CRVS Business Process Improvement: Success Stories from Asia-Pacific

3 April 2024
11:00-12:15 (UTC+7)

Asia-Pacific Stats Café Series
Co-hosted by UNLIA and ESCAP

UN Legal Identity Agenda

Get every one in the picture

- An insight into implementation of CRVS Business Process Improvement (BPI), and the experiences and success stories from countries in Asia and the Pacific

Opening:

PETRA NAHMIAS
CHIEF, POPULATION & SOCIAL STATISTICS SECTION, ESCAP

Moderator:

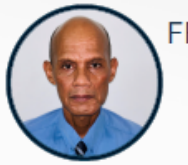
CHLOE HARVEY
ASSOCIATE STATISTICIAN, ESCAP

Speakers:

H.E. THEY KHEAM
ADVISOR OF THE MINISTRY OF PLANNING, DIRECTOR OF DEMOGRAPHIC STATISTICS, CENSUS AND SURVEY DEPT., NATIONAL INSTITUTE OF STATISTICS, CAMBODIA

MAJOR GEN. CHHUN VANNA
DIRECTOR OF MANAGEMENT INFORMATION SYSTEM DEPARTMENT, CAMBODIA

FATHIMATH RIYAZA
STATISTICIAN, MALDIVES BUREAU OF STATISTICS, MALDIVES



FRANCIS DEIRERAGEA
REGISTRAR FOR BIRTHS, DEATHS AND MARRIAGES, NAURU

REGISTRATION

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ESCAP
Economic and Social Commission for Asia and the Pacific

STATS CAFE
Good coffee makes your day
but good data helps you decide.

Speakers

Cambodia

***H.E. Mr. They Kheam**, Advisor of the Ministry of Planning, Director of Demographic Statistics, Census and Survey Department, National Institute of Statistics, Ministry of Planning and Deputy Chair of BPI Core Team, Cambodia*

***Major Gen. Mr. Chhun Vanna**, Director of Management Information System Department and Deputy Chair of BPI Core Team, Cambodia*

Maldives

***Ms. Fathimath Riyaza**, Statistician, Maldives Bureau of Statistics (MBS), Maldives*

Nauru

***Mr. Francis Deireragea**, Registrar for Births, Deaths and Marriages, Republic of Nauru*

What is Business Process Improvement (BPI)?

Aim: Assess, analyze and redesign the civil registration processes to guide continued CRVS improvement efforts

Objectives

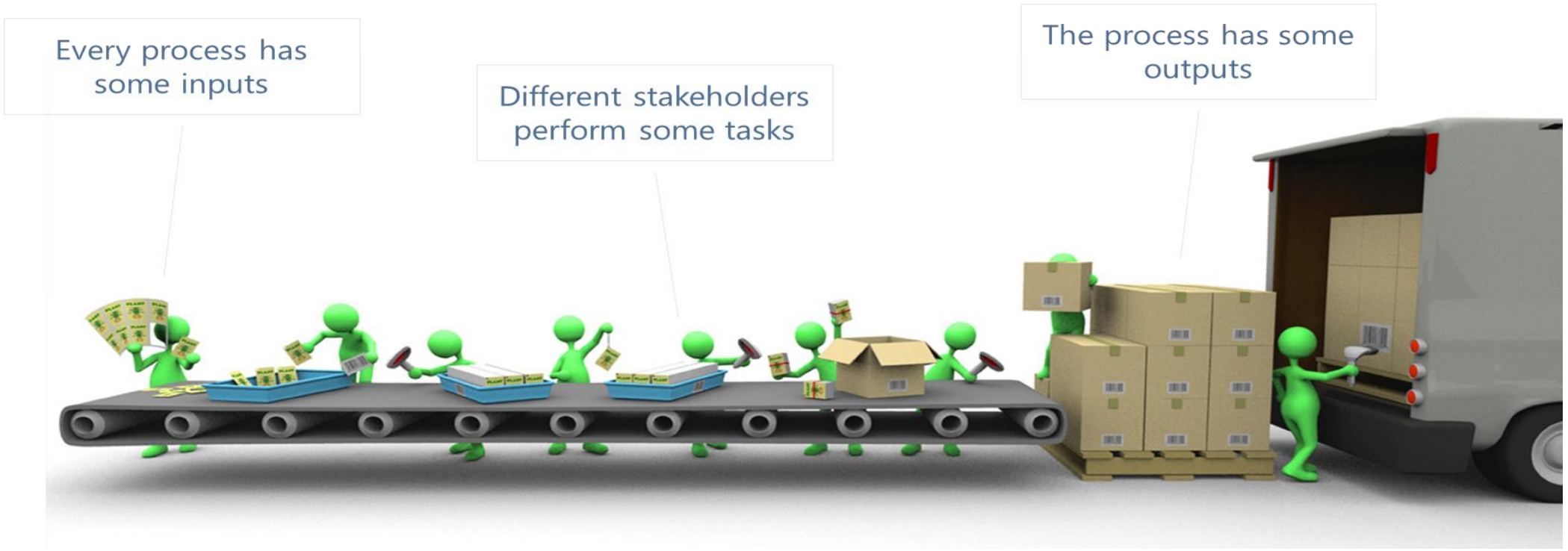
1. Establish a detailed understanding of how the current CRVS system and its business processes performs:
   - ✓ Applying a set of Key Performance Indicators (KPIs)
   - ✓ Producing detailed descriptions and maps

2. Identify any gaps between the current performance of the system and the desired performance targets

3. Develop redesign ideas to improve the CRVS system, based on identified performance issues

What is a business process?

