



Civil Registration and Vital Statistics (CRVS) Improvement Framework

Concepts and Steps for Implementation

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Achieving a complete and efficient CRVS system

What are some of the main challenges?

- Lack of political commitment
- Insufficient demand among the public and within the government
- Inappropriate business processes
- Complicated procedures
- Not enough coordination
- Inadequate human and physical (including ICT) infrastructure
- Insufficient funds/budgets

Note: 3 and 4 are largely be due to inappropriate legal framework



Achieving a complete and efficient CRVS system

Why past efforts did not yield the desired results?

- Holistic and integrated approach not adopted – mostly functioned in silos
- No systemic approach – ad-hoc solutions
- More focus on creating awareness and not demand
- ICT solutions implemented without changing the existing processes
- Development partners support were fragmented



CRVS Improvement Framework

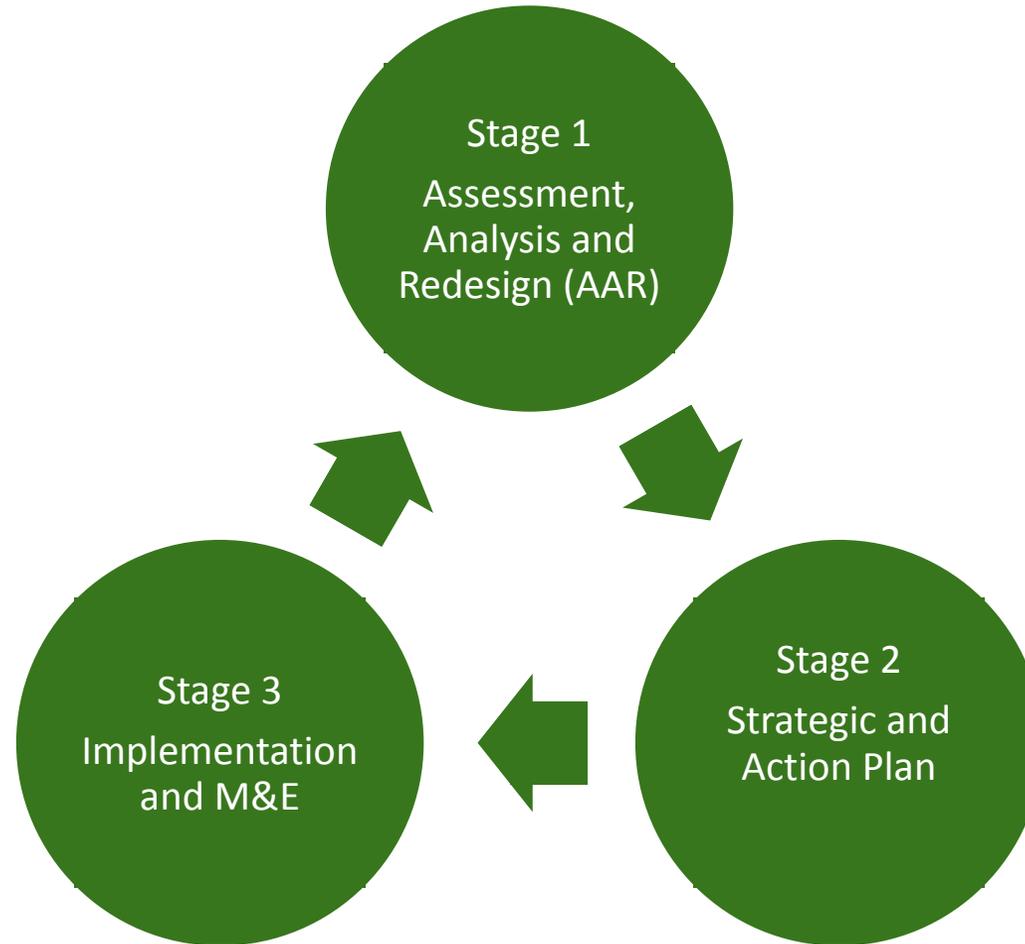
Guiding Principles for the project

Ensure	Implement	Adopt	Build	Ensure
Country Leadership and Ownership	A Well-Coordinate d and Consultative Process	International Standards and Concepts, and Best Practices	A more Pro-Active System as Opposed to a Passive System	Interoperability with Other Systems such as Health and Population Register/Identity Register



