ORGANIZATIONAL INTEGRITY PLAN
OF
DEPARTMENT OF FORESTS AND PARK SERVICES

MINISTRY OF ENERGY AND NATURAL RESOURCES

May, 2024

1 Introduction

The Organizational Integrity Plan of the Department has been developed based on the Organizational Integrity Plan framework (Table 1) provided by the Anti-Corruption Commission of Bhutan. Based on the framework, the plan identifies potential corruption risks within the Department in areas of resource allocation and utilization, service delivery and information sharing. A total of at least three corruption risks have been identified in areas of resource allocation and utilization, service delivery and information sharing. Further, the plan also identifies 5 key services delivered by the Department, the effectiveness of which shall be assessed based on the service delivery protocol and Turnaround Time (TAT) developed for each of these services. Based on the identified risk, the plan also illustrates the mitigation measures for each of the risks identified with corresponding monitoring and verification methods. For the purpose of developing this plan, comprehensive consultations among the field and functional divisions were carried out with final endorsement of the plan by the Department.

2 Organogram of the Department

Department of Forests and Park Services is one of the oldest and largest Departments, established in 1952. With approximately 1453 staff, one of the core functions of the Department is to manage Bhutan's forests for sustainable production of economic and environmental goods and services, including long-term sustainable supply of timber and other forest products to Bhutanese society. Besides sustainable management of forest resources, service delivery is also one of the core functions of the Department.

The Department is organized into four Functional Divisions, including Forest Monitoring and Information Division (FMID), Forest Resources Planning and Management Division (FRPMD), Nature Conservation Division (NCD), and Ugyen Wangchuck Institute for Forest Research and Training (UWIFoRT). Additionally, there are 14 Divisional Forest Offices and 10 Protected Areas, which consist of National Parks, Wildlife Sanctuaries, and Strict Reserves as given in Figure 1.

Mandates of the Department

1. Manage and utilize Bhutan's forests for sustainable production of economic and environmental goods and services to meet the needs of the people.
2. Enhance long term sustainability of Bhutan's biodiversity and ecosystem services through management of natural habitats including wetland.
3. Facilitate and collaborate for effective and integrated watershed management.

4. Sustainable forest management through effective application of science and technology including participation of communities for socioeconomic benefits.
5. Forest landscape restoration for social, ecological and economic benefits.
6. Forestry research to generate and disseminate scientific knowledge to enhance forest and biodiversity management to support implementation and ecologically sound policies.
7. Periodic monitoring of forest resources and evaluation to ensure sustainable management and information dissemination.

The main role of Functional Divisions is to formulate program-based plans and provide technical backstopping to field offices while field offices implement projects and activities.
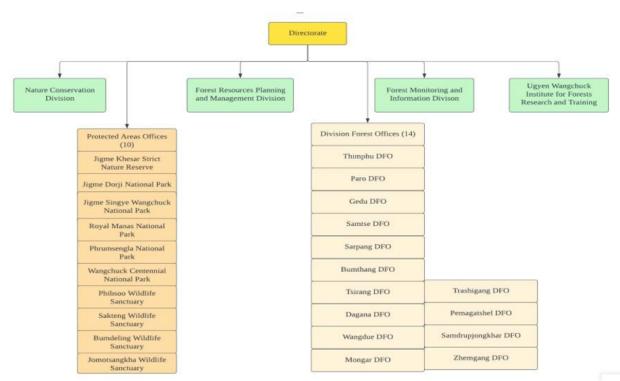

Figure 1: Organogram of the Department of Forests and Park Services

SI No.	Title/Description	Agency responsible for implementation	Criteria	MoV Documents Required	Weightage
1	**Corruption Risk Management**				
1.1	Identify the potential corruption risk 1.1.1) Identify potential corruption risks in the following areas: (a) Resources (financial and office properties); (b) Services delivery; (c) Non sharing of information;	(a) Resources (financial and office properties) - **line departments** (b) Services delivery - **line departments** (c) Non sharing of information - **line departments**	1.1.1) Two potential risks for each area (Points 15) 1.1.1) 3 potential risks against each area (Points 25) 1.1.1) 1 potential risk each area (Points 5)	1.1.1 Report containing identified risks	25
1.2	1.2.1) Based on 1.1, prepare and implement corruption risk mitigation measures for the identified risks in (a) to (e).		1.2.1) Implemented mitigation measures for 15 risks (Points 15) 1.2.1) Implemented mitigation measures for 10 risks (Points 10) 1.2.1) Implemented mitigation measures for 5 risks (Points 5)	1.2.1 Report containing mitigation measures	15

