



Royal Government of Bhutan

Dzongkhag Administrations

DZONGKHAG SERVICE DELIVERY STANDARDS

About this Document

This document is a product of collaborative efforts among key stakeholders (Cabinet Secretariat, Agencies, and Dzongkhag Administrations). The development of the document underwent a series of progressive reviews with crucial and relevant inputs from the agencies, which has helped to ensure that the Service Delivery Standards (SDSs) at the dzongkhag level are in conformity to the specified requirements. In view of the importance to capture the updates related to public services, it's recommended to review the document periodically.

The current version printed in June 2018 is inclusive of the numerous involvements of the stakeholders at various levels of discussion and collaboration. The document also contains the key findings from the *Dzongkhag Service Delivery Assessment* conducted between January – May 2018.

Glossary

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
NLCS	National Land Commission Secretariat
PO	Planning Officer
SDS	Service Delivery Standard
SOP	Standard Operating Procedure
SRP	Special Residency Permit
TAT	Turnaround Time
VPIC	Voter Photo Identity Card

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1. INTRODUCTION

Guided by the aspirations to enhance accessibility and accountability of Public Service Delivery (PSD) Initiative, the Public Services and Grievance Redressal Division (erstwhile G2C Office) initiated the development of Service Delivery Standard (SDS) in line with the establishment of the *Dzongkhag Service Desks*. The development of the Dzongkhag SDS document (herein referred to as SDS or SDS document) was undertaken primarily to standardize the delivery of public services at the dzongkhags towards realizing the objective of streamlining the services, such that they are able to meet the expectations of the citizens.

With the establishment of the *Dzongkhag Service Desk* in all the dzongkhags, which serve as an easy access to information on public services by virtue of being the first point of interface between the rural citizens and the dzongkhag service providers, it became imperative to empower the establishment with the basic information on the public services. Thus, the SDS document is developed with the aim to serve the purposes of strengthening effective and efficient delivery of services. In addition to this SDS document, the accompanying document titled, '*Guidelines for Establishment and Operation of Dzongkhag Service Desk*' has been developed to complement the functions of both the *Service Desk* and the SDS document.

The Service Delivery Standards detail the list of services available at the dzongkhag, capturing the aspects of *timeliness, accuracy, requirements from citizens and government agencies, and operational targets*. The aspects for which the standards were developed are 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 important elements of service management excellence; they help clarify expectations for citizens and public officials, enable performance management, and support citizen satisfaction. Over time, the service delivery standard is expected to contribute to enhancing coherence across the public services, constructively contributing to quality of 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 Government Performance Management System (GPMS). The document is a deliberate effort to streamline and align activities accorded to the various sectors.

The jurisdiction and applicability of this SDS is pertaining the services provided by the 20 Dzongkhag Administrations.

2. DEFINITION OF SERVICE DELIVERY STANDARDS

The service delivery standards are public pledges, sometimes referred to as a “Service Charters”, to guide the performance of agencies, 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, times of natural calamities, 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, and requirements (from both citizens as well as other government agencies and authorities) are encompassed by this standard and defined in the subsequent section.

Access Standard: This standard outlines the commitment accorded to ease and assist the citizen, so that the experience of accessing any public service is defined consistently by the set norms. 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 Desk*.

In general, most of the services are available during the regular working period:

DAYS: Monday to Friday
TIME: 9:00 a.m. to 5:00 p.m., March to October (summer timing), and;
9:00 a.m. to 4:00 p.m., November to February (winter timing)

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, it 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 varying units to capture the most applicable time: minutes, hours, days, weeks, and months.

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 document evidences such as copies of citizenship identification, letters and certificates from relevant people and authorities. Compliance 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, the commitment is implicitly detailed in the Civil Service Code of Conduct and Ethics detailed in the BCSR.

3. SALIENT FEATURES OF THE SERVICE STANDARDS

Relevant to the citizens: Although citizens avail a variety of public services at one or some time point of time in their lives, it is observed that civil registration, land and forestry services are the most popular at the rural and dzongkhag service interfaces. 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 valued most by the citizens, in addition to customer-friendly service when it comes to public service delivery.

Based on consultation: The current service standards have been developed in consultation with official representatives and service focal persons in the selected central ministries and agencies. Consultations were also carried out at all levels of Dzongkhag Administrations: *Dasho Dzongdags* and sector heads (of selected dzongkhags), service desk operators, and other relevant stakeholders involved in public service delivery. Sufficient resources were invested in this phase

to ensure that the data and information gathered 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: Considerable efforts are invested to ensure the service standards are consistent throughout the dzongkhags. 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 of 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 relevant inputs from various sector heads in the dzongkhags as well as 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 designed for implementation at 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.

4. LIST OF FRONTLINE SERVICES COVERED

The Dzongkhag Administrations have important responsibilities in delivering the public services to the citizens, given their roles of facilitating wide range of services. Although, the focus is on services that are directly accessed by citizens, also known as citizen services or government-to-citizen (G2C) services, the list of the frontline services is not exhaustive. The services included in this SDS document are primarily the ones with direct citizen interface, with inclusion of those government-to-government services, which inherently affect the services availed by the citizens.

The services captured in the document are listed in alphabetical order by the agency's name:

1. Agriculture Services

- i. Laboratory Services
- ii. Supply of Agricultural Inputs
- iii. Supply of Machinery and Mechanical Parts
- iv. Supply of Plant Protection Inputs
- v. Technical Guidance - Repair/Maintenance
- vi. Plant Protection Advisory Service
- vii. Installation of Electric Fence
- viii. Inspection of Land and Crop for Compensation
- ix. Commercial Agriculture Proposal
- x. Farmers Training

2. Civil Registration and Census Services

- i. Processing of Birth Registration
- ii. Processing of Death Registration
- iii. Processing of New CID/ Special Residence Permit (SRP)
- iv. Processing of Replacement of CID/ Special Residence Permit (SRP)
- v. Processing of Census Transfer
- vi. Recommend/Process Name Change/Correction of DoB
- vii. Processing of Change of Occupation
- viii. Processing of Change of Head of Household
- ix. Issuance of Household Information
- x. Issuance of Nationality Certificate
- xi. Update of Individual and Spouse Details Information
- xii. Processing of Census drop out cases
- xiii. Distribution of New printed CID Card
- xiv. Rural Life Insurance Claim

3. Cultural Services

- i. Processing of approval for Renovation of Religious Structures
- ii. Processing of approval for reconstruction and new Construction of Religious structures.
- iii. Issuance of approval for screening and shooting of movies and cultural shows
- iv. Issuance of cultural clearance for construction and developmental activities

