



**PERFORMANCE AGREEMENT**  
**BETWEEN**  
**PRIME MINISTER AND MINISTER**  
**Ministry of Information And Communications**

**(July 1, 2020 – June 30, 2021)**

## **Section 1: 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**

- 1) Digital transformation and innovation in the use of ICT and Media
- 2) To improve Public Service Delivery
- 3) Management and operation of Air transport services
- 4) To achieve the accessibility of ICT Services
- 5) To strengthen ICT industry
- 6) To enhance citizen satisfaction of public services
- 7) Transparent,  
accountable &  
integrity  
consciousness  
and culture  
strengthened



## Section 2: Objectives, Success Indicators & Target

Objective	Weight	Action	Success Indicator	Unit	Weight	Excellent [100%]	Very Good [90%]	Good [80%]	Fair [70%]	Poor [60%]
Digital transformation and innovation in the use of ICT and Media	30	Ensure affordability, availability and reliability	Finalize various options and models for Sungjoen App and free WiFi submitted to Cabinet for further directives	Number	3	April 2021	May 2021	June 2021	July 2021	After July 2021
		Adoption of ICT for improved service delivery	Number of single source of truth identified and corresponding Application Programming Interface (API) developed.	Number	8	4	3	2	1	0
		Access to information and media enhanced	Access to information and media-enhanced through South Asia Satellite (Ku-band dish installed in rural households)	Number	10	10000	8000	6000	5000	4000
		Culture and tradition kept alive through creative media	Number of local content on creative media and contemporary arts produced	Number	9	90	89	88	87	86
To improve Public Service Delivery	30	Public Service Delivery enhanced	Percentage of the key public services delivered in compliance to the Service Delivery Standard (1st Jan - 30th June 2021)	Percent	15	95-100 %	>80 %	>75 %	<65	<60
			Percentage of registration certificate and renewal (vehicle and fitness) completed within the due dates. (Jan-June 2021)	Percent	15	95-100%	>85%	>75%	>65%	<60%
Management and operation of Air transport services	20	Airport safety and security enhanced	Enhancement of airport security, safety and infrastructures	Percent	20	100	80	60	50	40
To achieve the accessibility of ICT Services	7	Harness space services for Socio-Economic Development	Percentage progress on the development of Joint Satellite with Indian Space Research Organization (ISRO)	Percent	5	30	25	20	15	10

To achieve the accessibility of ICT Services	7	Harness space services for Socio-Economic Development	Implement multiple strategies to negotiate prices for internet to enable establishment of an additional International Gateway	Number	2	3	2	1	1	0
To strengthen ICT industry	6	Enhance ICT security	Timeline by which the National Cybersecurity Strategy is drafted and consulted with stakeholders	Date	6	June	After June	-	-	-
To enhance citizen satisfaction of public services	5	Provide connectivity to additional schools, health, centres and government offices	Number of government offices and institutes connected by optical fiber	Number	5	500	400	300	250	200
Transparent, accountable & integrity consciousness and culture strengthened	2	Enhance integrity systems by implementing OIP	Integrity score improved	Percent	2	70% and above	60-69	50-59	40-49	39 and below

### Section 3: Trend values of success indicators

Objective	Action	Success Indicator	Unit	Actual Values [FY 2018-19]	Target Values [FY 2019-20]	Projected Values [FY 2020-21]	Projected Values [FY 2021-22]	Projected Values [FY 2022-23]
Digital transformation and innovation in the use of ICT and Media	Ensure affordability, availability and reliability	Finalize various options and models for Sungjoen App and free WiFi submitted to Cabinet for further directives	Number	-	-	April 2021	-	-
	Access to information and media enhanced	Access to information and media-enhanced through South Asia Satellite (Ku-band dish installed in rural households)	Number	-	-	10000	-	-
	Culture and tradition kept alive through creative media	Number of local content on creative media and contemporary arts produced	Number	-	85	90	95	100
	Adoption of ICT for improved service delivery	Number of single source of truth identified and corresponding Application Programming Interface (API) developed.	Number	0	4	4	10	-
To improve Public Service Delivery	Public Service Delivery enhanced	Percentage of the key public services delivered in compliance to the Service Delivery Standard (1st Jan - 30th June 2021)	Percent	NA	NA	95-100 %	NA	NA

