

Effective Citizen Service Centers and Human Rights: Mutually Reinforcing Dynamics

World Bank-Austria Urban Partnership Program
Regional Conference
Socially Inclusive Cities



WORLD BANK GROUP

March 27, 2017
Zagreb, Croatia

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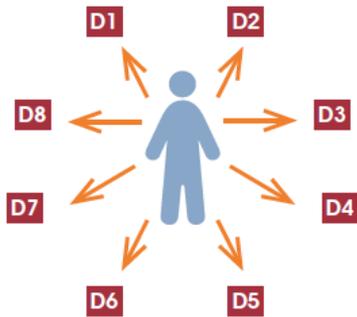
Overview

- Definition of Citizen Service Centers (CSCs)
- Benefits and human rights impact
- Technical and design considerations
- Regional survey results

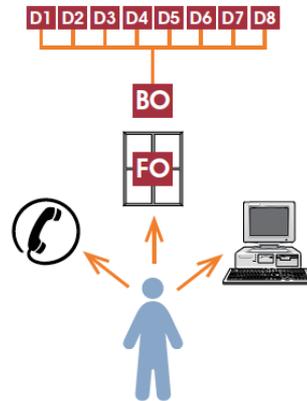


Definition of CSCs

As is model



Stationary CSC with single window, portal, and call center



Benefits of CSCs

- Improve the quality, ease of access, efficiency and transparency of service provision
- Reduce transaction costs for the citizen: less time in queues, fewer trips to and from public sector units, and simpler procedures
- Increase access to information and services to all citizens
- Improve the image of the public administration: increase integrity, transparency and trust through better service delivery
- Can facilitate better coordination between existing governmental systems and processes



CSCs and human rights principles

Accountability

➔ By utilizing IT systems, staff and citizens can track the progress of an application, access past records, and monitor performance to ensure timely responses.

Transparency

➔ Most CSCs are designed with open areas making citizens more comfortable in dealing with staff. Service standards are posted as well as costs for services.

Integrity

➔ Most CSCs separate the front and back offices, reducing discretion and opportunities for bribes.

Equity

➔ Every citizen is treated the same when entering a CSC and has equal access to services.

Responsiveness

➔ Staff are trained in customer service to ensure professional service delivery. Citizen feedback mechanisms allow two-way communication to improve service over time.

Efficiency

➔ CSCs reduce the burden on citizens to obtain services through reduced visits, shorter waiting time, and fewer documents (if paired with BPR).

Designing a CSC: seven steps



CSC design and human rights

Using a human rights lens can lead to a greater focus on:

- Considerations of accessibility
- Special outreach / services for vulnerable populations
- Feedback and grievance redress mechanisms
- Capacity-building for rights-holders and duty-bearers

Frequent challenges to implementation

Political

- Sustaining commitment
- Institutional and agency coordination

Legal

- Devolving authority for service delivery
- Simplifying services

Technical

- Workflow
- Staffing
- IT systems coordination
- Reorganizing the back office

Lessons learnt

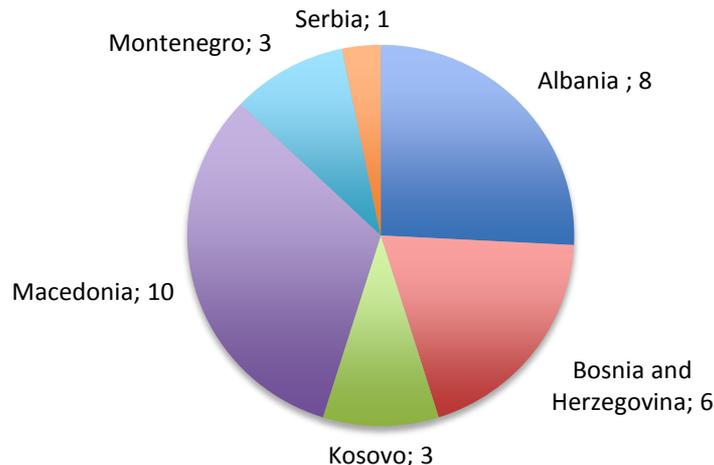
- **Leadership matters**
- **Legal framework** for the CSC is needed
- **Space and availability** for CSC offices need to be secured
- **Process re-engineering** can reduce transaction time but often requires legislative and process changes
- **Information technology** is needed to connect to parent institutions, track applications, respond to customer queries, measure service delivery times, and monitor performance
- **Service Standards/Service Charter can improve accountability** of agencies for timely delivery of services to the citizen
- **Feedback and grievance redress mechanisms** for citizens provide useful data and improve accountability

