



Royal Government of Bhutan

Dzongkhag Administrations

DZONGKHAG SERVICE DELIVERY STANDARDS

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1. GLOSSARY

Glossary of terms used in this Service Delivery Standard:

APA – Annual Performance Agreement

BCSR – Bhutan Civil Service Rules and Regulations

CID – Citizenship Identity

CMC – Court Marriage Certificate

CMT – Common Measurement Tool

COB – Close of Business

DCRC – Department of Civil Registration and Census

DITT – Department of Information Technology and Telecom

GPMS – Government Performance Management System

G2C – Government to Citizen

HOH – Head of Household

HRO – Human Resource Officer

LG – Local Government

LT – Land Transaction

NOC – No Objection Certificate

PO – Planning Officer

SDS – Service Delivery Standard

SOP – Standard Operating Procedure

SRP – Special Residency Permit

TAT – Turnaround Time

VPIC – Voter Photo Identity Card

2. INTRODUCTION

As a prerequisite to strengthening public service delivery in the dzongkhags, the G2C Office has initiated the development of this Service Delivery Standard (SDS) and establishment of citizen service delivery centers/helpdesks in the dzongkhags. While the former intervention streamlines services and citizens expectations, the later is aimed at improving information dissemination and enhance the interface between rural citizens and the service providers at the dzongkhag centers. In addition to this Service Delivery Standards, the accompanying document titled, ‘Guidelines for Establishment and Operation of Dzongkhag Service Delivery Centers’, has been developed to strengthen the existing Helpdesks and standardize the establishment, list the services available, clarify procedures and guide overall operation of the service centers. The Dzongkhag Service Delivery Standards which details the list of services available at the dzongkhag, timeliness, accuracy, requirements from citizens and government agencies, and operational targets have been developed based on international best practices in public service delivery as well as references to existing standard operating procedures (SOPs) already developed by some of the dzongkhags.

Service delivery standards are an important element of service management excellence; they help clarify expectations for citizens and public servants, enable performance management, and support citizen satisfaction. Over time, this service delivery standard is expected to contribute to enhancing coherence across the public services provided at the dzongkhags in the area of quality service and accountability. It also supports the Annual Performance Agreement (APA) signed between the Government and various implementing agencies at all levels and in particular the dzongkhags, under the broad umbrella of Government Performance Management System (GPMS) aimed at streamlining and aligning activities accorded to them, thereby resulting in a more efficient and effective public service delivery.

The jurisdiction and applicability of this SDS is strictly for the services provided by the 20 Dzongkhag Administrations in the country and facilitated by the *Dzongkhag Service Delivery Centers* earlier known as the *Helpdesk* in each dzongkhag.

The services, information and specifications in this SDS will be reviewed and periodically updated by the Dzongkhag Administrations in consultation with the relevant sectors and the G2C Office.

3. DEFINITION OF SERVICE DELIVERY STANDARDS

This service delivery standard is a public pledge, sometimes referred to as a service charter to perform in a manner to an extent or level that is easily quantifiable which citizens can expect under normal circumstances. Normal circumstances here refer to the resources used and demanded for normal day-to-day service operations. These service delivery standards do not apply to special circumstances which may include public holidays, the year-end review period and DYT meetings, natural disasters, emergencies and any other circumstances that are typically beyond the control of the dzongkhag administration.

The specific standards that are accorded to access, timeliness, accuracy, requirements (from both citizens as well as other government agencies and authorities) and the operational targets to be achieved that are encompassed by this standard are defined in the following section.

Access Standard: This 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 (currently referred to as the helpdesks). As for availability, generally most services are available Monday to Friday, 9:00 AM to 5:00 PM during March to October and 9:00 AM to 4:00 PM during November to February.

Timeliness Standard: This standard, also referred to as turnaround time (TAT) in some of the existing SOPs, defines the commitment accorded to the total time taken for the service to be delivered to the citizen. Alternately can be defined as the commitment stating how long the citizen should expect to wait to receive a service once the service has been accessed. Timeliness is measured in minutes, hours, days, weeks, months, etc.

Accuracy Standard: Commitment stipulating that the client will receive a service that is up to date, free of errors, and complete. Additionally, standard for validity of the service rendered is also included in this accuracy standard whenever relevant. Accuracy and validity standards in the current document relates to issuance of certificates, notifications, letters, permits, cards, etc. and validity is applicable to region (location, area) or time period in terms of days, months and years.

Requirements Standard: Most of the citizen services provided by the Government of Bhutan require citizens to fulfill certain service requirements. Service standards are conditional upon citizens satisfying these requirements therefore they have been incorporated into the service standard. Most of the existing requirements are documentary evidences such as copies of citizenship identification, letters and certificates from relevant people and authorities. Current requirements also include completing specific forms, passport photos, legal stamps, service fees, etc. Additionally, some of the standards are also conditional on fulfillment of requirements by other government departments and authorities or higher authorities in the same sector. Wherever such requirements are pertinent to fulfilling service obligations to citizens, although these requirements may seem as internal to the service providers, these have been included as requirements in the standard.

