



Royal Government of Bhutan

Dzongkhag Administrations

**ESTABLISHMENT AND OPERATIONAL GUIDELINES FOR
DZONGKHAG SERVICE DELIVERY CENTERS**

TABLE OF CONTENTS

1. GLOSSARY -----	Page 4
2. INTRODUCTION -----	Page 5
3. OBJECTIVES OF SERVICE DELIVERY CENTER-----	Page 5
4. LOCATION OF OPERATION -----	Page 6
5. SCHEDULE OF OPERATION -----	Page 7
6. STRUCTURE AND FUNCTIONING OF THE SERVICE CENTER ---	Page 7
7. TASKS AND RESPONSIBILITIES OF THE SERVICE CENTER -----	Page 8
8. INFRASTRUCTURE, EQUIPMENT AND FURNITURE -----	Page 13
9. QUALIFICATION AND COMPETENCIES OF THE KEY STAFF-----	Page 14
10. REQUIREMENTS FROM THE STAKEHOLDERS -----	Page 15
11. MONITORING AND EVALUATION -----	Page 16
12. REPORTING -----	Page 18
13. GRIEVENCE REDRESSAL -----	Page 18
14. CONCLUSION -----	Page 20
SAMPLE SERVICE LOG - ANNEXURE A -----	Page 21

TABLE OF CONTENTS

SAMPLE STAFF REPORTING FORMATS- ANNEXURE B -----	Page 22
SAMPLE GENERIC COSTING- ANNEXURE C -----	Page 23
STAKEHOLDER CONSULTATIONS – ANNEXURE D -----	Page 24
REFERENCES – ANNEXURE E -----	Page 27

1. GLOSSARY

Glossary of terms used in this guideline:

APA – Annual Performance Agreement

BCSR – Bhutan Civil Service Rules and Regulations

COB – Close of Business

DITT – Department of Information Technology and Telecom

G2C – Government to Citizen

HRO – Human Resource Officer

SOP – Standard Operating Procedure

TAT – Turnaround Time

2. INTRODUCTION

Enhancing public service delivery has been enshrined in the Annual Performance Agreement (APA) of the Dzongkhags as one of the mandatory objectives. A key action for achieving this objective has been identified and initiated as the establishment of customer helpdesk in the dzongkhag centers. This document titled, '*Establishment and Operational Guidelines for Dzongkhag Service Centers*', has been developed to strengthen these existing helpdesks and to further formalize and streamline their functions. This guideline emerged from the need to standardize the establishment, list the services available, clarify procedures and guide overall operation of the service centers in all 20 dzongkhags across the country.

The jurisdiction and applicability of this Guideline is strictly for the establishment and operation of dzongkhag service delivery centers hitherto known as the citizen *Helpdesks*. The earlier name has been changed to *Dzongkhag Service Delivery Centers* as indicated in the title of this document and will remain thus as the functions and operation are clearly defined herein. The terms – **service center**, **service delivery center** and **center** used in this guideline all refer to the *Dzongkhag Service Delivery Center* which was earlier conceived and initiated as *Helpdesks*. The information and specifications in this Guideline will be reviewed and periodically updated by the Dzongkhag Administrations in consultation with the relevant sectors and the G2C Office.

This Guideline complements and must be used concurrently with and or referred to the *Dzongkhag Service Delivery Standards, 2016*.