To improve Public Service Delivery	Public Service Delivery enhanced	Percentage of registration certificate and renewal (vehicle and fitness) completed within the due dates. (Jan-June 2021)	Percent	-	-	95-100%	-	-
Management and operation of Air transport services	Airport safety and security enhanced	Enhancement of airport security, safety and infrastructures	Percent	40	50	60	80	100
To achieve the accessibility of ICT Services	Harness space services for Socio-Economic Development	Percentage progress on the development of Joint Satellite with Indian Space Research Organization (ISRO)	Percent	-	5	30	80	100
		Implement multiple strategies to negotiate prices for internet to enable establishment of an additional International Gateway	Number	-	-	3	-	-
To strengthen ICT industry	Enhance ICT security	Timeline by which the National Cybersecurity Strategy is drafted and consulted with stakeholders	Date	-	-	June	-	-
To enhance citizen satisfaction of public services	Provide connectivity to additional schools, health, centres and government offices	Number of government offices and institutes connected by optical fiber	Number	-	240	500	1494	1558

Transparent, accountable & integrity consciousness and culture strengthened	Enhance integrity systems by implementing OIP	Integrity score improved	Percent	7.95	50% of OIP implemented	70% of OIP implemented	90% of OIP implemented	8.5
---	---	--------------------------	---------	------	------------------------	------------------------	------------------------	-----



#### Section 4: Definition of Success Indicators

Success Indicator	Description	Data Collection Methodology	Data Collection Frequency	Data Source
Access to information and media-enhanced through South Asia Satellite (Ku-band dish installed in rural households)	This SI will measure that the access to information and media services is enhanced through Ku-band (SAS) dishes connecting rural households. MoIC will first develop an implementation plan in consultation with relevant agencies such as BICMA, and DLG. Subsequently, Ku-band permit holders will be licensed to import and distribute Ku-band equipments in the country. To ensure connectivity the MoIC and BICMA will facilitate and monitor their progress.	Data to be collected from Tshogpas through DLG in collaboration with BICMA.	Annually	DLG/BICMA
Number of local content on creative media and contemporary arts produced	This SI will measure the number of programmes produced and promoted on local content on creative media and contemporary arts and it's promoted through online/offline platforms. The production will include animations, nursery rhymes, photo exhibitions and activities related to contemporary arts.	Admin record.	Annually	DoIM, MoIC
Percentage of the key public services delivered in compliance to the Service Delivery Standard (1st Jan - 30th June 2021)	This SI is going to measure the percentage delivery of the key public services in compliance to the SDS for vehicles and driving license expiry within Jan-30th June 2021	Collecting the data from Regional and Base Transport Offices, RSTA	Biannually	Regional and Base Transport Offices, RSTA
Percentage of registration certificate and renewal (vehicle and fitness) completed within the due dates. (Jan-June 2021)	This SI will measure percent of vehicle registration renewal including fitness completed within due date	Collecting the data from Regional and Base Transport Offices, RSTA	Biannually	Regional and Base Transport Offices, RSTA

Number of single source of truth identified and corresponding Application Programming Interface (API) developed.	<p>This indicator will measure the adoption of ICT for effective service delivery in the RGoB by re-using/ sharing common data through the identification of relevant data owners (single source of truth) and development of APIs (Application Programming Interface). For example, DCRC has been identified as the single source of truth (owner) for Citizen data. Similarly, RCSC is the single source of truth for civil service data (owner). Identification of Single source of truth and developing corresponding API(s) is a continuous process. In the current FY2020-21, 4 new APIs has been earmarked to be identified and corresponding APIs developed. They are: 1. Marital Status API- Royal Court of Justice as Single source of truth 2. Medical Practitioners API - Medical Council as the single of truth 3. Intellectual Property Rights (IPR) API - Department of Intellectual property, MoEA as Single source of truth 4. Company registration API - Company registry division, Department of Industry, MoEA as the single source of truth.</p> <p>and developing corresponding API(s) is a continuous process. In the current FY2020-21, 4 new APIs has been earmarked to be identified and corresponding APIs developed. They are: 1. Marital Status API- Royal Court of Justice as Single source of truth 2. Medical Practitioners API - Medical Council as the single of truth 3. Intellectual</p>	Signed agreed ToR	Annually	Minutes of Meeting- Viewing Datahub APIs on the API Manager Store
--	--	-------------------	----------	---