4. Election Services

- i. Voter Photo Identity card (VPIC) Distribution
- ii. Voter Photo Identity Card (VPIC) – Printing New (Lost and Additional)
- iii. Change of Polling station
- iv. Change of Constituency
- v. Distribution of Nomination Procedures Forms

5. Engineering Services

- i. House Construction Approval
- ii. Attend Water Complaint
- iii. Water Billing System Issues
- iv. Sewerage and Vacuum Tanker Services
- v. New Water Connection
- vi. Waste Collection Service
- vii. Street Lighting
- viii. Occupancy Certificate
- ix. Site plan approval
- x. Valuation of building and other structures
- xi. Processing for water meter testing
- xii. Animal carcasses/ unclaimed dead bodies collection services

6. Environment Services

- i. Issuance of Environment Clearance
- ii. Renewal of Environment Clearance
- iii. Environmental Dispute Settlement

7. Health Services

- i. Issuance of Home Delivery Birth Certificate
- ii. Verification of Patient Diet Bills
- iii. Issuance Medical Fitness Certificate for training/employment/driving learner license
- iv. Issuance of death certificate

8. Land Services

- i. Land Conveyance
- ii. Correction of details in the Lagthram
- iii. Land Information Correction Services

- iv. Issuance of Lagthram/Use Right Certificate
- v. Provisional Ownership Certificate
- vi. Omission Cases
- vii. Enforcement of Court Verdict
- viii. Demarcation of Residential Land
- ix. Registration of Mortgage Deed and Lien Noting
- x. Removing Survey monument from private property
- xi. Land dispute
- xii. Land conversion: Chhuzhing to Khimsa (residential land)
- xiii. Land conversion other than Chhuzhing
- xiv. Land conversion: Chhuzhing to Khamzhing
- xv. Private Land Acquisition, Substitution and Cash Compensation
- xvi. State Land Acquisition
- xvii. Private Land Exchange with State land
- xviii. Land Lease: 1. Mining 2. Commercial (Agriculture farming/ livestock)
- xix. Land Lease: Business (From State Land/private registered land)
- xx. Land Lease: 1. Development (club) 2. Pasture development

9. Livestock Services

- i. Technical Support (backyard, semi-commercial and commercial farms)
- ii. Animal Disease Screening through Laboratory Services
- iii. Animal Health Services
- iv. Livestock Feed and Fodder Service (advocacy, technical guidance, etc)
- v. Livestock Input Supply
- vi. Farmers Training Services
- vii. Animal Breeding Service
- viii. Extension Services

10. Revenue and Account Services

- i. Verification of Life Insurance Claim Forms
- ii. Verification of House Insurance Claim Forms

- iii. Assessment and Deposit of Revenue
- iv. Receiving of Fees and Issuing of Receipts
- v. Payment of Life Insurance Scheme

The above 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 in the earlier sections in terms of access, timeliness, accuracy, and citizens') in the following section. The declaration of the operational target standards (which are internal performance targets) is optional, although, some public institutions purposely publicize the performance targets to inform citizens on their organization's commitment to service delivery.

5. DZONGKHAG SERVICE DELIVERY STANDARDS

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

Responsible Sector: **Dzongkhag Agriculture Sector**

SN	Name of Service	Access – <i>Where and When</i>	Timeliness – <i>Turnaround Time</i>	Accuracy- <i>Reliability, currency and validity of service provided</i>	Citizens Requirement – <i>Forms, documents, fees, etc. needed to avail the service</i>
1.	Laboratory Services - soil and plants nutrients / disease analysis	Dzongkhag Agriculture Office; Mon-Fri (working hours)	1 month	Copy of report received from SPAL is given to applicant.	Need to fill a Form (stating the names of the farmers, location, number of samples, etc.)
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.
3.	Supply of Machinery and Mechanical Parts	-do-	1 month	Copy to applicant	Application should contain name of the thramholder, total land holding and inventory of the machines in his/her name. Application verified by Gewog EA/Gup.

4.	Supply of Plant Protection Inputs; <i>(Note: Procured once a year).</i>	-do-	1 month	Receipt of advance cash collected.	Duly verified application from Gewog EA along with cash.
5.	Technical Guidance - Repair/Maintenance	-do-	3 weeks	Copy to applicant	Farmers may need to purchase spare parts
6.	Plant Protection Advisory Service	-do-	2 days	Application and advise recorded	Application verified by concerned Gewog EA on the service required.
7.	Installation of Electric Fence	-do-	1 month (1 week/km)	Fencing installed and operational	Purchase materials and arrange local materials
8.	Inspection of Land and Crop for Compensation	-do-	1 week	Copy of report	Application routed through gewog administration.
9.	Commercial Agriculture Proposal	-do-	1-2 week	Approved Proposal/Letter	Detailed project proposal routed through gewog administration, along with Forestry, Environment, and public clearances.
10.	Farmers Training	-do-	Dependent on the content and required duration.	Contents for the Training	Need to fill training forms

Table 1: Agriculture Services

Type of Service: **II. Civil Registration and Census Services**

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

Sl. No.	Name of Service	Access – <i>Where and When</i>	Timeliness – <i>Turnaround Time</i>	Accuracy- <i>Reliability, currency and validity of service provided</i>	Citizens Requirement – <i>Forms, documents, fees, etc. needed to avail the service</i>
1.	<p>Processing of Birth Registration*</p> <p><i>Qualification:</i> Final approval by HQ</p> <p><i>Note:</i> Birth should be registered within ONE YEAR from the time of birth occurrence.</p>	<p>Dzongkhag Civil Registration and Census Office</p> <p>Mon-Fri (Working hours)</p>	30 days	<p>Application number generated upon successful submission of the application. Scanned document(s) attached.</p>	<p>For birth occurred in Bhutan:</p> <ol style="list-style-type: none"> 1. Duly completed application form: <i>BCRS-BR-01</i> 2. Copies of parents' Citizenship Identity Cards 3. Notification of birth/birth documents. In absence of notification of birth/birth documents, statement from concerned Tshogpa endorsed by the Gup/Thromde Tshogpa confirming the parentage of the child. 4. Copy of Court Marriage Certificate of parents of the newborn "OR" Statement of Tshogpa/Thromde Tshogpa to confirm the parentage of the child (Gup's endorsement is compulsory if birth is certified by Tshogpa).