3. OBJECTIVES OF THE DZONGKHAG SERVICE DELIVERY CENTER

Experts in the field of public service delivery have frequently noted that there is a direct correlation between high citizens' satisfaction ratings and the public's opinion of government public service delivery. The main aim of establishing the service delivery center is focused at improving information dissemination and enhancing the interface between rural citizens and the service providers at the dzongkhag sector offices. The dzongkhag service delivery center is being setup primarily to meet the following objectives:

- Provide a designated first point of contact for citizens while trying to access information or services from the dzongkhag administration

- Facilitate public services delivery at the dzongkhags by informing citizens and general public about the various services and facilities available at the dzongkhag
- Reduce burden on the citizens by improving their experience while availing public service by cutting down on waiting time and receiving friendly service
- Reduce burden on the sector offices by delegating basic and simple services to the helpdesks
- Enhance transparency and accountability in the delivery of services through the center which will give regular feedback and other support
- Empower the public with information from center on service delivery standards and provide information face-to-face as well as through posters, leaflets and boards etc.
- Enhance the efficiency of the service provided by sectors through guidance and support in processes and fulfilling requirements
- Establish a culture of citizen-friendly approach in order to improve citizens' perception of public service, especially their first impression while accessing services at the dzongkhags.

In addition to the above objectives, popular opinion suggests that service delivery experienced by rural citizens, especially those travelling from remote gewogs and chiwogs to the dzongkhags are the most vulnerable in terms of difficulty in finding the information and people needed to be properly serviced. The service center is an answer to alleviate such issues and put the citizen at the center of public service delivery.

4. LOCATION OF OPERATION

In keeping with the objective of establishing the service delivery center in providing citizen-centric services it is pertinent that the center be located just outside the dzongkhag administration premises. Ideally it should be located near or at the main entrance gate at a convenient location. This is to ensure that citizens need not face the trouble of entering the dzong (most of dzongkhag administrations are housed in the dzongs) especially to avail simple services which can be made available at the service center and in some cases looking for service providers who may not be available at that time.

This access standard outlines the commitment accorded to the ease and convenience the citizen should experience when attempting to access any public service. Access to citizen services in the dzongkhag has been defined as having two components – access point which

specifies *where* (location of the service provider) and time of availability of the service which defines *when* the service can be accessed. The access points currently are either the dzongkhag sectoral offices or the service center (previously referred to as the helpdesks).

All services that are specified as accessible from the service center in the Dzongkhag Service Delivery Standard should be available from this location.

5. SCHEDULE OF OPERATION

The schedule of operation is derived from the availability aspect of access prescribed in the Dzongkhag Service Delivery Standard. As for availability, all services that have been listed as accessible from the service center are available under normal circumstances as follows:

DAYS: Monday to Friday

TIME: 9:00 AM to 5:00 PM during March to October (Summer Timing) and
9:00 AM to 4:00 PM during November to February (Winter Timing)

The above access times for the center must be made public and visible (Public Notice Board) on location.

This schedule of operation for the service center must be made clear to all stakeholders and that it is applicable under normal circumstances. The abnormal circumstances are defined in the service delivery standards.

6. STRUCTURE AND FUNCTIONING OF THE SERVICE CENTER

As currently implemented in some of the dzongkhags, the Dzongkhag Administration must designate an Officer from among those already in the dzongkhag, preferably the Dzongkhag Human Resource Officer (HRO) as the Coordinator for the Dzongkhag Service Delivery Center. The Coordinator, in addition to facilitating the establishment and smooth operation of the center as per this guideline, he/she will also ensure the quality of service with vigilant monitoring and evaluation. The center staff details are as follows:

- A designated Center Coordinator, (existing Officer as mentioned above) with good communication and coordinating skills.
- One full-time appointed Center Operator (new approved position)

The Center will carry out the following functions:

1. Provide required information and guidance to the citizens on the services, requirements, fees, charges etc.
2. Assist in ensuring that all forms and documents are correctly filled and in order.
3. Collect feedback on the quality of services from citizens and identify bottlenecks in effective delivery of services.
4. Register grievances with regard to citizen service through help line, e-mail, and letters in drop box.
5. Redress grievances by referring them to the concerned officials and follow up.
6. Act as channel of communication between the citizen and all sectors and service providers in the dzongkhag.
7. The Service Center must maintain and update information board (notice board) for public display with regard to the staff information. The following minimum staff information must be displayed at all times:

i. Name of Staff:

ii. Designation:

iii. Contact Number: (Fixed Line and Mobile)

iv. email Address:

In addition to the above generic functionalities and obligations of the service center as an establishment, the details of tasks are outlined in the following section.

