



PERFORMANCE AGREEMENT

Between

The Prime Minister

and

Minister, Ministry of Information and Communications

(July 1, 2014 - June 30, 2015)

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Preamble

The Performance Agreement is entered into between the Prime Minister and the Minister, Ministry of Information and Communications.

The objectives of this Performance Agreement are:

- a) To establish clarity and consensus about annual priorities for the Ministry consistent with the 11th Five Year Plan and other priorities of the Government;
- b) To make the Ministry fully responsible for driving implementation and delivering the results against the annual priorities; and
- c) To provide an objective and fair basis for evaluating the Ministry's overall performance at the end of year.

The Performance Agreement represents an important accountability mechanism for inculcating a performance based culture at all levels of government.

THEREFORE, the parties hereto agree as follows:

Section 1: Ministry's Vision, Mission and Objectives

Vision

Connecting the unconnected and establishing a harmonious knowledge-based society.

Mission

Promoting the development of reliable and sustainable information, communications and transport networks and systems and facilitating the provision of affordable and easier access to associated services, particularly to meet the basic social needs and help improve living standards of people in rural and far-flung communities of Bhutan, for the ultimate purpose of making a meaningful contribution to Gross National Happiness.

Objectives

The following are the objectives of the Ministry:

1. To increase safe, reliable and affordable surface and air transport;
2. To enhance access to sustainable, green and inclusive public transport;
3. To improve access to reliable and affordable ICT and media services;
4. To improve effective and efficient public service delivery; and
5. To keep alive culture and tradition through ICT and media.

Section 2: Key objectives, priorities , actions , success indicators and target

Column 1	Column 2	Column 3	Column 4		Column 5	Column 6				
Objective	Weight of Objective (%)	Actions	Success Indicator	Unit	Weight of Success Indicator (%)	Target / Criteria Value				
						Excellent	Very Good	Good	Fair	Poor
						100%	90%	80%	70%	60%
1. To increase safe, reliable and affordable surface/air transport	20	Reduce lack of effective implementation (LEI) percentage to ICAO acceptable level	LEI % reduced to ICAO acceptable level	%	6	60%	61%	62%	63%	63.5
		Increase passengers handled by PIA	Passengers handled by PIA increased	Nos.	4	2,20,000	210000	200000	190000	180000
		Increase passengers using the domestic sector	Passengers using domestic sector increased	Nos.	4	2500	2300	2000	1500	1044
		Reduce annual crashes and road fatalities	Road crash fatalities reduced per 10,000 vehicles	Nos.	3	12	13	14	15	17
			Number of road crashes reduced	Nos.	3	1300	1340	1360	1374	>1374
2. To enhance access to sustainable, green and inclusive public transport	10	Introduce additional passenger transport routes	% of motorable roads provided with public transport services to Gewogs	%	3	80	78	75	72	70
		Urban public transport services with facilities for senior citizens, women, children and those with special needs	Number of urban public transport services with facilities for senior citizens, women, children and those with special care incorporated	Nos.	1.5	54	50	46	43	39
		Conduct feasibility studies on alternative modes of transport (railways, ropeway, waterway and electric public transport)	Number of studies conducted on alternative modes of transport introduced	Nos.	3	1				0
		Introduce electric and eco-friendly vehicles	% of EV registered	%	2.5	0.5				0

