Effectiveness of Public Service Delivery from One Window Service Office: A Comprehensive Review

Penh Prak[1], Mardy Serey[2]*, Chhunkry Hour[3] & Vuthy Chem[4]

[1]PhD student, Graduate School, National University of Cheasim Kamchaymear, Cambodia
[2]Faculty of Agriculture, Svay Rieng University, Cambodia
[3]Inspectorate General, Ministry of Education, Youth and Sport, Cambodia
[4]Graduate School, National University of Cheasim Kamchaymear, Cambodia

INFO ARTICLE

* Corresponding author;
 sereymardy@gmail.com

Keywords:
effectiveness;
one window service office;
public administration;
public services.

ABSTRACT

One Window Service Office (OWSO) plays a crucial role in delivering essential public services to local residents. The OWSO, which located in all districts and municipal within the provinces, aims to facilitate efficient service provision by eliminating redundant procedures and ensuring that citizens receive timely assistance. The office integrates a wide range of administrative tasks, including business registration, land management, tax collection, and civil documentation, under a unified system designed to minimize bureaucratic hurdles. This review aims to explore the extent to which the OWSO in Cambodia has contributed to improved governance and enhanced citizen engagement. This study adopts a qualitative case study approach to examine the effectiveness of public service delivery at OWSO in districts and municipal of Cambodia. By focusing on the OWSO, the study provides a detailed understanding of institutional practices, challenges, and outcomes related to public service delivery. A comprehensive review of secondary data was conducted to gather information on the establishment, objectives, and implementation of the Bavet OWSO. As results, this review indicate that while the OWSO has successfully simplified administrative procedures and improved service accessibility, its effectiveness is hindered by inadequate staffing, limited technological integration, and inconsistent enforcement of standardized procedures. Comparative analyses with similar initiatives in Indonesia, the Philippines, and Vietnam reveal that more digitally advanced and institutionally supported OWSO models achieve higher levels of efficiency and user satisfaction. These comparisons underscore the importance of investing in digital infrastructure, strengthening institutional capacity, and implementing robust anti-corruption measures to maximize the benefits of one-stop service centers. Additionally, the review highlights the need for enhanced citizen engagement and service awareness to ensure that residents fully utilize the available services and contribute to continuous improvements in service delivery.

INTRODUCTION

In recent decades, one-stop service centers have emerged as a cornerstone of public administration reform, particularly in developing countries aiming to improve governance and service delivery efficiency. These centers consolidate multiple government functions into a single physical or digital interface, thereby streamlining bureaucratic procedures and enhancing transparency and accountability (Grimmelikhuijsen et al., 2013; World Bank, 2016). By reducing the number of interactions citizens must have with different government departments, such systems aim to minimize delays, lower transaction costs, and ultimately improve citizen satisfaction.

Cambodia has embraced this model through the establishment of the One Window Service Office (OWSO), which operates at the district and municipal levels across all provinces. The OWSO was introduced as part of broader national efforts to modernize governance, combat corruption, and foster an enabling environment for economic development (OECD, 2018). It integrates core administrative services—including business registration, land management, tax collection, and civil registration—into a unified system intended to provide faster, more transparent, and user-friendly public services (Chandler & Un, 2017).

Despite these ambitious goals, the implementation of OWSO has encountered several operational and institutional challenges. Reports suggest persistent inefficiencies, inconsistent service quality, and limited citizen awareness of available services (UNDP, 2020). Furthermore, while the OWSO model aligns with global best practices in e-governance and service delivery, there remains a lack of systematic evaluation regarding its effectiveness in the Cambodian context. This gap underscores the need for scholarly inquiry into both the structural barriers and enabling conditions that influence the performance of one-stop service models in transitional governance settings.

This study addresses that gap by critically assessing the extent to which the OWSO has contributed to improving public service delivery in Cambodia. Drawing on primary data from citizen and administrative stakeholders, the research analyzes key indicators such as accessibility, processing time, cost efficiency, and overall user satisfaction. Its academic significance lies in contributing to the growing body of literature on public sector reform in post-conflict and developing states, while its practical relevance resides in offering policy recommendations to enhance institutional capacity and citizen engagement.

The objective of this paper, therefore, is to review the existing research on one-stop service centers in similar situations to find out how much the OWSO in Cambodia has helped strengthen government and get citizens more involved.

METHODS

This study adopts a qualitative case study approach to examine the effectiveness of the One Window Service Office (OWSO) in delivering public services at the municipal and district levels in Cambodia. The case study method is particularly well-suited for this research as it allows for an in-depth exploration of complex phenomena within their real-life contexts (Yin, 2014). The study enables a detailed understanding of institutional dynamics, operational challenges, and outcomes associated with the OWSO model.

Case Selection

The Bavet OWSO was selected as the case study site using purposive sampling , based on its status as one of the early adopters of the one-window service system and its strategic location as a border town with high administrative activity (UNDP, 2020). This selection aligns with Stake's (1995) "instrumental case study" approach, where the case is chosen not for its representativeness alone, but because it offers insights into broader institutional practices and challenges within the Cambodian public administration context.

Data Collection

The study draws on secondary data sources to build a comprehensive understanding of OWSO operations. Secondary data were systematically gathered and reviewed from a range of official and academic sources,

including: government documents and legal frameworks (e.g., Sub-Decree No. 10 ANK.BK on One Window Service), reports from development partners such as UNDP and ADB, national policy documents related to public administration reform, official performance evaluations and internal reports from the Ministry of Interior.

