

Success Story

Public Governance

Service Level Benchmarking for Citizen Service Centres

Storyline...

The Asia Foundation (TAF) had helped the Government of Sri Lanka (GoSL) establish Citizen Service Centres (CSC) at eight locations. TAF was further looking to put in place a mechanism for measuring and benchmarking performance of CSCs.

MaGC was engaged to develop a Service Level Benchmarking (SLB) system for CSCs.

Once upon a time...

The CSCs were established by GoSL on its own as well as under the Sub-national Governance Program of the Department of Foreign Affairs and Trade, Australia. A mechanism to objectively measure performance of a CSC and benchmark it with other CSCs was non-existent. There was a need for a simple, yet effective way of benchmarking CSC performance. The SLB system was to take into account the poor capacities of personnel as well as poor data availability on the ground. MaGC was expected to develop the SLB system, develop a guidebook, undertake a pilot assessment, and train a set of master trainers on it.

Moving on...

Given that CSCs were in their early years of operation, a sophisticated SLB system would not be suitable. It had to be simple, yet adequately challenging in order to be a driver of performance. Other constraints in developing the SLB system were poor data availability, low human resource capacities, non-uniformity in the way CSCs had developed, and service offered by the parent Local Authority (LA).

MaGC began with field visits in order to understand the working of CSCs and the factors influencing CSC performance. SLB systems in other countries were researched to gain learning on good practices. Based on this, the SLB Framework was developed. The Framework envisages assessment of CSCs on four different tracks, namely:

- **Track 1** – Physical (look and feel) aspects relevant to the physical experience of a citizen visiting the CSC;
- **Track 2** – Service value proposition in terms of the number of services offered and the depth of each service offered;
- **Track 3** – Service efficiency in terms of volume of transactions handled, speed, and accuracy of service; and
- **Track 4** – Extent of process automation in service delivery.



The SLB Framework gave consideration to the assessor's observations as well as the citizens' past experience. It was discussed with TAF and finalized. A Guidebook was developed for use by an assessor using the Framework. A pilot assessment was undertaken jointly with TAF personnel in eight CSCs. This helped finetune the Framework as well as train the TAF personnel.

Finally...

The SLB system enabled a CSC to benchmark its performance internally, with peers, and with best practices - national and international. The pilot assessment provided proof of concept of the SLB design and served as hands-on training to TAF personnel. The SLB Framework was appreciated by the Australia High Commission. The GoSL ultimately rolled out the SLB system to cover all CSCs in the country.