CRVS Improvement Framework

An Iterative Process





CRVS Improvement Framework

A process-centric approach

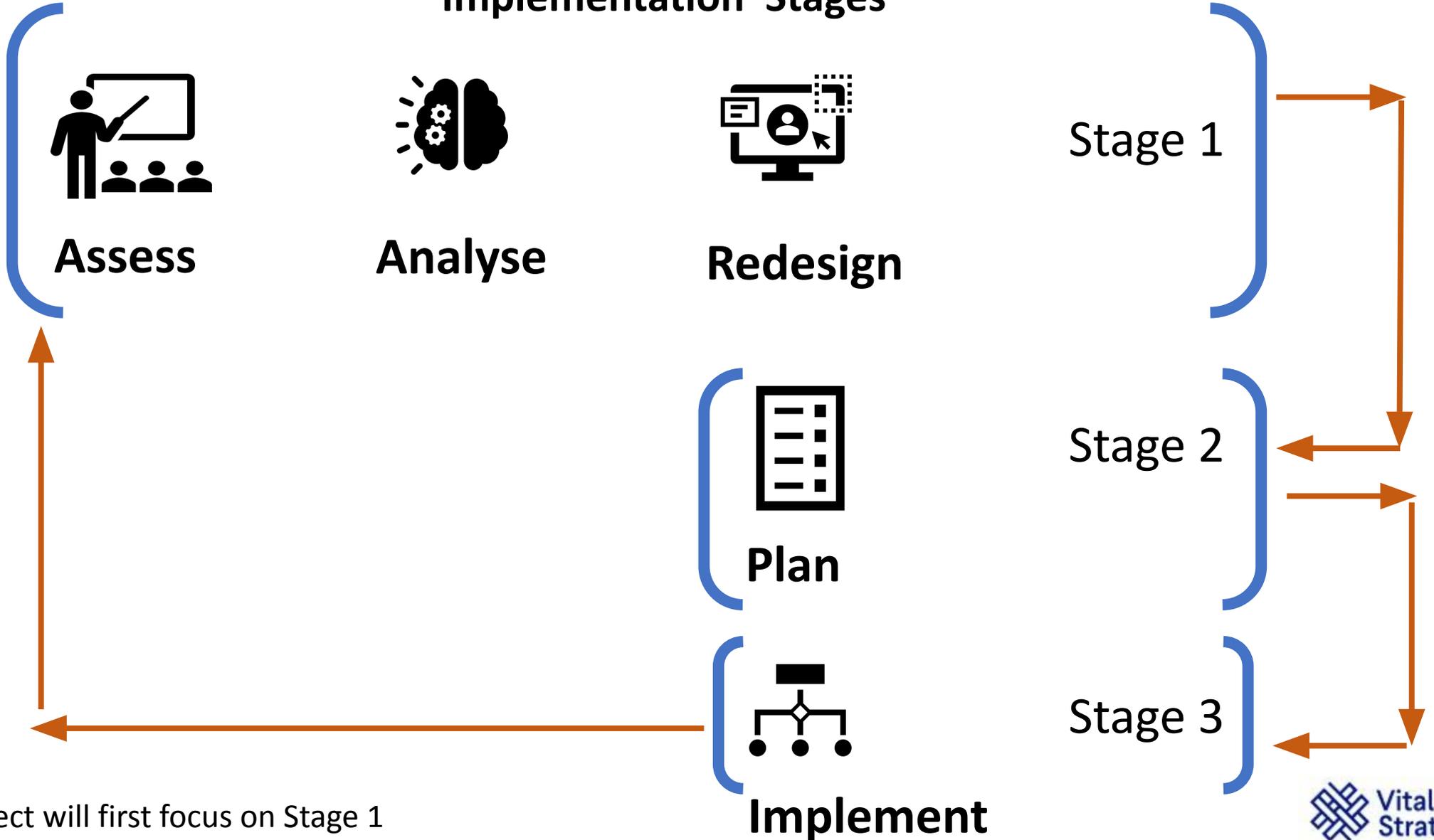
The CRVS System Improvement Framework is used to **assess, analyze, and redesign** core CRVS business processes and organizational capabilities, develop a strategic action plan, and implement and monitor and evaluate the system improvements

A business process is a structured set of activities that takes an input and transforms it into a more valuable and effective service or product (serve a particular goal), as an output, for a particular customer or customers.

For example, the activities between the report of a birth (input) and receiving a birth certificate (output) is a business process.