Operational Standard: Also referred to as Operational Performance Target, it is the frequency to which the organization expects to meet the service standard. Alternately, operational performance target for a given service is expressed here as a proportion (percentage) of the total number of citizens served within the service standard. Therefore the service standard is directly linked to an operational target which takes into account the risks associated with process delays and uncertainties arising from factors such as workload fluctuations, staff movements, and seasonal variations. The purpose of the target is to help manage operations and track progress against overall delivery objectives. The target is typically designed for management use but can also be made available to the public.

Service Pledge: Although not explicitly mentioned in the standard since service standards are distinct from service pledges which are public commitment to a basic code of conduct, it is implicitly taken into account by the Civil Service Code of Conduct and Ethics detailed in the BCSR 2012.

4. SALIENT FEATURES OF THE SERVICE STANDARDS

Relevant to the citizens: Although citizens avail a variety of public services at some time or the other in their lives, it is observed that civil registry, land and forestry services are the most popular at the rural and dzongkhag service interface. As these services and many more are included, the current service standards are consistent with citizen priorities and address aspects of the service such as availability, timeliness and citizen obligations. These aspects are

seen to be valued most by citizens in addition to friendly customer service when it comes to public service delivery in Bhutan as it is the case in many countries.

Based on consultation: The current service standards have been developed in consultation with official representatives and G2C focal persons in the selected central ministries and agencies. Consultations were carried out with Dzongdags and sector heads of selected dzongkhags, dzongkhag staff working as helpdesk operators and other stakeholders in public service delivery to ensure that they are meaningful and match the dzongkhag and sectoral mandates.

Measurable: The important aspects of the service standards such as access, timeliness and operational targets are all quantifiable using appropriate tools such as service logs and can be linked to monitoring activities. Citizens can use these metrics to not only set expectations but also lodge their grievances if services are not found to be within the standards. Management and service providers will be able to use these data to review, redress and improve service delivery.

Consistent across Dzongkhags: The service standards are consistent throughout all the dzongkhags providing similar services. Having similar service standards across all dzongkhags for similar services helps both citizens and public servants. Citizens will find it easier to deal with different dzongkhags and sectors, and the sectors themselves will find it easier to manage staff and resources. Training, sharing best practices and adoption of common approaches would be easy to implement.

Ambitious but realistic: The service standards are realistic as they have been developed based on analysis of the SOPs and additional inputs from various sector heads in the dzongkhags and service providers in the central agencies. Many of these officials are well experienced in the practical issues both at the dealing with citizens as well as adhering to their sectoral policies and guidelines. However, standards have been set as high as possible keeping the citizen as the ultimate beneficiary, therefore leading to sufficiently challenging targets to service providers.

Endorsed by Dzongkhags and Central Agencies: Although the service standards are to be implemented by the dzongkhags, it is very important that all central ministries and agencies

involved must understand and endorse the standards. This is due to the fact that many services at the dzongkhags rely on central agencies for data and decision making.

Communicated: The service standards, once endorsed by all stakeholders, will be clearly communicated to citizens, public officials and staff of all dzongkhags and stakeholder ministries and agencies to help manage expectations.

Transparent: Service standards will be monitored and reported to appropriate Government authority, and performance results will be published to ensure transparency and citizens' trust.

Continuously updated: The service standards will be regularly (annually if possible) reviewed and updated as appropriate. This update will be done based on the data from performance targets, citizen grievances and customer satisfaction surveys on the citizen services.

5. LIST OF FRONTLINE SERVICES COVERED BY THIS STANDARD

Although the focus is on services that are directly accessed by citizens, also known as citizen services or government to citizen (G2C) services, many services provided by sectors in the dzongkhag do not involve citizen interfaces. Therefore, the services included in this standard are mainly the ones dealing directly with public (frontline services) although some services under the standard may be internal (government to government) but indirectly affecting public service delivery.

The following services covered by the standard are listed by sector or agency in alphabetical order:

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 DoB
- 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

- 9.1 Land Ownership Transfer due to Sale
- 9.2 Land Ownership Transfer due to Inheritance
- 9.3 Land Ownership Transfer due to Gift
- 9.4 Land Ownership Transfer due to Donation
- 9.5 Land Information Correction Services
- 9.6 Court Verdict
- 9.7 Land Exchange
- 9.8 Land Ownership Certificate
- 9.9 Registration of Mortgage Deed
- 9.10 Approval for House Construction
- 9.11 Receive of Land Transaction Documents
- 9.12 Receive Application for Ownership Certificate

9. Livestock Services

- 10.1 Technical Support (backyard, semi-commercial and commercial farms)
- 10.2 Animal Disease Screening through Laboratory Services
- 10.3 Animal Health Services
- 10.4 Livestock Feed and Fodder Service (advocacy, technical guidance, etc)
- 10.5 Livestock Input Supply
- 10.6 Farmers Training Services

10. Revenue and Account Services

- 11.1 Verification of Life Insurance Claim Forms
- 11.2 Verification of House Insurance Claim Forms
- 11.3 Assessment and Deposit of Revenue
- 11.4 Receiving of Fees and Issuing of Receipts
- 11.5 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. Changes in development trends, technological capability and adoption, shifts in priorities of citizens' demand for public services and redirections in government plans and policies will result in services being added, removed and enhanced in the above list.