					<p>For birth occurred overseas: SN (1-4) “+” Birth Certificate issued by a competent authority. In absence of birth certificate, either:</p> <p>a) A statement confirming the parentage of child from head of Chancery for Bhutanese citizens serving in Bhutanese Embassies/ Missions; or,</p> <p>b) A statement from concerned Tshogpa endorsed by the Gup/Thromde Thuemi confirming the parentage of the child.</p>
2.	<p>Processing of Death Registration*</p> <p><i>Qualification:</i> Final approval by HQ</p> <p><i>Important Note:</i> Death occurrence must be reported within one year.</p>	-do-	30 days	<p>Application number generated upon successful submission of the application. Scanned document(s) attached.</p>	<ol style="list-style-type: none"> 1. Duly completed application form: <i>BCRS-DR-01</i> 2. Death notification (Death Certificate issued by health facilities “OR” statement from Tshogpa/Thromde Tshogpa/Gup) 3. Original CID/SRP Card

3	<p>Processing of new CID/ Special Residence Permit (SRP)</p> <p><i>Qualification:</i> Final approval by HQ</p>		<p>2 days</p> <p><i>"The TAT for processing of replacement CID/SRP Card is two days from the submission of duly completed application (excluding the time required for the printing, collection, and disbursement of the Cards)."</i></p>	<p>Application number generated upon successful submission of the application. Scanned document(s) attached.</p>	<p>1. Duly completed application form: <i>BCRS-CID/SRP-01</i> with endorsement from the Gewog (Gup)/Thromde (Tshogpa), Dzongkhag/Thromde Civil Registration and Census Officer, Dzongda/Thrompon.</p> <p>2. The (recent) passport-size photograph affixed must be stamped with the seal of Gewog/Thromde Office.</p> <p>Fee = Nu. 100</p>
4	<p>Processing of replacement of CID/ Special Residence Permit (SRP)</p> <p><i>Qualifications:</i></p> <p>1) Applicant must surrender the old (original) CID/SRP card</p>	- do-	<p>2-5 days</p> <p><i>(which doesn't include the time required for the printing, collection, and disbursement of the Cards).</i></p>	- do-	<p>Submit the duly completed application form along with a recent passport size photograph affixed:</p> <ol style="list-style-type: none"> 1. Lost Card: Form <i>BCRS-LOST-01</i> 2. Renewal of Card: Form <i>BCRS-REP-01</i> 3. Change of Image: Form <i>BCRS-REP-01</i> 4. Change of Occupation: Form <i>BCRS-REP-01</i> <p>Fees:</p> <p>a) Nu. 300 (for cards with validity of</p>

	2) Final approval by HQ				more than six months) & Nu. 100 for validity of less than six months. b) Nu. 400 for lost card or if applicant fails to surrender the old CID/SRP cards.
5	Processing of Census Transfer* <i>Qualification:</i> Final approval by HQ	-do-	3 days	-do-	<ol style="list-style-type: none"> 1. Duly completed application form: <i>BCSR-CT-01</i> (inter Dzongkhag), <i>02</i> (within Dzongkhag) and <i>03</i> (within Gewog) <ul style="list-style-type: none"> ➤ Consent of both relieving and receiving HoH ➤ Endorsement from: <ul style="list-style-type: none"> • Both relieving and receiving Gup • Both relieving and receiving Dzongda • Dzongkhag/Thromde CRCO for census intra Gewog/Dzongkhag/Thromde transfer 2. Copy of Lagthram of applicant in case of transfer to a new household

6	<p>Recommend/ process Name Change/Correction of DoB</p> <p><i>Qualifications:</i></p> <p>1) Original documents must be produced for authentication/ attestation.</p> <p>2) Final approval by HQ</p>	-do-	1 day	-do-	<p>1. Duly completed application form: <i>BCRS-NC&AC-01</i></p> <p>2. Supporting document:</p> <ul style="list-style-type: none"> • <i>Civil servants:</i> Copy of service record certified by the RCSC along with class X, XII and degree certificates or highest academic certificate obtained (original certificates must be produced for authentication). • <i>Armed forces:</i> 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). • <i>Judiciary, autonomous agencies and corporations:</i> 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). • <i>Monks and Nuns:</i> Certification by Zhung Dratsang/Uzin/Head
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					<p>of Institution.</p> <ul style="list-style-type: none"> • <i>Students:</i> Copy of academic certificate or highest academic certificate obtained (original certificates must be produced for authentication). • <i>Others:</i> Certification by Thromde CRCO/Tshogpa and Gup. <p>3. Card replacement fee is applicable.</p>
7	<p>Processing of Change of Citizen Information (other than Name and D.o.B)</p> <p><i>Qualification:</i> Final approval by HQ</p>	-do-	1 day	-do-	<ol style="list-style-type: none"> 1. Occupation Change Form 2. Verification by concerned agency.
8	<p>Processing of Change of Head of Household</p> <p><i>Qualification:</i> Final approval by HQ</p>	-do-	1 day	-do-	<p>Duly completed application form: <i>BCRS-HoH-01</i> signed by the Gup/Thromde Tshogpa.</p>
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	Issuance of Household Information *	-do-	Half day	-do- Verification.	<ol style="list-style-type: none"> 1. Duly completed application form: <i>BCRS-SAF-01</i> 2. Original CID/SRP Card for verification if applied from the Community Center
10	Issuance of Nationality Certificate	-do-	Half day	Application number generated upon successful submission of the application. Scanned document(s) attached.	<ol style="list-style-type: none"> 1. Duly completed application form: <i>BCRS-SAF-01</i> 2. Two recent passport-sized pictures
11	Update of Individual and Spouse Details Information <i>Qualification: Final approval by HQ</i>	-do-	1 day	Application number generated upon successful submission of the application. Scanned document(s) attached.	<ol style="list-style-type: none"> 1. Duly completed application form: <i>BCRS-CI/SRP & DS-01</i> 2. Copy of the Marriage Certificate/Divorce document <p>Fee – Not applicable</p>
12	Processing of Census drop out cases	-do-	1 day	Verify, recommend and forward to DCRC	<ol style="list-style-type: none"> 1. Duly completed form (Ka-2) with application from parents MC/Tshogpa statement verifying the details 2. Child's Health card/ Birth certificate 3. CID copies of parents;

					<p>4. Supporting letter from school (if students)</p> <p>5. Two recent passport sized photographs of the child</p>
13	Distribution of New printed CID card	-do-	5 days	CID handed over to respective Gewog Administration/individual with proper handing-taking	Produce the payment receipt issued during the application submission. For renewal cases, surrender the old CID and produce the receipt of payment.
14	Rural Life Insurance Claim	-do-	1 day	Verification	Duly filled life insurance claim form.