- A business process is like an assembly line



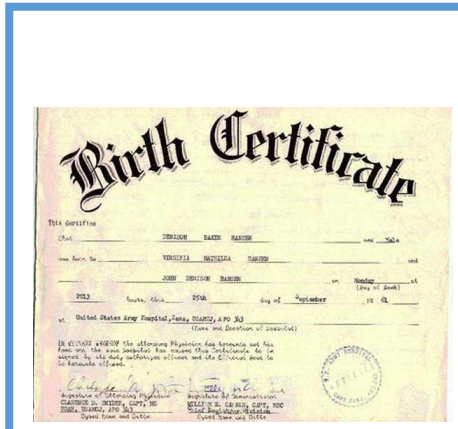
What is a CRVS business process?

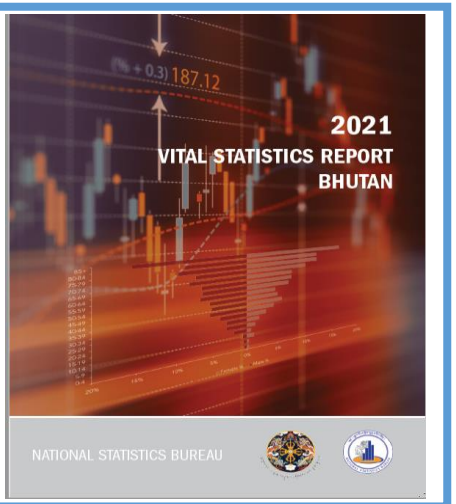
Timely registration and certification of vital event (birth or death)

How to get from reporting a live birth (*Process Trigger*) to birth certificate and production of vital statistics (*Process Output*)

Process Trigger
(Birth/Death)

Process Flow

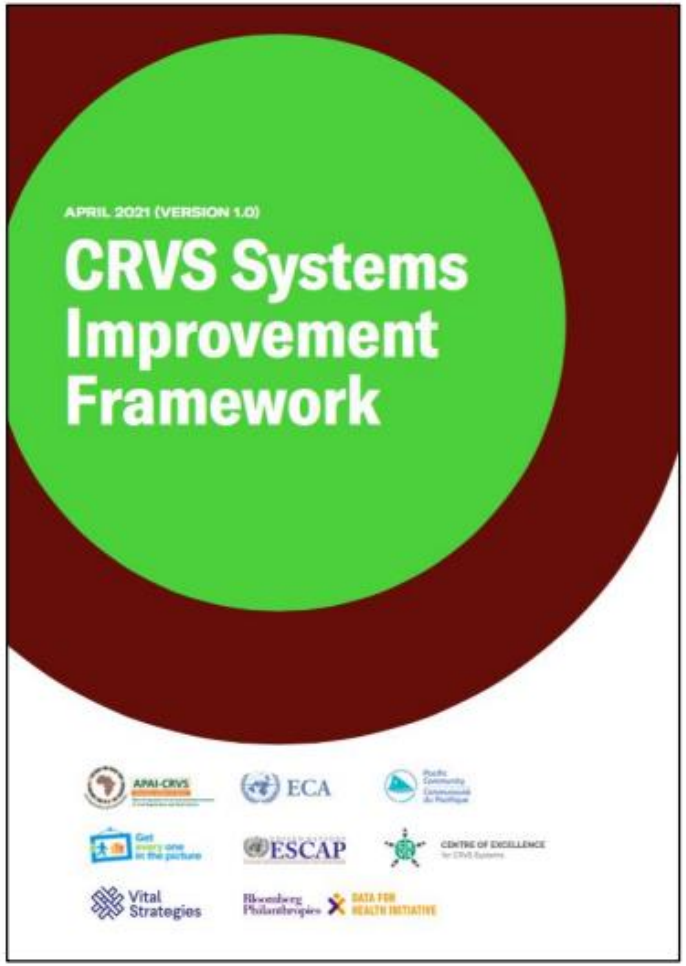




Process Output(s)
(Birth/Death Certificate, Vital Statistics)

Methodology

- Stage 1 of the CRVS systems Improvement Framework
- Applies a multi-sectoral, participatory approach to continually improving the CRVS system
- Introduces systems thinking tools such as process mapping as a key strategy to engage stakeholders, improve understanding of the system and its weaknesses, identify solutions and monitor change.
- Group and/or individual consultations with relevant CRVS stakeholders are used to collect necessary information



CRVS Business Process Improvement in Cambodia: *Assessment, Analysis and Redesign*

H.E. They Kheam,

Advisor of the Ministry of Planning,

Director of Demographic Statistics Census and Survey Department,

National Institute of Statistics, Ministry of Planning

Deputy Chair of BPI Core Team

Major Gen. Chhun Vanna,

Director of Management Information System Department

General Department of Identification, Ministry of Interior

Deputy Chair of BPI Core Team

Background of CRVS in Cambodia

- Registration process officially started in 2002

- Ministry of Interior launched a nationwide mobile registration campaign in 2004
  - Led to a birth registration rate of over 90%

- **2014**: General Department of Identification (GDI) was established under the Ministry of Interior with has 7 departments,
  - Civil Registration, Residence Registration, ID Card, Passport, Nationality and Management of Information System

- **2016**: Cambodia embarked on the development of a modern Civil Registration, Vital Statistics and Identification (CRVSID) system
  - Government endorsed a 10-year National Strategic Plan of Identification (NSPI 2017-2026) which was driven by a high-level vision to ensure that ‘everyone is identified’

National Strategic Plan of Identification (2017-2026)

- In 2018, a Law Drafting Working Group (LDWG) was established

- Members of the working group included representatives from the Ministry of Justice and the Ministry of Interior