CRVS Improvement Framework Implementation Stages



The project will first focus on Stage 1



CRVS Improvement Framework

Stage 1 - Implementation steps

ASSESS

- Identify key performance indicators(KPIs)
- Collection of baseline information
- Set targets
- Develop 'As-Is' business process maps

ANALYZE

- Identify performance issues
- Analyze root causes

REDESIGN

- Develop 'As- Desired' business process maps
- Develop redesign ideas

OUTPUTS

- Assessment Analysis and Redesign Report
- 'As-is' Business Process Maps
- 'As desired' business process maps



CRVS Improvement Framework

Implementation tools

- Business Process Map (BPM)
- CRVS System Analysis and Redesign (CRVS-SAR) tool



GENERIC BUSINESS PROCESS DESCRIPTION TEMPLATE

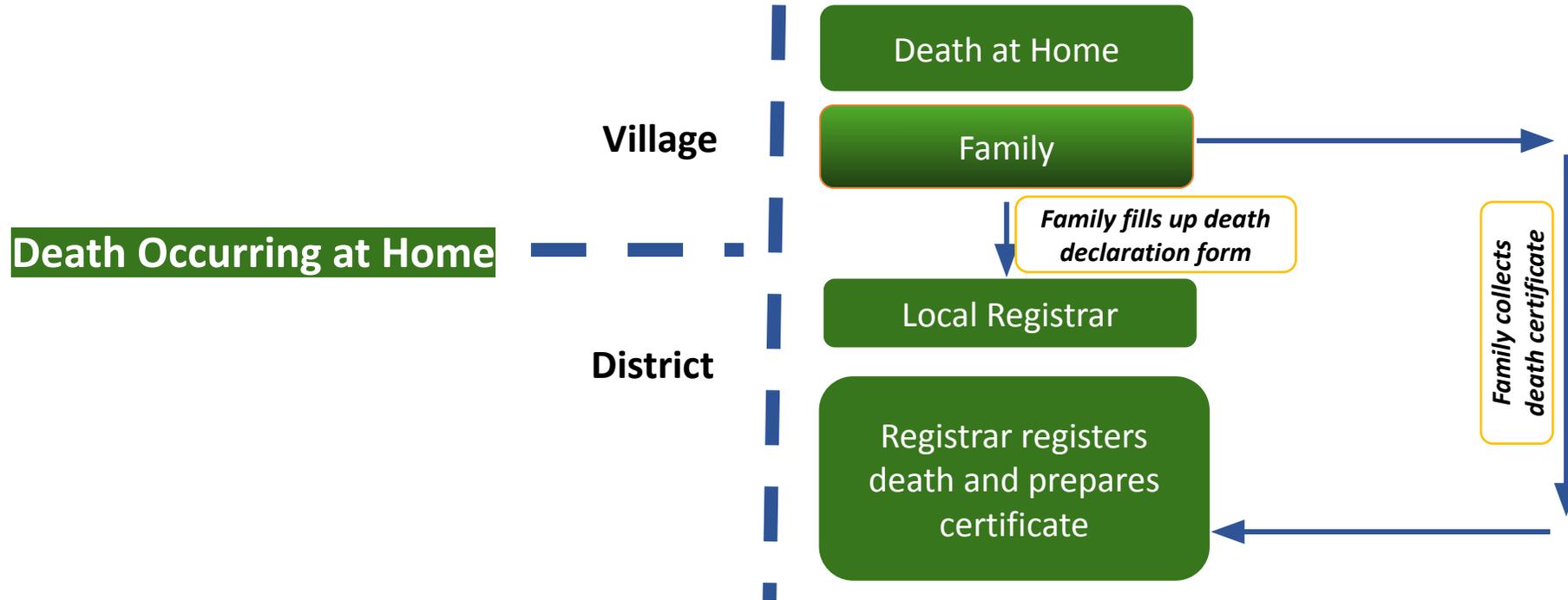
Name of process	Provide the name of the business process.		
Process actors	List all actors involved in the process. Actors are all individual or organizational units that perform a specific activity in the business process or interact with the processes.		
Process purpose	Provide a description of the purpose of the business process. This may include why and how the process will benefit stakeholders.		
Trigger(s)	List the event(s) that must occur to start the business process.		
Process flow	Broadly describe each step of the process from beginning to end. Walk in the shoes of the clients (such as a family registering a birth) to document the process flow from their perspectives.		
Process output	Describe the output of the process.		
Date created	Date the process description was created	Last revision date	Date the process description was last revised