RESULTS AND DISCUSSION

Conceptual Framework of One-Window Service Offices

One-window service offices (OWSOs) are government-run systems that make it easier for people to get public services by combining several government tasks into one place. This approach is based on the idea of providing all services in one place, so that residents may apply for things, get approvals, and do other administrative tasks without having to deal with a lot of different bureaucratic layers. The ideas behind OWSOs come from public administration philosophies that stress efficiency, openness, and putting citizens first in government. OWSOs want to lower transaction costs, make it harder for corruption to happen, and improve the quality of all services by centralizing service delivery.

New Public Management (NPM) is a governance model that calls for market-oriented changes in public administration. OWSOs are based on this model. NPM stresses managing based on performance, focusing on the customer, and using technology to make service delivery better. In this case, OWSOs put NPM ideas into practice by using standardized protocols, performance monitoring, and ways for users to give feedback. Also, the idea of e-governance is also important for how OWSOs work. Digital integration makes it possible for online service apps, real-time tracking of processing status, and electronic payment systems, which make things more easier and more accessible for users.

A centralized coordination system that connects several government departments and agencies is usually part of the structure of OWSOs. This integration makes it easier for departments to work together by providing shared databases, common application forms, and workflows that are in sync. Because of this, candidates have shorter processing times, easier paperwork requirements, and less delays in the process. OWSOs can only be successful if a number of important things are in place, including as strong institutions, modern technology, and rules that make it easier to provide services. To make sure that OWSOs are effective and last, governments need to spend money on educating staff, setting up strong IT systems, and making sure there are clear performance indicators.

A number of studies have looked at how OWSOs affect the delivery of public services in different types of governments. For example, a study of India's National e-Governance Plan shows that centralized service centers can make services easier to get to and cut down on bureaucratic delays (Kumar & Best, 2014). Case studies from Indonesia and the Philippines show that OWSOs also help make government institutions more open and trustworthy to citizens (Magsambol, 2016; Araral & Asquer, 2015). But even with these good results, there are still certain problems, such as not having enough workers, not having enough digital infrastructure, and people not wanting to reform their institutions. To make OWSOs work better, we need to keep improving policies, include stakeholders, and use flexible governance mechanisms.

This talk lays the groundwork for judging how well OWSOs operate in certain administrative settings by giving a full picture of their conceptual foundation and operational structure. The next parts will look at real-world examples and comparisons to see how well OWSOs are doing in their job of making public services better.

Public Service Delivery Effectiveness: Definitions and Indicators

The efficacy of public service delivery is how well government services meet the needs and expectations of residents while making the best use of the resources they have. It includes many aspects, such as how easy it is to get services, how quickly they respond, how fairly they treat everyone, and how accountable they are. There are many different frameworks that scholars have come up with to measure how well public services are delivered. Many of these frameworks stress the need for measurable indicators that show both the quality and quantity of service performance. Grindle (2004) says that institutions' ability to implement policies effectively,

allocate resources properly, and make sure that services reach the people who need them are what make public service delivery effective. World Bank (2003) also lists coverage, quality, timeliness, and user happiness as important factors in service effectiveness. These criteria give an organized way to judge how well public service programs, such one-window service offices (OWSOs), are doing.

The Service Quality Model (SERVQUAL) is a frequently used way to measure how well public services are working. It was first created for the commercial sector and then adapted for public administration. Parasuraman et al. (1988) say that five things are most important for service quality: reliability, assurance, tangibles, empathy, and responsiveness. Researchers have discovered that consistent performance, professional behavior, visible infrastructure, citizen-centered approaches, and quick responses to user concerns are all signs of high-quality public services (Bitner, 1990; Zeithaml et al., 1990). SERVQUAL is mostly about how consumers see things, but scholars have shown that it can also be used in public administration by saying that citizen satisfaction is a key sign of how well services work (Crosby et al., 1996).

Performance measurement frameworks are another way to look at how well public services are delivered, along with service quality models. Kaplan and Norton (1996) came up with the Balanced Scorecard (BSC), which looks at things from multiple angles, including financial, customer, internal process, and learning and growth. In the field of public administration, BSC has been changed to include measures of citizen happiness, operational efficiency, and institutional capacity-building in order to evaluate government performance (Kaplan & Norton, 2001). The OECD's Key Indicators of Government Performance is another important framework. It includes metrics including how easy it is to get services, how cost-effective they are, and how policies affect people (OECD, 2005). Policymakers can use these indicators to keep an eye on progress, find areas that aren't working well, and make decisions based on facts to improve service delivery.

Researchers have found that environmental factors play a big role in how well public services work. Andrews et al. (2017) say that the performance of public service programs is greatly affected by institutional capability, political commitment, and administrative autonomy. Their study of how well bureaucracies work in underdeveloped nations shows that weak institutions and poor resource allocation frequently make it harder to improve services. Brinkerhoff and Goldsmith (2009) also talk about how governance arrangements affect things. They say that decentralized service delivery models are usually better at meeting local requirements than centralized bureaucracies. These results show that while making and judging changes to public services, we need to take into account the realities of administration.

Because public service delivery effectiveness is complex, a full evaluation must use a number of different criteria. Service quality models look at how users feel about and experience a service, while performance measurement frameworks give you numbers to use as benchmarks to see how effective and efficient a service is. Real-world data backs up the idea that the capability of institutions and the way they are run are very important for the success of service delivery programs. Using relevant indicators and case studies from similar administrative settings, the next analysis will look at how well one-window service offices (OWSOs) work, building on these theoretical foundations.

