Website
Tunisia	Municipal service centers; one-stop-shops + national e-portal	Website
United Kingdom	Customer service centres; one-stop access shops	Presented in 2000 Report "Review of International One-stop Access Initiatives"
Ukraine	Centers for administrative service provision	2015 news piece by UNDP 2015 news piece by UNDP summarizing analysis of centers for administrative service
Uruguay	One-stop shop	Website
Uzbekistan	One-stop shop	Website
Vietnam	One-stop shop	2013 PAR Reform program mentions "expanding the deployment of One-Stop-Shop and Inter-agency One-Stop-Shop towards modernization" as part of the 2011-20 PAR Strategy
West Bank Gaza	Citizen service center	Promotional video