- The Government enacted a new law on Civil Registration, Vital Statistics, and Identification (CRVSID) on July 1, 2023
  - ➢ This law integrates various aspects by connecting the registration of births, deaths, marriage, personal identification and residential information

Implementation of Business Process Improvement (BPI) in Cambodia

- Established a dedicated National Core Team comprising of representatives from:
  - General Department of Identification, under the Ministry of Interior
  - Directorate General for Health, Under Ministry of Health
  - National Institute of Statistics, under Ministry of Planning
- **Objective**: evaluate the existing CRVS system to identify performance gaps and areas for improvement
- Using Stage 1 (Assessment, Analysis and Redesign) of the CRVS Systems Improvement Framework

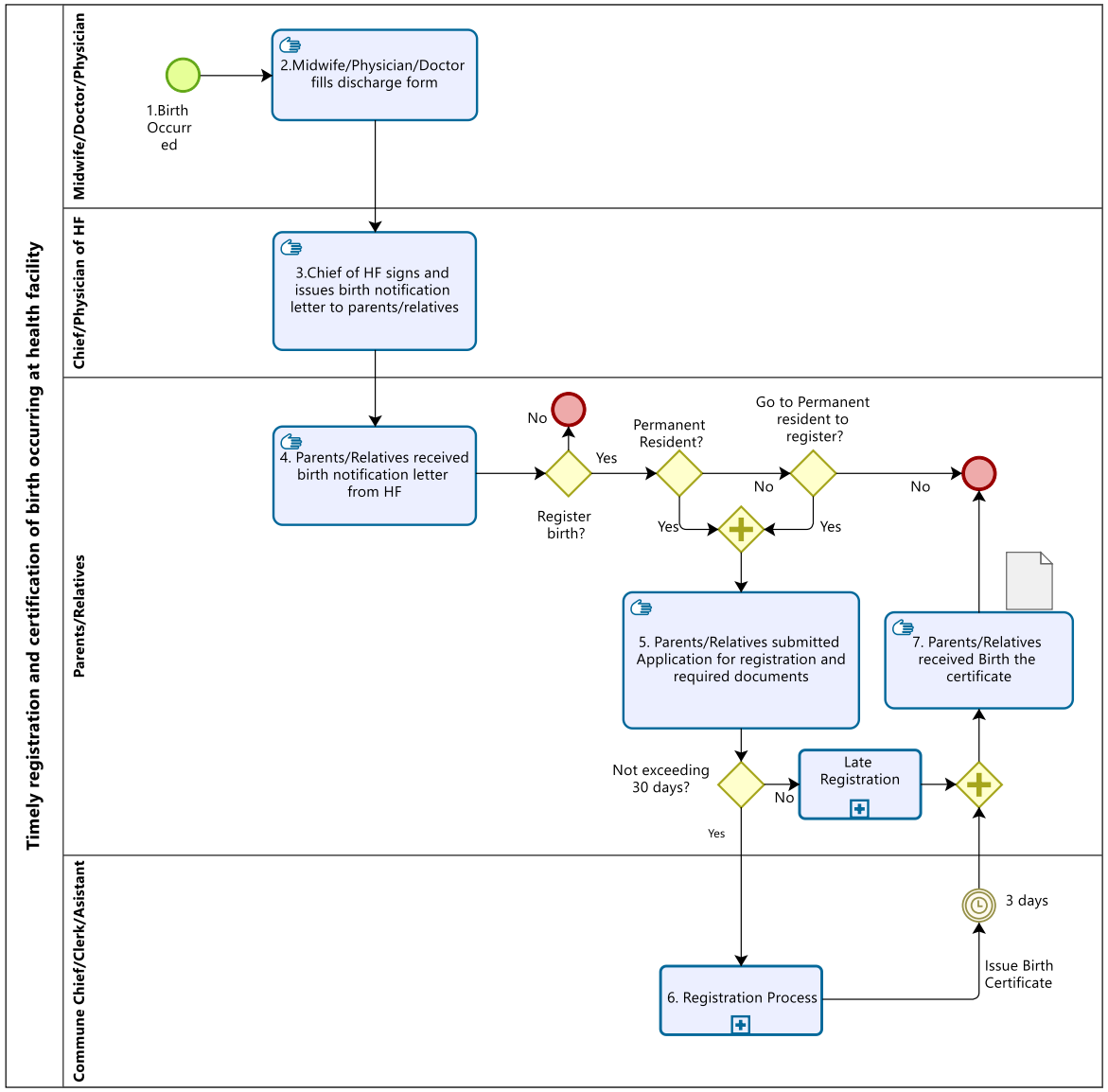
How was it implemented?

- The National Core Team worked in a collaborative way through a series of meetings and consultations
  - 63 meetings (online and in-person)
  - Between January 2021 to August 2023

- Used two tools to assess and propose a redesign of the CRVS system:

  1. Business Process mapping (Bizagi Modeler)
  2. CRVS System Analysis and Redesign (CRVS-SAR) tool

As-is business process map on registration of births occurring at health facilities



Key Findings

- Clients in rural areas should travel long distances to reach a registration office at Commune
- Multiple trips are needed to the registration office (2 trips). This increases when registration staffs are absent, documentation is insufficient or there is a shortage of registration materials
- Vital events should be registered at the permanent residence: many people delay registration or do not register at all
- Under the previous law (Sub-Decree 103), non-Khmer citizens (foreigners) could not access civil registration services
- Average waiting time for registration, after submitting an application is 2 days. It takes an additional 1-3 days to issue the certificate

Key Findings (cont'd)