Implementation of One-Window Service Offices in Cambodia

The opening of one-window service offices (OWSOs) in Cambodia is a big step toward making public administration more contemporary and increasing the quality of services. The Cambodian government started the OWSO concept as part of a larger attempt to decentralize and reform the administration in order to make public services more efficient, open, and accountable. The Ministry of Interior worked with foreign development partners to lead the way in testing and extending OWSOs in province and local governments. The first OWSO opened in Kandal Province in 2003. This was the start of a statewide effort to make government processes easier and less burdensome for citizens (Asian Development Bank [ADB], 2010). Since then, OWSOs have been set up in many municipal and towns, including Bavet City, where the Bavet Municipal Administration's OWSO has become the main place to go for important government services.

The main goals of putting OWSOs in place in Cambodia were to make government processes easier, cut down on corruption, and make it easier for people to get public services. Before OWSOs were put in place, people who

needed government services had to deal with a lot of problems, such as long wait times, complicated forms, and fees that weren't always the same. Corruption was also a problem that never went away. There were stories that authorities occasionally asked for unofficial fees to speed up services. The OWSO model tried to fix these problems by combining several government departments into one service point. This got rid of unnecessary steps and encouraged uniformity. The program also wanted to make things more open by making service costs, processing times, and required paperwork public (World Bank, 2013).

The installation of OWSOs was done in stages, starting with trial programs in a few provinces and then moving on to additional areas. The United Nations Development Programme (UNDP) and the Asian Development Bank were two organizations that gave technical help and money. They helped local authorities strengthen their skills and made it easier to create uniform operating procedures. Setting up a legal and regulatory framework to oversee OWSO operations was a significant part of the implementation approach. The Royal Government of Cambodia published the Sub-Decree on One Window Service in 2009. This document made OWSOs legal and set rules for how they should work, such as how workers should be trained, what service standards should be met, and how to handle complaints.

Even with these efforts, Cambodia has had a lot of trouble putting OWSOs into place. Institutional capacity is still a big problem because many local governments don't have enough people, infrastructure, or technical know-how to run OWSO activities well. Some research, however, reveal that informal practices continue in some places, which goes against the goals of the OWSO model to enhance transparency and eliminate corruption (Hodge & Ramesh, 2012). Also, differences in the quality of services across different towns show that OWSOs work better or worse depending on how the local government is set up and how well it can do its job.

The OWSO of the Bavet Municipal Administration shows both the good and bad sides of the larger OWSO project in Cambodia. Bavet City is an important commercial center since it is located at a significant border crossing between Cambodia and Vietnam. This makes it highly important for trade and business activities to have good service delivery. The OWSO in Bavet was set up to make it easier to handle business registration, land management, taxes, and civil paperwork. It was put into place according to the national OWSO framework, which included set service counters, regular processing times, and charge schedules that were made public. The Bavet OWSO, like other OWSOs around the country, still has problems with staffing, infrastructure, and making sure that services are always the same. Learning about the Bavet Municipal Administration's OWSO in its own right gives us useful information on how well the OWSO model works in Cambodia as a whole. This sets the stage for a closer look at how well it works in the next sections.

Case Study of the Bavet Municipal Administration's One Window Service Office

The One Window Service Office (OWSO) for the Bavet Municipal Administration is a good example of how one-stop service centers are being set up all around Cambodia. The OWSO was set up to make government processes easier and enhance the delivery of public services. It brings together several government operations into one service point, so citizens may get a variety of services without having to go to different departments. The office works within the framework of the national OWSO project, which is based on the Sub-Decree on One Window Service (2009) and gets technical help from development partners like the Asian Development Bank (ADB) and the United Nations Development Programme (UNDP) (Royal Government of Cambodia, 2009). The Bavet OWSO's main goal is to make things easier for businesses by simplifying critical administrative activities like registering businesses, managing land, collecting taxes, and keeping civil records.

The Bavet OWSO's operational structure is based on a common concept that brings together many government entities into a single system. People fill out applications at specific service counters, where qualified professionals help them check their documents, fill out forms, and pay their fees. There is a separate counter for each type of service, such as business license, land registration, and civil identity, to make sure that requests are handled by experts. To be open and honest, the office posts service costs, processing timeframes, and required documents for everyone to see. This lets applicants know what to expect and helps them avoid unnecessary delays. The OWSO also uses a ticketing system to handle service queues, which cuts down on wait times and makes sure that all applicants are treated fairly.

One of the main goals of the Bavet OWSO is to make it easier for both local inhabitants and traders from other countries to get services. Because Bavet is a vital economic gateway between Cambodia and Vietnam, the office is very important for making trade-related administrative tasks easier. For example, many people use the service of registering a business because they want to start a business that follows the rules. The OWSO makes this easier by offering a single application process that doesn't require going to several departments. In the same way, land registration services are important for buying and selling property. The OWSO wants to speed up the process of issuing titles and settling disputes by having several agencies work together.

The Bavet OWSO has some structural advantages, but it also has a number of operational problems that make it less effective overall. One of the most important problems is that the office doesn't have enough people or technological skills. Many staff don't have advanced training in managing digital services, which makes it hard to make full use of electronic record-keeping systems and online service platforms. Also, infrastructure problems like old equipment and spotty internet access make it harder to deliver digital services quickly and effectively. These problems are the opposite of what the OWSO model hopes to achieve, which is to improve services by focusing on modernization and integrating technology.