Table 2: Civil Registration and Census Services

*These services are also available from the Community Centers.

(Note: Most of the services are available from the Thromde and Dungkhag Offices (Phuentsholing, Gelephu, Lhamoizingkha & Tashicholing Dungkhags)).

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
1.	Processing of approval for Renovation of Religious Structures <i>Qualification:</i> Final approval from Dept. of Culture, MoHCA	Dzongkhag Culture Office, Mon-Fri (working hours)	5 days	Copy of approval letter/order along with forwarding letter from the Dzongkhag	<ol style="list-style-type: none"> 1. Application Form-A (Renovation & Reconstruction), 2. Recommendation from Gup, 3. Proper estimates including timber estimates, 4. Brief Back ground history of existing structure 5. Photographs of existing structure 6. Brief Summary sheet 7. Copy of Thram
2.	Processing of approval for reconstruction and new Construction of Religious structures. <i>Qualification:</i> Final approval from Dept. of Culture, MoHCA	-do-	5 days	Copy of approval letter/order along with forwarding letter from the Dzongkhag	<ol style="list-style-type: none"> 1. Application Form-B (for new Construction) 2. Proper drawing & estimates including timber Estimates 3. Brief Back ground 4. Public Clearance 5. Copy of Thram
3	Issuance of approval for screening and shooting of movies and cultural shows	-do-	1 day	Copy of approval letter/order	Application along with copy of BICMA certification and authorization letters from central agencies.

4	Issuance of cultural clearance for construction and developmental activities	-do-	3 days	Copy of approval letter/order	<ol style="list-style-type: none"> 1. Application 2. Clearances (Forestry, public, NOC from concerned authorities) 3. Copy of Lagthram 4. Sketch map/ design
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Table 3: Cultural Services

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

Responsible Sector: **Dzongkhag Election Office**

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

					constituency.
5.	Distribution of Nomination Procedures Forms	-do-	30 minutes	Valid until the nomination takes place by RO	1. 25 Years and above and below 65 years. Aspirant candidates interested to participate in election(LG, NA, NC)

Table 4: Election Services

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

Responsible Sector: **Dzongkhag Engineering Sector/ Thromde (where applicable)**

Sl. No.	Name of Service	Access – Where and When	Timeliness – Turnaround Time	Accuracy- Reliability, currency and validity of service provided	Citizens Requirement – <i>Forms, documents, fees, etc. needed to avail the service</i>
1.	House Construction Approval	Dzongkhag Engineering Office, Five days a week, during Office hours	<ol style="list-style-type: none"> 1. 2 weeks 2. G+2 & above: 2-3 months (Dzongkhag review it & submit to MOWHS for scrutiny & approval) 3. G+1 temporary structures- 3weeks (Approval from Dzongkhag) 4. Rural house: 2 weeks (Approval from Dzongkhag). 	Letter of approval	<ol style="list-style-type: none"> 1. Letter of request 2. Copy of Lag Thram 3. Copy of CID card 4. Drawings 5. Site plan 6. Dully filled up form “D” with application letter 7. Two sets of drawing, complete with CDB registered certificate of Architect; Structural Engineer; Electrical Engineer,etc) <p>Fee: - Nu. 1,000/- for rural - Nu. 3,000 for urban.</p>
2.	Attend Water Complaint	-do-	1 day for minor works; 2 weeks for major works.	Record in Service log	<ol style="list-style-type: none"> 1. Written complaint letter 2. Verbal complaint over landline 3. Inform the office personally

3.	Water Billing System Issues	-do-	<ul style="list-style-type: none"> ▪ Cross verification with system: 15 minutes ▪ Field verification for re-meter reading: 1/2 day 	Installed water billing system/software	<ol style="list-style-type: none"> 1. Printed bills issued by Municipal office; 2. A written note/letter for grievances, if any against the bill
4.	Sewerage and Vacuum Tanker Service	Dzongkhag Engineering Office/Municipal office, Five days a week, during Office hours	<p>Half day for minor works, 7 days for Major works</p>	Record in Service log and cash receipts for service charges	<ol style="list-style-type: none"> 1. Application letter “or” 2. Walk-in <p>Fees/charges: Nu. 2,000/-tanker of 3000 liters capacity (Additional cost is site is beyond 10km radius)</p>
5.	New Water Connection	-do-	Half a day (not including the travel time to the site)	Approval letter and receipt of fees	<ol style="list-style-type: none"> 1. Construction approval along with application letter <p>Fees – As applicable.</p>
6.	Waste Collection Service	Designated Waste collection points and timings	20 minutes per collection point	Record in service log and waste collected	Households encouraged to bring their waste to the collection point/s.

7.	Street Lighting	Dzongkhag Engineering Office, Five days a week, during Office hours	1 day for minor works 1 week: Major works	Service record and log	<ol style="list-style-type: none"> 1. Complaint letter 2. Verbal complaint through landline/mobile 3. Approach the Municipal office personally
8.	Occupancy Certificate	-do-	Half day – 2 days, depending on the distance.	Certificate or Letter of approval	<ol style="list-style-type: none"> 1. Letter of application 2. Copy of CID 3. Copy of construction approval letter
9.	Site plan approval	-do-	<ul style="list-style-type: none"> ▪ Urban : 2 weeks (Municipal office) ▪ Rural : 1 month (Survey works done by Dzongkhag Land Record Sector) 	Letter of approval	<ol style="list-style-type: none"> 1. Application letter 2. Copy of Lag Thram 3. Copy of CID card 4. Site plan fees
10.	Valuation of building & other structures	-do-	Urban : 2 weeks Rural: > 2 weeks	Letter of approval	<ol style="list-style-type: none"> 1. Application letter 2. Drawings - 1 set 3. Copy of construction approval letter 4. Copy of Lag Thram 5. Copy of CID card
11.	Processing for water meter testing	-do-	<ul style="list-style-type: none"> ▪ 2 days 	<ul style="list-style-type: none"> ▪ Certificate or ▪ Letter of approval 	<ol style="list-style-type: none"> 1. Applied with water meter number <p>Fee: Applicable for water meter testing charges.</p>

12.	Animal carcasses/ unclaimed dead bodies collection services	-do-	<ul style="list-style-type: none"> ▪ Animal carcasses: 1 day ▪ Human dead bodies: 3 days 	Service record & log	<ul style="list-style-type: none"> • Application in writing with detail address & contact number • Approach the Municipal office personally • Verbal complaint/ information over landline
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Table 5: Engineering Services