7. OUTLINE OF TASKS TO BE CARRIED OUT AT THE SERVICE CENTER AND RESPONSIBILITIES OF STAFF

An outline of the tasks to be carried out and schedules for tasks wherever applicable are prescribed in this section. In order to carry out the tasks, the requirements are also specified as follows:

- A. The Center Staff must be fully conversant with the List of All Services available at Dzongkhag along with their service delivery standards. This can be printed and displayed at the Center or kept at ready reference by the staff at all times.
- B. The list of all the services along with the concerned contact details of the responsible sectoral staff must be maintained at the Center and updated at regular periods.

C. Following is the list of current frontline citizens services that are available at the dzongkhag for which currently standards are prescribed in the SDS document:

1. Agriculture Services

- 1.1 Laboratory Services
- 1.2 Supply of Agricultural Inputs
- 1.3 Supply of Machinery and Mechanical Parts
- 1.4 Supply of Plant Protection Inputs
- 1.5 Technical Guidance - Repair/Maintenance
- 1.6 Plant Protection Advisory Service
- 1.7 Installation of Electric Fence
- 1.8 Inspection of Land and Crop for Compensation
- 1.9 Wetland Conversion Application
- 1.10 Land Exchange Application
- 1.11 Commercial Agriculture Proposal
- 1.12 Farmers Training

2. Civil Registry services

- 2.1 Birth Registration
- 2.2 Death Registration
- 2.3 Issuance of New CID/SRP Card
- 2.4 Replacement of CID/SRP Card
- 2.5 Census Transfer
- 2.6 Name Change/Correction of Date of Birth
- 2.7 Change of Occupation
- 2.8 Change of Census Status
- 2.9 Issuance of Household Information
- 2.10 Issuance of Nationality Certificate
- 2.11 Change of Head of Household
- 2.12 Update of Spouse Information
- 2.13 Up-dation of Naturalization & Regularization Cases

3. Cultural Services

- 3.1 Reconstruction and Renovation of Religious Structures
- 3.2 New Construction of Religious Structures

4. Election Services

- 4.1 VPIC Distribution
- 4.2 VPIC Printing
- 4.3 Change of Polling Station
- 4.4 Change of Constituency
- 4.5 Distribution of Nomination Procedures Forms

5. Engineering Services

- 5.1 House Construction Approval
- 5.2 Attend Water Complaint
- 5.3 Water Billing System Issues
- 5.4 Vacuum Tanker Service
- 5.5 New Water Connection
- 5.6 Waste Collection Service
- 5.7 Street Lighting
- 5.8 Occupancy Certificate

6. Environment Services

- 6.1 Issuance of Environment Clearance
- 6.2 Renewal of Environment Clearance
- 6.3 Environmental Dispute Settlement

7. Health Services

- 8.1 Issuance of Home Delivery Birth Certificate
- 8.2 Verification of Patient Diet Bills

8. Land Record Services

- 8.1 Land Ownership Transfer due to Sale
- 8.2 Land Ownership Transfer due to Inheritance
- 8.3 Land Ownership Transfer due to Gift
- 8.4 Land Ownership Transfer due to Donation
- 8.5 Land Information Correction Services
- 8.6 Court Verdict
- 8.7 Land Exchange

- 8.8 Land Ownership Certificate
- 8.9 Registration of Mortgage Deed
- 8.10 Approval for House Construction
- 8.11 Receive of Land Transaction Documents
- 8.12 Receive Application for Ownership Certificate

9. Livestock Services

- 9.1 Technical Support (backyard, semi-commercial and commercial farms)
- 9.2 Animal Disease Screening through Laboratory Services
- 9.3 Animal Health Services
- 9.4 Livestock Feed and Fodder Service (advocacy, technical guidance, etc)
- 9.5 Livestock Input Supply
- 9.6 Farmers Training Services