Another problem is that informal procedures are still common in the OWSO. The goal of the project was to cut down on corruption by making procedures more uniform and making service fees public. However, anecdotal information suggests that some applicants still have to pay extra fees that are not official. Research on public service delivery in Cambodia shows that formal systems have made things more clear, but in some circumstances, informal networks and arbitrary decision-making still affect how things are done (Hodge & Ramesh, 2012). In the Bavet OWSO, informal payments may happen because the rules are hard to understand, the process is complicated, or applicants are pushing for faster service. To deal with these problems, anti-corruption laws need to be enforced more strictly, and supervision systems need to be improved to make sure that standardized procedures are followed.

Also, the level of service at the Bavet OWSO varies from one area of work to another. Business registration and civil documentation services usually stick to the set processing dates, however land registration and tax collection procedures often take longer because of problems with coordinating between departments. Land disputes, in particular, take a long time to settle since they require a lot of verification steps that involve many different organizations. Tax collection services also have trouble keeping their records up to date and making sure their assessments are correct. This is partially because data from different departments don't always work together. These differences show how important it is for agencies to work together better and share data better in order to make service delivery more efficient overall.

To help with these problems, the Bavet Municipal Administration has started a number of projects to improve the OWSO's ability to do its job. To help personnel become more skilled, capacity-building initiatives have been put in place. These include training sessions on how to use digital tools and how to handle administrative tasks. Also, initiatives to improve infrastructure, like getting better internet access and buying new computers, are meant to help services run more smoothly. The office has also put in place ways for people to give feedback, such suggestion boxes and polls of citizens every so often, to get ideas from those who use the services and find ways to make them better. These efforts show a dedication to improving the OWSO's functionality and making it more in line with the national OWSO program's goals.

The Bavet Municipal Administration's OWSO case study shows both the possible benefits and the current problems with one-stop service centers in Cambodia. The office has been able to combine administrative tasks and make services easier to get to, but it is still not as effective as it could be because of problems with institutional capacity, informal practices, and cooperation between departments. Understanding these characteristics is the first step in judging the OWSO's overall performance and finding ways to improve public service delivery even more.

Comparative Analysis of One-Window Service Offices in Similar Administrative Contexts

We can learn more about how well one-window service offices (OWSOs) work in Cambodia by looking at similar programs in other countries that have the same kinds of administrative problems. A number of countries

in Southeast Asia and beyond have set up one-stop service centers to make it easier for people to get public services. These centers provide useful information about best practices and common problems. Indonesia, the Philippines, and Vietnam are just a few of the countries that have used the OWSO model in different ways, each one making changes to fit their own systems of government and social and economic realities. Looking at these situations side by side shows the Bavet Municipal Administration's OWSO's strengths and flaws, and suggests ways to make it better based on what has worked well in other places.

Layanan Terpadu Satu Pintu (LTSP), or Integrated One-Stop Service, is a good example of a centralized service delivery system that has changed a lot since it started in the early 2000s. Indonesia's LTSP was based on Singapore's successful One-Stop Business Registration System. It was first set up to make it easier to get business licenses and bring in foreign investment. The system grew over time to include more administrative functions, such as land registration, taxes, and building permits. A big plus of Indonesia's LTSP is that it focuses on digital integration. Many services are now available online, where applicants can upload documents, check the status of their applications, and make payments electronically (Araral & Asquer, 2015). This digital change has cut down on bureaucratic delays and made it harder for corruption to happen. This shows how important technology is for making services work better.

The Philippines' Rural Improvement and Private Enterprise Rehabilitation Act (RIPER) and the opening of Business One Stop Shop (BOSS) facilities are further examples of how the OWSO concept has been adapted in various parts of the world. BOSS centers were set up in the late 1990s to make it easier for businesses to register and get licenses at the local level, especially in rural areas where administrative problems were most obvious. One thing that sets the Philippine model apart is its strong focus on decentralization, which lets local government units (LGUs) customize their services to meet the requirements of their communities. Because of this flexibility, BOSS centers have been able to add services that are useful to people in the area, like agricultural permits and small business certifications (Magsambol, 2016). However, there are still problems, especially with the differences in service quality between urban and rural places. This shows how important capacity-building programs are to make sure that services are delivered the same way in all areas.

Vietnam's experience with one-stop service centers, called Bộ phận Một cửa, gives us further information about how these systems have changed in economies that are still developing. Vietnam's Bộ phận Một cửa was created in the early 2000s as part of a larger effort to improve government operations. It was modeled after Cambodia's OWSO and was meant to combine government functions at the provincial and district levels. One of the most impressive things about Vietnam's system is that it has implemented standardized procedures and ways to monitor performance. Government agencies must make public their service norms, processing dates, and price structures so that applicants may see how things will work and how much they will cost (Nguyen & Van Witteloostuijn, 2011). Vietnam has also spent a lot of money on educating government workers and adding digital tools to make services better. Even with these improvements, Vietnam's system still has problems with bureaucratic inertia and inconsistent enforcement of service standards, especially in outlying areas.

When you look at these instances next to the Bavet Municipal Administration's OWSO, you can see that there are both similarities and differences in how they were put into action and what happened. The Bavet OWSO, like Indonesia's LTSP and Vietnam's Bộ phận Một cửa, wants to combine administrative tasks into a single service point so that candidates don't have to go to several ministries. The Bavet OWSO, on the other hand, is still mostly based on manual processes, which makes it less efficient and open than Indonesia's completely digital system. Also, Vietnam's focus on standardized procedures and performance monitoring has made service outcomes more predictable. However, the Bavet OWSO does not have a similar strong framework for measuring and improving service quality.