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
1.	Issuance of Environment Clearance	Dzongkhag Environment Office, Five days a week, during Office hours	21 days	Response on receipt of an application through acknowledgement, ask additional Information, Site Verification and inform the applicant on decision of Environmental Clearance.	<ol style="list-style-type: none"> 1. Application Letter 2. Fees/Receipt of fees from the Dzongkhag Revenue Section 3. Duly filled IEEform/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 9. A legal undertaking letter to comply with the EA Act 2000 (only for approved projects)

2.	Renewal of Environment Clearance	-do-	14 days	Response on receipt of renewal application through acknowledgement, conduct compliance monitoring at site and inform the applicant on decision of Environmental Clearance renewal.	<ol style="list-style-type: none"> 1. Application Letter 2. Fees/Receipt of fees from the Dzongkhag Revenue Section 3. A copy of an Old Environmental Clearance 4. Valid Forestry Clearance/a copy of lag thram 5. Public Clearance 6. Valid No Objection Clearance from other concern stakeholders
3.	Environmental Dispute Settlement	-do-	15 days	Preparation of report and submission to relevant authorities	Endorsed application from the gewog

Table 6: Environmental Services

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

Responsible Sector: **Dzongkhag Health Sector**

Sl. No.	Name of Service	Access – <i>Where and When</i>	Timeliness – <i>Turnaround Time</i>	Accuracy- <i>Reliability, currency and validity of service provided</i>	Citizens Requirement – <i>Forms, documents, fees, etc. needed to avail the service</i>
1.	<p>Issuance of Home Delivery Birth Certificate (MCH Card)</p> <p><i>Note:</i> Birth Notification is issued for those births delivered outside the health facilities.</p>	<p>Dzongkhag Health Office, Five days a week, during office hours</p> <p>All BHUs & hospitals. -Six days a week (9am-3pm during week days) (9am- 1pm on Saturdays)</p>	30 minutes	<ul style="list-style-type: none"> ▪ Issue of record book ▪ Completed/filled birth notification form (MoH-NB-01) attached at last page of MCH handbook. ▪ Maintain delivery record & MCH register 	<ol style="list-style-type: none"> 1. Client's applications 2. Filled Birth registration form (BCSR-IB-01) in case of births occurring outside health facility. 3. MCH handbook for both hospital and home delivery. <p>Fee: No fee applicable.</p>
2.	<p>Verification of Patient Diet Bills</p> <p><i>Note:</i> Bills received from the hospitals are verified by the DHO and then forwarded to Accounts.</p>	<p>Dzongkhag Health Office, Five days a week, during office hours</p>	30 minutes	Maintain Log book and refer book of accounts	<ol style="list-style-type: none"> 1. Monthly expenditure bills 2. Diet stock ledger & diet bills

3.	Issuance of Medical Fitness Certificate for training/ employment/driving learner license.	Hospitals only. Mon-Fri 12 -3pm Saturday- 11am-1pm	One hour	<ul style="list-style-type: none"> ▪ Medical certificate ▪ Printed copy of online revenue receipt is given to client. 	Others – the prescribed medical form. For learner’s license: RSTA prescribed form (Form B medical screening for driving licensing) Fee: Nu. 25/-
4.	Issuance of death certificate <i>Note:</i> Death Notification is issued for those deaths occurred outside the health facilities.	Health facilities	30 minutes	Maintain the record book	Client’s application Fee: No fee applicable.

Table 7: Health Services

Type of Service: **Land Services**

Responsible Sector: **Dzongkhag Land Record Office**

S N	Name of Service	Access – <i>Where and When</i>	Timeliness – <i>Turnaround Time</i>	Accuracy- <i>Reliability, currency and validity of service provided</i>	Citizens Requirement – <i>Forms, documents, fees, etc. needed to avail the service</i>
1	<p>Land Conveyance (general services):</p> <ol style="list-style-type: none"> 1. Inheritance 2. Gift 3. Donation 4. Registration of land for a minor 5. Sale/Purchase 6. Land ownership Transfer due to expiry of Landowner <ol style="list-style-type: none"> 6.1 Exchange between two Landowners <p><i>Qualification:</i> Mandatory to retain the completed application for a period</p>	<p>Dz. Land Record Office; Mon-Fri (working hours)</p>	<p>Within one week of cooling period: Submit to Dzongkhag</p> <p><u>At Dzongkhag level:</u> Two weeks: If no subdivision/ fragmentation</p> <p>Within 30 days: if subdivision or fragmentation involved</p>	<p>Online Transaction through the eSakor system.</p>	<ol style="list-style-type: none"> 1. Completed LT Form-1s 2. Original Transaction Deed/ agreement 3. No objection from Family for Joint Ownership from transferor (FN-Form-1) 4. Census details (family tree) of transferor incase of Family Land. Original Lagthram (Transferor) and Original Lagthram (Transferee) if the transferee wants to merge in their Thram.. 5. Clearance from Financial Institute(s) if the plot is mortgaged (in the name of Transferor). 6. Power of Attorney (LT Form-5), if another party represents it. 7. Land Property Form LT-4 of

	of minimum of 30 days at Gewog Level, (cooling period as per Land Act 2007).				<p>the transferee.</p> <p>8. CID copies of transferee.</p> <p><i>Specific:</i></p> <p>a) (4): Endorsement by gewog administration in case of minor;</p> <p>b) (6.1): Death certificate or endorsement by Local Authority;</p> <p>Fee - Nu. 400 (except for inheritance case)</p>
2	Correction of details in the Lagthram (landowner's name, CID, village name, gung #, HH number)	-do-	One week	-do-	<ol style="list-style-type: none"> 1. Written Application or Correction form (CF-1) 2. Census status (family tree). 3. CID copy 4. Original Lagthram
3	Land Information Correction Services:- (Plot ID, Map Correction, area, plat name, chhuzhing lebdrang (bunds), plot location.)	-do-	2 weeks- one month: Field assessment and document verification	-do-	<ol style="list-style-type: none"> 1. Lagthram 2. Correction form (CF Form 1A) 3. Endorsement from gewog and adjacent landowners