- Manual nature of registration process adds to delays
- Lack of client-oriented services SOP outlining the registration process and responsibilities of registration staff
- Quality issues: significant number of requests for corrections on certificates
- Lack of awareness about the importance of civil registration among the public
- Absence of a regular monitoring system for the performance of the CRVS system
- A system for producing vital statistics based on civil registration records was non-existent
- No country-wide system existed for collection and compilation of causes of death data

Proposed improvements

✓ Registration of births and deaths can be done at the place of occurrence or the place of residence	1. Burial or cremation permit will be issued by the commune/sangkat registrar upon submission of death registration applications
✓ All births and deaths within the territory of Cambodia will be registered (regardless of citizenship status)	✓ Interoperability between the CRVS database and the population register
✓ Civil registration system to be digitalized	✓ Statistical data related to births and deaths (along with their characteristics) will be shared with NIS to produce vital statistics
✓ Interoperability with the health sector will be strengthened through proactive notification of births and deaths include cause of death	✓ Cause of death data will be collected using WHO-recommended forms
✓ Civil Registration facilities can be set up within health facilities	
✓ Process flows within registration office will be streamlined to ensure a quicker service	

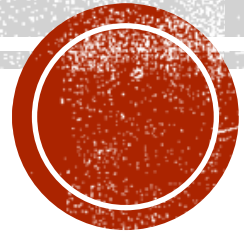
Successes so far

- National Core Team has identified 6 Action Areas
  - Policies and legal framework
  - Business Process Improvement (BPI)
  - Management and Coordination
  - Human Resources
  - Information and Communication Technology
  - Physical Infrastructure
- New law on Civil Registration, Vital Statistics and Identification (CRVS-ID) promulgated in July 1, 2023.
  - Will establish a modern, integrated CRVSID system for the compulsory registration of births, deaths and other vital events
  - Will guarantee everyone a legal identity
  - National Dissemination workshop on CRVSID law supported by Deputy Prime Minister
  - Regulation/Sub-decree required by CRVSID law are being draft
  - Between now and July, Government will train the CRVS workforce about the changes
- Development of e-CRVS system and Integrated Population Identification System (IPIS)
- Improved linkages between health and civil registry systems

#CountingEveryone

CRVS BUSINESS PROCESS IMPROVEMENT: THE CASE OF MALDIVES

MALDIVES BUREAU OF STATISTICS



BIRTH AND DEATH REGISTRATION IN MALDIVES

- Birth occurs in health facilities and birth form is given to the parents before the mother gets discharged from the hospital
- Birth needs to be registered within 7 days, failure to do so applies a huge fine (MVR 1000)
- When a death occurs a death certificate is issued and can only be buried once death certificate is submitted and burial form has been completed.
- Death has no legally defined limit, it is necessary to obtain a funeral permit and is free of charge.
- Birth registration completeness is 99.8% (according to Census 2022)
- Death registration completeness currently stands at 100% in 2020

GEMEN- BIRTH & DEATH REGISTRATION PORTAL

- In June 2020 Maldives made transition to a new vital registration system known as 'GEMEN'. Through this portal:
  - Birth form is issued by health facilities
  - Death certificate is issued by health facilities
  - Birth registration and birth certificate is issued by Councils
- Challenges faced during the initial roll-out stage
- ESCAP BPI process immensely helped in improving the system further

CRVS BUSINESS PROCESS IMPROVEMENT (BPI)

- Maldivian CRVS assessment focused on the stage 1 of the Framework with two key objectives:
  - 1) identifying issues affecting the performance of business processes in the CRVS system and the root causes of these issues, and
  - 2) identifying redesigns that should be implemented to address the performance issues and root causes.
-
- Following the initial consultations on the Framework and discussions on CRVS processes, Maldives focused on improving birth and death registration business processes.

CRVS BUSINESS PROCESS IMPROVEMENT (BPI)

- In line with the Framework, the work of the Country Team was implemented through the following stages:

1. Identifying and documenting current birth and death registration processes.
2. Gathering performance information on current birth and death registration business processes.
3. Identifying performance issues of current birth and death registration business processes and identifying root causes of the issues.
4. Defining policies for improvement of birth and death business processes.
5. Redesigning birth and death registration business processes. Developing birth and death registration process descriptions and process maps for redesigned CRVS business processes.

KEY PROCESS IDENTIFIED FOR IMPROVEMENT- BIRTH REGISTRATION

- A birth certificate can only be issued after an ID number is assigned to the child which can sometimes delays the process.
- Birth registration cannot proceed without specific documentation (i.e. mother's ID card, marriage certificate).
- Due to differences in spelling of approved Arabic names in Thaana script, some delays are experienced when parents use a name which has not been approved. Parents residing in social or temporary housing sometimes face barriers to register a child at that address.

KEY PROCESS IDENTIFIED FOR IMPROVEMENT- DEATH REGISTRATION

- There is currently no death register, which presents a challenge when a death certificate needs to be re-printed and also limits the production of vital statistics on deaths.
- Not all health facilities are connected to the e-government network.
- Some doctors continue to send paper-based notification of death to the council and the DNR.

RECOMMENDATIONS - BIRTHS

- Link GEMEN (digital population register) with NARES (national ID card) platform to enable automatized issuance of ID and accelerate birth registration process.
- Digitize marriage records and link them with GEMEN to enable verification of marriage at health facilities (for Maldivian citizens).
- Digitize household records and link them with GEMEN to enable parents to verify and assign the household address at health facilities, reducing the need for multiple verification procedures.
- Link GEMEN with immigration records or work permit digital database to enable verification of identity data of foreign citizen parent(s) at health facilities.

