




e-Governance

Improving Public Service delivery

Annual ICT Conference 2009

- 
- Improving Public Service Delivery
 - Current State of Affairs
 - Aspirations for G2C
 - Initiatives to realize G2C

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G2C

- Online Public Services
 - Re-engineering (leaning) processes
 - Automation
 - Access
- Interoperability
- Institution
 - IPSDS
 - DLG
 - DITT

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Today, Bhutan provides over 200 government to citizen services ranging across 10 Ministries, 12 agencies and 20 Dzongkhags

- 42 agencies/ministries and dzongkhags are involved in offering government to citizen, government to business and government to government services
- There are over 200 services being currently offered in Bhutan supporting citizens through their life journey



However, delivery of services leave much to be desired

Key issues

Observation

Supporting comments

A

Citizen related

- **Access**
 - Access of many G-C services (e.g., forest permits, security clearances, birth/death certificates) limited to few centralized locations, forcing citizens to **travel over 3-4 days at times in about 10 gewogs**
- **Turn around time**
 - Minimum turn around time for any process is **7-10 days extending to over 300 days** for some. E.g., Forest clearances can take nearly 5-6 months
- **Cost**
 - Costs are high for citizens and for businesses
 - E.g., Costs (% per capita income) for construction permits in Bhutan is 150% vis-à-vis Sri Lanka's at 7%

"Too many centralized clearances are required for timber , environment and business permits"

Multiple clearances from various agencies"

"For forestry related matters we have to travel from the gup's office to Dzongkhag and to the DFO's office and try to meet as many officials – wastage of money"

B

Government related

- **Overhead**
 - **Resources**
 - Large paper dependant processes. For example, today a drivers license requires around 10 documents to be filled and processed
 - **Manpower**
 - Currently 40% of civil servants (excluding teachers and health professionals) are involved in offering services to citizens businesses and agencies

"Manual handling of forms by different concerned parties lead to loss of forms and unnecessary paper work"

"Approval from too many stakeholders are required. Lack of technical knowledge among officers"

Bhutan currently ranks 130 / 191 countries in the e-governance readiness report released by UN. This is lower than countries with similar economic conditions like Sri Lanka (94) and Bangladesh (126)

A Most commonly used G2C services suffer from long lead time and limited access

2007 OD service delivery report

Service area	Agency	Volume/ year	Average turn-around time
1 Building approval for municipal and rural areas	<ul style="list-style-type: none"> City Corporation Dzongkhag 	300 in Thimphu	180 days
2 Removal of forest produce from private registered land	<ul style="list-style-type: none"> Department of Forests Ministry of Agriculture 	100,000	210 days
3 Allotment of firewood/fencing post/support post/flag post for rural purpose	<ul style="list-style-type: none"> Department of Forests Ministry of Agriculture 		
4 Timber for rural house construction	<ul style="list-style-type: none"> Department of Forests (MoA) 		
5 Land transaction ²	<ul style="list-style-type: none"> National Land Commission 		
6 Issue/Renewal of driving licenses	<ul style="list-style-type: none"> Road safety and transport authority (MoIC) 	10,000	30 days
7 Security clearance	<ul style="list-style-type: none"> Royal Bhutan Police Bureau of Law and Order Department of civil registration and census (Ministry of Home and Cultural Affairs) 	60,000	7-14 days
8 Environmental Clearances	<ul style="list-style-type: none"> National Environment Commission 	200 ¹	200-350 days

Improvements being made in services such as security clearances, license renewal, firewood allotment, etc.