The SDS for each of the services listed above is detailed out as per the definitions (defined earlier in terms of access, timeliness, accuracy, citizens' requirement and operational target) in the following section. The operational target standards (which are an internal performance targets) need not be made public although some public institutions purposely publicize it to inform citizens on their organization's commitment to service quality.

6. DZONGKHAG SERVICE DELIVERY STANDARDS

Type of Service: i. **Agriculture Services**

Responsible Sector : **Dzongkhag Agriculture Sector**

Sl. No.	Name of Service	Access – Where and When	Timeliness – Turnaround Time	Accuracy- Reliability, currency and validity of service provided	Citizens Requirement – Forms, documents, fees, etc. needed to avail the service	Operational Target
1.	Laboratory Services - soil and plants nutrients / disease analysis	Dzongkhag Agriculture Office, Five days a week, during Office hours	1 month	Copy of report received from SPAL is given to applicant.	Need to fill 1 Form (In the form need to include name of the farmers, location, number of samples, etc.)	90%
2.	Supply of Agricultural Inputs - seed, seedling, fertilizer, weedicide	-do-	1 month	Receipt of advance collected.	Advance cash payment has to be made for the input.	90%

Sl. No.	Name of Service	Access – Where and When	Timeliness – Turnaround Time	Accuracy- Reliability, currency and validity of service provided	Citizens Requirement – Forms, documents, fees, etc. needed to avail the service	Operational Target
3.	Supply of Machinery and Mechanical Parts	Dzongkhag Agriculture Office, Five days a week, during Office hours	1 month	Copy to applicant	Application should contain name of the thram holder, total land holding and inventory of the machines in his/her name. Application verified by Gewog EA/Gup.	90%
4.	Supply of Plant Protection Inputs	-do-	1 month	Receipt of advance cash collected.	Duly verified application from Gewog EA along with cash.	90%
5.	Technical Guidance - Repair/Maintenance	-do-	3 weeks	Copy to applicant	Farmers may need to purchase spare parts	90%
6.	Plant Protection Advisory Service	-do-	2 days	Application and advise recorded	Application verified by concerned Gewog EA on the service required.	98%
7.	Installation of Electric Fence	-do-	1 month	Fencing installed and operational	Purchase materials and arrange local materials	100%
8.	Inspection of Land and Crop for Compensation	-do-	1 week	Copy of report	Application routed through gewog administration.	90%

Sl. No.	Name of Service	Access – Where and When	Timeliness – Turnaround Time	Accuracy- Reliability, currency and validity of service provided	Citizens Requirement – Forms, documents, fees, etc. needed to avail the service	Operational Target
9.	Wetland Conversion Application	Dzongkhag Agriculture Office, Five days a week, during Office hours	1 month	Approval order/letter	Verified land conversion application, LC FORM-1 & 2 with field report, thram copy, public clearance from gewog/dungkhag administration.	80%
10.	Land Exchange Application	-do-	1 month	Approval order/letter	Verified land exchange application, LE FORM-1 & 2 with field report, thram copy, public clearance from gewog/dungkhag administration.	80%
11.	Commercial Agriculture Proposal	-do-	1 week	Approved Proposal/Letter	Detailed project proposal routed through gewog administration	90%
12.	Farmers Training	-do-	2 days	Certificate	Need to fill training forms	90%

Type of Service: ii. **Civil Registry Services**

Responsible Sector: **Dzongkhag Civil Registration and Census Office**

Sl. No.	Name of Service	Access – Where and When	Timeliness – Turnaround Time	Accuracy- Reliability, currency and validity of service provided	Citizens Requirement – Forms, documents, fees, etc. needed to avail the service	Operational Target
1.	Birth Registration	Dzongkhag Civil Registration and Census Office, Five days a week, during Office hours	1 month	Scanned document attached and application number generated while the application is submitted.	For birth occurred in Bhutan: CID/SRP card copies of the parents, Copy of Court Marriage Certificate (CMC) of the parents of the new born. In the absence of CMC, statement of the Tshogpa/Thromde Thuemi confirming the parentage of child (Gup’s endorsement is compulsory if birth is certified by Tshogpa), Notification of birth/birth documents. In absence of notification of birth/birth documents, statement from concerned Tshogpa endorsed by the Gup/Thromde Thuemi confirming the parentage of child.	100%

					<p>For birth occurred overseas:</p> <p>CID/SRP card copies of the parents, Copy of Court Marriage Certificate (CMC) of the parents of the new born. In the absence of CMC, statement of the Tshogpa/Thromde Thuemi confirming the parentage of child (Gup's endorsement is compulsory if birth is certified by Tshogpa), Birth Certificate (issued by competent authority). In the absence of birth certificate: statement confirming the parentage of child from the Head of Chancery for Bhutanese citizens serving in Bhutanese Embassies/Missions or statement from concerned Tshogpa endorsed by the Gup/Thromde Thuemi confirming the parentage of child.</p>	
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2.	Death Registration	Dzongkhag Civil Registration and Census Office, Five days a week, during Office hours	3 days	Scanned document attached and application number generated while the application is submitted.	Duly completed application form (BCRS-DR-01), Notification of Death/Documents related to death (death certificate issued by health facilities/Tshogpa statement endorsed by Gup) that has occurred in Bhutan and Death Certificate for death that has occurred overseas, Original CID/SRP card of the deceased, Copy of CID/SRP card of the requestor.	100%
3.	Issuance of New Citizenship Identity Card (CID)/Special Residency Permit Card	Dzongkhag Civil Registration and Census Office, Five days a week, during Office hours	5 days	Scanned document attached and application number generated while the application is submitted.	Duly completed application form (BCRS-CID/SRP-01) endorsed by the respective Gup, Dzongkhag/Thromde Civil Registration and Census Officer and Dzongdag/Thrompon. One Recent Passport size photograph endorsed by Gewog official with seal. Nu. 100 for fresh/processing CID/SRP cards for the first time.	100%