4	Issuance of Lagthram/ Use Right Certificate <i>Note:</i> Authorized representative(s) can avail the service from NLCS	-do- “or” NLCS	1 day	Registration Record	1. Application Fee: Nu. 50 for Lagthram/URC
5	Provisional Ownership Certificate <i>Qualification:</i> Applicable only for those plots for which lagthrams are not issued.	-do-	Within one week: Forward to NLCS after verification.		Application with Thram No., gewog and intended purpose for which the provisional certificate is required. Fee: Nu. 50
6	Omission cases	Dz. Land Record Office; Mon-Fri (working hours)	Within 15 days: Verify and submit to NLCS	Online Transaction through the eSakor system	1. OL (R) 1-A (Application form) 2. New Lagthrams
7	Enforcement of Court Verdict	-do-	Within one month: Surveying and Demarcation as per court verdict (LT Form 3- Survey Report and	-do-	1. CID copy of Transferee. 2. Ownership type form (Dagwang form) 3. Original Lagthram of Transferor.

			preparation of Cadastral Map)		4. Original Court Verdict
8	Demarcation of residential land <i>Note:</i> Dzongkhag only verifies and doesn't approve.	-do-	30 days (Approval by LG, demarcation by Dz) of the parcel boundary.	Demarcation letter	1. Duly filled Khimsa form from gewog administration with an application stating the purpose; 2. Lagthram or Provisional Ownership Certificate
9	Registration of Mortgage Deed and Lien Noting <i>(Note:</i> This service will be aligned with PSL/ Technical Window Services)	-do-	Verification & noting = Within one week	Registration Record/ mortgage lien note/ original copy dak no.	1. Original copy of mortgage deed 2. No objection from family members for joint /family 3. Census record (family tree) 4. Clearance letter from other financial institutes if the land was mortgaged earlier; 5. Original Lagthram/ provisional ownership certificate 6. Loan application form 7. ID card copy of the loan availer
10	Removing Survey monument from Pvt. property	-do-	Within two weeks: Field assessment and forward to NLCS.	Confirmation letter	1. Application 2. Requisition letter from proponent agency
11	Land dispute <i>(Note:</i> Dispute Settlement Guideline being developed)	-do-	Within one month: Case verification and forward to NLCS for further action.	Resolution of the Dz. Land Dispute Settlement Committee	1. Document evidences 2. Thram copies (old or new) 3. Field verification

12	<p>Land conversion: Chhuzhing to Khimsa (residential land)</p> <p><i>Qualification:</i> The applicant must not own land other than chhuzhing</p>	-do-	<p>Within 15 days: Field assessment by Dzongkhag and submit to NLCS for Endorsement /Rejection</p> <p>Demarcation of approved area by NLCS (Timeline upon approval from NLCS).</p>	Endorsement/ Rejection letter.	<ol style="list-style-type: none"> 1. LC- Form (2) 2. LC- Form (2B) verified by Gewog Agriculture Extension officer and LG. 3. LC- Form 2C verified by Dzongkhag Agriculture Officer and LG.
13	Land conversion other than Chhuzhing	-do-	<p>Within 15 days: Field assessment by Dzongkhag and submit to NLCS for Endorsement /Rejection</p>	Endorsement / Rejection letter from Dzongkhag.	<ol style="list-style-type: none"> 1. LC- Form (3) 2. LC- Form (3) Part II verified by Gewog Administration
14	<p>Land conversion: Chhuzhing to Khamzhing</p> <p><i>(Note: This service is related to agriculture sector; final endorsement of the thram done by NLCS)</i></p>	-do-	<p>Within one month: Field assessment by DCC (Endorsement/ Rejection & Forward to MoAF</p> <p>Demarcation of approved area by MoAF (Timeline upon approval from MoAF).</p>	Endorsement / Rejection letter.	<ol style="list-style-type: none"> 1. LC-Form (1) 2.LC- Form (1) Part II verified by Gewog Conversion Committee (GCC) <p>Fee: Nu. 100</p>

15	Private Land Acquisition, Substitution and Cash Compensation	-do-	<p>Within 45 days: Forward the preliminary proposal to NLCS.</p> <p>Within 30 days: Submit online the detailed report to NLCS after receiving the preliminary approval from NLCS.</p>	<p>Recommendation / Rejection letter from NLCS.</p> <p>Online Transaction through the eSakor system</p>	<ol style="list-style-type: none"> 1. Proponent agency to submit requisition letter along with approved plan, approved drawing/design, and budget copy. 2. Application of affected land owner to mention location name of land substitution 3. Forestry Clearance (if it involves state land) 4. PLA 1 to 6 forms
16	State Land Acquisition	-do-	<p>Within 45 days: Forward the preliminary proposal to NLCS.</p> <p>Within 30 days: Submit online the detailed report to NLCS after receiving the preliminary approval from NLCS.</p>	<p>Recommendation / Rejection letter from NLCS.</p> <p>Online Transaction through the eSakor system</p>	<ol style="list-style-type: none"> 1. SLA form-I by the Acquiring Agency stating the requirements; 2. SLA form-II for preliminary approval; 3. SLA form-IV - survey report.
17	Private Land Exchange with State land. <i>(Note: This service is related to agriculture)</i>	-do-	<p>Within one month: Field assessment (LE-2) and Survey Report</p> <p>One week: Endorsement/</p>	<p>Recommendation / Rejection letter.</p>	<ol style="list-style-type: none"> 1. Form LE-1 2. Form LE-2 verified by Gewog Land Exchange Committee (GLEC) 3. Thram copy 4. Forestry Clearance

	sector; final endorsement of the thram done by NLCS)		Rejection by Dzongkhag Land Exchange Committee (DLEC) & forward to MoAF Demarcation of approved area by Commission (Timeline upon approval from NLCS.		
18	Land Lease 1. Mining 2. Commercial (Agriculture farming/ livestock) (Note: The land lease services are sector-specific. Only the final endorsement of the Thram is done by NLCS)	-do-	TAT dependent on completion of processes: 1. NOC from GT and DT 2. Field assessment by DLLC (MA-2) & Survey Report 3. Endorsement/ Rejection & forward to NLCS/DGM; 4. Issuance of Administrative Approval 5. Execution of lease deed and demarcation and handing over of land – (Timeline upon approval from DGM / NEC / NLCS).	Endorsement/ rejection letter	1. Form MA – 1 (Application form) 2. Pre-feasibility report along with Cadastral sketch Map of the proposed area. 3. Form CA-1 (application form) with detailed Project proposal (where necessary) 4. Citizenship Identity Card Copy 5. Registration Certificate/License issued by relevant authority (where applicable) 6. Community/Public Clearance NOC/ Social Clearance from public of adjacent plot duly endorsed by Gewog Administration. <i>Specific:</i> <i>Mining:</i> Recommendation letter from DGM, MoEA; <i>Agriculture farming/Livestock:</i>