10. Revenue and Account Services

- 10.1 Verification of Life Insurance Claim Forms
- 10.2 Verification of House Insurance Claim Forms
- 10.3 Assessment and Deposit of Revenue
- 10.4 Receiving of Fees and Issuing of Receipts
- 10.5 Payment of Life Insurance Scheme

The above 68 frontline services listed in the current standards are subject to change just as the standard itself must undergo periodic review and improvement. The center staff must be literate on the above services and as well any updates that takes place in the future. The updated list of services must be made public at all times and made accessible to the citizen whenever demanded.

D. Following is the condensed list (subset of the above list) of current frontline citizens services that are available at the center:

1. All Forms for all services must be available at the center.
2. All application letters, forms, documents for any service from the dzongkhag administration can be submitted to the service center.
3. All payments of revenue collection pertaining to taxes, fees, service charges can be collected at the center and receipts issued

- E. The center must maintain service log and record all service delivered. Logs can be maintained as separate registers for each Category of Services available at the center, such as – information only, documents collection, form-filling or revenue collection, etc.
- F. For all manual/offline submitted forms, documents, applications received from citizens must be forwarded to the relevant sectors based on prescribed schedule – hourly, twice daily, end of each day, by next day morning. This prescribed frequency for a given service has to be agreed with the sectors and type of service- keeping in mind the timeliness (TAT- turnaround time) standard for that service.
- G. There must be present at least one staff in the center available to serve citizens during working hours (including lunch break). Citizens must be serviced until close of business (COB) on each working day.
- H. The center staff should initiate publicity of service and standards to the general public whenever an opportunity arises and provide required information and guidance to the citizens on the services, facilities, requirements, fees/charges etc.
- I. The center staff should be open to criticism, collecting and documenting feedback on the quality of services from citizens as they come to access services from the center.
- J. Collect and compile grievances and suggestions through helpline, e-mail, letters in drop box and by informal conversations and exchanges.
- K. Attempt to the best possible in order to redress any grievance received from citizen through follow up with concerned officials and by appraising issues to the review committee.
- L. The civil service pledges to public commitment to a basic code of conduct, which are enshrined in the Civil Service Code of Conduct and Ethics detailed in the BCSR 2012 must be adhered all the time by the center staff to ensure the following policies and behaviors are maintained at the center:

- i. Politeness and courtesy
- ii. First-come, first-serve policy
- iii. Transparency
- iv. Fairness and equity
- v. Professionalism
- vi. Citizen-friendly, etc.

M. Training, sharing best practices and adoption of common approaches to existing staff must be pursued and provided. Relevant trainings such as communication skills, customer service, G2C Services, etc. should be mandatory for center staff as they are being assigned to the center.

Overall, the center staff must be able to contact the concerned sectoral staff immediately and enquire if any special issue arise that need additional information and support to be rendered to the citizen approaching the center.

8. INFRASTRUCTURE, EQUIPMENT AND FURNITURE

The service center should have the following basic infrastructure with design in traditional architecture which is appealing to the general Bhutanese taste:

- i. Spacious and well lighted room for staff to be seated suitable to the climate in the respective dzongkhag.(heating and cooling machines)
- ii. Proper Service Counters and/or window for exchange of information and documents and making payments.
- iii. Proper waiting area with seating facilities for citizens waiting to be served especially for seniors and those physically challenged.
- iv. At least one secure room for storing important documents, equipment and cash, etc.

The center should have the following equipment and basic furniture for proper working, storing and delivery of service smoothly without physical discomfort and undue stress:

- i. Table and chairs
- ii. Computer Desk/ Table with storage facilities.

- iii. Telephone/ Help Line.
- iv. Cupboard for storage.
- v. Computer/ Desktop with internet
- vi. Printer
- vii. Safe for storing cash and important office accessories, documents, etc.