1.3	1.3.1) Based on 1.2, monitor and assess the implementation of the corruption risk mitigation measures.		1.3.1) Monitoring and assessment conducted (Points 10) 1.3.1) Not monitored and assessed (Points 0)	1.3.1 Reporting containing monitoring and assessment	10
6.1	6.1.1) Develop and enforce Service delivery Turn-Around-Time (TAT)	**Line Departments**	6.1.1) Select 5 services and develop TAT for these 5 services (Points 5) 6.1.1) Enforce implementation of the TATs (Points 5)	6.1.1 Copy of TAT protocol developed for the 5 services. 6.1.1 Implementation record of TAT for the 5 services.	10

Table 1: Organizational Integrity Plan Framework

3   Corruption Risk Areas

Based on the framework, a total of three corruption risk areas were identified as indicated below:

1. Resource utilization which includes both financial and office properties.
2. Service Delivery
3. Non-sharing of information.

4   Potential Corruption and Associated Risks

Based on the corruption risk areas identified, a total of at least three potential corruption and associated risks are identified under each corruption risk area as indicated in table 2. In total, *nine corruption risks* with three each under each of the corruption risk areas have been identified. Under Resource utilization which includes both financial and office properties, mis-use of government pool vehicles, non-entry of government properties in the Government Inventory Management System (GIMS) and cash handling of revenue are identified as the potential corruption risks. Collusion, accepting bribes and leaking confidential information on resource allocations like base price for auction, floor price for export auctions…etc are identified as potential corruption risks under service delivery.

S/n	Corruption Risk Areas	Risk ID	Potential Corruption Risks
A	Resources (Financial and Office properties)	A(i)	Misuse of Government Pool Vehicles
		A(ii)	Non-entry of government properties in Government Inventory Management System (GIMS)
		A(iii)	Cash Handling of Revenue
B	Service delivery	B(i)	Collusion
		B(ii)	Taking bribes
		B(iii)	Disclosure of confidential information on resource allocations
C	Non-sharing of information	C(i)	Non-sharing of technical reports on forest and wildlife resources
		C(ii)	Non-sharing of information on open auctions of forest resources
		C(iii)	No proper record keeping of seized forest products.

Table 2: Corruption Risk Areas and potential corruption risks

Similarly, under non-sharing of information, non-sharing of technical reports on forest and wildlife resources which are of potential importance to the general public, information on open auctions of forest resources and seized forest products are identified as potential corruption risks. Detailed description of each of these risks is provided in table 3.

Risk ID	Potential Corruption Risks	Description
A(i)	Misuse of Government Pool Vehicles	Use of pool vehicles for personal or any unofficial purposes
A(ii)	Non-entry of government properties in Government Inventory Management System (GIMS)	Non-entry of government properties into GIMS.
A(iii)	Cash Handling	Manual collection of cash/revenue
B(i)	Collusion	Aiding, favoring, and instigating to commit forest offense beyond the provisions of rules and regulations.
B(ii)	Taking bribes	Accepting of offers (in kind or cash) in delivering services
B(iii)	Disclosure of confidential information on resource allocations	Sharing of privileged information like base price, floor price..etc before auctioning of forest resources
C(i)	Non-sharing of technical reports on forest and wildlife resources	Denying access to technical report on forest and wildlife resources
C(ii)	Non-sharing of information on open auctions of forest resources	Non-sharing of forest resources auction notification on social and official media for wider circulation
C(iii)	Lack of proper record keeping on seized forest products	No proper records keeping on seized forest products and its disposal

Table 3: Description of potential corruption risks

5   Service delivery and Turn-Around-Time (TAT)

A total of five most frequently availed online services have been identified for which Turnaround Time (TAT) has been fixed and shall be accordingly enforced as part of the implementation of this plan. These services are available through

two online platforms viz. Online Forestry Services (OFS) and Government to Citizen (G2C) services portal. Issuance of forestry clearances, fishing permit and permit for Non-Wood Forest Products (NWFP) collection are availed through OFS while approval for allotment of timber for new constructions, firewood, flag poles and fencing poles are availed through G2C portal. The five services identified and corresponding Turn Around Time (TAT) fixed is as detailed in table 3.