Sl. No.	Name of Service	Access – Where and When	Timeliness – Turnaround Time	Accuracy- Reliability, currency and validity of service provided	Citizens Requirement – Forms, documents, fees, etc. needed to avail the service	Operational Target
4.	Replacement of New Citizenship Identity Card (CID)/Special Residency Permit Card	Dzongkhag Civil Registration and Census Office, Five days a week, during Office hours	5 days	Scanned document attached and application number generated while the application is submitted.	An applicant will have to report in person with the duly completed citizenship identity card/SRP replacement form. Application Form No. BCRS-REP-01 for replacement and Form No.BCRS-LOST-01 for lost of CID/SRP card. Nu. 300 if validity of the CID/SRP card at hand is more than six months. Nu. 300 if it is replacement due to change of image or other reasons but on production of the old CID/SRP card. Nu. 400 for lost card/if you failed to produce the CID/SRP cards. Nu. 100 for renewal of CID/SRP cards if the date of expiry of the earlier issued card is less than or equal to six months.	100%

5.	Census Transfer	Dzongkhag Civil Registration and Census Office, Five days a week, dur- ing Office hours	3 days	Scanned document attached and applica- tion number generated while the application is submitted.	Duly completed census transfer application form No. BCRS-CT-01 (inter Dzongkhag), 02 (within Dzongkhag) and 03 (within Gewog) which includes: -Signature of applicant. -Endorsement of both relieving and receiving HoH in the form -Endorsement of both relieving and receiving Gup in the form -Endorsement of both relieving and receiving DCRCO -Endorsement of both relieving and receiving Dzongdag/Thrompon -Lagthram is mandatory if the census is to be transferred into a new household.	100%
6.	Name Change/Correction of DoB	Dzongkhag Civil Registration and Census	1 day	Scanned document attached and applica- tion number generated while the application	Duly completed application form (BCRS-NC & AC-01) along with the following relevant documents: Class X, XII and degree certificates	100%

		Office, Five days a week, dur- ing Office hours		is submitted.	<p>or highest academic certificate obtained (Original certificates must be produced for authentication/attestation).</p> <p>For Armed Forces: Copy of service record certified by record officer along with class X, XII and degree certificates or highest academic certificate obtained (Original certificates must be produced for authentication/attestation)</p> <p>For Judiciary, Autonomous Agencies and Corporations: Copy of service record certified by personnel/HR officer along with class X, XII and degree certificates or highest academic certificate obtained (Original certificates must be produced for authentication/attestation)</p> <p>For Monks and Nuns: Certification</p>	
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					<p>by Zhung Dratshang/Uzin/Head of institution</p> <p>For Students: Copy of academic certificate or highest academic certificate obtained (Original certificates must be produced for authentication/attestation).</p> <p>For Private Employees: Certification by the employer along with class X, XII and degree certificates or highest academic certificate obtained (Original certificates must be produced for authentication/attestation).</p> <p>For Others: Certification by Tshogpa with endorsement of Gup/Thromde Thuemi for Thromde</p>	
7.	Change of Occupation	-do-	1 day	Scanned document attached and application number generated while the application is submitted.	<ul style="list-style-type: none"> - Occupation Change Form - Authentication from concerned agency. 	80%

8.	Change of Census Status	-do-	1 day	Scanned document attached and application number generated while the application is submitted.	- Citizenship Kasho Copy Or - Letter of the Department/Ministry	100%
9.	Issuance of Household Information	Dzongkhag Civil Registration and Census Office and Helpdesk (Service Delivery Center), Five days a week, during Office hours	1 day	Scanned document attached and application number generated while the application is submitted.	Duly completed application form (BCRS-SAF-01) signed by the applicant or any member of the same household.	100%
10.	Issuance of Nationality Certificate	Dzongkhag CRC Office, Five days a	1 day	Scanned document attached and application number generated	Duly completed application form (BCRS-SAF-01) and Two recent passport size photo of the	100%

		week, during Office hours		while the application is submitted.	applicant	
11.	Change of Head of Household	-do-	1 day	Scanned document attached and application number generated while the application is submitted.	Duly completed application form (BCRS-HoH-01), and No Objection Letter of family members of 18 years and above in the household if the same person's signature could not be taken in the application form.	100%
12.	Update of Spouse Information	-do-	1 day	Scanned document attached and application number generated while the application is submitted	Duly completed application form (BCRS-CI/SRPI & DS-01) and, Copy of Court Marriage Certificate (CMC) OR Tshogpa report endorsed by Gup or Thromde Thuemi for Thromde	100%
13.	Up-dation of Naturalization & Regularization Cases	-do-	3 days	-do-	Duly completed application form No. BCRS-CR-01 for Naturalization & Regularization cases, and Citizenship Kasho Copy	100%