The above mentioned furniture and equipments are the minimum required. To enhance service experience further for the citizens the dzongkhags may allocate and install more infrastructure, equipment and furniture than prescribed above.

9. QUALIFICATION AND COMPETENCIES OF THE KEY STAFF

Qualification and experience of the key center staff:

- Center Coordinator – To be designated by Dzongkhag Administration. Possessing a minimum of Bachelors degree. Preferably the Dzongkhag HRO. Must possess good working knowledge of Dzongkha and English along with coordination and facilitation skills.
- Center Operator – Preferably a Graduate (not necessarily selected through BCSE/RCSC Exam) but having good personality and gentle nature. Should possess basic computer knowledge and good communication skills in Dzongkha, English and local language. Alternately, a class 12 minimum with working experience (preferably in local government’s service delivery) or having a Diploma with good communication skill in Dzongkha, English and local languages. Candidates possessing any prior experience in local government service delivery will be useful. In lieu of work experience, any Diploma pertaining to trainings related to Office Management, Communications, Customer Service, etc. would also be preferable for this post.

In addition to the above basic skills and competencies requirements, the center staff also must possess the behavioral competencies which are enshrined in the Civil Service Code of Conduct and Ethics detailed in the BCSR 2012. Few of these are highlighted below:

- i. Must be polite and show courtesy
- ii. Work Transparently

- iii. Uphold Fairness and Equity
- iv. Work with Professionalism
- v. Be Punctual
- vi. Citizen-friendly – must be mild natured and display helpful attitude at all times
- vii. Be humane and responsive to the senior citizens and physically challenged clients

10. REQUIREMENTS FROM THE STAKEHOLDERS

The service center is just the interface to the citizens for the services provided by the various sectors and agencies. Without the proper guidance and continuous support with full commitment from the sectors, the interface will become redundant and thereby adding another layer to citizens access to government services. Sectors and agencies must understand this and provide input and a resource wherever needed such that there is win-win for all concerned. The following is a list of some of the immediate stakeholders whose support is required for the successful establishment and sustainable operation of the dzongkhag service delivery center:

Sl. No.	Agency/Sector	Specific requirements from the agency	Extent of dependence
1.	All Dzongkhag sectors listed as service providers above and sectors not listed yet but provide internal government-government services	Service commitments need to be fulfilled as per standards and support guidance and communication to service center	The service center is just the interface to the citizens for the services provided by the various sectors and agencies. The center is fully dependent on the actual service providers in all aspects of the delivery.
2.	Department of Information Technology and Telecom, DITT, MoIC	Continuous supply of Internet	Since, all online services are fully dependent to availability of internet; the dzongkhag sectors may not be in the position to provide services as committed in the SDS.

3.	Bhutan Power Corporation	Continuous supply of power	As all information are stored on computers and electronically, lack of continuous power supply may prolong the service time.
4.	All Central Ministries and Agencies that have services delivered through dzongkhag	Timely approval of relevant services	Most citizen services, particularly the online applied cases are fully dependent on headquarters for final decision making.
5.	G2C Office	Access to online G2C services web portal	Fully dependent on G2C online service portals for information on services and also forms and actual information services.

11. MONITORING AND EVALUATION

The tools for measuring performance of the dzongkhag service delivery center are same as the ones used to measure the service delivery standards. These tools can be referred from the dzongkhag SDS document and therefore have not been discussed here. The monitoring and evaluation task for the helpdesk will be facilitated and coordinated by the Human Resource Officer (HRO) in the Dzongkhag.

To highlight one of the tools mentioned in the SDS, Citizen Feedback and Assessment Studies will be conducted by independent authorities (government or professional bodies and or agencies) on a regular basis.

The service center shall be actually monitored by the all the sector heads periodically- every quarter or half-year and annually, with the objective to review the efficiency and value-addition by the service center to the services provided by the relevant sectors.

The outcome indicators, detailed below, will be analyzed after every quarter and performance evaluated by the Dzongdag/Dzongrab of the dzongkhag administration.