					Technical recommendation from Livestock/agriculture
19	<p>Land Lease: Business (From State Land/private registered land)</p> <p>(Note: If the land falls in Private land, demarcation done at dzongkhag level.)</p>	-do-	<p>1 month: NOC from GT;</p> <p>1 month: Field assessment (IE-2) and Survey Report</p> <p>One week: Endorsement/ Rejection and forward to NLCS (IE-3)</p> <p>Execution of lease deed and demarcation and handing over of land – (Timeline upon approval from NLCS.)</p>	Endorsement/ rejection letter	<ol style="list-style-type: none"> 1. Completed application form (IE form-1) 2. Preliminary Layout Plan of the proposed activity. 3. Project Proposal /Specific business activity to be undertaken. 4. Letter of interest/endorsement from Department of Trade & Industry, MoEA. 5. Sketch map of the land requested for lease. 6. Citizenship Identity Card of the proponent (If applicable) 7. Registration Certificate/License 8. Community Clearance 9. NOC/ Social Clearance from public of adjacent plot duly endorsed by Gewog Administration.
20	<p>Land Lease:</p> <ol style="list-style-type: none"> 1. Development (club) 2. Pasture development 	-do-	<p>1 month: Field assessment (DA-2) and Survey Report;</p> <p>1 week: Endorsement/ Rejection and submission to NLCS (DA-3)</p>	Endorsement/ rejection letter	<ol style="list-style-type: none"> 1. Completed Application Form(s) 2. Preliminary Layout Plan of the proposed activity 3. Project Proposal 4. Sketch map of the land requested for lease. 5. Endorsement/Recommendation

			<p>Execution of lease deed and demarcation and handing over of land (Timeline upon approval from NLCS.)</p>		<p>letter from Relevant Agency. 6. Community/Public Clearance if proposed on State Land 7. NOC/ Social Clearance from public of adjacent plot duly endorsed by Gewog Administration.</p> <p><i>Forms:</i> DA forms for Development (22.1); GP forms for pasture development (22.2)</p> <p><u><i>Specific:</i></u> <i>Pasture development:</i> 1. Technical recommendation from Dzongkhag Livestock office 2. Livestock statistics certificate incase reverted to Tsamdro</p>
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Table 8: Land Services

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
1.	Technical Support (backyard, semi-commercial and commercial farms)	Dzongkhag Livestock Office; Mon-Fri (working hours)	2 weeks	Operational farms (existing/proposed/established)	Individual public/group request either verbally or vide an application; Conduct feasibility study and compile project report(s).
2.	Animal Disease Screening through Laboratory Services	-do-	2 weeks	Laboratory test results and correspondences	Presence of diseased or sick animal and request from animal owner
3.	Animal Health Services	-do- (emergency cases during weekends)	1 week	Treatment/ vaccination/deworming record registers	Verbal request from owner and planned schedule (for adhoc calls from farmers).

4.	Livestock Feed and Fodder Service (advocacy, technical guidance, etc)	Dzongkhag Livestock Office/ RNR Centers; Mon-Fri (working hours)	Dependent on the distance.	Improved pasture/fodder development	Request from farmers/clients (that entails feasibility study of proposed area; Preparation of land; Transportation and distribution of seed, and; Broadcasting seeds/transplantation).
5.	Livestock Input Supply	-do-	30 days	Demand letters, stock register entry and physical presence of livestock inputs/outputs in the field	Request from farmers/clients (i. Demand collection; ii. supply orders; iii. transportation and distribution)
6.	Farmers Training Services	-do-	Dependent on the content and required duration.	Registered farmer groups, by-laws, expenditure records and physical presence in the field	Request from farmers/clients (i. Selection and confirmation of participants; ii. Organize awareness and training program)
7	Animal Breeding Service	Dz. Veterinary Hospital (DVH), RNR Centers with Artificial Insemination (AI); Monday-Sunday (whole week)	1 hour	Perform AI; Update the register.	Call from farmers (Prepare, travel, examine, and inseminate the cow).

8	Extension Services (Advocacy, technical backstopping, support materials, technical advices on animal health, production and marketing).	- do-	30 days	Livestock products processing and marketing; Group formation/mobilization; Biogas technology services.	Feasibility study; Group discussion; Field visits and provide feedback; Marketing; Survey identified sites;
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Table 9: Livestock Services

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
1.	Verification of Life Insurance Claim Forms	Dzongkhag Revenue Office, Five days a week, during Office hours	20 minutes	Maintain Sanction Register	<ol style="list-style-type: none"> 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.
2.	Verification of House Insurance Claim Forms	-do-	3-5 days	Joint verification report	Written complain/claim report from victim, endorsed by concerned Gup.
3.	Assessment and Deposit of Revenue	-do-	1 month	Receipt and Assessment report	<ol style="list-style-type: none"> 1. Receipt 2. Required documents
4.	Receiving of Fees and Issuing of Receipts	-do-	15 minutes	Cash Receipt	<ol style="list-style-type: none"> 1. Fees/Taxes/Service Charges 2. Relevant documents

5.	Payment of Life Insurance Scheme	-do-	2 days	Sanction order	Death Compensation form filled up and verified by the local Tshogpa, Gup, Dzongkhag Census and <i>Dasho</i> Dzongdag.
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Table 10: Revenue & Accounts Services

6. 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 line agencies and other sectors, without which the implementation of the SDS will not achieve its full potential. Additionally, for those services which are composite, it calls for timely dispensation of resources between and among the various sectors and agencies, both intra and inter dzongkhags.

The guidance and continuous support with full commitment from the sectors is equally important for the sustainability of the SDS implementation over the long term. Sectors and agencies must understand this and provide input and resource wherever needed such that the intended outputs and outcomes are realized by all the stakeholders and partners involved.

The following is a list of some of the primary stakeholders, whose support is critical for the successful and sustainable implementation of Dzongkhag SDS:

SN	Agency/Sector/ stakeholder	Specific requirements from the agency	Dependency factor to deliver the services.
1.	All dzongkhag sectors providing internal government-government services	Fulfill service commitment as per standards; Provide guidance and support related to their services.	Utilize the desk as a platform to dispense the public services provided by the various sectors.
2.	Department of Information Technology and Telecom (DITT), MoIC	Technical backstopping and connectivity.	Provision of online services is dependent on the availability of Internet connectivity at the dispensation points.
3.	Bhutan Power Corporation	Power supply	Uninterrupted supply of power is necessary to provide the services (both online and offline).