	Property Rights (IPR) API - Department of Intellectual property, MoEA as Single source of truth 4. Company registration API - Company registry division, Department of Industry, MoEA as the single source of truth.			
Finalize various options and models for Sungjoen App and free WiFi submitted to Cabinet for further directives	This SI will measure various options and models developed for Sungjoen App and free WiFi and submitted it to Cabinet for further directives.	From Infra Division	Biannually	DITT, Infra Division
Enhancement of airport security, safety and infrastructures	This SI will measure the percentage completion of major activities which shall enhance security, safety and infrastructures at all airports as per the requirement of national and international regulations. The activities include Procurement of cabin luggage x-ray machine at Ceremonial Lounge gate at PIA amounting to Nu. 4.0M (Weight- 5%), Construction of emergency access road and gate towards runway 15&33 amounting to Nu. 3.422M (Weight-3%), Construction of waiting room (Gazebo) at arrival terminal (PIA) amounting to Nu. 5.00M (Weight-2%), Establishment of emergency operating center at PIA amounting to Nu. 15.63M (Weight-5%) and Establishment of aeronautical surveillance system amounting to Nu. 76.10M (Weight- 5%). Aeronautical surveillance system amounting to Nu. 76.10M (Weight-5%).	Compile progress data from ADD, ANS & ASD divisions.	Annually	ADD, ASD & ANSPD

Percentage progress on the development of Joint Satellite with Indian Space Research Organization (ISRO)	This SI measures the percentage completion of joint satellite development project with ISRO.	Reports from the Joint Working Group	Quarterly	DITT/ISRO
Implement multiple strategies to negotiate prices for internet to enable establishment of an additional International Gateway	<p>This SI measures the number of strategies made to negotiate prices for internet to enable the establishment of an additional International Gateway made. Bhutan proposes to a built an additional International gateway through Bangladesh. Therefore strategies to negotiate prices for establishment of the additional gateway would include the following:</p> <ol style="list-style-type: none"> <li>1. Request for dark fiber on Power Grid Corporation of India Ltd. (PGCIL) and Power Grid Company of Bangladesh (PGCB) infrastructure in the route Gelephu to Kuakata, Bangladesh (landing station for SEA-ME-WE-5) for free.</li> <li>2. If GoI and GoB cannot provide dark fibre, then request for a channel (wavelength/lambda) on the same route. The connectivity should include end-to-end handover at the point of Interconnection between countries.</li> <li>3. Request PGCIL and PGCB to provide IPLC costs as follows: <ol style="list-style-type: none"> <li>a) PGCIL- 0.5USD per Mbps per month from Gelephu to Agartala inclusive of handover/cross-connect cost to Bangladesh. Request PGCIL to apply the same rate on the existing International links from Phuentsholing and Gelephu.</li> <li>b) PGCIL-0.5 USD per Mbps per month or less from Akhaura/Comilla</li> </ol> </li> </ol>	Negotiate with GoI and GoB through MoFA. Strategy planning with ISPs.	Annually	MoFA, Internet Service Providers (ISP) of Bhutan.