Expected Output Parameters:

1. Increasing utilization: Existence of the service center will improve the service of utilization.
2. Decreased Overhead Cost: Over the time people visiting the sectoral office will reduce thus cost savings to the sectors and improving performance.
3. Reduced waiting time.
4. Improved Citizens perception of public service
5. Decrease in cost to citizen for availing service.
6. Citizen's satisfaction.
7. Enlisting the grievances and solution to the problems.
8. Monthly report by the coordinator to the Dzongrab.

Expected Outcome Indicators:

1. Improved Access of Public Service – Interventions such as periodic meetings with the staff of the dzongkhags, constant presence of the service center staff, feedback mechanism and monitoring are expected to improve the quality of public service and result in prompt attention to the citizen. This can be measured by the decrease in the frequency of the same citizen coming to dzongkhag for the same service.
2. Improved Service Delivery - measured by the increase in the number of satisfied citizens and decrease in the complaints received.

12. REPORTING

There are two main periodic reporting requirements for the service center by level and duration of operation. They are as follows:

1. Quarterly report submitted to Dzongdag by Center Coordinator facilitated by Dzongkhag HRO (the HRO maybe the Coordinator).
2. Half yearly or Bi-Annual report should be submitted to Dzongdag facilitated by HRO and Dzongrab for onward submission to G2C Office and other relevant stakeholders.

A third, continuous online reporting system (similar to a Dashboard currently being deployed by the Prime Minister's Office) would be useful for the Dzongdag to monitor public service delivery standards at the Dzongkhag particularly availed via the service centers. It is recommended for the G2C Office to further study the implementation of such an online reporting system.

13. GRIEVANCE REDRESSAL

Practically, services offered by the dzongkhags either directly by the sectoral office or using the service delivery centers will not always meet the prescribed standards and thus fall below the citizens expectations. It is legitimate for any citizen to express his/her grievances and the dzongkhag administration to address these complaints and corrective measures should be taken up as fast as possible with minimal stress or additional burden to the aggrieved citizen.

The following table illustrates how the dzongkhag and G2C Office will provide various channels and avenues to lodge complaints and grievances. The grievances will be reviewed by appropriate officers and authority and corrective measures put in place as per a grievance redressal standard. The following table details the requirements of redressal mechanism, official inputs and channels, official and authority, time taken to resolve issues regarding citizens' grievances of public service delivery:

Mechanisms, Authority and Standards for Grievance Redressal

Sl. No.	Grievance Redressal Mechanism	Official Input Channels and Responsible Review Authority	Turnaround Time for Grievance Redressal
1.	Grievance Redressal Committee	Committee members: 1. Dasho Dzongrab (Chairperson) 2. Dzongkhag Agriculture Officer 3. Dzongkhag Accounts Officer 4. Dzongkhag Human Resource Officer 5. Dzongkhag Planning Officer	The grievance redressal committee will review and address all public grievances that have been escalated to it within 10 working days from the lodging of the complaint.
2.	Grievance Redressal Focal Person	<Name>, the Dzongkhag Human Resource Officer will serve as focal person. Mobile#, e-mail address:	The focal person will review the grievance and address the issues within 5 working days. Grievances that are beyond the Focal Person's authority and influence must be escalated to the Committee immediately.
3	Dzongkhag Website	<Dzongkhag web site URL>	All grievances reported online must be review by the Focal Person within 2 days of the submission.
4.	Helpline - Toll Free Number	<Fixed Line Official Telephone Number>	Complaints must be logged and escalated to the Focal Person within a day of receiving the call.
5.	eKaasel - G2C Online Portal for grievances related to service delivery and other issues	www.citizenservices.gov.bt	Turnaround time subject to G2C (eKaasel) standard operating procedures for grievance handling and redressal.

