Experience of implementing Business Process Improvement approach for strengthening CRVS system in Bhutan

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Bhutan Civil Registration System (BCRS)

- A paper-based registration system until 2002.
- BCRS online in 2011.
- Civil registration services are available in all twenty districts and block levels in the country.
Objective

• Analyze CRVS processes for vital event registrations.
• Examine the Key Performance Indicators (KPIs), and identify gaps and their root causes.
• Redesign CRVS processes.

Method

• Business Process Mapping (Bizagi).
• CRVS- System Analysis & Redesign (SAR) tool.
• Multi-sectoral consultations.
• Expert inputs.

Assessment design

AAR: Assess, Analyze and Redesign

Outputs

• AAR report
• As-Is BPMs
• As-Desired BPMs

Plan

• Develop Strategic Action Plan
Example of Business Process Mapping (1): “As is” for birth occurring at health facility
Example of Business Process Mapping (2):

“As desired” for birth occurring at health facility
# KEY FINDINGS: ROOT CAUSES OF ISSUES

<table>
<thead>
<tr>
<th>Policies/ Directives</th>
<th>Business process</th>
<th>ICT/HR/ Infrastructure /action plan</th>
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<tbody>
<tr>
<td>Poor CRVS governance</td>
<td>Cumbersome/inadequate registration procedures for births and deaths.</td>
<td>Gaps in ICT/HR/ infrastructure.</td>
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<td>✓ In absence of engagement framework on governance, alliance for CRVS among agencies and partners is weak.</td>
<td>✓ Need of obtaining several statements from community leaders</td>
<td>✓ Limited sharing of information/database among relevant agencies</td>
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<td>✓ Registration of deaths, including deaths of children not enforced as mandatory.</td>
<td>✓ Capacity building needs for district and local govt. personnel.</td>
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<td>✓ Records of vital events with immigration section not captured in civil registration</td>
<td>✓ Internet disruptions in districts and community service centers.</td>
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<td>✓ Duplication of processes for issuance of a birth certificate.</td>
<td>✓ No action plan to act on regional commitments.</td>
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<td>✓ ICD coding not practiced uniformly.</td>
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## RECOMMENDATIONS BASED ON AS-DESIRED EXERCISE

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<tr>
<th>Component</th>
<th>Recommendation</th>
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<tr>
<td>Engagement framework</td>
<td>Formulate a national engagement framework for CRVS governance and establish a core governance structure of the CRVS system in Bhutan.</td>
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<tr>
<td>Business process</td>
<td>Strengthen existing business processes to improve coverage, completeness, correctness and comprehensiveness of birth and death notifications, registrations and certifications.</td>
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<td>Capacity building</td>
<td>Develop capacities of professionals and institutions at all levels to address the challenges that currently affect the system.</td>
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| ICT                        | Promotion and integration and of the use of ICT and digital technologies to increase civil registration coverage, improve quality and help reduce time and cost in birth and death registrations.  
- BCRS, Immigration system, electronic Patient Information System (ePIS), DHIS2 & National Digital Identity (NDI) |
| Infrastructure             | Institute a multisectoral coordination mechanism to enable the agencies and partners to jointly coordinate, plan, implement and monitor CRVS interventions. |
| Action plan                | Develop a national strategic action plan to achieve a universal, inclusive, responsive and sustainable CRVS in Bhutan. |
MULTISECTORAL NATIONAL STRATEGIC ACTION PLAN
FOR IMPROVING
CIVIL REGISTRATION AND VITAL STATISTICS SYSTEM
OF BHUTAN

MINISTRY OF HOME AND CULTURAL AFFAIRS,
MINISTRY OF HEALTH,
AND NATIONAL STATISTICS BUREAU

STRATEGIC AREAS OF CRVS

Engagement framework & CRVS governance
Policy advocacy for political commitment
Capacity development to count every birth and death
ICD mortality coding
Applications of ICT
Community advocacy for registrations of vital events
Publication of annual vital statistics
Achievements and Ongoing activities

• Vital Statistics Report 2021 published (2\textsuperscript{nd} publication)

• Revised Medical Certificate of Cause of Death (MCCD) is being piloted including the use of web-based DHIS2 MCCD developed by WHO

• electronic Patient Information System (ePIS) is being developed and ICD-11 integrated into ePIS

• Implementation of National Digital Identity (NDI) System
Thank you