Risk ID	Services	Office	Turn around Time (TAT)
D(i)	Issuance of Forestry Clearances	Range office/FMU office	10 Working days upon receipt of application with complete set of document from the applicant
		Division/Park office	5 working days on receipt of application with complete set of document from the Range office/FMU office
		Functional Division/ Directorate	5 working days on receipt of application with complete set of document from the Division/Park Office
		Technical Advisory Committee (TAC)	5 Working days upon receipt of the decision of the TAC.
	Issuance of Fishing permit	Department/Division/Park /Range office	5 working days on receipt of application with complete set of document
	Issuance of NWFP Collection permit	Range office/FMU Office	10 Working days upon receipt of application with complete set of document from the applicant
		Division/Park office	5 working days on receipt of application with complete set of documents from FMU/Range office
		Functional Division/Directorate	5 working days on receipt of application with complete set of document from Division/Park Office
	Approval for allotment of	Division/Park office (Approval/Rejection)	5 working days on receipt of application with

		complete set of document from the Gewog Administration
RHBT for new construction	Range office (Marking)	10 working days from the date of scheduled marking date mutually agreed by the applicant and the Range office.
Approval for allotment of firewood, flag poles and fencing poles	Division/Park office (Approval/Rejection)	5 working days on receipt of application with complete set of document from the Gewog Administration
	Range office (Marking)	10 working days from the date of scheduled marking date mutually agreed by the applicant and the Range office.

Table 4: Service delivery and Turnaround Time (TAT)

It is to be noted that the Turnaround Time for each of these services is fixed based on the actual number of working days required in processing the applications upon receipt of a complete set of documents from the applicants under different official jurisdictions. The Turnaround time shall be measured only from the day of receipt of the complete set of documents. Any days lost in completing the submission of required documents by the applicant shall not be counted within the TAT.

6   Mitigation measures

Based on the potential corruption risks identified as illustrated under table 2, mitigation measures for each of these corruption risks has been prepared for implementation as indicated in table 5. The mitigation measures thus identified are not only pragmatic in its implementation but also quantifiable wherever needed.

Risk ID	Potential Corruption Risks	Mitigation measures
A. Resources (Financial and Office properties)		
A(i)	Misuse of Government Pool Vehicles	1. Maintenance of vehicle log book with monthly verification by the supervisor. 2. Movement order has to be issued for any movements.

		3. Vehicle has to be driven by an assigned driver. In case of official leave of absence of driver, an approval from the immediate Supervisor to drive the car in the absence of driver is required. 4. The officer on tour and using the car must countersign the fuel receipts.
A(ii)	Non-entry of government properties in Government Inventory Management System (GIMS)	1. Enter all government properties into GIMS after procurement or in kind receipt from other agencies. 2. For receipt of properties in kind from other agencies, it will be countersigned by the supervisor and the concerned focal. 3. For new purchases, all bill payments to be done after stock entered and duly verified in the GIMS.
A(iii)	Cash handling	1. The revenue collected by the assigned official must be jointly signed by the incharge and the assigned official on a daily basis. 2. The revenue collected must be deposited in the government revenue account by the next working day. In case of areas without banking services in the locality, depending on the amount collected, a convenient deposit schedule may be agreed upon based on approval by the Chief Forestry Officer. 3. Incorporation of revised fees (marking fee, service fee, import/export fees, registration

		fee and permit fees) in Online Forestry Service portal (OFS).
B. Service Delivery		
B(i)	Collusion	1. Provide corruption risks management training and awareness. ACC to provide training or awareness material.
B(ii)	Taking bribes	1. Awareness and advocacy 2. Maintenance of gift register in all offices
B(iii)	Disclosure of confidential information on resource allocations	1. Advocacy and awareness to the staff on information sharing 2. Develop Standard Operating Procedure (SOP) for auctioning of forest resources
C. Non-sharing of information		
C(i)	Non-sharing of technical reports on forest and wildlife resources	Ensure all technical reports are uploaded and should be available on the Departmental website.
C(ii)	Non-sharing of information on open auctions of forest resources	All open auction notifications to be shared through social and official media wherever necessary.
C(iii)	Lack of proper record keeping on seized forest products	Maintain proper record keeping as per the seizure list of FNCRR, 2023 and Maintain proper handing taking note

Table 5: Mitigation measures for identified Potential Corruption Risks

7   Monitoring and Assessment

Based on the mitigation measures identified for each corruption risk, monitoring and verification methods for effective implementation of the mitigation measures are prepared as illustrated in table 6.

