

Effectiveness of One Stop Service Centers in Micro and Small Scale Enterprise Development Sector: The Case of Selected Woreda in Addis-Ketema Sub-city, Addis Ababa

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Abstract

The purpose of study was assessing the effectiveness of “One stop service centers” in-service delivery to the customers of Micro and Small Scale Enterprise Development sector in five-selected woreda of Addis-Ketema sub-city. The study was guided by one-stop shop and service Reception, Processing and Returning (RPR) models. To this end, descriptive survey research design was employed and 99 enterprise managers were selected using random sampling techniques. For qualitative data collection, 20 enterprise managers who were not participated in filling questionnaire and 16 operators from female owned enterprises were selected purposively. Quantitative data analysis was done using mean values computed from the 5-likert scale. Triangulation of findings from both quantitative and qualitative sources was done at the interpretation phase. The study results indicate that the centers have no net effect of giving the customers the opportunity to get multiple interrelated services in one place so as to ensure better accessibility. The study identified issues like extractive service delivery set ups, lack of well-trained and adequate number of staffs, lack office facilities; inefficient case handling and management mechanisms; and lack of feedback and solicitation mechanisms as factors affecting the effectiveness of the centers under study settings. Thus, this study recommends that the centers need to be re-designed to avail all services at one roof in such a way that case reception, processing and returning will be at one place. The study further suggests that the sector needs to give due attention to human resource development and equipping the centers with office facilities.

Key Words: One Stop, Center, Enterprise, Addis Ababa

1. Introduction

Governments around the globe are striving for providing a wider and flexible range of public services tailored for all types of customers in a most efficient manner in

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terms of cost, time, and convenience (Wiseman, 2017). Cognizant to this, various reform ideas at different times have been adopted for the betterment of the contemporary economic and political conditions at different countries. Also the increasing demand and expectations of citizens to get quality services and the existence of red tape and bureaucratic system necessitated governments to respond to the situations. To this end, the governments across the world introduced different reform programs and established innovative ways of service delivery (Wimmer, 2002). One of the innovative ways to improve the service delivery is “one stop shop” concept. In particular case, most of the countries in the world have made use of a variety of tools to reduce bureaucracy and limit corruption opportunities affecting micro and small scale enterprises. This includes one stop shops, the use of data sharing and standardization, common commencement dates for new rules as well as simplification of administrative procedures and tailored guidance to micro and small scale enterprises (References & Helpdesk, 2013). A one stop shop is an office where multiple services are offered and it was used in a number of developed countries several years ago (Matula, 2010).

Undoubtedly, the public administration reform in Kazakhstan has introduced “one stop shop” as an innovative approach to citizen centered service delivery (Janenova & Kim, 2016). In the past, Kazakhstan citizens need to move almost all over government town to attain related services at different places so that a “one stop shop” became an attractive reform agenda in Kazakhstan (Janenova & Kim, 2016). Countries like Malaysia, Singapore and Vietnam have introduced the “one stop shop” concept to provide integrated services to their citizens (Askim et al., 2011). Admittedly, they have been successful in reducing administrative burdens on business and the public especially are license and permit requirements (One-stop-shop et al., 2013).

Likewise, a few governments in Africa such as Egypt and Kenya adopted the concept of “One stop shop” too. Prior to the introduction of reforms, one clear deterrent to new investment in Egypt were the bureaucracy, delay, discretion and uncertainty surrounding business start-ups (Stone, 2006). Mainly, delays, discretion and a lack of transparency also encouraged the practice of “speed payments” where bureaucrats would demand, or investors and their agents would willingly offer informal payments to obtain a quick approval (Howard, 2014). Realizing this, the Egyptian government in June, 2001 decided to establish a “one stop shop” that would assemble officials from all government entities in one place to provide quality and efficient services to investors in Cairo.

Similarly, the government of Kenya has grappled with the problem of poor service delivery in the public sector and has introduced a range of interventions to remedy the situation (Amir et al, 2015). Since 2013, the Kenyan government has been effective in providing services through “*Huduma centers*” established to transform public service delivery thereby citizens get access to various public services and information (Mutuku, 2015). Obviously, both the Egyptian and Kenyan

governments were successful with the introduction of “one stop shop” concept (Amir et al, 2015).

In pursuit of revamping the public service delivery system in the country, the Ethiopian government introduced different reform programs and tools such as Business Process Re-engineering, Balanced Scored Cards and Kaizen in different sectors at different government levels (Sirgut, 2006, Tesfaye & Atakilti, 2011). Notwithstanding the results achieved through the above mentioned reform tools, the government adapted and introduced a “one stop shop” concept in Micro and Small Scale Enterprise Development Sector. This was because of the need of bringing about fundamental shift in public service delivery at the sector through enhancing accessibility, improving transparency, fairness and equal treatment, efficiency and effectiveness at Woreda level (Konjit, 2011). To this end, the government across the country in general and Addis Ababa City Administration in particular have established a one stop service centers at each woreda.

First and foremost, it was envisaged that the centers would be the place where all the necessary services from different sectors become available at one roof for customers (Micro and Small scale Enterprises manual, 2010). However, the service delivery at the centers were not executed as per the standard it was desired and the result is still less than the expected level. Some tangible results have indicated that, though the implementation of “One Stop Service Center” is in progress, still Micro and Small Scale Enterprise Development programs in Addis Ababa City Administration have been facing challenges (Addis Ababa Bureau of Micro and Small Scale Development Census report, 2016). In this regard, the current study aims to systematically gauge and describe the effectiveness of the centers in terms of accessibility, transparency, fairness and equal treatment of cases, efficiency and effective case management and customer feedback solicitation and implementation.

2. Statement of the Problem

Ideally, one stop service centers are established to bring multiple interrelated services under one roof so as to avail all services at one place in such a way that it ensures better accessibility and improve transparency, fairness and equal treatment; and efficiency (References & Helpdesk, 2013; Addis Ababa MSE Manual, 2011).