RECOMMENDATIONS - DEATH

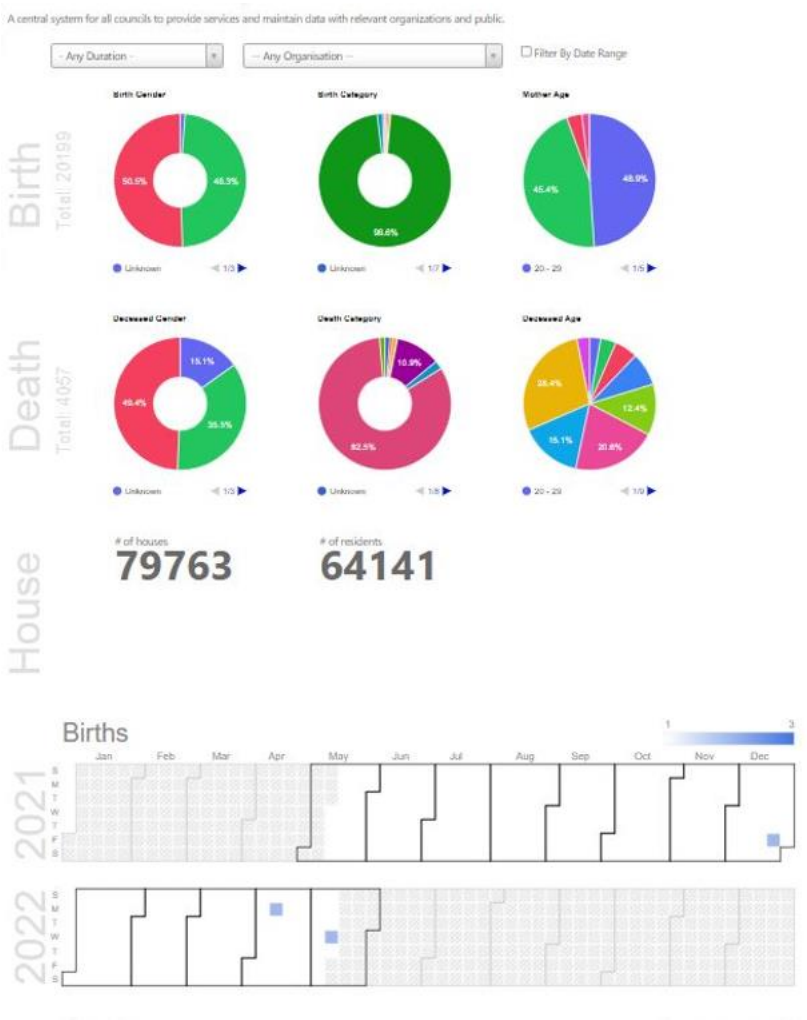
- Standardize Cause of Death field in GEMEN according to ICD-10 and allow for a drop-down menu on the platform.
- Create death register in the GEMEN system which will serve as an important data repository for the production of vital statistics and allow for additional copies of death certificates to be printed.
- Re-structure the death registration form to enable separate entry of burial information.

ONGOING IMPROVEMENTS- DATA SHARING & VITAL STATS PRODUCTION

- Online registration of marriage and divorces rolled-out in Nov 2023.
- Currently work on-going to clear the back log of entries into the system for the past 3 years.
- This would give timely data on marriage and divorces across the country.
- Online training module developed to train council and health facility staff to carry out entry in GEMEN

ONGOING IMPROVEMENTS - DATA SHARING & VITAL STATS PRODUCTION

- MOH carries out Quality Assurance checks on the births and death counts.
  - MoH carried out assessment of births and deaths counts in GEMEN system and records obtained through health facilities due to inconsistent count on total birth & deaths in the country.
  - Health facilities which does not use the GEMEN system are being enforced and retrained for this purpose.



ONGOING IMPROVEMENTS

- Timely dissemination of 2024 vital stats- collaborative effort ongoing between MBS, MoH and DNR
- Enhance NARES system
- Linking address via geo-coordinates in NARES System
- Extending government network to health facilities to enable 'fast' entry into GEMEN
- Timely reporting of deaths abroad – through Ministry of Foreign Affairs
- Need for a 'paper form' similar to GEMEN registration to be developed as back-up (when network slows down and in case of emergency)

THANK YOU!

CRVS Business Process Improvement in Nauru: *Assessment, Analysis and Redesign*

Mr. Francis Deireragea,

Civil Registrar,

Nauru Births, Deaths and Marriages Department,

Government of Nauru

Nauru

- Island located in Micronesia
- Population: 12,511
- Majority of births and deaths take place in the country's main hospital (Republic of Nauru Hospital), which works closely with BDM to ensure accurate and timely registration
- Significant proportion of births and deaths occur overseas (mostly in Australia and Fiji)

CRVS in Nauru

- The legal framework for the registration of births and deaths is governed by the Nauru Births, Deaths and Marriages Registration Act of 2017

- **2017**: Nauru passed legislation for implementation of national ID numbers

- The Civil Registration Office (otherwise known as BDM – Births, Deaths and Marriages) is the primary agency responsible for civil registration