Type of Service: **iii. Cultural Services**

Responsible Sector : **Dzongkhag Culture Office**

Sl. No.	Name of Service	Access – Where and When	Timeliness – Turnaround Time	Accuracy- Reliability, currency and validity of service provided	Citizens Requirement – Forms, documents, fees, etc. needed to avail the service	Operational Target
1.	Reconstruction and Renovation of Religious Structures	Dzongkhag Culture Office, Five days a week, during Office hours	5 days	Copy of approval letter/order is given to applicant.	-Application Form-A (Renovation & Reconstruction), -Recommendation from Gup, -Proper Estimates including Timber Estimates, -Brief Back ground history of existing structure -Photographs of existing structure -Brief Summary sheet -Copy of Thram	85%
2.	New Construction of Religious Structures	Dzongkhag Culture Office, Five days a week, during Office hours	5 days	Copy of approval letter/order is given to applicant.	-Application Form-B (New Construction) -Proper Drawing& Estimates including Timber Estimates -Brief Back ground & No Objection letter from Public -Copy of Thram	85%

Type of Service: **iv. Election Services**

Responsible Sector : **Dzongkhag Election Office**

Sl. No.	Name of Service	Access – Where and When	Timeliness – Turnaround Time	Accuracy- Reliability, currency and validity of service provided	Citizens Requirement – Forms, documents, fees, etc. needed to avail the service	Operational Target
1.	Voter Photo Identity Card (VPIC) Distribution	Dzongkhag Election Office, Five days a week, during Office hours	30 minutes	VPIC distribution record is maintained	-Filled up distribution form. -CID number.	80%
2.	Voter Photo Identity Card (VPIC) – Printing New (Lost and Additional)	-do-	30 minutes	VPIC issued which is valid until change of polling station or change in constituency	-Should be 18 years and above. -CID number	80%
3.	Change of Polling Station	-do-	30 minutes	New VPIC issued with updates.	-Application -Old VPIC should be surrendered -CID details should match new polling station location	80%

Sl. No.	Name of Service	Access – Where and When	Timeliness – Turnaround Time	Accuracy- Reliability, currency and validity of service provided	Citizens Requirement – Forms, documents, fees, etc. needed to avail the service	Operational Target
4.	Change of Constituency	Dzongkhag Election Office, Five days a week, during Office hours	30 minutes	New VPIC issued with updates.	-Application -Old VPIC should be surrendered -CID details should match new constituency	80%
5.	Distribution of Nomination Procedures Forms	-do-	30 minutes	Valid until the nomination takes place by RO	-25 Years and above and below 56 years. -Aspirant candidates interested to participate in election(LG, NA, NC)	80%

Type of Service: **v. Engineering Services**

Responsible Sector : **Dzongkhag Engineering Sector**

Sl. No.	Name of Service	Access – Where and When	Timeliness – Turnaround Time	Accuracy- Reliability, currency and validity of service provided	Citizens Requirement – Forms, documents, fees, etc. needed to avail the service	Operational Target
1.	House Construction Approval	Dzongkhag Engineering Office, Five days a week, during Office hours	2 weeks	Letter of approval	-Copy of Lag Thram -Copy of CID card -Drawings -Site plan -Approval fee of Nu.3000 for urban	80%
2.	Attend Water Complaint	-do-	1 day for Minor works, 2 weeks for Major works	Record in Service log	-Written complaint letter -Verbal complaint over landline -Inform the office personally	85%
3.	Water Billing System Issues	-do-	10 minutes	Installed water billing system/software	-Printed bills issued by municipal office, -A written note/letter for grievances, if any against the bill	90%

4.	Sewerage and Vacuum Tanker Service	Dzongkhag Engineering Office, Five days a week, during Office hours	Half day for minor works, 7 days for major works	Record in Service log and cash receipts for service charges	-Application letter -Fees-Nu.1500/tanker -Approach the office personally	80%
5.	New Water Connection	-do-	Half a day	Approval letter and receipt of fees	-Construction approval along with application letter -Fees -Nu.3000/water meter	85%
6.	Waste Collection Service	Designated Waste collection points and timings	20 minutes	Record in service log and waste collected	-Households to bring their waste to collection point -Fees- Nu. 5/water meter is clubbed with the water bill	80%
7.	Street Lighting	Dzongkhag Engineering Office, Five days a week, during Office hours	1 day	Service record and log	-Complaint letter -Verbal complaint through landline/mobile	90%

Sl. No.	Name of Service	Access – Where and When	Timeliness – Turnaround Time	Accuracy- Reliability, currency and validity of service provided	Citizens Requirement – Forms, documents, fees, etc. needed to avail the service	Operational Target
8.	Occupancy Certificate	Dzongkhag Engineering Office, Five days a week, during Office hours	Half day	Certificate or Letter of approval	- Letter of application	90%