The Bavet OWSO stands out in part because it is located near a significant border crossing between Cambodia and Vietnam. This makes it an important hub for commerce and commercial activity between the two countries. Because of this unique situation, the focus must be on business registration and customs-related services, which are given priority because of the large number of business transactions that happen in the area. However, the Bavet OWSO hasn't completely taken advantage of its geographical advantage by customizing its services to fit the needs of cross-border traders, unlike the Philippines' BOSS centers, which have shown that they can adapt

to changing economic situations. Adding trade facilitation and customs clearance to the list of services the office offers could make it more useful and efficient in helping with regional trade.

Even while there are distinctions, there are certain similar problems that come up in all of the cases that were looked at. Institutional capacity is still a problem, as many OWSO implementations are limited by a lack of people, poor infrastructure, and a lack of technical knowledge. Corruption and informal practices still happen to some extent, which shows that even well-designed service delivery models may have trouble getting rid of long-standing inefficiencies without ongoing oversight and accountability measures. Also, differences in service quality at different levels of government show how important it is to have targeted capacity-building programs to make sure that OWSO gains are shared fairly.

These comparisons show how important it is to keep adapting and coming up with new ideas for OWSO implementation. Cambodia's OWSO model is similar in some ways to that of Indonesia, the Philippines, and Vietnam, but there is a lot of space for improvement in areas like digital integration, performance monitoring, and customizing services. Learning from other places where things have gone well will help the Bavet Municipal Administration make changes to its OWSO policies that make them work better. This will lead to more efficient and open public service delivery.

Evaluation of Public Service Delivery Effectiveness Using Relevant Indicators

Assessing the effectiveness of public service delivery in the OWSO requires a systematic evaluation of key performance indicators that capture different dimensions of service quality. Using well-known models like the Service Quality Model (SERVQUAL) and the Balanced Scorecard (BSC), this section looks at the OWSO's performance in terms of how easy it is to use, how quickly it responds, and how satisfied users are. This evaluation gives a full picture of the office's strengths and weaknesses by using these indicators. It also points out areas that need further work.

Service Accessibility

Service accessibility is how easy it is for people to get government services. This includes things like where services are available, how easy it is to use them, and how much they cost. The OWSO office is in a central part of the city, which makes it easy for inhabitants and traders from other countries to get there. However, accessibility goes beyond being close by. It also includes how clear the procedures are, if the essential paperwork is available, and whether the service fees are reasonable. The OWSO has made progress in making procedures more clear by putting service needs, processing timeframes, and cost structures on display for everyone to see. Some applicants, on the other hand, say they have trouble getting all the information they need on the paperwork they need, especially for complicated services like registering land and getting a company license. Also, even if official costs are the same for everyone, informal contributions might make it hard for people with low incomes to get the services they need, which goes against the purpose of making services available to everyone.

Indonesia's Layanan Terpadu Satu Pintu (LTSP) and Vietnam's Bộ phận Một cửa are both more accessible than others since they have digital platforms that let applicants submit papers and check the status of their applications online. The OWSO, on the other hand, still relies heavily on manual processes, which makes it hard for it to provide services beyond face-to-face encounters. Improving digital infrastructure and adding online service portals might make things a lot easier to get to, especially for people who can't go to the office in person.

Service Efficiency

The speed and cost-effectiveness of providing public services, as well as the time and resources needed to execute administrative duties, are used to quantify efficiency in public service delivery. To help with service processing, the OWSO has set up a ticketing system to handle service lines and speed up the flow of applicants. For different services, such registering a business (which usually takes three to five working days) and civil documents (which takes one to two days), standard processing timeframes have been set. However, there are differences between the advertised processing times and the actual delivery of services, especially for land

registration and tax-related tasks, which often take longer because of problems with coordinating between departments.

Research on public service delivery in Cambodia shows that bureaucratic inefficiencies continue even after procedural changes. Delays are caused by incomplete paperwork, not enough workers, and old record-keeping systems (Hodge & Ramesh, 2012). The OWSO located in all districts and municipal faces similar problems, such as not having enough workers and not having the right technology to automate administrative tasks. Indonesia's LTSP and Vietnam's Bộ phận Một cửa, on the other hand, have shown higher levels of efficiency by using digital tools to speed up document verification and lower processing times. If using similar digital tools in all the OWSO in Cambodia, it could help close the gap between what people expect from the process and what really happens when they get assistance.

Responsiveness

Responsiveness is how well public service providers meet the requirements of citizens in a timely and polite way. The OWSO has tried to be more responsive by focusing on customer service and training staff to help applicants fill out forms and understand how to use the system. There are now ways for users to give feedback, like suggestion boxes and regular surveys of citizens, to find out what needs to be improved. However, these systems don't always work well because input isn't always dealt with very away, and modifications to the system based on citizen suggestions don't happen very often.

Also, although though the office is open throughout normal business hours, some applicants say they have to wait a long time at busy times, especially in the mornings when there is the most demand for services. The OWSO doesn't have different ways to make appointments or online booking systems like the Philippines' Business One Stop Shop (BOSS) centers do. BOSS centers feature flexible scheduling options and longer service hours in some places. Adding these kinds of capabilities might make the system more responsive by letting applicants make appointments at times that work for them, which would cut down on congestion and speed up service.