However, the study by Konjit (2016) indicated that despite the establishment of one stop centers, Micro and Small Scale Enterprises in Addis Ababa City administration have been facing various challenges. As a result many enterprise failed due to lack of counseling and business knowledge (30%), the loans from failed enterprises remain unpaid, some of the existing enterprises are unwilling to repay the loans; enterprises get mature growth stage and transformed to middle income level are few in number (9.1%). If the Micro and Small Scale Enterprise Sector continues with such a contending situations, the government policy mainly focusing on job creation and enterprise transformation might be defeated. In

addition, the number of business entrepreneurs joining the sector will decline. Thus, these situations need empirical study to explore and document the underlying causes so as to take a timely corrective measures. As far as the researcher's knowledge is concerned, there is lack of recent research work whether the established one stop centers have effects on service delivery or not. In this regard, the city administration has made an extensive study on the growth trajectory of enterprises in 2018 and identified the lack of finance credit and industrial extension services provision in the centers as major bottlenecks. However, the above studies focused only on the dimensions of enterprise growths in general and in some items of the services delivered by the centers. This study disregarded to look into all items expected to be provided by the centers and didn't measure the effectiveness of the centers in providing services as per the desired standard. Thus, it needs to fill the knowledge gap by gauging the effectiveness of one stop centers in service delivery in Micro and Small Scale Enterprise Development sector in Addis Ababa. To this end, the current study adopted five attributes such as accessibility, transparency, fairness and equal treatment, efficiency; and case handling and management of customer feedback as major variables. In an attempt to reach on empirical conclusions, some of the questions to be considered as a guide in this research work are as follows: 1) Are one stop service centers effective in terms of service accessibility, improving transparency, fairness and equal treatment of cases? 2) Are the centers efficient in service delivery to the customers? And 3) Do the centers have established systems for solicitation and implementation of customers' feedback?

The main objective of the study is assessing the effectiveness of one stop service centers in terms of accessibility, transparency, fairness, equal treatment of cases, efficiency, case handling and management and soliciting and implementing customers' feedback in providing services to operators of micro and small scale enterprises in selected woreda of Addis-Ketema sub-city, Addis Ababa.

3. Literature Review

3.1. Concepts of One-Stop-Shops

One stop government is a relatively new concept, nowadays often used in public administration reform and research. This concept refers to the integration and rationalization of public services from a citizen's point of view (Onxayvieng et al., 2015). Another concept developed by Andrews et al. (2012) defined one stop services as the one-stop paradigm in which all of a customer's business can be completed in a single contact, be it face to face or via phone, fax, Internet or other means. Accordingly, one-stop customers are not expected to hunt around, call back, or repeatedly explain their situation.

The other concept enriched by Christensen and Lægreid (2012) indicated that the key idea behind one-stop-shops is to bring services together under one roof, both in

order to share costs and to make it easier for people to access a range of services in one place. The idea of concentrating information and services at a single point is a business model that was applied initially in the private sector and became very popular during the last decades. One of the first applications of this idea was supermarkets, which allowed clients to do all their shopping in one place instead of visiting different stores. In comparison, Profile (2016) advanced and called the model as “public administration supermarket”, the concept which go beyond a single authority with regard to the fact that many different transactional services, which satisfy the needs of many different categories of citizens, are located in a single office. Under this ideal model, citizens have a single entry point for their transactions with the public administration since the model necessitates representatives of the administration delivering specific services to be concentrated in one location.

3.2. Receive, Process and Return Model

This model can be called as “One Stop Shop”, “One Stop Center”. According to this model, the customer visits one office for his service application and he/she can obtain a range of different types of services from the same and single office. According to PWC (2012), the basic idea of one stop shop is to change the way administrative services are provided from “Many Doors to One Service” to “One Door to Many Services”. Under this model, representatives of the administration delivering specific services would be concentrated in one location, thus creating a “public administration supermarket” and all the needed steps for the provision of the services are accomplished at the one stop center. The request from customers are received at all the one stop center desk, which are also processed and handled by the one stop center staff that provide this type of services to the citizens. According to this model, the center receives customers’ requests process them and provide the customers with desired end products in the centers (PWC, 2012).

3.3. Empirical Study

A surge of recent studies have explored one stop shop concept as a strategy to change the way administrative services are provided from "many doors for one service" to "one door for many services". One stop shop concept became a widely used approach in different countries several years ago (Fredriksson, 2019). A study done by Wimmer (2002) argued that the implementation of one-stop government highly depends on the structure of government and the constitution of a respective country. This result suggests that in order for a government to implement this concept, it is necessary to make a huge change in organizational responsibilities and duties. She further noted that the traditional governments are usually fragmented into functional units that are independent of each other. According to the study of

Christensen and Lægreid (2012), the basic idea of a one-stop shop is that the citizen only has to be in contact with one single entity to get information, obtain all necessary paperwork, and make applications, rather than having to go through a labyrinth of different government bodies. This study pointed out the positive effect of the aforementioned concept on reducing corruption incidents and in simplifying administrative procedures. Another study of Kircher (2020) pinpointed the effects of one-stop-shops concept in Vietnam. As result of introducing one stop shop concept administrative services in many provinces, cities and rural districts of the country have significantly improved in terms of accessibility, transparency, effectiveness and efficiency. In addition, it has greatly improved the efficiency of the public administration procedures and resulted in a positive impact on socio- economic development and poverty reduction. By the same token, the study report of “Transforming the Citizen Experience” program (2012) indicated the positive impact of one stop shop concept in the delivery of administrative services at different nations. According to the same report the positive impact is related with the delivery set ups that allow a number of different types of administrative services involving different bureaus or departments to be at a single office. At the same time, one stop shops are conveniently located, easily accessible, and equipped with modern facilities. Also the report further asserted that knowledgeable and motivated staffs are able to provide a customer oriented services. In this case procedures are streamlined; fees, procedures and time needed for processing a specific request are clearly defined and publicized.