Regional survey of municipalities

Methodology

- Online questionnaire in English, 30 questions
- Sent by email to heads of local government associations, who forwarded it to local government units (in the case of Montenegro, emails sent directly to the municipalities in the local language)
- 31 responses logged between February 9th, 2017 and February 21st, 2017

Geographical distribution of responses



Survey of Citizen Service Centers

Section 1: Basic information about the Citizen Service Center

1. Name of the Citizen Service Center:

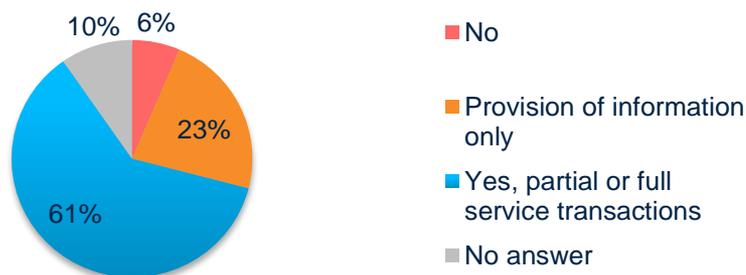
2. City, country:

3. Website of the Citizen Service Center, if any:

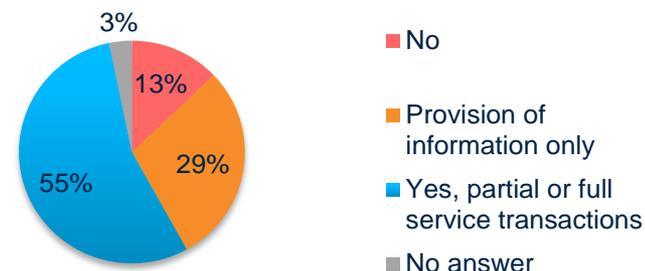
Regional survey results

Types of services most frequently provided

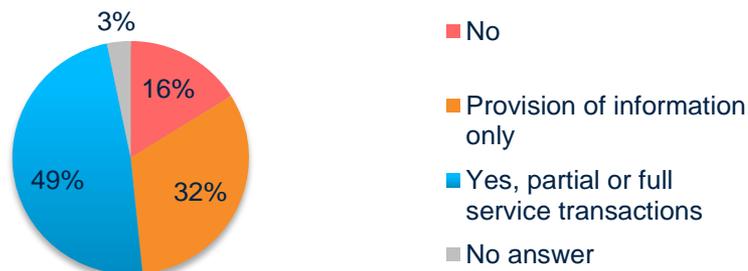
Is your CSC providing land-related services?



Is your CSC providing tax-related services?



Is your CSC providing business-related services?



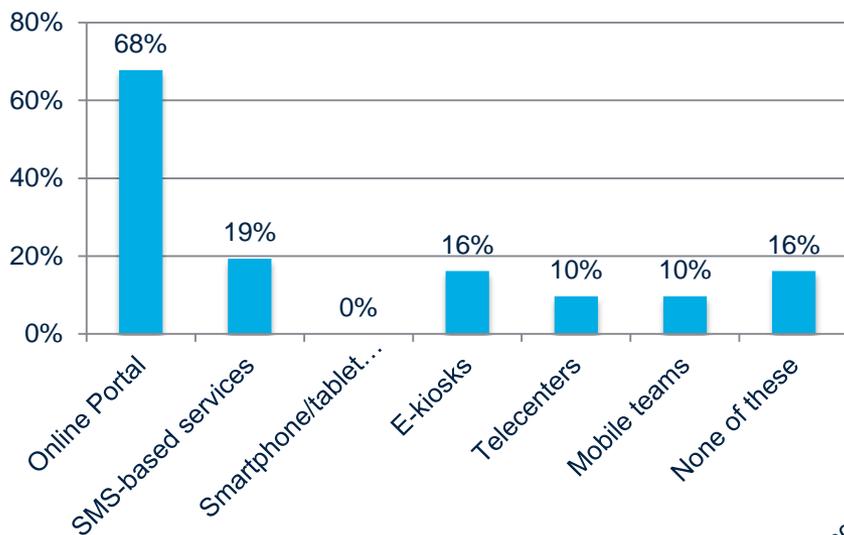
Is your CSC providing administrative services?