	<p>to Kuakata. c) BSCCL- 3 USD per Mbps per month from Kuakata to Singapore</p> <p>Negotiation carried out with Department of Telecom and Embassy of India (Gvoernment of India). Negotiation carried out with Government of Bangladesh with our Embassy in Dhaka. Several follow up letters sent to Government of India and Government of Bangladesh through Ministry of Foreign Affairs.</p> <p>All the above strategies were submitted to the Cabinet for further directives.</p>			
Timeline by which the National Cybersecurity Strategy is drafted and consulted with stakeholders	This SI measures the timeline by which the NCS is drafted and it's consulted with key stakeholders MoF, MoHCA, GNHC, MFA and ISP's.	Through the draft National Cyber Security Strategy document, meeting minutes and list of participants from various key stakeholder agencies including screen shots of virtual meetings.	Annually	DITT/BtCIRT
Number of government offices and institutes connected by optical fiber	This SI measures the number of government offices/institutes connected by optical fiber to government network and DrukREN agencies	Annual Report and Admin Data	Biannually	Infrastructure Division and DoTS, DITT, RUB
Integrity score improved	Integrity score of an agency is an aggregate score achieved for the internal and external integrity components in the NIA. Internal integrity measures the integrity promotion initiatives implemented in the agencies at the individual, systemic and organizational levels to strengthen work, integrity and ethical leadership culture	Survey and field monitoring of OIP implementation through APT/APA	Annually	NIA and APA/APT agencies

whereas the external integrity measures the control of corruption and promotion of transparency and accountability in an organization. The integrity score is measured on a scale of 0 to 10 (0 means highly corrupt and 10 highly transparent). In order to improve the current baseline of 7.95 to 8.5 by the end of 12th FYP, every agency must adopt standard Organizational Integrity Plan (OIP) and implement throughout the Five Year Plan. The OIP is an activity based strategic plan to guide the leaders and agencies with time bound activities to reinforce ethics, integrity and anti-corruption measures in the agencies. For the FY 2020-2021, following six (06) activities are identified as mandatory for all agencies to implement:

1. Enforce administrative sanctions;
2. Strengthen declaration & management of assets;
3. Strengthen declaration & management of conflicts of interest and gift; code of conduct; grievance redress mechanism/whistleblowing avenues; etc.;
4. Strengthen the role or identify integrity focal person;
5. Implement National Internal Control Framework (NICF); and
6. Implement other integrity and anti-corruption recommendations

and/or measures  
to strengthen internal control  
mechanism.  
Each activity carries 100 points and  
this is further distributed into  
specific criteria. During  
the year-end evaluation, an  
aggregate of all the above six  
activities will be taken to  
ascertain the percentage of OIP  
implementation. With regard to  
activity 1) and 6), it shall  
not be counted to determine the  
aggregate if there is no  
administrative complaints and  
recommendations/measures  
respectively. A detailed assessment  
criterion is attached.

## Section 5: Requirements from other Ministries, Agencies & Dzongkhags

Organisation Name	Relevant Success Indicator	Requirement from the Organisation	Justification for the Requirement	Requirement detail	Impact (If Not Met)
BHUTAN INFORMATION COMMUNICATION MEDIA AUTHORITY	Access to information and media-enhanced through South Asia Satellite (Ku-band dish installed in rural households)	BICMA and local governments – i. To facilitate gathering of information and data on households connected/not connected with BBS TV signals. ii. Ku-band Permit holders – to import, distribute, and install TV equipment.	To connect those households without TV connectivity with TV signals through the cable television and South Asia Satellite.	Facilitation and connectivity	SI cannot be achieved
All Dzongkhags	Number of government offices and institutes connected by optical fiber	1. Establish LAN in all identified schools and hospitals by MoE and MoH 2. Support in terminating the Fiber Optic Connection	All the agencies should provide support and cooperate with DITT in terminating fiber optic connection in their campuses. LAN should be operational in all the schools and hospitals to connect them to GovNet/DrukREN.	Making their availability for the consultation, discussions and meetings. Willingness to participate for the process transformation. Taking ownership of the processes.	Target will not be achieved
MINISTRY OF EDUCATION	Number of government offices and institutes connected by optical fiber	1. Establish LAN in all identified schools and hospitals by MoE and MoH 2. Support in terminating the Fiber Optic Connection	All the agencies should provide support and cooperate with DITT in terminating fiber optic connection in their campuses. LAN should be operational in all the schools and hospitals to connect them to GovNet/DrukREN.	Making their availability for the consultation, discussions and meetings. Willingness to participate for the process transformation. Taking ownership of the processes.	Target will not be met