Also Profile (2016) recognized the followings as factors that facilitate the success of one stop shop. These are: careful attention to design and location, and community-owned and run facilities. The study also points out that one stop shop should be seen as a means of including the local community in service delivery, rather than as a means of centralizing services.

The Study conducted by Brown et al. (2005) indicates that the main concept of providing several administrative services at one central place in the municipality has already been practiced in Kosovo. They confirmed that one stop shop leads to a more effective, efficient and transparent service provision that is equally accessible to larger parts of the population.

Another different framework provided by Onxayvieng et al. (2015) suggested four possible aspects of assessing one stop shop: governance, performance management, information sharing and workforce. Governance relates to the hierarchical position of the one stop shop in the administrative chain, including issues related to who funds the facility and who commands it. Performance management relates to the monitoring and evaluation mechanisms that assess the functioning of one stop shop. Information sharing refers to the range of services made available and the extent to which applications are processed by the one stop shop. Workforce aspects refer to human resource development, including training of staff and keeping the staff motivated to perform efficiently.

According to Stone (2006), one clear deterrent to new investment in Egypt, was the bureaucracy, delay, discretion and uncertainty surrounding business start-up. To improve this situation, the Egyptian government in June 2001 decided to establish a “one stop shop” that would assemble officials from all government entities in one place to provide quality and efficient services to investors in Cairo.

Similarly, the government of Kenya has introduced the concept of “Huduma centers” to transform public service delivery by providing citizens access to various public services and information. Here the central innovation introduced to the new one stop shop was the separation of the front and back office which limits the points of contact. This has brought amazing effects on corruption and rent seeking practices in the countries. Main results achieved are better accessibility, transparency, fairness, efficiency, effectiveness, and customer satisfaction (Amir et al., 2015).

Swiss and For (2010) also identified major decisive factors for successful implementation of the one stop shop concept in public institutions. The major factors are:-Government commitment, human resource development and adequate facilities. Each factor is described as follows: Firstly, commitment from the highest level is a condition for the successful establishment and operation of One-Stop-Shops. Commitment is the degree to which a senior official not only supports an initiative, but also puts a great deal of effort and energy into its realization. In this case their commitment is crucial to all the necessary services under one roof and streamlining administrative procedures. Secondly, building the capacity of the staff is the backbone of the public administration reform process. Only knowledgeable and skilled staffs are able to provide a good service. Much attention should therefore be paid to the training of the staff.

Improved understanding of the legally required administrative procedures, capacity building should include customer-relation skills. It is a definite advantage if the staff has a broad range of knowledge and is able to replace colleagues during their absence. Thirdly, convenient facilities and modern equipment not only increase the work productivity but also create a sense of pride, innovation and motivation for One Stop-Shop staff.

Empirical findings from social services in Germany recommended that customers of a one-stop shop do not have to coordinate the tasks to obtain a range of services themselves, as all interactions can be performed in one place (Bannister & Connolly, 2012). Hence, one-stop shops reduce the frequency of interaction by integrating the access to public services (Schuppan & Koehl, 2017).

The above literature indicate that for successful implementation of one stop shop concept the major decisive factors such as convenience of the location, availing full range of services at one place, equipping the center with modern facilities, knowledgeable and motivated staffs, streamlined procedures, clearly defined and publicized fees, procedures and time needed for specific request should be fulfilled. It is

seen as the innovative ways to transform and improve service delivery, simplify administrative procedures, enhance accessibility and transparency.

In general, it is acknowledged that one stop shop approach is an integrated service delivery system which brings all the necessary services at one place so as to provide services in a quick and fairways to the customers. Thus, the potential of one stop shop concept is remarkable. The advantages associated with the adoption of one stop shop concept would result in increased efficiency and effectiveness, better accessibility, transparency, fairness and equal treatment of customers.

In addition, the introduction of one stop shops not only served as a vehicle for quicker and more convenient delivery of administrative services, but also as a trigger for application of good governance, transparency in the administrative decision making process, higher responsiveness, accountability and equality in public administration. Main results achieved due to the introduction of “One Door for Many Services” model are higher accessibility, transparency, fairness, efficiency, effectiveness and customer satisfaction (Asia Brief, 2010).

However, there is a considerable gap between the expected outcomes that has to be brought due to the adoption of one stop service centers and what has been achieved in the reality. In whole spectrum, especially in the study area the effectiveness of one stop service centers in service delivery have not extensively discussed in the literature. Therefore, there is a need to assess the implementation of one stop service centers and its effectiveness on service delivery in the study area.