Column 1	Column 2	Column 3	Column 4		Column 5	Column 6				
Objective	Weight of Objective (%)	Actions	Success Indicator	Unit	Weight of Success Indicator (%)	Target / Criteria Value				
						Excellent	Very Good	Good	Fair	Poor
3. To improve access to reliable & affordable ICT & media services	26	Increase Internet and Broadband Penetration	Increase Internet and Broadband Penetration	%	6	36	35.1 - 35.9	35 - 35.4	35.3 - 34.4	34.3
		Improve reliability of national fiber optic network	Reliability of national fiber optic network improved	%	4	85	84.9 - 80	79.9 - 77	76.9- 75.1	75
		Deploy reliable & secure email system	No. of civil servants covered	Nos.	4	4000-5000	3000-3999	2000-2999	<2000	0
		Increase in access to media and information	% of increase in access to media	%	10	60	59	58	57	56
		Increase population with media & information literacy	% of population media & information literate	%	2	10	8	5	3	0
4. To improve effective and efficient public service delivery	20	Improve public service delivery	Turn Around Time (TAT) reduced	%	4	40	37	33	30	<27
		Increase delivery of e-services	No. of e-services	Nos.	4	75	69	63	59	54
		Increase delivery of m-services	No. of m-services	Nos.	3	8	7	3	4	3
		Improve ICT service delivery in Ministries/ Agencies	Establish ICT services in Ministries, Agencies and Dzongkhags	Nos.	4	20	18	16	14	10
		Establishment of CCs	No. of CCs Established	Nos.	5	195	193	190	187	185
5. To keep alive culture and tradition through ICT and media.	9	Increase in creative media services and products	No. of increase in creative media services and products (increase in number of original creation registered)	Nos.	3	45	43	41	39	37
		Increase creative media enterprises	No. of creative media enterprise licensed		3	170	168	165	163	160
		Increase films with culture and contemporary content	No. of increase in films with cultural contemporary content		3	205	203	200	198	195

Column 1	Column 2	Column 3	Column 4		Column 5	Column 6				
Objective	Weight of Objective (%)	Actions	Success Indicator	Unit	Weight of Success Indicator (%)	Target / Criteria Value				
						Excellent	Very Good	Good	Fair	Poor
Mandatory Objectives										
1. To enhance efficiency and effectiveness in delivery of public	5	Improve public service delivery	Turn Around Time (TAT)	%	5	75	70	65	60	<60
2. To improve ease of doing business	5	Implement ‘getting electricity’ indicator of Ease of Doing Business	Action plan implementation status	%	5	100	90	80	70	<70
3. To implement National Integrity and Anti-Corruption Strategy	5	Implement national integrity and Anti-Corruption strategy	Amount of irregularities reported in annual audit report by RAA	Million Nu	3	0.0	20.00	50.00	80.00	≥ 114.23
			Complaints to ACC against MoIC	Nos	2	0	1	3	4	≥ 5

Section 3: Trend values of the success indicators

Column 1 Objective	Column 2 Actions	Column 3 Success Indicators	Column 4 Unit	Column 5					
				Actual for FY 12/13	Actual for FY 13/14	Target for FY 14/15	Projected for FY 15/16	Projected for FY 16/17	Projected for FY 17/18
1. To increase safe, reliable and affordable surface/air transport	Reduce lack of effective implementation (LEI) percentage to ICAO acceptable level	LEI % reduced to ICAO acceptable level	%	63.5%	61.2%	60%	55%	52%	50%
	Increase passengers handled by PIA annually	Passengers handled by PIA increased	No	160,140	180,000	220,000	250,000	275,000	300,000
	Increase passengers using the domestic sector annually	Passengers using domestic sector increased	No.	1044	2000	2500	4500	7500	10000
	Reduce annual road fatalities	Road crash fatalities reduced per 10,000	No.	17	15	14	13	12	< 10
		Number of road crashes reduced	Nos.	1374	1374	1300	1100	954	687
2. To enhance access to Sustainable, Green and Inclusive public transport	Introduce additional passenger transport routes	% of motorable roads provided with public transport services	%	70	70	80	85	90	100
	Urban public transport services with facilities for senior citizens, women, children & those with special needs	Number of urban Public transport services with facilities for senior citizens, women, children and those with special care incorporated	Nos.		39	54	54	54	54
	Conduct feasibility studies on alternative modes of transport (railways, ropeway, waterway and electric public transport)	Number of studies conducted on alternative modes of transport introduced	Nos.	NA		1			2
	Introduce electric and eco-friendly vehicles	% of EV registered	%	0	0	0.5			