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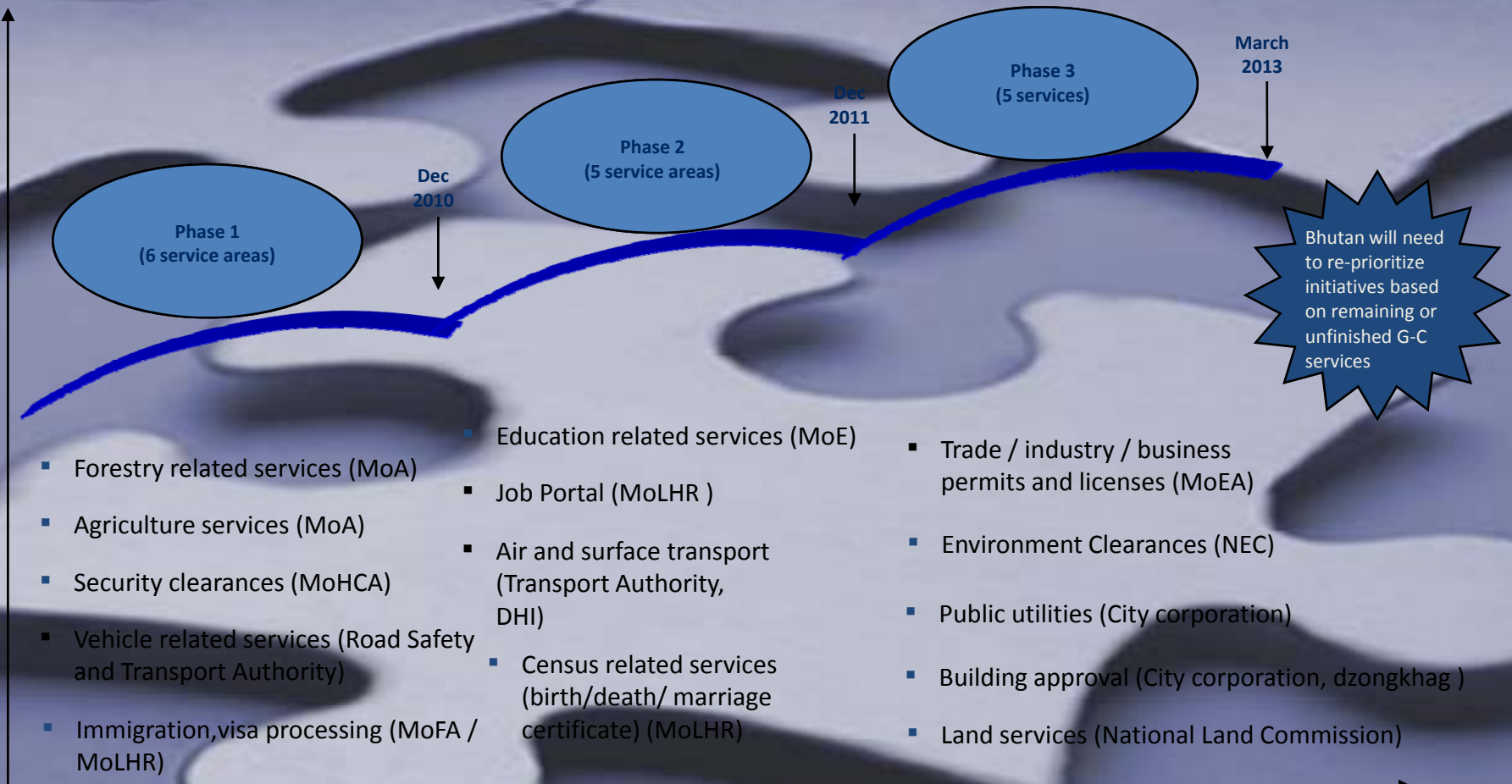
Aspirations on G-C service transformation

G-C vision

- Aspire for providing every citizen access a variety (old/new) of government to citizen services within one day's reach of his location
- Set up one stop shops which will reduce turn around time by 50-70% of G-C services and will allow citizens to file their complaints/issues and solutions

Aspirations	KPI	2007 (Baseline)	2008	2009	2010	2011	2012	2013
Access to G-C services within one day	% of people with access to G-C services within one day	NA	NA	40%	50%	60%	70%	80%
	Number of e-service outlets	NA	NA	40 ²	60	100	150	205
50-70% reduction of TAT and e implementation of G-C services	Number of services ¹ with recorded 50-70% reduction in TAT and e implementation	0	0	5	15	40	65	80

These 16 areas involving 80 sub services can be implemented over next 3-4 years



Criteria used for deciding roll out

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| <p>A Impact to citizens</p> <ul style="list-style-type: none"> Critical life event (birth / death / emergency) High citizen usage (frequency) Pain areas for citizens today | <p>B Feasibility / ease of implementation</p> <ul style="list-style-type: none"> Fewer people involved Requires no fundamental change in government policy Process constricted to single ministry / agency Complexity of technology solution |
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8 Initiatives to realise G-C aspirations

Vision 2020

- Access to G-C services within one day for all citizens
- One stop shop with 50-70% faster TAT for delivery of e enabled G-C services