- Nauru established a CRVS Committee in August 2020

- Nauru has a high completeness rate for birth and death registration

- CRVS system is primarily paper-based

- Currently planning for the rollout of a digital CRVS platform

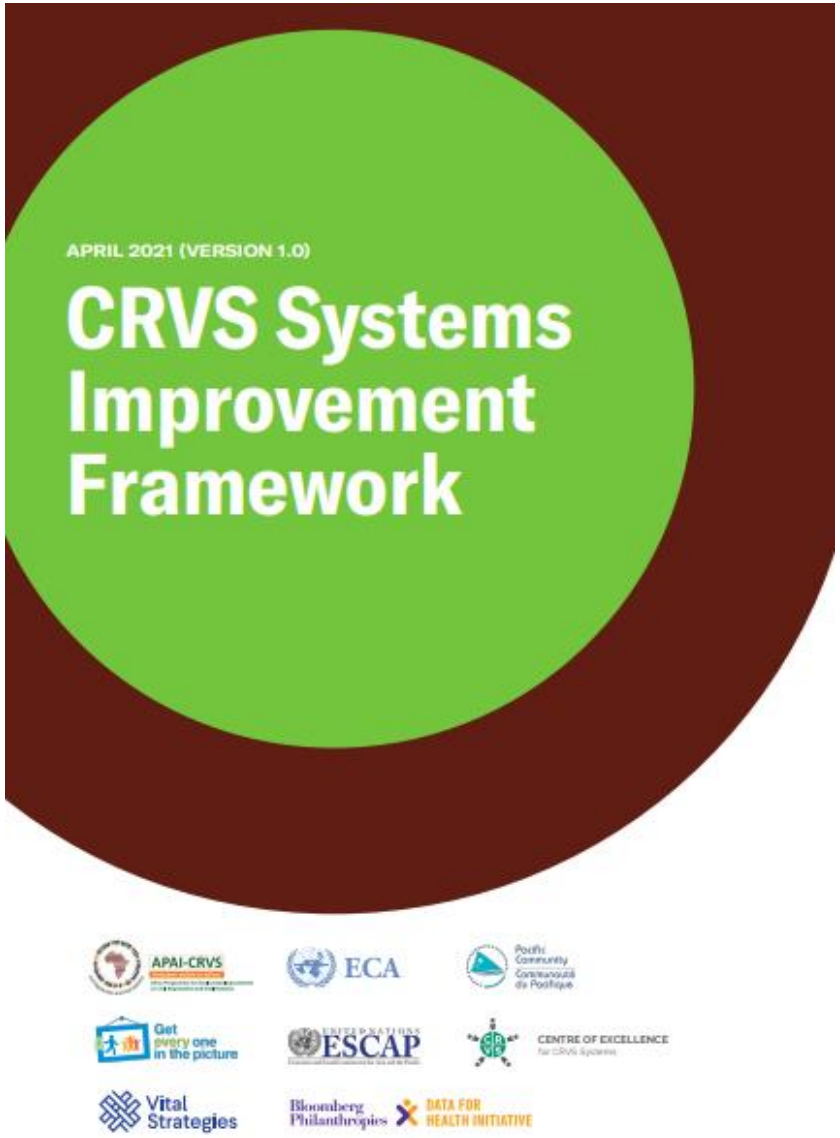
Implementation of Business Process Improvement (BPI) in Nauru

- Established a dedicated National Core Team comprising of representatives from:
  - Nauru Department for Births, Deaths and Marriages (BDM)
  - Department of Health
  - Bureau of Statistics
  - Nauru Electoral Commission
  - Judiciary
  - Department of Justice and Border Control
  - Department of ICT

  Supported by ESCAP, SPC and UNDP

- **Objective**: evaluate the existing CRVS system to identify performance gaps and areas for improvement

- Using Stage 1 (Assessment, Analysis and Redesign) of the CRVS Systems Improvement Framework



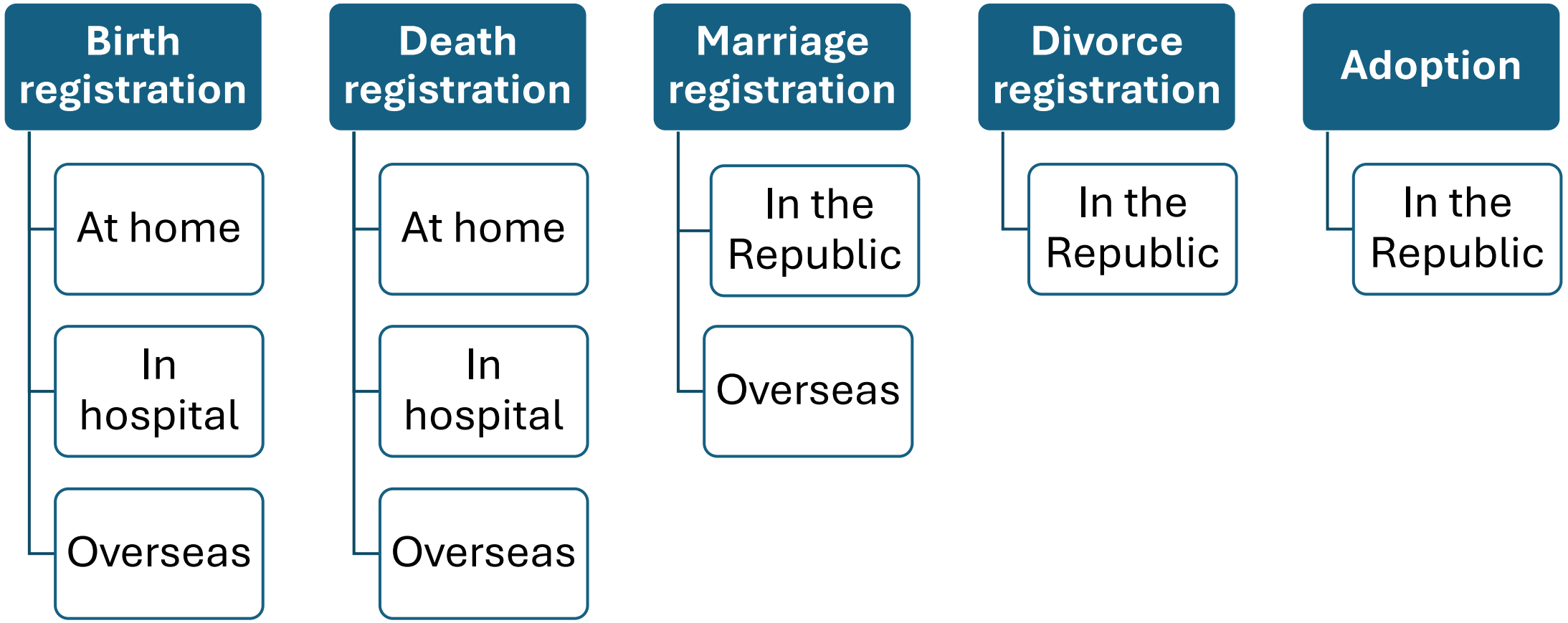
How was it implemented?