3.6. Conceptual Framework

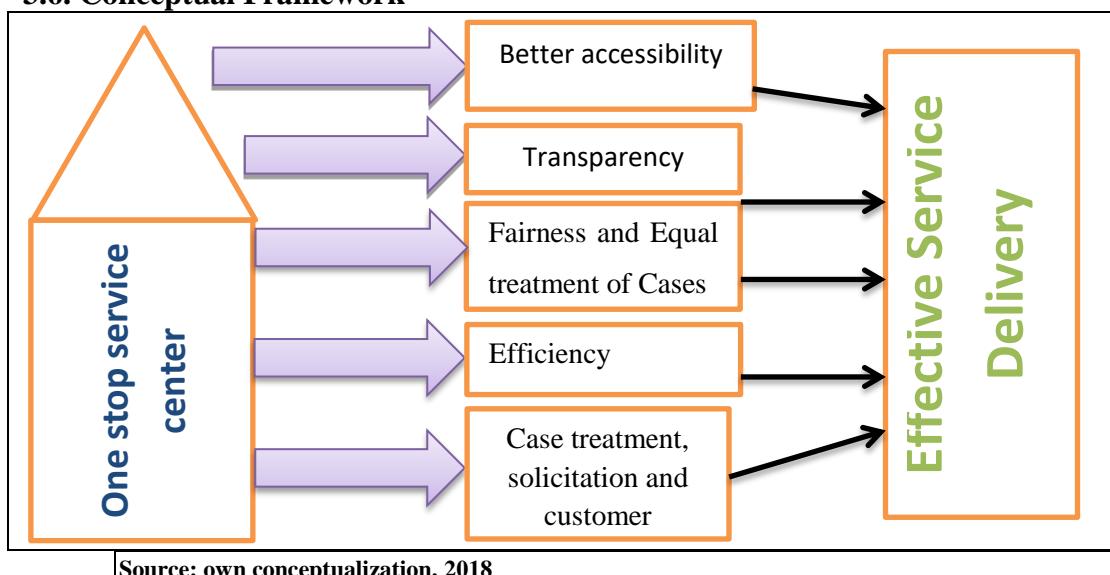


Figure 1 Conceptual Framework

4. The Research Methodology

The research design for the purpose of study was descriptive survey. It describes what actually exists within a situation, such as current practices and situations of different aspects of the “one stop service centers”. According to Mouton (2001:148), descriptive studies are “studies that are usually qualitative in nature which aim to provide an in-depth description of a group of people. The study adopted a mixed research approach particularly concurrent strategy which is characterized by the collection of qualitative and quantitative data at the same time and analysis are conducted separately. This mixed approach was chosen for the study in order to have a more complete understanding of the phenomenon under study settings; to cross-validate or corroborate findings and to provide well-validated and substantiated findings. As Mores (2003) indicated in concurrent research the investigator gathers qualitative and quantitative data at the same time and analysis are conducted separately yet concurrent. Thus, the findings from both qualitative and quantitative data analysis were triangulated and the integration was done at the interpretation phase of the study.

4.1. Population and Sample Size

Study population is an aggregation of elements from which the sample is actually selected. Accordingly, the study population of this research was managers of micro and small scale enterprises working at shades and other work premises in the study areas. As the data from purposively selected five woreda indicates, the number of enterprise with work premises is 132. The reason why the researcher used purposive sampling technique for selecting 5 woreda was due to their highest number of diminished enterprises. The sample size for survey questionnaire was 99 and determined by the Slovin (1967) sample size determination formula as indicated below. It is $n = N/1+Ne^2 = 132/1.33 = 99$; where n is sample size, N is population size, e is error tolerance at a confidence level of 95% (giving a margin error of 0.05). After determining the sample size of the enterprises for questionnaire, the researcher used proportionate sampling technique to assign number of enterprises at each woreda whereas lottery method was used to get individual respondents (managers of enterprises). In this regard all survey respondents returned properly completed questionnaire. For interview purpose, 20 enterprise managers who were not participated in filling questionnaire and 16 operators from female owned enterprises were selected purposively and totally 36 individuals took part in this study.

4.2. Data Collection Instrument

For collection of the data the researcher designed questionnaire including five dimensions of effectiveness of one stop service centers in delivering services to the customers. Accordingly, major constructs such better accessibility, transparency,

and fairness and equal treatment of cases, efficiency, and case resolution, solicitation and customer feedback are operationalized as indicated below in the table.

Table 4.1: Description of major and sub variables

Major variables	Description of sub variables
Better Accessibility	Convenience of Physical location of the Centers
	Equipping the center with office furniture and facilities
	Availing all services at one place in the center
	Installing the signs on the street indicating the location of one stop center
	Availability of the signs inside the centers
Transparency	Visible and clear internal processes and administrative decisions
	Clearly defined, publicized fees & procedures
Fairness and Equality	Case treatment and administrative decisions are based on conditions outlined in the law
	Enforcing Customers to pay extra fee to speed up services
Increased Efficiency	Helping customers find where they need to go as they move through
	Accommodating Customers
	Availability of easy forms
	Lay out and service delivery setup
	Wearing of name-tags at the time of service delivery
	Handling more cases with the same number of staffs
	solving Customers request in quick & fair ways
Case resolution, solicitation and customer feedback	Number of Cases remained unsolved, lost somewhere and remained at the officials desk
	Continuously Solicit and implement Customer Feedback in a user friendly way

Source: own survey, 2018

4.3. Methods of Data Analysis

For descriptive analysis using mean values computed from the 5-likert scale, the study followed the approach recommended by Zaidatol & Bagheri (2009). The following indexes' ranges and interpretations were applied for analysis and discussion.

Table 4.2: Likert scale description

Scale	Description of the response	Mean Vale	Interpret-ation	Description of effectiveness
1	Strongly agree about the effectiveness of one stop service centers	3.8 and above	high	highly effective in delivering services
2	Agree about the effectiveness of one stop service centers			
3	Neither agree nor disagree about the effectiveness of one stop service centers	3.40--3.79	moderate	moderately effective in delivering services
4	Disagree about the effectiveness of one stop service centers	<3.39	low	less effective in delivering services
5	Strongly disagree(not at all) about the effectiveness of one stop service centers			

Source: Zaidatol & Bagheri 2018

5. Results and Discussions

5.1 Descriptive Statistics of the Variable Accessibility

The major construct better accessibility comprises five indicators such as convenience of the centers, equipping the centers with the necessary office furniture and equipment, availing all the interrelated services at one place and availability of signals on the street to indicate the location of the centers. The descriptions of survey data of the respondents are indicated below.

The findings in the above table indicate the extent of service accessibility at one stop service centers as rated by the respondents. Physical locations of one stop service centers are convenient and visible to the customers. This is well illustrated as supported by majority of the respondents 70 (70.7%) who reported either to large extent or very large extent. This is also supported by a mean value of 4.11 with a standard deviation of 0.97. This gives a clear implications to a large extent that the physical location of the centers are visible and convenient with low variations in the responses as shown by a standard deviations of 0.97. On the other hand, equipping the centers with office furniture and facilities are not that much satisfactory. This is supported by the respondents 30 (30.3%) responded as not at all and 38 (38.4%) of responded as little extent.