Type of Service: **vi. Environmental Services**

Responsible Sector : **Dzongkhag Environment Sector**

Sl. No.	Name of Service	Access – Where and When	Timeliness – Turnaround Time	Accuracy- Reliability, currency and validity of service provided	Citizens Requirement – Forms, documents, fees, etc. needed to avail the service	Operational Target
1.	Issuance of Environment Clearance	Dzongkhag Environment Office, Five days a week, during Office hours	21 days	A copy of acknowledgement letter, Additional Information letter, Site Verification order and Environmental Clearance/Rejection letters are sent out to the applicant	<ol style="list-style-type: none"> 1. Application Letter 2. Fees/Receipt of fees from the Dzongkhag Revenue Section 3. Duly filled IEE form/Project Prospectus 4. Forestry Clearance/a copy of lag thram 5. Public Clearance 6. Sketch map 7. Design drawings depending on the activity 8. No Objection Clearance from other concern stakeholders 	90%

Sl. No.	Name of Service	Access – Where and When	Timeliness – Turnaround Time	Accuracy- Reliability, currency and validity of service provided	Citizens Requirement – Forms, documents, fees, etc. needed to avail the service	Operational Target
2.	Renewal of Environment Clearance	Dzongkhag Environment Office, Five days a week, during Office hours	14 days	A copy of acknowledgement letter, Additional Information letter, Site Verification order and Renewed Environmental Clearance/Rejection letter are sent out to the applicant	1.Application Letter 2.Fees/Receipt of fees from the Dzongkhag Revenue Section 3. Old Environmental Clearance 4. Valid Forestry Clearance/a copy of lag thram 5. Public Clearance 6. Valid No Objection Clearance from other concern stakeholders	95%
3.	Environmental Dis-pute Settlement	-do-	15 days	Report	Endorsed application from the gewog	90%

Type of Service: **vii. Health Services**

Responsible Sector : **Dzongkhag Health Sector**

Sl. No.	Name of Service	Access – Where and When	Timeliness – Turnaround Time	Accuracy- Reliability, currency and validity of service provided	Citizens Requirement – Forms, documents, fees, etc. needed to avail the service	Operational Target
1.	Issuance of Home Delivery Birth Certificate	Dzongkhag Health Office, Five days a week, during Office hours	30 minutes	Issue of record book	<ul style="list-style-type: none"> - Client's applications - Fee for Birth Certificate 	100%
2.	Verification of Patient Diet Bills	Dzongkhag Health Office, Five days a week, during Office hours	30 minutes	Maintain Log book and refer book of accounts	<ul style="list-style-type: none"> - Monthly expenditure bills 	100%

Type of Service: **viii. Land Record Services**

Responsible Sector : **Dzongkhag Land Record Office**

Sl. No.	Name of Service	Access – Where and When	Timeliness – Turnaround Time	Accuracy- Reliability, currency and validity of service provided	Citizens Requirement – Forms, documents, fees, etc. needed to avail the service	Operational Target
1.	Land Ownership Transfer due to Sale	Dzongkhag Land Record Office, Five days a week, during Office hours	1 month	Online Transaction ID Record	-Complete set of LT Forms from Gewog, -Land Property Form -Original Lagthram -Census status -Family Clearance and -CID copy	99%
2.	Land Ownership Transfer due to Inheritance	-do-	7 days	Online Transaction ID Record	-Complete set of LT Forms from Gewog, -Land Property Form -Original Lagthram -Census status -Family Clearance and	99%

					-CID copy	
3.	Land Ownership Transfer due to Gift	Dzongkhag Land Record Office, Five days a week, during Office hours	1 month	Online Transaction ID Record	-Complete set of LT Forms from Gewog, -Land Property Form -Original Lagthram -Census status -Family Clearance and -CID copy	99%
4.	Land Ownership Transfer due to Donation	-do-	1 month	Online Transaction ID Record	-Complete set of LT Forms from Gewog, -Land Property Form -Original Lagthram -Census status -Family Clearance and -CID copy	99%
5.	Land Information Correction Services	-do-	1 week	Online Transaction ID Record	1. Lagthram 2. CID copy 3. Census copy 4. Correction Form from Geog 5. Fee of Nu.50	99%
6.	Court Verdict	-do-	30 days	Online Transaction ID Record	-All required documents from Geog endorsed by Gup -Documents not required at	99%

					Dzongkhag level	
7.	Land Exchange	Dzongkhag Land Record Office, Five days a week, during Office hours	30 days	Online Transaction ID Record	-All required documents from Geog endorsed by Gup -Documents not required at Dzongkhag level	99%
8.	Land Ownership Certificate	-do-	1 day	Registration Record	1. Attach application which is available in the prescribed form (land ownership certificate repulsion form) 2. Nu. 50 certificate fee	99%
9.	Registration of Mortgage Deed	-do-	1 day	Registration Record	1. Attach original copy of mortgage deed 2. No objection from family members if the land ownership is registered under family members of same household number. 3. Census record 4. Cancellation letter if land has been mortgaged in other banks 5. Original Lagthram	99%