As-is Process Description	
Name of process	Timely registration and certification of death occurring at home
Process actors	Authorized family member ("Family"), local authority, Union Council, CR
Process purpose	To ensure that every death that occurs at home that has been declared to the civil registrar within the period specified by law for timely registration, is registered and certified.
Triggers	Formal declaration of the occurrence of death by family member
Process flow	1 Declare Death
	1.1 Family travels to the civil registration centre in union council to declare death
	1.2 CR requests the family to fill up a declaration form
	1.3 Family fills out the declaration form and submits to the CR along with other documents
	1.4 CR receives the declaration form and the documents
	1.5 CR issues acknowledgement of declaration and requests family to return after 15 days for death certificate
	1.6 Family receives acknowledgement of declaration
	2 Register Death
	2.1 CR reviews the declaration form and verifies documentation
	2.2 CR enters information from declaration form into central CR IT system
	2.3 Central IT system receives and stores death data
	2.4 CR formally registers the death in CR IT system
	2.5 CR archives the documentation
	3 Certify Death
	3.1 Family travels to union council after 15 days
	3.2 Family submits acknowledgement of declaration and requests death certificate
	3.3 CR receives acknowledgement of declaration
	3.4 CR confirms registration of death
3.5 CR prints death certificate and gives to the family	
3.6 Family receives death certificate	
Process output	Death registered in the CR IT system; death certificate printed and given to the family
Date created:	01.01.2020



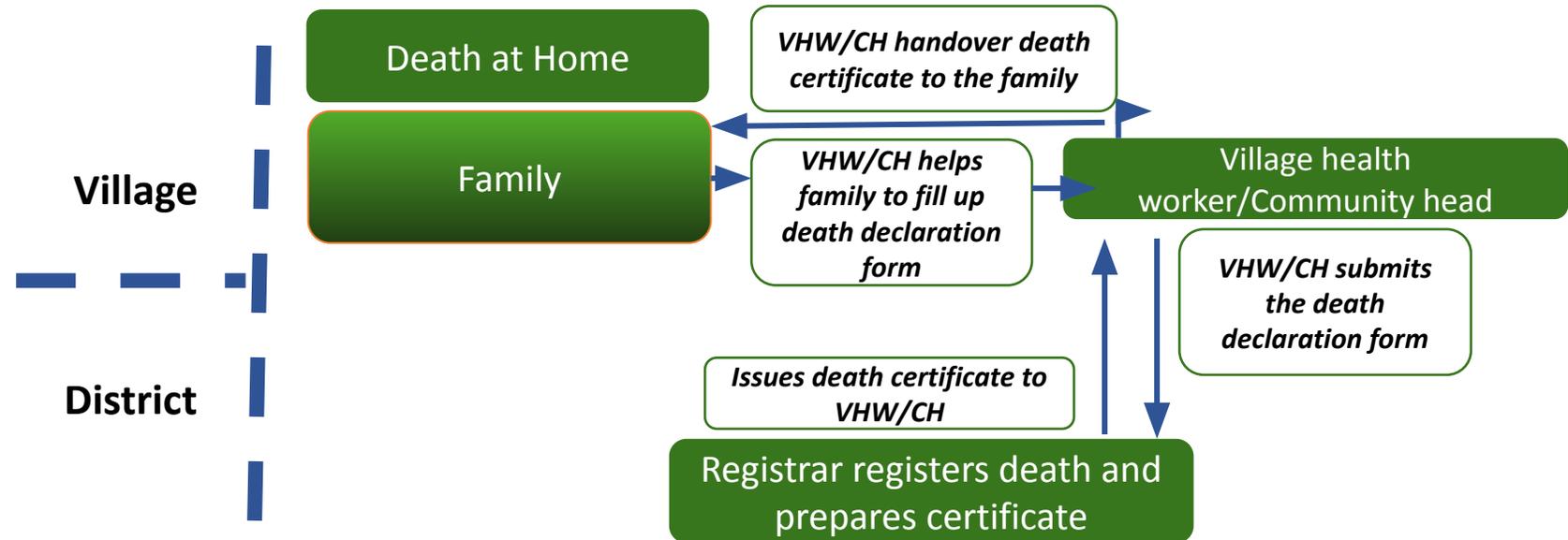
BUSINESS PROCESS MAP "AS-IS"





BUSINESS PROCESS MAP “AS- DESIRED”

death occurring at home





CRVS Improvement Framework

Implementation tools

CRVS-SAR tool

KPI	Baseline Information	Data Collection method/ sources	Desired Targets	Performance Issues	Root Causes	Root Cause Category	Redesign Ideas