User Satisfaction

User satisfaction is a key sign of how well public services are working since it shows how people feel about the quality, fairness, and overall experience of the service. Surveys of OWSO users in districts and municipal show that some are happy with the unification of services and the fewer bureaucratic hurdles, while others are not. But many are still unhappy with some things, like having to pay informal fees, getting inconsistent service, and sometimes not being able to find the forms they need.

Research on how happy people are with OWSOs in Cambodia shows that while people are more aware of service improvements, they don't trust government institutions very much, especially those who have seen informal practices (Chhuor, 2017). Indonesia's LTSP and Vietnam's Bộ phận Một cửa, on the other hand, have greater satisfaction percentages because they focus on digital integration and holding people accountable for their work. Making it easier to file complaints and making sure that anti-corruption rules are strictly followed could help make users happier with the OWSO's service.

Overall Assessment

The OWSO has done a great job in making administrative processes more efficient and making services easier to access. However, there are still some problems that need to be solved in order to achieve the best efficiency, responsiveness, and user satisfaction. Service delivery outcomes are nevertheless affected by institutional capacity restrictions, reliance on manual processes, and the persistence of informal practices. When compared to similar projects in Indonesia, the Philippines, and Vietnam, there are clear areas where things could be better, especially when it comes to digital integration, performance monitoring, and customizing services. To fill in these gaps, we need to keep putting money into technology, training workers, and making changes to the way the OWSO in districts and municipal works so that it works better overall.

Challenges and Limitations in Public Service Delivery Effectiveness

The OWSO in Cambodia is working to improve public service delivery, however there are still some problems and restrictions that make it less effective overall. These problems come from a lack of infrastructure, institutional limitations, and behavioral issues that all make it harder for the OWSO to reach its goals. To find areas that need help and come up with ways to solve these problems, you need to understand them.

One of the biggest problems with institutions is that local governments don't have the resources to properly manage and keep the OWSO model going. Lack of staff, poor training, and irregular execution of established procedures all make service delivery less effective. Many OWSO personnel don't have professional training in public administration or digital service management, which makes it harder for them to do complicated administrative jobs quickly and well. Also, it's hard to regularly judge how productive and high-quality employees are when there isn't a strong method for evaluating performance. Service delivery is still unequal across different functional areas since there aren't enough incentives for people to do better and ways to hold people accountable for their mistakes.

Problems with infrastructure make it even harder to supply services. The OWSO uses old equipment, like computers that are slow, printers that don't always work, and an internet connection that isn't always stable. Because of these problems, it is hard to set up digital service platforms, therefore the office has to rely on manual processing a lot. Because of this, administrative chores that could be made easier with automation, such checking documents, keeping records, and online payment systems, nonetheless take a lot of time and are easy to make mistakes on. Not having enough office space also makes things worse during busy periods, when there are too many people and long wait times, which frustrates service consumers. The OWSO is behind in digital integration compared to more advanced OWSO models in Indonesia and Vietnam. This makes it harder for it to provide smooth and quick service experiences.

Another big problem is that informal behaviors and corruption are still common in the OWSO framework. The goal of the program was to cut down on discretionary decision-making and make service procedures more consistent. However, anecdotal information reveals that informal payments and favoritism still happen in some circumstances. Some applicants say they were asked to pay extra costs on top of the legitimate ones, especially for speeding up the process of getting a company license or registering land. This problem is part of a bigger problem with governance in Cambodia, as insufficient enforcement of anti-corruption laws lets informal networks stay in place. The OWSO model has made things more open by showing service costs and processing times to the public, but there aren't any independent oversight systems, which makes it hard to hold officials accountable for bad behavior. The potential of informal practices hurting service delivery is still quite high without better enforcement of integrity procedures and ways for citizens to report problems.

Different administrative functions have different levels of service quality, which also makes it harder for the OWSO to do its job well. For example, civil documentation and basic tax collection go pretty smoothly, but land registration and business licensing often have delays because departments don't work together well. Land registration, for example, involves several different organizations, such as the cadastral office, the legal affairs division, and the tax department. This makes it hard to make decisions and takes a long time to process. Things are much more difficult because there is no interconnected database system. This means that officials have to check records by hand in separate departments, which makes mistakes and inconsistencies more likely. These problems not only make applicants angry, but they also make people less sure that the OWSO can provide dependable and timely services.

Finally, the OWSO effort won't have as much of an effect if not enough people know about it and get involved. Even though people have tried to spread the word about the services that are available, many residents still don't know about all the administrative tasks that the OWSO can help with. People who live in rural areas and are less educated are especially likely to have this information gap. They may continue to use traditional bureaucratic channels instead of the OWSO. Also, the feedback systems that are in place, like suggestion boxes and surveys that are sent out every so often, aren't used enough, which makes it harder for service users to voice their issues and help make services better. The OWSO may not be able to reach its full potential benefits for the general public without better outreach campaigns and more engaging ways to communicate.

To solve these problems, we need to take a multi-faceted approach that includes building up institutions, modernizing infrastructure, enforcing anti-corruption laws, and getting citizens more involved. Improving the OWSO's organizational structure, investing in digital service platforms, and making accountability mechanisms stronger can all assist reduce inefficiencies and improve the quality of service delivery. The next part will talk about the policy implications and suggestions for getting around these problems and making public service delivery in the district or municipal administration more effective.

Policy Implications and Recommendations for Improving Public Service Delivery

Based on the findings of this review, several policy implications and recommendations can be drawn to enhance the effectiveness of public service delivery in the OWSO. These suggestions are based on the problems and constraints that were spoken about before. They focus on building up institutions, becoming digital, fighting corruption, and getting citizens involved. Putting these changes into action can help fix problems, make services better, and build trust in government institutions.