Risk ID	Mitigation measures	Monitoring and verification
A(i)	1. Maintenance of vehicle log book with monthly verification by the supervisor.	1. Vehicle Log book maintained 2. Fuel book and receipts 3. Movement orders

	2. Movement order has to be issued for any movements. 3. Vehicle has to be driven by an assigned driver. Incase of official leave of absence, an approval from the immediate Supervisor to drive the car in the absence of the diver is required. 4. The officer on tour and using the car must countersign the fuel receipt.	
A(ii)	1. Enter all government properties into GIMS after procurement or in kind receipt from other agencies. 2. For receipt of properties in kind from other agencies, it will be countersigned by the supervisor and the concerned focal. 3. For new purchases, all bill payments to be done after stock entered and duly verified in the GIMS.	1. Record of GIMS 2. Stock Register
A(iii)	1. The revenue collected by the assigned official must be jointly signed by the incharge and the assigned official on a daily basis. 2. The revenue collected must be deposited in the government revenue account by the next working day. In case of areas without banking services in the locality, depending on the amount collected, a convenient deposit schedule may be agreed upon based on approval by the Chief Forestry Officer.	1. Record of duly verified daily revenue received. 2. Revenue Deposit receipts
B(i)	Provide corruption risks management training and awareness. ACC to provide training or awareness material.	1. Report on corruption risk management training and awareness
B(ii)	1. Awareness and advocacy 2. Maintenance of gift register in all offices	1. Gift register maintained 2. Awareness and advocacy reports

B(iii)	1. Advocacy and awareness to the staff on information sharing 2. Develop SOP for resource allocation through auctions	1. Report on advocacy and awareness conducted 2. SOP for forest resources auctions
C(i)	All technical reports to be uploaded and should be available in the Department website	Availability of reports in the Departmental website
C(ii)	All open auction notifications to be shared through social and official media wherever necessary	Evidence of notification shared.
C(iii)	Maintain proper record keeping as per the seizure list of FNCRR 2023 and Maintain proper handing taking note	1. Seizure List 2. Handing Taking Note
D(i)	Service delivery standard/protocol with Turn Around Time (TAT) developed	Service Evaluation Tool (SET) report generated by Royal Civil Service Commission (RCSC).

Table 6: Monitoring and verification

Annexure : Service delivery protocol with Turn Around Time
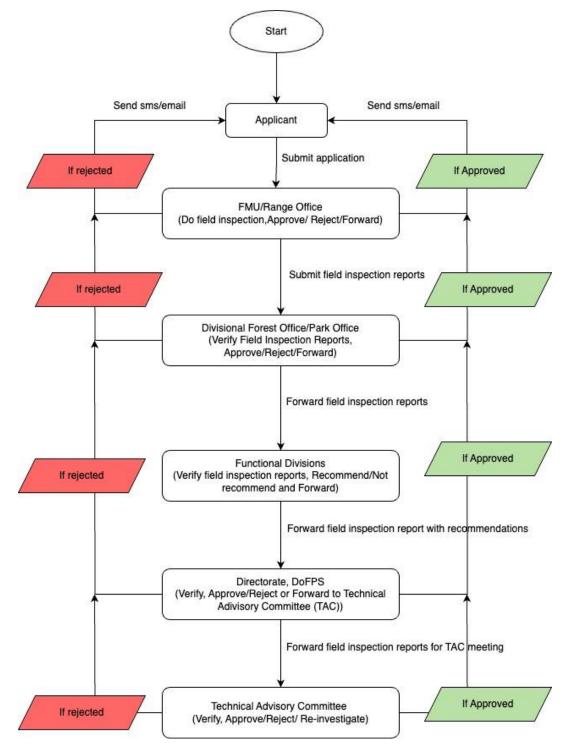
1. Process Flow for Forestry Clearance