Sl. No.	Name of Service	Access – Where and When	Timeliness – Turnaround Time	Accuracy- Reliability, currency and validity of service provided	Citizens Requirement – Forms, documents, fees, etc. needed to avail the service	Operational Target
10.	Approval for House Construction	Dzongkhag Land Record Office, Five days a week, during Office hours	30 days	Approval Copy	-Attach application with photo copy of lagthram.	90%
11.	Receive of Land Transaction Documents	Dzongkhag Land Record Office and Helpdesk (Service Delivery Center), Five days a week, during Office hours	40 minutes	Registration Record	-Applicants to fill forms clearly	90%

Sl. No.	Name of Service	Access – Where and When	Timeliness – Turnaround Time	Accuracy- Reliability, currency and validity of service provided	Citizens Requirement – Forms, documents, fees, etc. needed to avail the service	Operational Target
12.	Receive Application for Ownership Certificate	Land Record Office and Helpdesk (Service Center), Five days a week, during Office hours	10 minutes	Registration Record		99%

Type of Service: **ix. Livestock Services**

Responsible Sector : **Dzongkhag Livestock Sector**

Sl. No.	Name of Service	Access – Where and When	Timeliness – Turnaround Time	Accuracy- Reliability, currency and validity of service provided	Citizens Requirement – Forms, documents, fees, etc. needed to avail the service	Operational Target
1.	Technical Support (backyard, semi-commercial and commercial farms)	Dzongkhag Livestock Office, Five days a week, during Office hours	2 weeks	Operational farms	-Individual public/group request in the form of application, -verbal request, -feasibility study, and -project reports	70%
2.	Animal Disease Screening through Laboratory Services	Dzongkhag Livestock Office, Five days a week, during Office hours	2 weeks	Laboratory test results and correspondences	Presence of diseased or sick animal and request from animal owner	90%
3.	Animal Health Services	-do-	1 week	Treatment/ vaccination/de-worming record registers	Verbal request from owner and planned schedule	90%

Sl. No.	Name of Service	Access – Where and When	Timeliness – Turnaround Time	Accuracy- Reliability, currency and validity of service provided	Citizens Requirement – Forms, documents, fees, etc. needed to avail the service	Operational Target
4.	Livestock Feed and Fodder Service (advocacy, technical guidance, etc)	Dzongkhag Livestock Office, Five days a week, during Office hours	2 days	Improved pasture/fodder trees in the farmers field	Need request from farmers/clients	80%
5.	Livestock Input Supply	-do-	10 days	Demand letters, stock register entry and physical presence of livestock inputs/outputs in the field	Need request from farmers/clients	90%
6.	Farmers Training Services	-do-	2 weeks	Registered farmer groups, by-laws, expenditure records and physical presence in the field	Need request from farmers/clients	70%

Type of Service: **x. Revenue and Account Services**

Responsible Sector : **Dzongkhag Revenue and Accounts Sector**

Sl. No.	Name of Service	Access – Where and When	Timeliness – Turnaround Time	Accuracy- Reliability, currency and validity of service provided	Citizens Requirement – Forms, documents, fees, etc. needed to avail the service	Operational Target
1.	Verification of Life Insurance Claim Forms	Dzongkhag Revenue Office, Five days a week, during Office hours	20 minutes	Maintain Sanction Register	1.Dully filled death claim form endorsed by concerned Gup 2.Produce death certificate if person is died in hospital 3.Delete census record from the Dzongkhag	90%
2.	Verification of House Insurance Claim Forms	Dzongkhag Revenue Office, Five days a week, during Office hours	3 days	Joint verification report	1. Written complain/claim report from victim, endorsed by concerned Gup	90%
3.	Assessment and Deposit of Revenue	-do-	1 month	Receipt and Assessment report	1.Receipt 2. Required documents	80%

Sl. No.	Name of Service	Access – Where and When	Timeliness – Turnaround Time	Accuracy- Reliability, currency and validity of service provided	Citizens Requirement – Forms, documents, fees, etc. needed to avail the service	Operational Target
4.	Receiving of Fees and Issuing of Receipts	Dzongkhag Revenue Office and Helpdesk/Service Center, Five days a week, during Office hours	15 minutes	Cash Receipt	1. Fees/Taxes/Service Charges 2. Relevant documents	90%
5.	Payment of Life Insurance Scheme	Dzongkhag Accounts Office, Five days a week, during Office hours	2 days	Sanction order	Death Compensation form filled up and verified by the local Tshogpa, Gup, Dzongkhag Census and finally by Dzongdag	90%

7. REQUIREMENTS FROM THE STAKEHOLDERS

Most of the services provided to the citizens at the dzongkhag interface require technical, data, financial and decision making support from parent ministries and other sectors in the central headquarters, without which the SDS will be impractical to implement. Additionally many services are integrated and call for quick and timely dispensation of resources among the various sectors and agencies within the dzongkhag and other local governments. Without the proper guidance and continuous support with full commitment from the sectors, the SDS implementation may not be sustainable over the long term. 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 sustainable implementation of dzongkhag SDS:

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 clear communication on updates and service requirements	The integrated nature of certain services to citizens requires full involvement and support of the various sectors and agencies participating in that service delivery. The dzongkhag sectors are fully dependent on headquarters and other stakeholders.
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.

Sl. No.	Agency/Sector	Specific requirements from the agency	Extent of dependence
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.