- Online orientation workshop
  - 8th February 2023

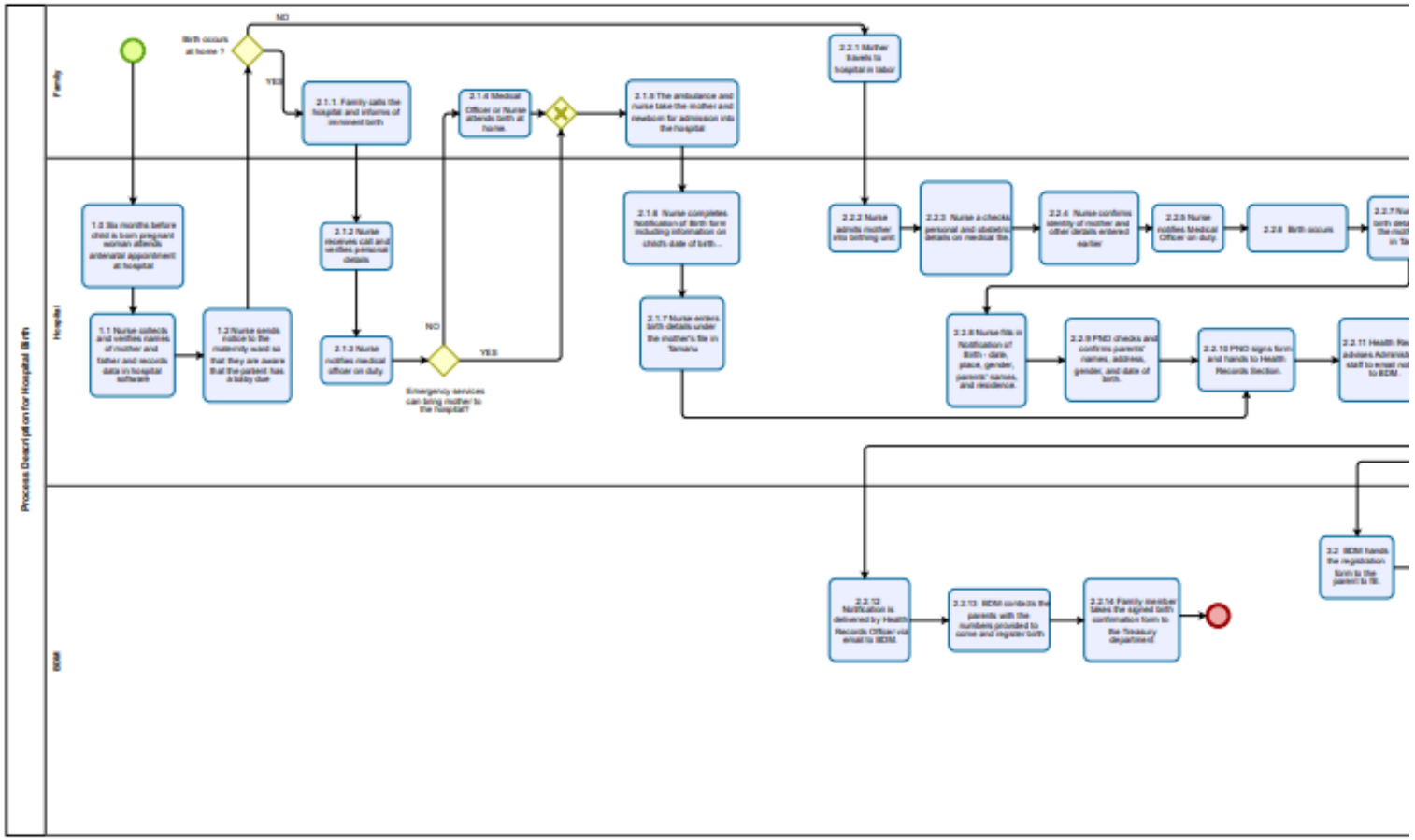
- In-person consultations with CRVS stakeholders
  - Documenting as-is business processes

- Core Team held an in-person consultation workshop
  - 25th May 2023
  - Validation of ‘as-is’ business processes
  - Analysis of bottlenecks and performance issues
  - Identification of redesign ideas

Which processes did we focus on?