Figure 2: Process flow for issuance of Forestry Clearance

Services	Office	Activities	Turn around Time (TAT)
Issuance of Forestry Clearances	Range office/FMU office	Carry out field inspections, Approve/Reject or Forward to Divisional Forest Office/Park Head office if: 1. the area is more than 3 acres 2. the road/transmission length is more than 3 km	10 Working days upon receipt of application with complete set of document from the applicant
	Division/Park Head office	Verify Field Inspections Report, Approve, Reject or Forward to DoFPS,HO (Functional Divisions/Directorate) if: 1. the area is more than 7 acres 2. if the road/transmission length is more than 7km	5 working days on receipt of application with complete set of document from the Range office/FMU office
	Department HO (Functional Divisions and the Directorate)	Verify Field Inspections Report, Recommend, Approve/Reject or forward to TAC.	5 working days on receipt of application with complete set of document from the field offices
	Technical Advisory Committee	Verify – Approve/ Reject or Re-Investigate	5 working days on receipt of TAC decision

Table 7: Service delivery TAT for allotment of timber for Issuance of forestry clearance
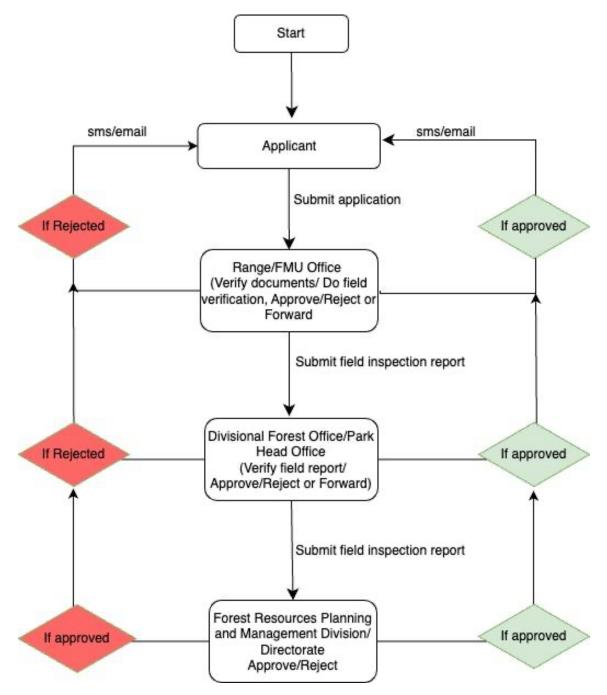
2. Process flow for NWFP collection permit

Figure 3: Process flow for NWFP Collection permit

Services	Office	Activities	Turn around Time (TAT)
Issuance of NWFP collection permit	Range office/FMU office	Verify documents, do resource assessment/inspections, approve/reject or forward	10 working days on receipt of complete set of documents from the applicant
	Divisional Forest Office/Park Head office	Verify field inspection reports, approve/ reject or forward	5 working days on receipt of complete set of documents from the Range/FMU Office
	Forest Resources Planning and Management Division/ Directorate	Verify field inspection reports, approve/ reject	5 working days on receipt of complete set of documents from the Division/Park Office

Table 8: Service delivery TAT for NWFP collection permit
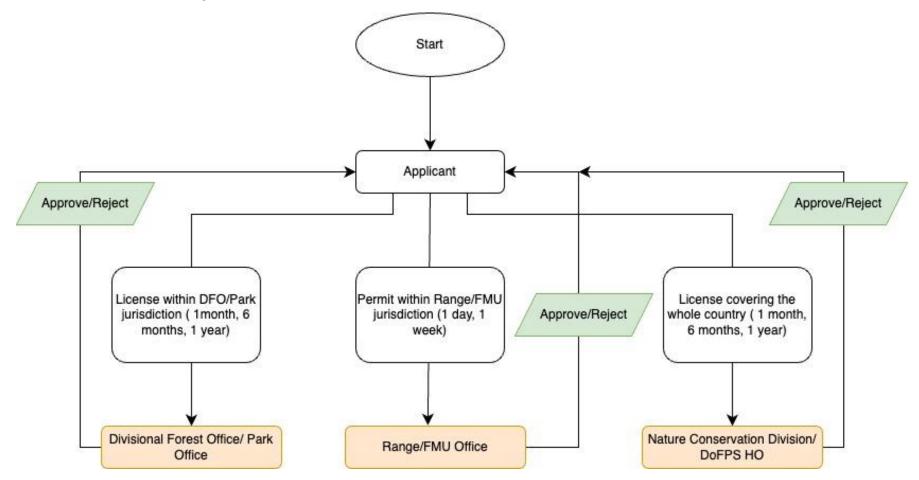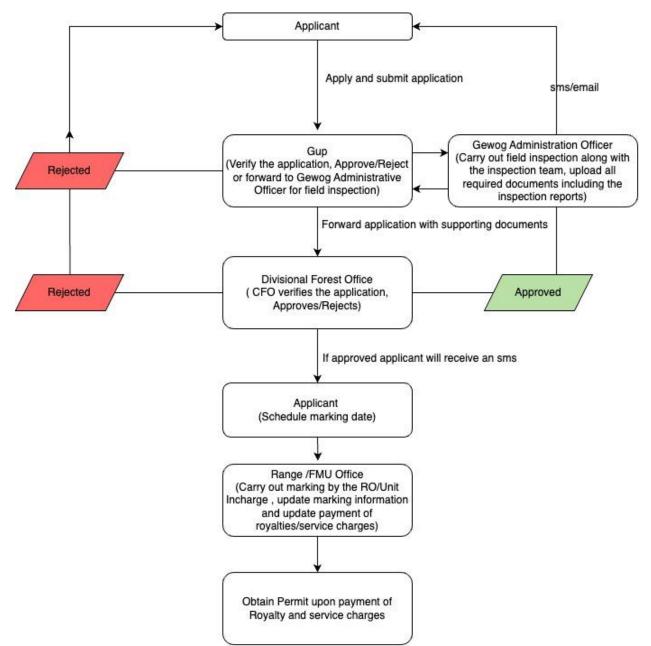
3. Process flow for Fishing permit