Column 1	Column 2	Column 3	Column 4	Column 5					
				Actual for FY 12/13	Actual for FY 13/14	Target for FY 14/15	Projected for FY 15/16	Projected for FY 16/17	Projected for FY 17/18
3. To improve access to reliable and affordable ICT & media services	Increase Internet and Broadband Penetration	Increased Internet and Broadband Penetration	%	18.5	34.3	36	38	40	42
	Improve reliability of national fiber optic network	Reliability of national fiber optic network improved	%	75	80	85	98	98	99
	Deploy reliable & secure email system	No. of civil servants covered	Nos.	0	0	5000	5000	5000	5000
	Increase in access to information & media	% of increase in access to media	%	55	57	60	65	70	75
	Increase population with media & information literate	%of population media & information literate	%	0	5	10	20	30	40
4. To improve effective and efficient public service delivery	Improve public service delivery	Turn Around Time (TAT) reduced	%	0	27	40	45	51	70
	Increase delivery of e-services	No. of e-services	Nos.	49	54	75	85	95	>100
	Increase delivery of m-services	No. of m-services	Nos.	3	3	8	11	16	>20
	Improve ICT service delivery in the Ministries/ agencies	Establish ICT services in Ministries, Agencies and Dzongkhags	Nos.		10	20	30	45	56
	Establishment of CCs	No. of CCs Established	Nos.	100	185	195	200	205	205
5. To keep alive culture and tradition through ICT and media.	Increase in creative media services and products	No. of increase in creative media services and products (increase in number of original creation registered)	Nos.	37	40	45	50	55	62
	Increase creative media enterprise	No. of creative media enterprise licensed	Nos.	160	165	170	180	190	200
	Increase films with culture and contemporary content	No. of increase in films with culture and contemporary content	Nos.	195	200	205	210	215	220

Column 1	Column 2	Column 3	Column 4	Column 5					
Objective	Actions	Success Indicators	Unit	Actual for FY 12/13	Actual for FY 13/14	Target for FY 14/15	Projected for FY 15/16	Projected for FY 16/17	Projected for FY 17/18
Mandatory Objectives									
1. To enhance efficiency and effectiveness in delivery of public	Improve public service delivery	Turn Around Time (TAT)	%	NA	NA	75	75	75	75
2. To improve ease of doing business	Implement ‘getting electricity’ indicator of Ease of Doing Business	Action plan implementation status	%	NA	NA	100	100	100	100
3. To implement National Integrity and Anti-Corruption Strategy	Implement national integrity and Anti-Corruption strategy	Amount of irregularities reported in annual audit report by RAA	Million Nu	114.23	-	0	0	0	0
		Complaints to ACC against MoIC	Nos	NA	5	0	0	0	0

Section 4: Description, definition and measurement of success indicators

SI. No.	Success Indicator	Description	Definition	Measurement	General Comments
1	Number of urban Public transport services with facilities for senior citizens, women, children and those with special care incorporated	Urban transport with facilities for senior citizens, women, children and those with special needs		Through physical monitoring	<p>Facilities are provided by Bhutan Post and other private bus operators</p> <p>Achievement of this target will depend on initiatives of bus operators and funding support by government</p>
2	Percentage of EVs registered	Registration of Battery/Electricity operated Taxis		Vehicle Registration records	Will depend on success of the EVs tested on pilot basis
3	Increased Internet and Broadband Penetration	No. of fixed and mobile internet subscribers taken as a percentage of the population	Internet users per 100 inhabitant	Annually	Ministry does not have a direct role. It could create the enabling environment to increase demand and supply of internet
4	Establish ICT services in Ministries, Agencies and Dzongkhags	To adopt common structure in all Ministries and Agencies to deliver ICT services	To establish standard ICT structure	Annually	<p>The achievement of the target is dependent on coordination/support received from the ministries/ agencies. Currently no fund available and this will delay delivery of ICT services which is the main objective of the initiative.</p> <p>Specific support required:</p> <ul style="list-style-type: none"> a. RCSC: Approve the HR requirements projected for ministries, agencies and Dzongkhags in the coming years. Support is also needed for approval of competency based training programs (short term & long term), for ICT professionals. b. GNHC & MoF: Fund various activities under this initiative.
5	Increase films with culture content			Total number of films produced in a year and certified by BICMA	Establish Film Commission to professionalize film makers in the country.