14. CONCLUSION

In conclusion, it must be understood that there is no additional fee for accessing services from the service delivery center. Any applicable fees and charges that are permissible to be collected at the service center are the requirements of the particular service being requested as specified in the SDS of that service.

These guidelines for establishment and operation of Service Delivery Centers in the 20 dzongkhags have been developed in order to pursue the aims of taking public service as close to the citizens as possible, given the practical realities of implementation and operational sustainability. Some of the guidelines only specify the minimum requirements and therefore any additional feature, tool, requirement or resource that could improve the functional and operational objectives in a more efficient manner will need to be added. Just as the service standards are subject to review and improvement, this guideline also must be periodically reviewed in order to include lessons learned from field and changes due technological capabilities in general, but in particular as citizens demand and expect ever more from the public service.

SAMPLE GRIEVANCE REPORTING FORMATS – ANNEXURE B

Schedule I

DZONGKHAG ADMINISTRATION

<Name of Dzongkhag>

Citizens Service Delivery Center

Daily/Weekly/Monthly Reporting Format

Sl. No.	Date & Time	Details of Complaint	Related Sector	Referred for action to	Action actually taken	Remarks

Signature of the Authority

Schedule II

DZONGKHAG ADMINISTRATION

<Name of Dzongkhag>

Service Delivery Center

Monthly Grievance Reporting Format

Sl. No.	Date	Nature of Complaint	No. of Complaints Received	No. of Complaints Redressed	Complaints still to be redressed

Note: The reporting format will be revised as the service center gets implemented and further reviews are undertaken. Additional and new reporting formats may be introduced as and when they are prescribed by the Dzongkhag Administration. The service center staff will have to be trained in any new formats in order to be implemented accordingly.

SAMPLE GENERIC COSTING – ANNEXURE C

*ESTIMATED COST FOR FIRST YEAR

DZONGKHAG CITIZEN SERVICE CENTER

Sl. No.	Activity/Item	Budget (NU.)
1.	Telephone, internet connection, monthly charge @ Nu. 5000X12 months	60,000.00
2.	Stationary @ Nu. 10,000X12 months	1,20,000.00
3.	Miscellaneous expenses @ Rs.1000X12 months	12,000.00
4.	Table with Storage Facility	10,000.00
5.	Cupboard for storage	10,000.00
6.	Safety Deposit Box	15,000.00
7.	Computer plus operating system and MS Offices software, antivirus software	50,000.00
8.	Laser Printer	25,000.00
	Total	3,02,000.00
	Institutional overhead (@ 10%)	30,200 .00
	Grand Total	3,32,200.00

**Note:-* Human resources and Infrastructure (building) costs have not been factored in the costing.

STAKEHOLDER CONSULTATIONS – ANNEXURE D

A. The following Central Ministries and Agencies were consulted as part of the development of the Dzongkhag SDS and the establishment and operation of the service delivery center (helpdesk):

1. G2C Focal Officer, Department of Civil Registration and Census, Ministry of Home and Cultural Affairs.
2. G2C Focal Officer, Bureau of Law and Order, Ministry of Home and Cultural Affairs.
3. G2C Focal Officer, Department of Adult and Higher Education, Ministry of Education.
4. G2C Focal Officer, Department of Protocol, Ministry of Foreign Affairs.
5. G2C Focal Officer, Secretariat, Ministry of Economic Affairs.
6. G2C Focal Officer, FRMD, Department of Forest and Park Service, Ministry of Agriculture and Forests.
7. G2C Focal Officer, ICT, Information Management Section, Construction Development Board.

B. The following Dzongkhag Administrations were consulted as part of the development of the Dzongkhag SDS and the establishment and operation of the service delivery center (helpdesk):

1. Bumthang Dzongkhag
2. Chhukha Dzongkhag
3. Lhuentse Dzongkhag
4. Samdrup Jongkhar Dzongkhag
5. Thimphu Dzongkhag
6. Tsirang Dzongkhag
7. Wangduephodrang Dzongkhag
8. Zhemgang Dzongkhag

C. The existing Helpdesk staffs (operators) of all the 20 Dzongkhag Administrations were consulted as part of the development of guidelines for establishment and operation of the service delivery center.