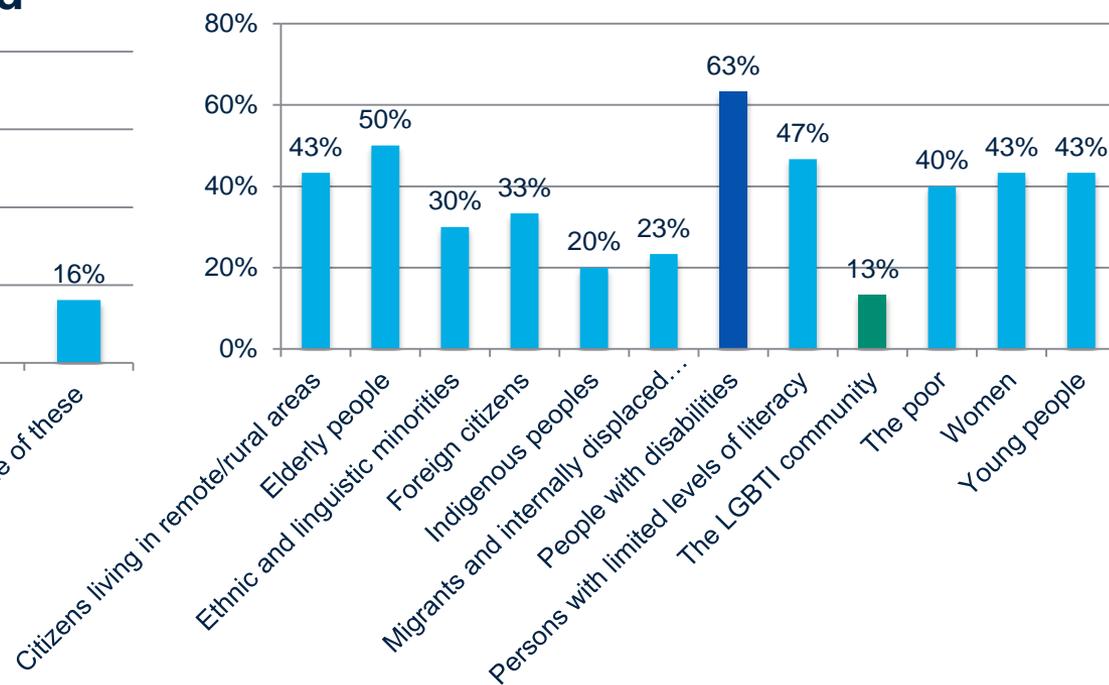
Regional survey results

Access channels and attention paid to vulnerable groups

Access channels provided



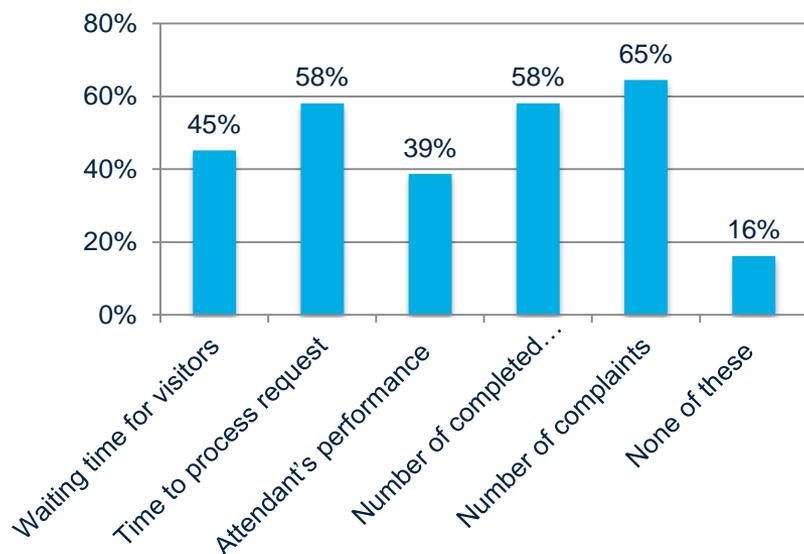
Percentage of CSCs with special measures for vulnerable groups