Strategic thrusts



Optimal deployment of government resources

Improved access, time and costs to citizens

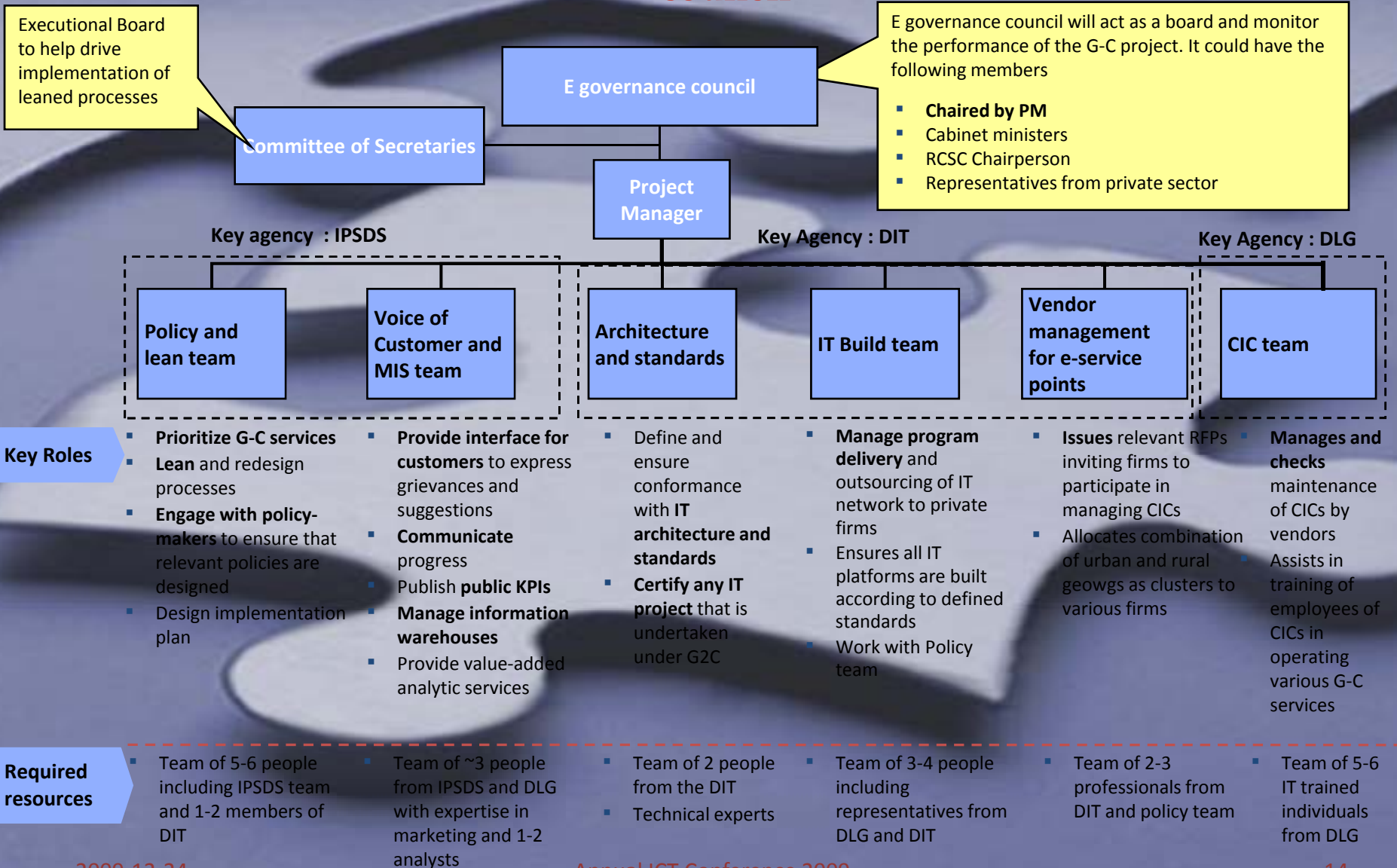
Key initiatives G-C

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| <p>1 Lean re-engineering</p> <ul style="list-style-type: none"> ▪ Strengthen the IPSDS to work with ministries in re-engineering / leaning of prioritized processes within next 2-3 months | <p>2 Customer Feedback</p> <ul style="list-style-type: none"> ▪ Set up a feedback cell to actively communicate progress against public KPIs and collect citizen feedback on G-C issues and solutions | <p>3 Common IT Architecture</p> <ul style="list-style-type: none"> ▪ Within the DIT, create a board to define common standards and protocols to facilitate integration of various IT projects | <p>4 Build and link key databases (unique citizen id, land records, Vehicle, business databases)</p> <ul style="list-style-type: none"> ▪ Link delivery of services to the relevant databases ▪ Application of unique citizen id to rural and remote access to finance and other services |
| <p>5 IT infrastructure</p> <ul style="list-style-type: none"> ▪ Align service delivery points with broadband and electricity rollout | <p>6 Outsourced IT build-out</p> <ul style="list-style-type: none"> ▪ Leverage outsourcing to fast-track build-out and maintenance of integrated IT back-bone (data centres, applications, APIs) | <p>7 Operating service points</p> <ul style="list-style-type: none"> ▪ Use PPP model with mixed rural-urban clusters of gewogs given to 2-3 firms running service centres and generating revenues from G-C and other services (photocopy, IT classes etc.) | |

Cross cutting themes

- 8 G-C Organization:** Set up a cross-sectoral project team on building and delivery of G-C services, lead by a project manager reporting to an e-governance council (comprising of cabinet, RCSC and private participation) and committee of secretaries

To coordinate various initiatives within Bhutan's G-C project, a cross sectoral project team is required reporting to an E governance council





Thank you