Table 4.3: Describing about better accessibility of services

Values	NAA(1) (%)	LiE(2) (%)	ME(3) (%)	LE(4) (%)	VLE(5) (%)	M	STD
Convenience of Physical location	2.0	7.1	20	29	41.4	4.11	.97
Equipping the center with furniture and facilities	30.3	38.4	19.2	9.1	3.0	2.16	1.05
Availing all services at one place	32.3	37.4	21.2	7.1	2.0	2.09	1.00
Installing the signs on the street indicating the location of one stop center	33.3	35.4	20.2	8.1	3.0	2.12	1.06
Availability of the signs inside the center	34.3	36.4	20.2	7.1	2.0	2.06	1.00

KEY: NAA-Not at All, LiE-Little Extent, ME-Moderate Extent, LE- Large Extent, VLE- Very Large Extent

Source: own survey, 2018

Overall, 68.7% the respondents confirmed that the centers are not well equipped with the necessary facilities to deliver services and supported by a mean of 2.16 though with notable variations in the responses shown by a standard deviation of 1.05. While talking about the availability of services at one place, 69.7% of the respondents believe that service availability under one roof is little extent or below that as supported by mean value of 2.09 and with low variations in responses as indicated by standard deviation of 1.00. The findings also indicate that 33 (33.3%) not at all and to little extent 35 (35.4%) as well as to moderate extent with 20 (20.2%) that sings indicating the location of one stop centers are installed at the street. This is supported by a mean of 2.12 with notable variations in the responses shown by a standard deviation of 1.06. In terms of the availability of majority of the respondents 70 (70.7%) support to the ideas little extent and below as supported by the mean value of 2.06 and SD of 1.00.

5.2 Descriptive Statistics of Variable Transparency

The second major construct is about transparency and it deals with the internal processes and administrative decisions to be visible and clear for everybody in the

center. As such, the issue of transparency necessitates the centers to have clearly defined and publicized fees, procedures and time needed for specific request in the centers. In this regard, the details of survey responses are indicated below in the frequency distribution table.

Table 4.4: Descriptive statistics result of transparency

Values	NAA(1) (%)	Li.E(2) (%)	ME(3) (%)	LE(4) (%)	VLE(5) (%)	M	STD
Visible and clear internal process	32.3	37.4	19.2	7.1	4.0	2.13	1.07
Clearly defined fee, procedures and time	32.3	38.4	16.2	9.10	4.0	2.14	1.09

KEY: NAA-Not at All, LiE-Little Extent, ME-Moderate Extent, LE- Large Extent,

VLE- Very Large Extent

Source: own survey, 2018

As can be seen from the above table internal processes and administrative decisions are rarely visible and clear to customers who visit the centers. This is supported by majority of the respondents 69.7% who reported either as not at all or little extent. This is also further confirmed by mean value of 2.13 with notable remarkable variations of response as indicated by standard deviation slightly above one. In this case it is true that around one-fifth (19.2%) of the respondents reported that the internal processes and administrative issues are to moderate extent visible and clear to customers. When we come to the second indicator of transparency, 70.7% of the respondents rated as either not at all or to little extent that the centers have clearly defined and publicized fees, procedures and time needed for specific request in the centers. This is also supported by a mean value of 2.14 though there is a notable variation among the responses as indicated by standard deviation 1.09. Overall, majority of the respondents recognize that the internal processes and administrative decisions are not visible and clear for everybody in the center. By the same taken majority of the respondents recognized the absence of clearly defined and publicized fees, procedures and time needed for specific requests in the centers.

5.3 Descriptive Statistics of Variable Fairness and Equal Treatment of Cases

The third major construct fairness and equal treatment of case includes two indicators such as treating cases and making administrative decisions in the centers based on conditions outlined in the law, and not to enforce customers to pay extra fee to speed up services in the centers. The survey responses are presented and analyzed as indicated below:

Table 4.5: Descriptive Statistics about fairness and equal treatment of cases

Values	NAA(1) (%)	Li.E(2) (%)	ME(3) (%)	LE(4) (%)	VLE (5) (%)	M	STD
Case treatment and decision making	33.3	40.4	18.2	5.1	3.0	2.13	1.07
Enforcing extra payment	6.1	6.1	33.3	37.4	37.2	4.04	1.09

KEY: NAA-Not at All, LiE-Little Extent, ME-Moderate Extent, LE- Large Extent, VLE- Very Large Extent

Source: own survey, 2018

From the above table we can observe that majority of the respondents (73.7%) rated that case treatments and administrative decisions in the centers are either not at all or rarely based on conditions outlined in the law. In support to this, 74.6% of the respondents confirmed by rating either to large or very large extent that customers are enforced to pay extra fee to speed up the services they need to get. This is also confirmed by mean value of 4.04 and with the standard deviation of 1.09 indicating the notable variations of the response. From these responses we can see that majority of respondents in both case hold somewhat similar outlook towards the level of fairness and equal treatment of cases in the centers under study settings.

5.4 Descriptive Statistics of Variable Efficiency

The fourth major construct, efficiency, is concerned with customer reception, helping customers in need of assistance, availing easy forms to fill when the customers need service, handling & managing cases with the available number of service providers, lay out and delivery set up, solving customers' requests in quick and fair ways. In general, the responses concerned with efficiency are presented and analyzed as indicated below.

As the below data indicates 72.7% of the respondents rated either to not at all or little extent that they get assistance from the service providers locating where they need to go as they move through the services in the centers. This is also confirmed by mean value of 2.04 and with less repose variations as indicted by standard deviation of 1.00. In connection to the aforementioned ideas, majority of the respondents (67.7%) rated as they not at all or little extent observed as the service renders provide a warm and welcoming reception when they visit the centers for the sake of getting services. The mean value of 2.17 confirms this response though there is a remarkable variation in responses.