MINISTRY OF HEALTH	Number of government offices and institutes connected by optical fiber	1. Establish LAN in all identified schools and hospitals by MoE and MoH 2. Support in terminating the Fiber Optic Connection	All the agencies should provide support and cooperate with DITT in terminating fiber optic connection in their campuses. LAN should be operational in all the schools and hospitals to connect them to GovNet/DrukREN.	Making their availability for the consultation, discussions and meetings. Willingness to participate for the process transformation. Taking ownership of the processes.	Target will not be met
All Ministeries	Timeline by which the National Cybersecurity Strategy is drafted and consulted with stakeholders	Participation in consultations, endorsement and adoption	As a national strategy, the responsibility lies with everyone who are users of the Internet and therefore would have the best interest of their individual or organisation's security. The implementation and adoption of the strategy would require everyone's participation, feedback and support.	Taskforce Groups from Key Stakeholders for the development of National Cybersecurity Strategy and Identification of Critical Information Infrastructure. Students, teachers, guardians and the general public	The strategy will not be inclusive. Implementation will be hampered.

All Ministeries	Number of single source of truth identified and corresponding Application Programming Interface (API) developed.	Timely submission & review of proposal in identifying Single Source of Data + Support in rolling out APIs	For a seamless exchange of commonly available data among Government IT systems, it is important to identify the data owner as single source of truth. With the identification of agencies as single source of truth, other agencies will not collect same data, thereby avoiding data duplication and resource to up-keep the data. It will ensure data integrity and integrated services.	<ul style="list-style-type: none"> <li>-The database details, SQL query to develop the APIs from data owner.</li> <li>-The agency consuming data has to get consent/approval from the data owner before developing APIs.</li> </ul>	<ul style="list-style-type: none"> <li>- Duplication of same data across multiple agencies.</li> <li>- Multiple ownership over same data.</li> </ul>
BHUTAN CIVIL AVIATION AUTHORITY	Enhancement of airport security, safety and infrastructures	Go ahead clearance for construction activities within the aerodromes especially towards airside based on the fulfillment of the requirement of Annex-14 aerodrome standard.	Unless the clearance from BCAA, no activities within the aerodrome can be initiated	The assessment needs to be undertaken by the BCAA to ensure that the construction activities does not infringe with the operation of aircraft and does not become an obstacle in the future.	Activities cannot be initiated
CABINET SECRETARIAT	Percentage of the key public services delivered in compliance to the Service Delivery Standard (1st Jan - 30th June 2021)	Cabinet to provide human resources and equipment to enable effective public service delivery	To provide all support for motor vehicle-related services in line with the service delivery standard without fail.	Sufficient human resource and counter personnel every day.	An inefficiency in service delivery would cause the authority to receive public complaints indicating the failure to fulfil the mandates of an agency.

CABINET SECRETARIAT	Percentage of registration certificate and renewal (vehicle and fitness) completed within the due dates. (Jan-June 2021)	RBP to assist RSTA in vehicle monitoring and carry out highway inspection	To provide the motor vehicle documents renewal services to the public on time to ensure zero renewal outstanding.	Sufficient human resource and counter personnel every day.	An inefficiency in service delivery would cause the authority to receive public complaints indicating the failure to fulfil the mandates of an agency.
MINISTRY OF HOME & CULTURAL AFFAIRS	Percentage of registration certificate and renewal (vehicle and fitness) completed within the due dates. (Jan-June 2021)	RBP's assistance for vehicle monitoring and carry out highway inspection	To provide the motor vehicle documents renewal services to the public on time to ensure zero renewal outstanding.	Vigorous inspection by RBP	An inefficiency in service delivery would cause the authority to receive public complaints indicating the failure to fulfil the mandates of an agency.
MINISTRY OF FOREIGN AFFAIRS	Implement multiple strategies to negotiate prices for internet to enable establishment of an additional International Gateway	Negotiations on the cost of implementation of additional IIG have to be done with GoI and GoB through MoFA. Strategies to negotiate costs have to be made in consultation with ISPs.	Additional IIG cannot be connected without negotiating with GoI and GoB and without consulting with ISPs.	Since ISPs are the main customers of the international bandwidth and since ISPs have experience in the implementation of IG. Therefore the strategies to negotiate prices for additional IIG has to be made in consultation with ISPs.	The gateway connection will be delayed and SI cannot be achieved.