Business process map: Birth registration



Key Findings

- Many overseas births are not registered with BDM (a Nauru birth certificate is required to apply for Nauru passport)
- Insufficient verification of identity documents, resulting in fraudulent birth notification records (usually in the case of informal adoption)
- Registration officials must perform extensive research to verify all the information required for completion of registration
- Health information system is not well-functioning (outdated ICT hardware, frequent change in software, paper-records stored at hospital)

Key Findings (cont'd)

- Lack of awareness among the public about the necessity to register a death of a Nauru citizen occurring overseas with MoH and BDM
- Lengthy process to register a marriage (5 steps needed and must be approved by the President of Nauru)
- If marriage is not solemnized within the 3-month grace period, couple must re-apply
- Divorces are not registered in the BDM system (no way of linking divorced couples to their marriage records in BDM system)

Proposed improvements

Financial incentives	For registration of births occurring overseas: recognizing the significance of Nauru birth registration for inheritance and voting rights
Two-fold verification process	Compulsory photo ID verification Parent(s) required for birth notification at hospitals
Digitalization of the CRVS system	To increase interoperability between the main hospital and BDM. System would also allow for digital signatures

Proposed improvements (cont'd)

Hardware/software updates	Aligned with the new digital CRVS platform. Staff should also be adequately trained to use this upgraded system
Provision of a BDM office at the hospital	To facilitate immediate registration following occurrence of vital event
Connect BDM with the Courts	Enabling seamless updates to marriage, divorce & adoption records

Plans for digital CRVS platform

- Transitioning to a digital CRVS platform will revolutionize record-keeping in Nauru
- Centralized database for easier management and analysis of information
- Improved data accuracy through electronic registration
- Increased efficiency in tracking and recording important life events
- Enhanced accessibility of records for other government agencies

Digital CRVS Platform Launch Plan

Two parallel processes:

1. CRVS system (ready by April/May)

- Transfer existing data
- Clean data where possible
- Test system matches **Business Process Mapping**
- Training of staff on new system
- Complete user manual
- Process new records
- Ongoing support

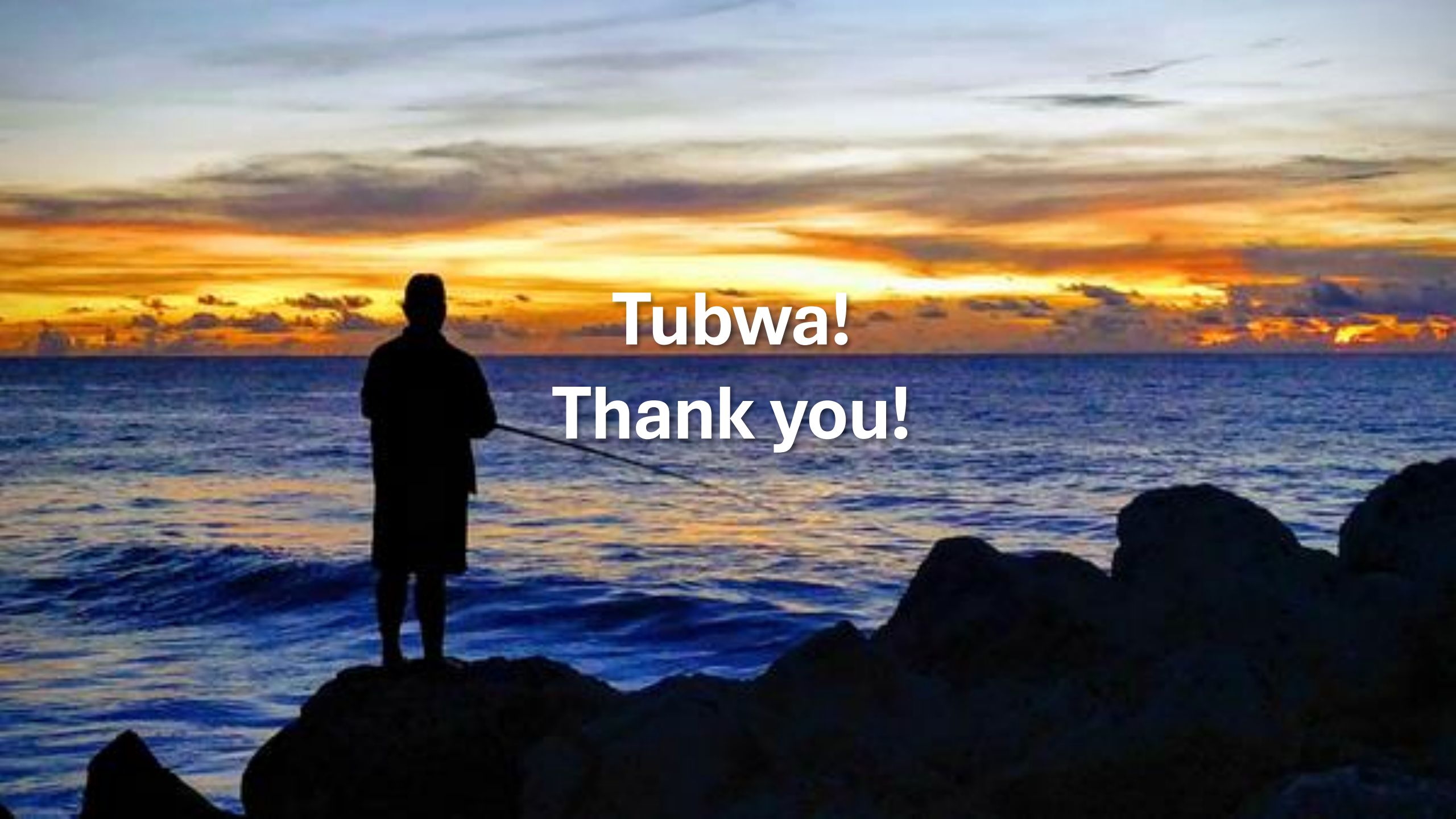
2. Digitisation of existing records (ongoing)

- Scanning & data entry of existing documents
- Paper scans will be stored in system and retrievable as needed in Database

Original Records

Scanning

Data Entry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Thank you!

Thank you!

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