When we talk about availability easy forms to fill, 69.7% of the respondents rated as either not at all or little extent the forms are available in the center to fill as they need. In this case the mean value 2.15 confirms that the centers are not capable of availing easy forms at all times in the centers to be filled by customers as they need

services. Furthermore the low variation of response as illustrated by the value of standard deviation (0.93) strengthens this idea.

Table 4.6: Descriptive Statistics about efficiency

Values	NAA(1) (%)	LiE(2) (%)	ME(3) (%)	LE(4) (%)	VLE(5) (%)	M	STD
Helping customers find where they need to go	35.3	37.4	18.2	6.1	3.0	2.04	1.00
Warm and welcoming reception to customers	30.3	37.4	22.2	5.1	5.1	2.17	1.07
Availability of easy forms to fill	30.3	39.4	19.2	7.1	4.0	2.15	0.93
Lay out and service delivery set up	33.3	40.4	14.2	7.1	5.0	2.16	1.10
Handling cases with the same number of staffs	32.3	40.4	21.2	4.1	2.0	2.03	0.94
Solving Customers request in quick & fair ways	35.3	38.4	17.2	6.1	3.0	2.03	0.83

KEY: NAA-Not at All, LiE-Little Extent, ME-Moderate Extent, LE- Large Extent, VLE- Very Large Extent

Source: own survey, 2018

While talking about the lay out and service delivery set ups, 73.7% of the respondents rated as either not at all or to little extent they agree the ideas that were presented as the lay out and service delivery set up in the centers do not allow the customers to go up and down to many offices for service. The mean value of 2.16 confirms the problem of lay out and service delivery set up even though there is a remarkable variation in response as indicated by standard deviation of 1.10. This implies that majority of the respondents believe that the service delivery set up and the lay outs obliged customers to go to different offices.

As 72.7% of the respondents rated either not at all or to little extent, they agree that the centers are capable of handling more cases with the number of staff members available at the moment. The mean value of 2.03 with low response variation ($SD=0.9$) confirmed that the capacity limitations of the centers for handling more cases with the same number of staff members available at the moment. Lastly, the respondents were asked to respond whether the centers solve the customer's request in a fair and quick way even replacing the colleagues in the case of absence. About 73.7% of the respondents rated as either not at all or to little

extent they observe that the staff members are solving the customer's request in a quick and fair way even replacing the colleagues in the case of absence. In addition to the proportion of respondents, the mean value of 2.03 and the standard deviation (0.83) indicating similar outlook of the respondents confirm that the appropriateness of their feelings towards the response made by the service providers to solve the request of customers in a quick and fairways and the willingness of staff members to replace their colleagues in the case of absence.

5.5 Descriptive Statistics of Case Treatment, Solicitation and Customer Feedback

The last but not the least construct is the effectiveness of handling of unsolved cases, soliciting and implementing customer feedback. It is concerned with two major indicators such as availability of unresolved cases and solicitation and implementation of customers' feedback. The description of the response rated by the respondents are presented and analyzed as indicated below.

Table 4.7: Descriptive Statistics of the effectiveness of handling of unsolved cases, soliciting and implementing customer feedback

Values	NAA(1) (%)	Li.E(2) (%)	ME(3) (%)	LE(4) (%)	VLE(5) (%)	M	STD
Availability of unresolved cases	4.0	14.2	10.1	43.4	28.3	4.00	.75
Soliciting and Implementing Customers feedback	33.3	40.4	14.2	7.1	5.0	2.10	1.10

KEY: NAA-Not at All, LiE-Little Extent, ME-Moderate Extent, LE- Large Extent,

VLE- Very Large Extent

Source: own survey, 2018

From the above findings, majority (71.7%) of the respondents rated as either to large extent or very large extent they observed the availability of unresolved cases in the centers. It is confirmed by the mean value of 4.0 with low response variations as indicated by the standard deviation of 0.75. Regarding the practice of solicitation and implementation of customer feedback, 73.7% of the respondents rated either to not at all or little extent there exist the practices of solicitation of information and implementation of customer feedback in the centers. This implies that both handling of unresolved cases and implementing customers' feedback practices at the centers may be not promising.

5.6 Summary Statistics on Effectiveness of One Stop Service Centers

To measure the level of effectiveness of one stop service centers in the study areas, four major items of the instrument were analyzed with the help of descriptive statistics using SPSS version 21. Thus, the views of the respondents on four items of the service delivery practice are presented in table above. In this regard, the weighted mean score for overall effectiveness is 2.09 with standard deviation of 0.87. This implies that majority of the respondents hold similar outlook towards the service delivered by the centers and confirmed that the overall performance is less effective.

Table 4.8: Summary statistics on effectiveness of one stop service centers

Items	Mean	SD	Proportion of the respondents			Interpretation
			% low	% moderate	% high	
Accessibility	2.1091	0.91083	82.9	9.1	8.1	Less effective
Transparency	2.1364	1.00463	83.9	7	8.1	Less effective
Fairness & Equal treatment of cases	2.0909	0.98292	87.9	4	7.1	Less effective
Efficiency	2.0722	0.87217	91.9	4	4	Less effective
Handling unresolved cases, customer feedback & solicitation	2.0505	0.62472	96	4	0	Less effective
Weighted mean	2.09182	0.87905	88.52			Less effective

Source: SPSS Analysis, 2018

As can be seen from the above summary table, for four dimensions of effectiveness, great majority of the respondents rated as less effective with different mean values and varied responses as indicated by the standard deviation values of each dimension. To mention all, the efficiency dimension accounts for 91.9% of the respondents ($M=2.07$, $SD=0.87$), the dimension accessibility accounts for 82.9% of the respondents ($M= 2.109$, $SD=0.9108$), transparency accounts for 83.9% ($M=2.13$, $SD=1.00$), fairness and equal treatment of cases account for 87.9% ($M=2.09$, $SD=0.98$), the dimension concerned with handling unresolved cases, customer feedback & solicitation account for 96% ($M=2.05$, $SD=0.62$). Aboveboard, this result implies that the mere existence of one stop service centers is not satisfactory by itself. Rather, availing multiple interrelated services at the centers, deploying

adequate number of employees, equipping the centers with the necessary facilities and proper communication of the service standards, fees and time to the customers are paramount as they shall improve the service delivery and the awareness level of the customers regarding their rights and duties.