- D.** The Planning Officers of the Dzongkhag Administrations listed above in Section B (with the exception of Sl. No. 5, Thimphu Dzongkhag, which was facilitated by HRO) were the main counterparts and facilitated information gathering and organizing dzongkhag meetings for the development of the Dzongkhag SDS and the establishment and operation of the service delivery center.
- E.** The following information gathering tools were deployed as part of the stakeholder consultations wherever relevant.

1. List of G2C Services in the Dzongkhag

Name of Sector:		Access Point	
Sl. No.	Name of Service	Dzongkhag Sector Office	Service Delivery Center (Helpdesk)
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			
11			

2. Details of each G2C Service

Name of Service:

Service Standards				Operational Targets: Pro-	Client Requirements	Requirements in the Help Desk Center for this Service
Accessibility		Timeliness	Accuracy			
Place/Loc ation: Dzong- khag, Helpdesk, Central Agency HQ, etc.	When: 24/7 Work- ing Days, 6 Days a Week, Opening and Closing Hours, etc.	Total Time or Time taken for the ser- vice: Turn- around Time	Validity and/or Reliability of the Service: Proof of validity of the in- formation, last updated, letter or certificate, etc.	portion of total clients serviced by meeting the stated stand- ards for a given time frame (quar- terly, annual- ly, etc.)	Information and re- quired documents (including other arti- facts or evidences) from the client in or- der to be serviced, etc.	Physical and lo- gistical/technical infrastructure, manpower, skills competencies, etc.

REFERENCES – ANNEXURE E

1. Canada Revenue Agency, Service Standards 2016-17,
<http://www.cra-arc.gc.ca/gncy/stndrds/2016-2017/menu-16-17-eng.html>
2. London School of Economics, Estates Help Desk Reference Booklet, Guidance Notes for LSE Users, January 2014,
http://www.lse.ac.uk/intranet/LSEServices/estatesDivision/pdf/2014-JANUARY_HELP-DESK-REF-BOOKLET.pdf
3. Operational Guideline for Citizen Help Desk, Department of Health and Family Welfare Services, Government of Karnataka, February 2009,
http://karhfw.gov.in/KSHRDP/PDF/PPP/Operational_Guidelines_for_Citizen_Help_Desk.pdf
4. Service Delivery Standard for Public Service Delivery, Dzongkhag Administration Bumthang, 2015, available at <http://www.bumthang.gov.bt/wp-content/uploads/2016/03/service.pdf>
5. Services Delivery Standard, Dzongkhag Administration, Chhukha, 2015
6. Services Delivery Standard for Lhuentse Dzongkhag, 2015
7. Standard Operating Procedures, Dzongkhag Administration Tsirang, September 2015,
<http://www.tsirang.gov.bt/wp-content/uploads/2016/04/SOP-TSIRANG-FOR-PUBLICATION-2.pdf>
8. The Impact of Service Charters in the Australian Public Service, May 2003,
<https://www.anao.gov.au/work/speech/government-sector-accountability-impact-service-charters-australian-public-service>
9. Treasury Board of Canada Secretariat, Service Standards: A Guide to the Initiative,
http://www.tbs-sct.gc.ca/pubs_pol/opepubs/tb_d3/guid-eng.asp

10. UK Government Web Archives, Charter Mark Customer Service Excellence,
<http://webarchive.nationalarchives.gov.uk/20130128101412/http://cabinetoffice.gov.uk/chartermark.aspx>
11. U.S. Federal Communications Commission, Customer Service Standards, March 2009, <http://infoserver.fcc.gov/css.html>
12. U.S. National Archives & Records Administration Strategic Plan, 2014-2018,
<http://www.archives.gov/about/plans-reports/strategic-plan/index.html>