Figure 4: Process flow of issuance of fishing permit

Services	Office	Activities	Turn around Time (TAT)
Issuance of Fishing permit	Range office/FMU office	Verification of the documents, Approval/ Rejection	5 working days on receipt of complete set of documents from the applicant
	Division Forest Office/Park Head office	Verification of the documents, Approval/ Rejection	5 working days on receipt of complete set of documents from the applicant
	Nature Conservation Division/ DoFPS HO	Verification of the documents, Approval/ Rejection	5 working days on receipt of complete set of documents from the applicant

Table 9: Service delivery TAT for issuance of fishing permit

4. Process flow for allotment of Rural House Building Timber for new constructions

Figure 5: Process flow for allotment of Rural House building timber for new construction

Services	Office	Activities	Turn around Time (TAT)
Approval for allotment of RHBT for new construction	Divisional Forest Office/Park Head office (Approval/Rejection)	Verify the application, approve/reject	5 working days on receipt of application with complete set of document from

		the Gewog Administration
Range office /FMU Office (Marking)	Schedule marking dates and carry out marking	10 working days from the date of scheduled marking date mutually agreed by the applicant and the Range office/FMU Office.

Table 10: Service delivery TAT for allotment of rural house building timber for new construction

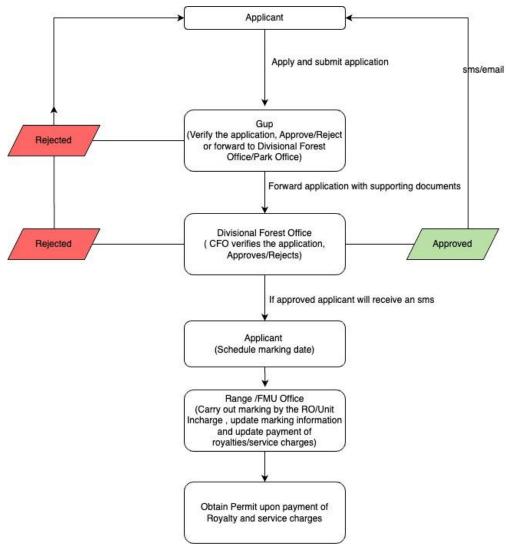5. **Process flow for allotment of Firewood, Flag poles and Fencing posts.**

Figure 6: Process flow for allotment of firewood, flag poles and fencing post

Services	Office	Activities	Turn around Time (TAT)
Approval for allotment of firewood, flagpoles and fencing posts	Divisional Forest Office/Park Head office (Approval/Rejection)	Verify the application, approve/reject	5 working days on receipt of application with complete set of document from the Gewog Administration
	Range office/FMU Office (Marking)	Schedule marking dates and carry out marking	10 working days from the date of scheduled marking date mutually agreed by the applicant and the Range office/FMU Office.

9Table 11: Service delivery TAT for allotment of flag poles, fencing posts and firewood