5.7 Qualitative Result

The aim of this interview was to understand, determine and provide insights about how customers perceive the current situation of one stop service centers in micro and small scale enterprise development sector in some selected woreda of Addis-Ketema Sub city, Addis Ababa.

Theme One: About accessibility of service

As the interview respondents indicated, the physical locations of one stop service centers are easy to find. This is because signs are installed on the street that says this is the one stop service center in woreda “X”. Regarding the conveniences of the center, all the respondents indicated that except in a few woreda, the centers are located at inconvenient places for those disabled operators. As they said this created complex situations to get services and forced them leave the sector and eventually the enterprise become extinct. They further indicated that in majority of the woreda the center is situated in G+1 but some are located at grounds.

While talking the office facilities and furniture in the center, all the participants agreed that the centers in all woreda are equipped with the necessary office facilities, furniture and computers including Internet access. However they mentioned that, the centers lack waiting place and chair, front line workers (information desk), lack of signs inside the center indicating the workflow and the desk where the customers to go and get the service. As they indicated that customers are expected to go up and down to different offices to get business licenses, renewal of licenses, paying of taxes, rent charges and appealing tax related cases. A few services like registration and market linkage support letter services are being provided in the centers. According to the participants discussion, the organizational setup of the centers are mainly based on receiving, checking, recording customers request and passing it to the relevant offices outside the center for further checking and processing. In this regard customers are expected to go to different offices to submit their cases and waiting end results up to a month and above. In addition, they are obliged to go to 5-km distance from the center to different offices relevant to their cases to get the end results.

Theme Two: About transparency

When the participants discuss about transparency issues in the centers, for each specific type of services such as business licensing and industrial extension services

procedures are streamlined and unnecessary steps are reduced. As they mentioned, customers have clear information about the type of services given, the kind of documents to submit, which procedures to follow, when the results will be returned to the customer and how much the client will have to pay. But the major challenge here is services are not delivered based on the standards mentioned on citizen's chart.

Theme Three: About fairness and equal treatment of cases

It is expected that clearly defined, standardized procedures have led to more fairness and equality. As the participants indicated, most of the time they were expected to pay an extra fee to speed up a service or get approval for a request. Those operators who were unable to afford such fees, often suffered from bureaucracy, unnecessary delays and other obstacles. Even though the establishment of one stop service centers, have significantly limited possible corruption opportunities and increased chances of equal treatment, still in some cases service delivery is not based on conditions outlined in the law (rather than personal relationship).

Theme Four: About efficiency

As the experiences of the participants indicates majority of staff members of the centers provide a warm and well-coming reception to the customers and help them find where they need to go as they move through services. Some of the staff members in the centers usually wear name-tags at the time of delivering services and this makes the service delivery process easy for customers. In addition, in the centers forms are easy to fill out and available at any time on the shelves including the time when electric power is interrupted. On other side, the participants mentioned the major challenges hindering the efficiency of the centers. These are:- the centers lack well-trained staffs that are knowledgeable about the existing administrative procedures and this created a threat for customers to the services in a quick and fair way. Because of the lack of experienced staffs, the centers are not capable of handling more cases with the same number of staffs and have not been in a position to solve customers' request even replacing the colleagues in the case of absence.

Theme Five: Effectiveness in case management, solicitation and implementation of customer feedback

In this regard the respondents pinpointed that some of the cases remain unsolved until a year, some cases are getting lost somewhere in the bureaucracy and some cases remain on officials desk for 3 and above months. They further indicated that customers have been suffered from bureaucracy, unnecessary delays and other obstacles when the need services like working premises, loans form saving and

credit microfinance institutions, product display centers, market linkages particularly with government development program (Housing Development Project).

5.8 Triangulating the Findings

This section presents the results of both quantitative and qualitative data in comparable ways as follows:

Firstly, regarding the accessibility dimension of the service delivery at the centers, the survey result indicates that 82.9% of the respondents confirmed as less effective whereas the qualitative data mentions some of the important issues such as the centers lack waiting places, chair and front line workers (information desk), lack of signs inside the centers indicating the workflow and the desk where the customers to go and get the service. They mentioned that the delivery setup of the centers are mainly based on receiving, checking, recording customers request and passing it to the relevant offices outside the center for further checking and processing. As result, customers are expected to go up and down to different offices to get business licenses, renewal of licenses, paying of taxes, rent charges and appealing tax related cases and waiting end results up to a month and above. This has created a challenge to get the required services on time.

Secondly, the survey result of transparency dimension indicates that 83.9% of the respondents rated as less effective while the response of interviewee elaborate the situation as services are not delivered based on the standards mentioned on citizen's chart.

Thirdly, regarding efficiency dimensions, 91.9% of the respondents confirmed as the service delivery at the centers are less effective. In support to this the qualitative results mentioned the major challenges hindering the efficiency of the centers. These are:-the centers lack well-trained staffs that are knowledgeable about the existing administrative procedures and this created a threat for customers to get the services in a quick and fair way. As result of these, the centers are not capable of handling more cases with the same number of staffs and have not been in a position to solve customers' request even replacing the colleagues in the case of absence.