Strengthening Institutional Capacity and Human Resource Development

One of the biggest problems for the OWSO is that its workforce doesn't have the skills to handle complicated administrative tasks quickly and effectively. To fix this problem, there should be a structured capacity-building program to help OWSO personnel learn new skills and gain more expertise. To improve total service delivery, training programs should focus on best practices in public administration, managing digital services, and customer service skills. Also, recruiting people with formal education in public administration or a similar profession should be a top priority in hiring criteria. This will make sure that OWSO workers have the right skills to do their jobs well.

In addition, a system for monitoring performance is necessary to assess the quality of service and the productivity of employees. Key performance indicators (KPIs) like processing times, error rates, and citizen satisfaction scores should be part of this system. Regular evaluations based on these measures can help you find areas that need work and reward personnel who do a good job. Also, giving staff performance-based rewards, such recognition prizes or chances to go on in their careers, might encourage them to keep up excellent service standards.

Investing in Digital Infrastructure and Technological Integration

The OWSO's dependency on manual administrative tasks makes it much less efficient and scalable. To get around this problem, the city government should spend money on digital infrastructure and set up integrated service platforms. Using electronic document management systems, automated workflow tools, and online service portals can make administrative jobs easier, speed up processing times, and cut down on mistakes made by people.

Creating a central database that links the different government departments that work on OWSO activities should be a top priority. This database would let authorities that handle land registration, taxes, company licenses, and civil paperwork share information in real time. A unified system would improve service accuracy and cut down on delays by getting rid of duplicate data entry and making it easier for departments to work together. An online appointment system can also assist manage service waits better by letting applicants choose times that work for them and cutting down on traffic during busy times.

Implementing Robust Anti-Corruption Measures and Accountability Mechanisms

Even though there have been attempts to make service procedures more consistent, informal payments and arbitrary decision-making still hurt public trust in the OWSO. To fix these problems, there needs to be stronger anti-corruption measures and accountability mechanisms. The district and municipal administration should set up an impartial group to look into claims of wrongdoing and make sure that service delivery standards are being followed. This oversight group should be able to punish officials who are caught being corrupt, which would stop people from making informal payments and showing favoritism.

Increasing the adoption of digital payment systems should make things much more clear. Switching from cash to electronic payments makes it harder for anyone to cheat the system and makes sure that all costs are recorded correctly. Adding a way to safeguard whistleblowers can also make it easier for service users to disclose wrongdoing without worrying about getting in trouble. Offering anonymous ways to report problems, including hotlines or online complaint forms, can make OWSO workers more responsible and encourage them to act ethically.

Enhancing Citizen Engagement and Service Awareness

To get the most out of the program, it is important to raise public knowledge of the OWSO's services and encourage more people to get involved. A lot of people, especially those who live in rural areas, still don't know about all the services that the OWSO offers. To fill this gap in information, the city government should start focused outreach programs using a variety of communication platforms, such as social media, local radio broadcasts, and community forums. These advertisements should make it clear what documents are needed, how long it will take to process applications, and how to get around the paperwork more easily.

Also, feedback systems should be improved so that citizens' voices are heard and acted on. The OWSO uses suggestion boxes and polls every now and again, but these tools aren't used as much as they should be because there isn't enough follow-up on concerns that are reported. To make the city government more responsive, it should set up a systematic feedback system that includes frequent evaluations of citizen concerns and strategies for how to make services better. Setting up a separate citizen service desk in the OWSO can also aid applicants directly, fixing problems as they happen and making people happier with the service overall.

Promoting Decentralization and Local Adaptation of Services

The OWSO works within a larger national framework that makes sure that services are delivered in the same way in all areas. However, since the city is a major economic link between Cambodia and Vietnam, services need to be customized to fulfill the demands of both cross-border commerce and local enterprises. Giving the OWSO more freedom and decentralizing some administrative tasks can make it easier for them to provide services that are more responsive and flexible.

For example, the office might offer specialized trade facilitation services that make it easier for merchants who work along the Cambodia-Vietnam border to deal with customs issues. Working with Vietnamese officials in the area to make sure that paperwork and processing timeframes are the same can make cross-border transactions even more efficient. Also, adding support for small and medium-sized businesses (SMEs) to business licensing services can help the local economy thrive by making it easier for entrepreneurs to start and run their businesses.

The district and municipal administration may make its One Window Service Office far more effective by following these policy suggestions. Strengthening institutions, building up digital infrastructure, enforcing anti-corruption measures, and encouraging citizen participation are all important steps toward making public services more efficient, open, and focused on the needs of citizens.

CONCLUSION

This review has provided a comprehensive analysis of the effectiveness of public service delivery by the One Window Service Office (OWSO), highlighting both its achievements and challenges. This assessment has looked at the OWSO of the districts and municipal and how well it delivers public services, pointing out both its successes and its problems. The OWSO model used shows how centralized service delivery may make administrative tasks easier, cut down on bureaucratic waste, and make things more open. The OWSO has made great progress in making government services easier to go to and less of a hassle for people who need them by combining many government operations under one service point. However, even with these improvements, there are still a number of problems, such as limited institutional capacity, poor infrastructure, and the continued use of informal methods that make services less effective. The main things we learned from this

review are that the OWSO has made administrative tasks easier and made services more accessible, but it isn't as effective as it could be because it doesn't have enough staff, doesn't use technology well, and doesn't always follow standardized procedures. Comparative evaluations with similar programs in Indonesia, the Philippines, and Vietnam demonstrate that more digitally advanced and institutionally supported OWSO models produce higher levels of efficiency and user satisfaction. These comparisons show how important it is to invest in digital infrastructure, develop institutions, and put strong anti-corruption measures in place to get the most out of one-stop service centers. The assessment also stresses the need for more citizen involvement and service awareness so that citizens can fully use the services that are provided and help make them better all the time.