An exhaustive list of KPIs has been provided separately



ASSESSMENT, ANALYSIS AND REDESIGN OF CRVS SYSTEM

KPI	Baseline information	Data collection methods/ sources	Desired target	Performance issues	Root causes	Root cause category	Redesign ideas
Average distance taken to travel to registration centre (rural)	20 to 30 KMs	Past assessment or study. The average time may vary by province/district. Range as a measure can also be used as an alternate to average. This can also be obtained during the field visit through exit interviews. The idea is not to get the exact estimate but to get an idea about the extent of the problem.	Within 2 Kms	Family has to travel long distance to register the death event	<ul style="list-style-type: none"> • Law mandates registration at district level • Business process is inappropriate 	<ul style="list-style-type: none"> • Law • Business process 	<ul style="list-style-type: none"> • Amend law to allow Community Workers (ex: village health workers, community head) to act as facilitator for the registration of death • Village health worker/ community head fill out and submit death registration declaration form • Explore digital capture of registration information



KPI	Baseline information	Data collection methods/sources	Desired target	Performance issues	Root causes	Root cause category	Redesign ideas
Average waiting time to obtain a certificate after registration of event	More than 3 days	Past assessment or study. This may vary depending on the level and extent of digitization. This can also be obtained or validated during the field visit through exit interviews and the observation method. The idea is not to get the exact estimate but to get an idea about the extent of the problem.	Within 3 hours	Delay in receiving certificate even after registration is complete	<ul style="list-style-type: none"> •The workflow in the registration centre for issuance of certificate after completion of registration involves cumbersome and non-value added activities •Very heavy workload in the registration centre •In some places, shortage of blank certificate forms •In some places where the registration process is automated or digitized, the computer is not working or the internet is down 	<ul style="list-style-type: none"> •Business Process •Human Resource •Physical infrastructure •IT 	<ul style="list-style-type: none"> •Redesign the workflow for the registration process by removing non-value added activities •Redesign process through opting for a more decentralized process •Redesign the workflow for the registration process by removing non-value added activities •Redesign process through opting for a more decentralized process •Explore digitization of registration process •Ensure printing and supply of forms and registers in the registration centres



KPI	Baseline information	Data collection methods/sources	Desired target	Performance issues	Root causes	Root cause category	Redesign ideas
Percentage of medical institution in which medical certification of cause of death(MCCD) Scheme has been implemented.	X Percent	<ul style="list-style-type: none"> •Report on causes of death •Health and CR office documents 	100%	Not all hospitals covered under MCCD	<ul style="list-style-type: none"> •Lack of government initiative in increasing the coverage of hospitals •MCCD is not provided for in the civil registration law •Lack of trained doctors and coders •Business process is not clearly defined •Not enough coordination between civil registration office and health ministry 	<ul style="list-style-type: none"> •Management and coordination •Business process •Law •Human Resource 	<ul style="list-style-type: none"> •Advocacy with policy makers about the importance of cause of death statistics •Develop a road map for implementation of MCCD in all medical institutions •Amend civil registration law to include a provision on implementation of MCCD •Establish systematic capacity building programs for doctors, coders, and other relevant staffs •Design an appropriate business process •Establish a coordination mechanism for monitoring the implementation of MCCD



KPI	Baseline information	Data collection methods/sources	Desired target	Performance issues	Root causes	Root cause category	Redesign ideas
Proportion of all deaths allocated to ill defined categories	35%	<ul style="list-style-type: none"> •Report on causes of death •Health and CR office documents 	<ul style="list-style-type: none"> •10 % at ages 65 and above •And >5 % at ages below 65 years 	Poor recording of cause of death by doctors	<ul style="list-style-type: none"> •Lack of motivation and understanding among the doctors about the information on cause of death •Lack of accountability under the civil registration law •Lack of training 	<ul style="list-style-type: none"> •Law •Human Resource •Management (Supervision and Monitoring) 	<ul style="list-style-type: none"> •Establish systematic capacity building programs for doctors, coders, and other relevant staffs •Amend civil registration law to ensure that attending doctors fill in the cause of death information correctly •Establish supervision and monitoring mechanism



Information source for Assessment, Analysis and Redesign

Mostly desk review based on various available documents for example;

1. Legal framework
 2. Various administrative orders
 3. Past Assessment reports, if available
 4. Documents on recent initiative, if any
 5. International standards and concepts, guidelines
 6. Other documents
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- Although field work is not possible – information can be collected from local areas through telephone – for gathering information on supply side
 - Explore other sources such as telephone interviews with clients – for gathering information on demand side



Assessment, Analysis and Redesign (AAR) Report

The report will include



Objective of the exercise



Approach and methodology used



Current status on various aspects of CRVS with identified bottlenecks and challenges - this will be based on the root cause analysis in the SAR tool and As-is BPMs



Recommendations for improvement of various aspects of CRVS system - this will be based on redesign ideas in the SAR tool and as-desired BPM



Annex : Completed SAR-tool, As-Is and AS-desired Business Process Descriptions and Maps