4.	All Central Ministries and Agencies that have services delivered through dzongkhag sectors.	Timely approval of relevant services.	Most citizen services require approval/ endorsement from the central Ministries and agencies.
5.	Public Services and Grievance Redressal Division (erstwhile G2C Office)	Timely and updated information on the G2C services.	Disseminate timely information on the G2C services available from the Citizen Portal for citizens to avail.

Table 11: Key stakeholders and their specific requirements to service delivery

7. MONITORING AND EVALUATION

The service standards defined above outline the specific delivery targets established by various sectors in the dzongkhags, alongside the set of commitments that dzongkhags promise to honour when delivering a service. They also describe what a citizen or public client can expect to receive from the service provider and the manner in which the service will be delivered.

Therefore, as targets shift and citizens demand higher and better standards, it is recommended that the Dzongkhag Administrations review the standards for further progress. 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' 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 those staff involved in the delivery of the public services. All these aspects are equally important and constitute components of the overall service standards lifecycle management.

Measurement of Service Standards: The Dzongkhag Administrations must monitor their performance on a regular basis to ensure compliance to the set targets as well as to identify areas for improvements. As mentioned in earlier sections, the standards are defined by simple, quantitative, and easy to analyze salient features. 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, which is one of the many ways to measure the overall effectiveness of the standards.

- 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 standards are complied to, and accordingly appropriate interventions can be taken.
- 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 between entities. 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 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 Dzongkhag Administrations can 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 Dzongkhag Administrations.

Expected Output Parameters:

1. *Increased utilization:* Existence of the SDS will improve the service of utilization.
2. *Reduced overhead cost:* Over the time people visiting the sectoral offices will reduce, thus contributing to cost savings to the sectors.

3. *Reduced cost and waiting time for citizens:* The interface will reduce the waiting time for the citizens coming to avail the public services.
4. *Improved citizen perception of public services:* User experience of public services will indicate positive impact of service delivery, with increased citizen satisfaction.

Expected Outcome Indicators:

1. *Improved service delivery* – Interventions such as periodic meetings with the staff of the dzongkhags, constant presence of the service desk staff, instituting feedback mechanism and grievance redressal are expected to improve the quality of public service and result in prompt attention to the citizen. Some of the indicators can be increased citizen satisfaction and reduced grievances.
2. *Improved access to public services* – With more services delivered from the service desk, citizens can avail multiple services with fewer visits. Also, by getting most of the basic service-related information from the desk, the citizens are certain to experience enhanced access to public services.

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.

8. REPORTING

Two main reporting requirements are devised for the service desk, categorized as:

1. Quarterly report submitted to the Dzongkhag Administration encompassing the service log, critical output parameters, and challenges thereof.
2. Annual report as a cumulated result of the quarterly reports for onward submission to the key stakeholders.

A third, continuous online reporting system (similar to the online *eDesk* monitoring tool) would be useful for Dzongkhag Administrations to monitor public service delivery standards at the dzongkhag level. Development of such an online system is recommended to enhance the quality of the service delivery.

9. GRIEVANCE REDRESSAL

Public service delivery system, by virtue of its aspect deserving the utmost attention and resources, will strive to meet the prescribed standards. It is legitimate for any citizen to express his/her grievances and the grievances must be treated as positive inputs for continuous improvements in the system.

Instituting a grievance redressal mechanism will help address and minimize the grievances from the citizens.

The following table illustrates the various channels and avenues for grievance redressal, to ensure timely and appropriate interventions:

SN	Grievance Redressal Mechanism	Official Input Channels and Responsible Review Authority	Remarks
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1.	Grievance Redressal Committee	Committee members: 1. Dasho Dzungdag/Dzongrab – Chair/Co-Chair 2. Dzongkhag Accounts Officer 3. Dzongkhag Human Resource Officer 4. Dzongkhag Planning Officer 5. A Sr. Dzongkhag Sectoral Officer	Frequency – At least once a month.
2.	Grievance Redressal Focal Person	Dzongkhag to identify and designate a grievance redressal focal point.	<Name> <Contact details> The focal person should compile and ready the complains for submission to the Committee.
3	Dzongkhag Mailing address	<Dzongkhag web site URL>	Contact email ID
4.	Helpline	<Official fixed line telephone number>	
5.	eKaasel	www.citizenservices.gov.bt	Online grievance redressal system.

Table 12: Various channels and avenues for Grievance Redressal

10. CONCLUSION

The services that are listed in this SDS document comprise of only the frontline services that are being delivered at the dzongkhags. Yet, the list is not exhaustive as the services related to education, ICT, human resources, planning, and budget to name a few are not included. There was no explicit inclusion and exclusion filters used in developing the SDS, and therefore it may kindly be understood that the current list of services was primarily based on criteria such as direct interface with the citizens and frequency of transactions. This is to clarify that there was no intentional effort to prioritize the services or place order of significance. Having stated so, changes to the existing standards and the list itself will be a continuing development.

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. One common finding was that the efficiency and effectiveness of services from the dzongkhags have direct dependency to the similar indicators from the central agencies.

Therefore, in pursuit to improving public service delivery, it is envisioned that all levels of stakeholders abide to the key understanding of a practical and well-designed standard, which must be endorsed and supported by resources at all levels. Only then, the standards will begin to generate the intended results of implementation and accomplishment.

Annexure A: STAKEHOLDER CONSULTATIONS

A. Central Agencies:

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

B. During the initial development of the document, the Dzongkhag Administrations (Dasho Dzongdags and sector heads) of the following dzongkhags were consulted:

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

However, it is worth noting that the *Dzongkhags' Service Delivery Assessment* conducted between January – May 2018 covered all the 20 dzongkhags, which included presentations (and discussions thereof) to the Dzongkhag Administrations and one-on-one consultations with the *Service Desks' Operators*.

C. Service Desk 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 the meetings in the dzongkhags.

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			

2. Details of Service

Name of Service:

Service Standards				Operational Targets:	Client Requirements	Requirements in the Helpdesk/ Service Delivery Center for this Service
Accessibility		Timeliness	Accuracy			
Place/ Location: Dzongkhag, Helpdesk, Central Agency HQ, etc.	When: 24/7 Working Days, 6 Days a Week, Opening and Closing Hours, etc.	Total Time or Time taken for the service: Turnaround Time	Validity and/or Reliability of the Service: Proof of validity of the information, last updated, letter or certificate, etc.	Proportion of total clients serviced by meeting the stated standards for a given time frame (quarterly, annually, etc.)	Information and required documents (including other artifacts or evidences) from the client in order to be serviced, etc.	Physical and logistical/technical infrastructure, manpower, skills competencies, etc.

Annexure B: REFERENCES

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