Section 5: Specific performance requirements from other ministries/agencies.

Organization Type	Organization Name	Relevant Success Indicator	What is your requirement from this organization	Justification for this requirement	Please quantify your requirement from this Organization	What happens if your requirement is not met
Government	-Cabinet -Cabinet/RCSC/MoF	Lack of effective Implementation (LEI) % to be reduced to ICAO acceptable level (50%)	-Approval for separation of regulatory and service provider. -Approval to recruit regional experts for USD 1500 pm did not attract any experts. Higher remuneration required. -Capacity building to have at-least 4 certified airworthiness & 1 flight safety inspector. - Other mandatory training	ICAO requirement	Immediately	The safety target will not be achieved.
Government	-Cabinet - NLC -MoA - MoF -Airline	No. of passenger handled by PIA and Domestic Airport.	- Relocate AFE -Register of additional land at Paro - Register land at Yongphula - Handover the land at Bumthang to DCA at the earliest possible - Timely availability/release of budget for infrastructure works - Marketing by airline	Need land for airport expansion.	Immediately	The target will not be achieved.
Ministry/ Private	Ministry of Works and Human Settlement Private operators	% of motorable roads provided with public transport services	MoWHS should construct roads suitable for passenger buses Depend on interest of private operators	Without properly constructed roads, RSTA cannot approve passenger transport service routes.	Length of properly constructed and maintained roads	Enhancing rural accessibility target will not be met.

Organization Type	Organization Name	Relevant Success Indicator	What is your requirement from this organization	Justification for this requirement	Please quantify your requirement from this Organization	What happens if your requirement is not met
Ministry	MoHCA (Royal Bhutan Police)	Number of road crashes reduced	Enforcement of Regulations and Traffic Rules by Traffic police	Enforcement of traffic rules & control speeding, overloading etc	Number of offences and offenders must be reduced	Target of reducing fatalities and crashes will not be met
	MoLHR		Approval for driving training institutes, curriculum development and monitoring	MoLHR is responsible for licensing of driving training institutes &, curriculum	Number of quality training institutes established to train the drivers	
	MoWHS		Road Conditions should be improved with provision of safety guards, realignment, cutting of blind curves, proper signs, maintenance	Road conditions is one of the major factors responsible for increasing road crashes		
	MoF		Budget for Road Safety awareness and procurement of equipment and vehicles		Length of guard rails provided, blind corners cut, signs installed etc	
Corporation	BPC	Reliability of the national fiber optic network improved through deployment of NMS	Lay ADSS Fibers in Gewogs and continuously maintain uptime for the fiber (85%).	Responsible for the O&M of fiber and uptime.		Target may not be achieved.
Private and Government Corporation, Autonomous agencies	ISPs & BICMA	Increased % of Internet & Broadband Penetration	Expand their reach to Rural Areas, Provide broadband access at a cheaper rate. BICMA to regulate pricing.	ISPs are providers of such services. BICMA is the regulatory body for the ICT industry.		Target may not be achieved