8. MONITORING AND EVALUATION

The service standards defined above outline the specific delivery targets established by various sectors in the dzongkhags and are made up of a set of commitments that dzongkhags promises to honour when delivering a service. They also describe what a citizen or public client can expect to receive from the service, and the manner in which the service will be delivered. Therefore as targets shift and citizens demand higher and better standards, the dzongkhags will have to raise the standards bar. This can only be done through a progressive and constant monitoring of the service delivery to observe whether the standards set herein are practical and at the same time meet citizens' ever growing expectations. Thus, the standards must be dynamic so that they are improved periodically, annually if possible, based on multiple sources of feedback - including those from citizens, analysis of operational performance targets and information from staff who are involved in the public service delivery. All these are important and constitute parts of the overall service standards lifecycle management.

Measurement of Service Standards: All sectors and the dzongkhag administration must monitor their performance on a regular basis to ensure that they are either meeting or exceeding their own service targets. As mentioned in earlier sections the salient features of these standards are that they are simplistic, quantitative and easy to analyze as possible allowing for quick comparisons with past performance. Service standards are an integral part

of any service improvement initiative and consequently deserve a significant amount of attention. It is also worth noting that there is a direct correlation between high citizens' satisfaction ratings and the public's opinion of government public service delivery. There are a number of different ways to measure the overall effectiveness of the above service standard.

First, technology can be used effectively to measure whether or not a service standard is successfully being followed. For instance, it is possible to measure the length of time a citizen waits when accessing a service or to track the time delays that he/she faces during the processing of paperwork. Second, these service standards can be measured and tested either through firsthand experience or by having employees or hired individuals pose as clients. These pseudo citizens can then help authorities determine whether or not the public servant is properly following the standards and provide evidence that can be used for improvement.

Finally, citizen surveys can help government assess whether or not the current service standards are meeting expectations. The Common Measurements Tool (CMT), for example, provides an easy to use survey framework that facilitates benchmarking across jurisdictions and enables the comparison of results, for instance, between two dzongkhags. Using the CMT, service managers are better able to understand client expectations, assess satisfaction levels, and identify priorities for improvement.

The service pledge aspects (values and codes of conduct) which are not covered explicitly by this standard, but inherent in the civil service (BCSR) can also be important drivers of citizen satisfaction on public service delivery. These drivers such as courtesy, knowledge, fairness and outcome can be measured via citizen surveys conducted manually in the rural households and through public opinion polls using online websites and tools.

By using all of these tools, monitoring authorities and the dzongkhags themselves can better identify best practices, share lessons learned and participate in a community of public servants dedicated to service excellence.

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 SDS will improve the service of utilization.
2. Decreased Overhead Cost: Over the time, frequency of people re-visiting the sectoral office for same service will reduce thus cost savings to the sectors and improving performance.
3. Reduced waiting time for the citizens.
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. Periodic reports by sectors to Dzongkhag Administration and onward to G2C Office and relevant stakeholders.

Expected Outcome Indicators:

1. Improved Access of Public Service – Interventions such as periodic meetings with the staff of the dzongkhags, constant presence of the sector 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.

The above monitoring and evaluation of the quality of citizen services will ensure various feedback and information to carry out continuous improvements to the SDS through a transparent and equitable standards lifecycle management.

9. REPORTING

There are two main periodic reporting requirements for the SDS by sectors, by level and period of time. They are as follows:

1. Quarterly report submitted to Dzongdag by Sector Heads facilitated by Dzongkhag PO (Planning Officer) or HRO (Human Resource Officer)
2. Half yearly or Bi-Annual report should be submitted to Dzongdag facilitated by PO 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. It is recommended for the G2C Office to further study the implementation of such an online reporting system.

10. 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.

11. CONCLUSION

As referred to in the earlier sections of this document, the services that are listed in this standard comprise only of the frontline services that are being delivered in the dzongkhags. There are many services provided by public servants and officials of various sectors which do not have direct interface with the citizen and thus are not included in this standard. To mention a few sectors in this category include – Education, ICT, Human Resources, Planning, Budget, etc. Additionally, there may be many more citizen services that have not yet made it to this list – one of the reasons could be that these services did not emerge from the dzongkhag and central agencies consultations as citizen-centric with regard to public service at the dzongkhag level. Having stated so, changes to the existing standards, updates and removal of services are all part of the process of service standard lifecycle management and should be ongoing.

In the process of developing this service delivery standard for the dzongkhags, numerous issues have been pointed out by various stakeholders related the interdependency of sectors in the dzongkhags to central agencies in order for them to deliver services within the agreed standards. Therefore, a key understanding that a practical and well designed standard must be endorsed and supported by resources on the ground and a common narrative for all public sectors at all levels must prevail so that its implementation will have the desired effect of enhancing the efficiency and effectiveness of public service delivery.

STAKEHOLDER CONSULTATIONS – ANNEXURE A

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:	Client Requirements	Requirements in the Helpdesk/ Service Delivery Center for this Service
Accessibility		Timeliness			
Place/ Location: 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.	Information and required documents (including other artifacts or evidences) from the client in order to be serviced, etc.	Physical and lo- gistical/technical infrastructure, manpower, skills competencies, etc.

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