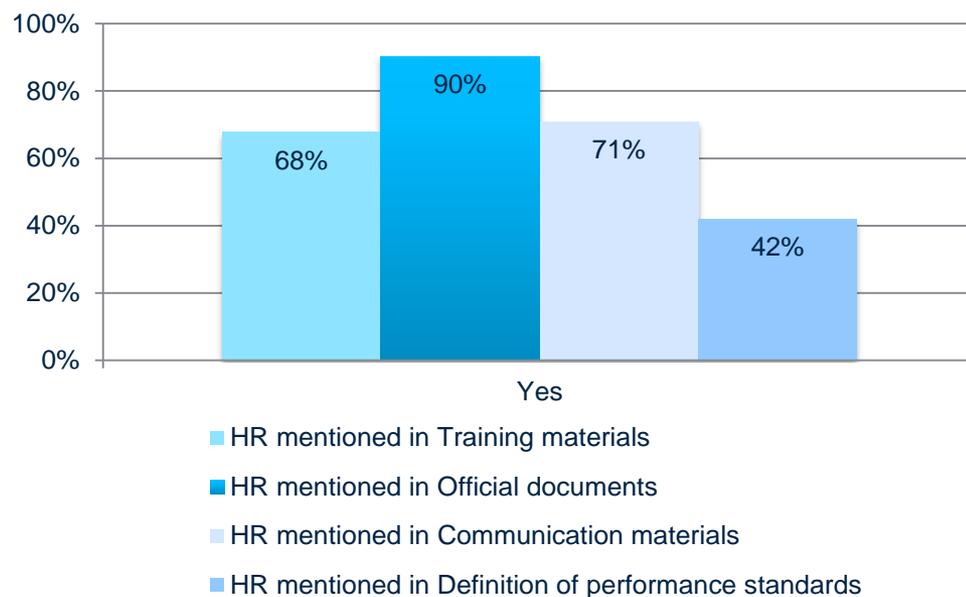
Regional survey results

Performance indicators and human rights

Performance indicators measured



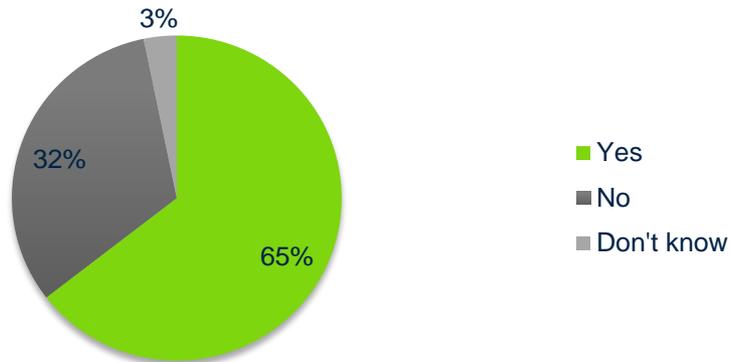
Occurrence of human rights in CSC documents



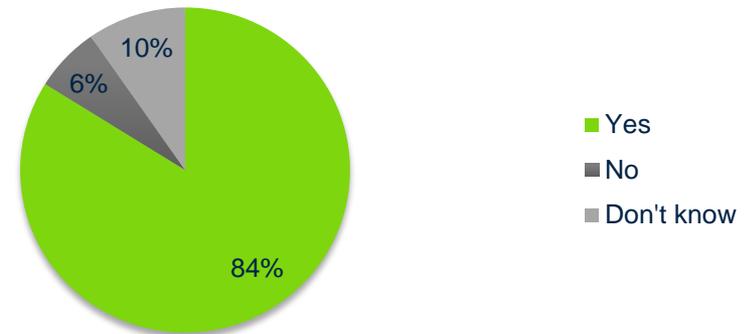
Regional survey results

Citizen engagement mechanisms

Presence of citizen feedback mechanisms



Presence of citizen complaints mechanisms



Thank you!

Questions?