Fourthly, concerning with the dimension of fairness and equal treatment of cases, the survey result shows that 87.9% confirmed that the centers are less effective. As the qualitative result indicates most of the time the customers were expected to pay an extra fee to speed up a service or get approval for a request otherwise they suffer from bureaucracy, unnecessary delays and other obstacles. In addition they mentioned that the service deliveries in some cases are not based on conditions outlined in the law rather on the basis of personal relationship. These situations worsen the fair and equal treatment principles in service delivery at the centers.

Lastly, the survey result in relation to handling unresolved cases, customer feedback & solicitation, confirmed as less effective (96%). In this regard the respondents mentioned that some of the cases remain unsolved until a year, some

cases are getting lost somewhere in the bureaucracy and some cases remain on officials desk for 3 and above months. They further disclosed that customers have been suffered from bureaucracy, unnecessary delays and other obstacles when the need services like working premises, loans form saving and credit microfinance institutions, product display centers, market linkages particularly with government development program (housing development).

5.9 Discussion

This study provides different issues that can help as input for implementers, program designers as well as researchers on the effectiveness of one stop service centers in service delivery. First, the discovery from this study indicates that the centers at all woreda under the study settings have lacked the major decisive factors for successful implementation of one stop shop concept and also the existing set ups of one stop centers are not inclusive. Thus, customers of a one stop centers are obliged to coordinate the tasks to obtain a range of services themselves. The results of study are in line with the findings of Bannister and Connolly (2012) that recommends the customers of a one-stop shop not to have to coordinate the tasks to obtain a range of services themselves.

In addition, these findings are in line with (Amir et al., 2015), Wimmer, 2002, Kircher, 2020 & Onxayvieng et al., 2015) who bespoke that for successful implementation of one stop shop concept factors such as convenience of the location, availing full range of services at one place, equipping the center with modern facilities, knowledgeable and motivated staffs, streamlined procedures, clearly defined and publicized fees, procedures and time needed for specific request should be fulfilled. Admittedly, the results of this research maintains the positions of past researches about the effect of one stop shop concept in service delivery and the existence of decisive factors for successful implementation of one stop service centers. This study substantiates the study reported by Transforming the Citizen Experience (2012) & Swiss and For (2010) that discerns the impact of one stop shop concept in the delivery of administrative services involving different bureaus or departments to provide through a single office.

Second, the centers haven't established a communication system promoting type of services, procedures, time, fees and standards to customers to improve transparency; the centers lack well-trained and adequate staffs, lack office facilities; attractive and well-coming reception; quick and fair case handling and management mechanisms; feedback and solicitation mechanisms, in order to enhance efficiency and effectiveness. This study substantiated the findings of different past and current researches describing the success of implementing one stop shop concepts and their effects due to the establishment of the decisive factors in the centers. Specifically, Schuppan and Koehl (2017) recognized the following factors that facilitate the success of one stop shop: careful attention to design and location, and community-

owned and run facilities. The study also points out that one stop shop should be seen as a means of including the local community in service delivery, rather than as a means of centralizing services. The result of this study also matches with the findings reported by Onxayvieng et al. (2015), who suggest four possible aspects of assessing one stop shop: governance dealing about the hierarchical position of the one stop shop in the administrative chain; performance related with to the monitoring and evaluation mechanisms that assess the functioning of one stop shop management; information sharing referring to the range of services made available and the extent to which applications are processed by the one stop shop; and workforce aspects dealing about human resource development, including training of staff and keeping the staff motivated to perform efficiently.

Overall, this study confirms that one stop centers at the study areas haven't been in harmony with the basic idea of a one stop shop which dictates the customers to be in contact with one single entity to get information, obtain all necessary paperwork, and make applications, rather than having to go through a labyrinth of different government bodies providing services. In addition, due to the transgression of one stop concept, the centers become less effective in simplifying administrative procedures.

6. Conclusion and Recommendations

6.1. Conclusions

Results from this study have led to a deeper understanding about how different aspects of one stop service concepts interacts with each other and affect the effectiveness of the centers in delivering services. Mainly, findings of this study shows that majority of the respondents 88.5% perceive that one stop service centers are less effective in service delivery and pinpointed that the performance at the centers needs much improvements.

As confirmed by respondents, the service delivery modalities needs to be redesigned in such a way that the customers only have to be in contact with one single entity to get information, obtain all necessary paperwork, and make applications, rather than having to go through a labyrinth of different government bodies.

Also the findings from this study confirmed that the existing set up of one stop centers is not inclusive in order to bring services from different offices at one place, the centers haven't established a communication system promoting type of services, procedures, time, fees and standards to customers to improve transparency, the centers lack well-trained and adequate staffs, lack office facilities; attractive and well-coming reception; quick and fair case handling and management mechanisms; feed-back and solicitation mechanisms.

6.2. Recommendations

This study emphasizes on customers point of view in need of establishing the successful one stop service centers providing efficient and effective service in a fairways on the basis of conditions outlined. On the basis of the result of this study the following recommendations for practice, for program designers and for future research are forwarded.

6.2.1. Recommendations for practice

- ✓ To enhance the service delivery at the centers, the woreda governments in the study areas have to establish inclusive service delivery set up that provides multiple services at one place and ensure better accessibility.
- ✓ The centers have to set different promotion mechanisms of the services being provided, standards, fees,& time needed for specific activities.
- ✓ The centers should train the existing employees with customer reception, case handling mechanisms, and the existing administrative procedures and laws.
- ✓ The centers should employ more employees to fill HR gap.
- ✓ The centers have to establish solicitation and customer feedback.
- ✓ The centers have to be well equipped with office furniture & facility.
- ✓ The centers have to establish ethical standards and strong monitoring and evaluation systems to minimize rent seeking practices.

6.2.2. Recommendations for future research

Further research has to be done on the areas of the effects of physical locations of the centers up on disabled micro and small scale enterprise operators.

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