Organization Type	Organization Name	Relevant Success Indicator	What is your requirement from this organization	Justification for this requirement	Please quantify your requirement from this Organization	What happens if your requirement is not met
Ministry/ Autonomous agencies/ Dzongkhags/ NA/NC, Judiciary	MoF and GNHC. All government agencies, including NA, NC	Deploy reliable & secure email system	Need funding for deployment and licensing fees annually		The budget to be guaranteed by MoF/ GNHC	
			The agencies need to identify users, considering the limited number of licenses. Need to provide technical details (ICT) & infrastructure from each agency. The agency focal person needs to provide continuous support during operation. As approved by Govt, 12 additional ICT professionals for the deployment is vital	The licenses are limited and needs to be provided to key officials.	The focal person for each agency will be identified to support and administer their own users	It will impact the distribution of licenses. The deployment may not be possible in those agencies
Ministry/ Autonomous agencies/ Corporation	MoEA (DCSI, Dot, DoI), NPPF, NHDCL, CDB, DAHE, BCSEA, DCRC, DoP, MoAF, Thromde, DoES, MoLHR (DoL, DoE), DRA	Turn Around Time (TAT) reduced	Respective agencies to champion and take full ownership of the system identification and implementation	Without ownership from agencies, implementation of services is impossible	Throughout the FY	The services will not be delivered as per SDS. Increase in number of complaints and grievances from citizens. No improvement in service delivery processes
Ministry/ Autonomous agencies/ Government Corporations/ Private Sector	MoH, MoAF, MoHCA, RMA, Financial Institutions, Telecom Operators	Delivery of m-services increased	Respective agencies to champion and take full ownership of the system identification and implementation Policy enablers such as e/m payment	Without ownership from agencies, implementation of services is impossible	Need dedicated focal point and process owners for each of the m-services.	Agencies need to start delivering the services through the mobile channel(s) and promote the m-services to the citizens continuously.

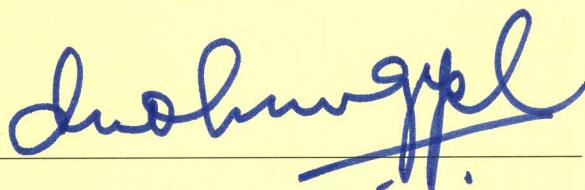
Organization Type	Organization Name	Relevant Success Indicator	What is your requirement from this organization	Justification for this requirement	Please quantify your requirement from this Organization	What happens if your requirement is not met
Corporate CSOs	BBSC	% of increase in access to media	Increase coverage, improve broadcast quality content & allow Infrastructure sharing	To empower citizens through access to information & media to enable informed decision towards good governance	Increase terrestrial broadcast coverage Establish 4 community radios and 1 institutional radio at the institute of language and cultural studies	Target difficult to achieve
	Tarayana, BCMD		Establish community radios and train the community to operate the station			
	Private Media Agencies				One stop shop to license media agencies	Lack of platform for public discourse in decision making for good governance.
	BICMA		Increase circulations, reach and coverage Allocate free spectrum to pilot community radios & ease of licensing procedure (MoEA & BICMA)			
Government	Ministry of Education (MoE)	Increase population with media & information literacy	Introduce Media and Information Literacy in all Schools up to standard X and also introduce Media Studies as an optional subject in standard XI & XII.	In the last With the introduction of media and information literacy in schools, students will be able to critically analyze the media content and at the same time will also be able to participate in producing media content.	A curriculum on media studies as an optional subject for standard XI & XII is being developed and will be implemented in 2015.	Implementation of Media and Information Literacy in schools will be impossible without the support from MoE.

Whereas,

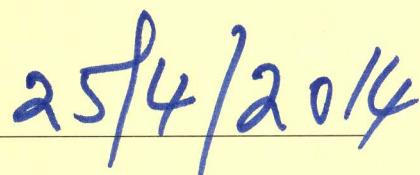
I, the Minister, Ministry of Information and Communications, commit to the Prime Minister, the Government and the people of Bhutan to deliver the results described in this annual performance agreement.

I, the Prime Minister, commit to the Minister, Ministry of Information and Communications, on behalf of the Government and the people of Bhutan, to provide the necessary fund and resources for delivery of the results described in this annual performance agreement.

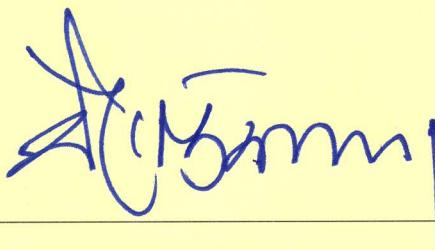
SIGNED:



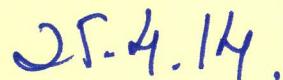
D.N. Dhungyel
Minister, Ministry of Information and Communications



Date



Tshering Tobgay
Prime Minister of Bhutan



Date