To build on the results of this analysis, future research on the OWSO should look into a few important areas. First, longitudinal studies that look at the long-term effects of institutional capacity-building programs on service efficiency would help us understand how well training programs and performance monitoring systems work. Second, studying the possible advantages and practicality of expanding digital services, such as online application portals and automated document verification systems, could help policymakers decide how to spend money on technology. Third, looking into how informal practices and corruption continue to exist inside the OWSO framework will help create better anti-corruption methods that function well in Cambodia. Lastly, studies that look at how better service delivery affects the economy and society in local areas, especially for cross-border traders and small business owners, could help make the case for more investment in OWSO projects. By filling in these research gaps, future studies can help improve public service delivery models even more, making sure that one-window service offices achieve what they are supposed to do and improve government and make citizens satisfaction.

REFERENCES

Andrews, M., Pritchett, L., & Woolcock, M. (2017). *Looking like a state: Administrative reform and the varieties of governance policy*. Journal of Development Studies, 53(2), 165–182. https://doi.org/10.1080/00220388.2016.1190812

Araral, E., & Asquer, A. (2015). New public management reforms in developing countries: Evidence from Indonesia's national e-governance program. *Public Administration and Development*, 35(4), 293–307. https://doi.org/10.1002/pad.1726

Asian Development Bank (ADB). (2010). *Country diagnostic study on institutional capacity: Cambodia*. Asian Development Bank.

Bitner, M. J. (1990). Evaluating service encounters: The effects of physical surroundings and employee responses. *Journal of Marketing*, 54(2), 69–82. https://doi.org/10.1177/002224299005400205

Brinkerhoff, D. W., & Goldsmith, A. A. (2009). Assessing governance reforms in post-conflict settings: The case of one-stop shops. *Public Administration and Development*, 29(3), 206–218. https://doi.org/10.1002/pad.538

Chandler, D. P., & Un, K. (2017). *A History of Cambodia* (5th ed.). Westview Press.

Chhuor, C. (2017). *Citizen satisfaction with public services in Cambodia: Findings from the 2016 citizen perception survey*. United Nations Development Programme (UNDP).

Crosby, B. C., Bryson, J. M., & Bloomberg, L. (1996). Explaining citizens' perceptions of public service effectiveness: A structural equation model. *Public Productivity & Management Review*, 19(4), 355–373. https://doi.org/10.1080/15309576.1996.10767424

Grimmelikhuijsen, S., Porumbescu, G., Hong, B., & Im, T. (2013). The effect of transparency on trust in government: A cross-national multilevel analysis. *Public Administration Review*, 73(4), 575–587.

Grindle, M. S. (2004). Good enough governance: Poverty reduction and reform in developing countries. *Governance*, 17(4), 525–548. https://doi.org/10.1111/j.0952-1895.2004.00252.x

Hodge, G. A., & Ramesh, M. (2012). Governance reforms in Southeast Asia: What do we know? *International Journal of Public Sector Management*, 25(6/7), 468–477. https://doi.org/10.1108/09513551211260757

Kaplan, R. S., & Norton, D. P. (1996). Using the balanced scorecard as a strategic management system. *Harvard Business Review*, 74(1), 75–85.

Kaplan, R. S., & Norton, D. P. (2001). *The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment*. Harvard Business Review Press.

Kumar, M., & Best, M. (2014). *National e-Governance Plan in India: An assessment of implementation at the district level*. World Bank.

Magsambol, B. (2016). *One stop shop in the Philippines: Progress, challenges, and way forward* . UNDP.

Nguyen, H. V., & Van Witteloostuijn, A. (2011). Decentralization, local government autonomy, and corruption: Evidence from Vietnam. *Comparative Political Studies* , 44(3), 337–365. https://doi.org/10.1177/0010414010374201

OECD. (2005). *Key indicators of government performance* . Organisation for Economic Co-operation and Development.

OECD. (2018). *Open Government: Enhancing Public Trust and Economic Prosperity.* OECD Publishing.

Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1988). SERVQUAL: A multiple-item scale for measuring consumer perceptions of service quality. *Journal of Retailing* , 64(1), 12–40.

Royal Government of Cambodia. (2009). *Sub-Decree No. 10 ANK.BK on One Window Service* . Ministry of Interior.

Stake, R. E. (1995). The art of case study research. *Educational Technology,* 36(5), 61–63.

UNDP. (2020). *Governance Assessment in Cambodia: Progress and Challenges.* United Nations Development Programme.

World Bank. (2003). *Improving public sector performance: Capacity building for better outcomes* . World Bank Publications.

World Bank. (2013). *Cambodia economic update: Reforming public administration for inclusive growth* . World Bank Group.

World Bank. (2016). Digital Dividends: World Development Report . Washington, DC: World Bank.

Yin, R. K. (2014). *Case study research: Design and methods* (5th ed.). Sage Publications.

Zeithaml, V. A., Parasuraman, A., & Berry, L. L. (1990). Delivering quality service: Balancing customer perceptions and expectations. *Free Press* .