



**PERFORMANCE AGREEMENT**

**BETWEEN**

**Officiating Secretary and Director**

**BHUTAN CIVIL AVIATION AUTHORITY  
MINISTRY OF INFORMATION & COMMUNICATIONS**

**(July 1, 2018 – June 30, 2019)**

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**Preamble**

The Performance Agreement is entered into between the Officiating Secretary and Director, Bhutan Civil Aviation Authority.

The objectives of this Performance Agreement are:

- a) To establish clarity and consensus about annual priorities for the Bhutan Civil Aviation Authority consistent with the 12th Five Year Plan of the Ministry, and Government's other priorities;
- b) To provide an objective and fair basis for evaluating the overall performance of the Bhutan Civil Aviation Authority at the end of the financial 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: Vision, Mission and Objectives**

### **Vision**

Continue development and regulate aviation regulations in line with the international standards and their enforcement on the aviation industry through regular safety oversight activities.

### **Mission**

Promoting the development of reliable and sustainable 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) To enhance safe, reliable and affordable air Transport and to ensure safety with skilled personnel
- 2) To provide effective and efficient administrative service



## Section 2: Objectives, Success Indicators & Target

Objective	Weight	Action	Success Indicator	Unit	Weight	Excellent [100%]	Very Good [90%]	Good [80%]	Fair [70%]	Poor [60%]
To enhance safe, reliable and affordable air Transport and to ensure safety with skilled personnel	80	Revision/New Air Service Agreement (ASA) and increase air connectivity or Initiated the signing the new air service agreements and fulfilling the requirements from RGoB's side	Number of ASAs prepared for new international routes to be approved by the Cabinet	Number	5	1	0	0	0	0
		Reduce lack of effective implementation (LEI) percentage to ICAO acceptable level	Number of Protocol Questions (PQ) & Audit findings resolved (USAP)	Number	5	10	8	6	4	2
			Addressing the corrective Action Plan for the ICAO, ICVM audit findings	Percent	10	50	40	30	20	10
			Trained Aviation personnel as per the ICAO requirements; Trained one pilot for fixed wing.; Mandatory and recurrent training as per ICAO standards and requirements; Number of Meetings, conference, workshops and seminars as organised by ICAO attended.	Number	10	25	22	20	18	15
			Number of technical Guidance materials, tools and safety critical information to industry personnel developed.	Number	10	10	8	6	4	2
			Approval of validation certificates for flight crew/AMEL and type rating endorsed; Issuance of AOC (Aircraft Operator Certificate), Conducted Pilot License/AME exams; Re-certification of airports; Certification ANSP	Number	10	3	2	1	0	0

To enhance safe, reliable and affordable air Transport and to ensure safety with skilled personnel	80	Reduce lack of effective implementation (LEI) percentage to ICAO acceptable level	Regulatory safety oversight Audit/Surveillance/Inspections of the operators executed.	Number	15	20	18	16	14	12
			Reduce LEI	Percent	10	45	47	48	49	50
		South Asia Regional Initiatives (SARI) Project is harmonised airworthiness regulations for South Asian States based on the EASA standards.	Number of SARI working group meetings and implementation workshop conducted in-country and ex-country	Number	10	4	3	2	1	0
To provide effective and efficient administrative service	5	Provide effective and efficient administrative service	TAT for Adm. services, TAT for ICT, TAT for HR services, TAT for Legal Services and Pool vehicle control and maintenance.	Percent	7	100	80	70	60	50
			Initiate renovation/expansion of Office building; Process by drawing and design, cost estimate, tendering, evaluation and work award	Percent	8	100	90	80	70	60

### Section 3: Trend values of success indicators

Objective	Action	Success Indicator1	Unit	Actual Values [FY 2013-14]	Actual Values [FY 2014-15]	Target Values [FY 2015-16]	Projected Values [FY 2016-17]	Projected Values [FY 2017-18]
To enhance safe, reliable and affordable air Transport and to ensure safety with skilled personnel	Reduce lack of effective implementation (LEI) percentage to ICAO acceptable level	Addressing the corrective Action Plan for the ICAO, ICVM audit findings	Percent	50	-	-	-	-
		Approval of validation certificates for flight crew/AMEL and type rating endorsed; Issuance of AOC (Aircraft Operator Certificate), Conducted Pilot License/AME exams; Re-certification of airports; Certification ANSP	Number	2	3	3	3	3
		Number of Protocol Questions (PQ) & Audit findings resolved (USAP)	Number	10	-	-	-	-
		Number of technical Guidance materials, tools and safety critical information to industry personnel developed.	Number	0	0	0	5	10
		Reduce LEI	Percent	61.2	61.2	57	53	50
		Regulatory safety oversight Audit/Surveillance/Inspections of the operators executed.	Number	10	10	10	10	10



To enhance safe, reliable and affordable air Transport and to ensure safety with skilled personnel	Reduce lack of effective implementation (LEI) percentage to ICAO acceptable level	Trained Aviation personnel as per the ICAO requirements; Trained one pilot for fixed wing.; Mandatory and recurrent training as per ICAO standards and requirements; Number of Meetings, conference, workshops and seminars as organised by ICAO attended.	Number	20	20	20	20	25
	Revision/New Air Service Agreement (ASA) and increase air connectivity or Initiated the signing the new air service agreements and fulfilling the requirements from RGoB's side	Number of ASAs prepared for new international routes to be approved by the Cabinet	Number	13	13	14	15	16
	South Asia Regional Initiatives (SARI) Project is harmonised airworthiness regulations for South Asian States based on the EASA standards.	Number of SARI working group meetings and implementation workshop conducted in-country and ex-country	Number	4	-	-	-	-

To provide effective and efficient administrative service	Provide effective and efficient administrative service	Initiate renovation/expansion of Office building; Process by drawing and design, cost estimate, tendering, evaluation and work award	Percent	0	0	0	0	0
		TAT for Adm. services, TAT for ICT, TAT for HR services, TAT for Legal Services and Pool vehicle control and maintenance.	Percent	0	0	0	0	0

#### Section 4: Definition of Success Indicators

Success Indicator	Description	Data Collection Methodology	Data Collection Frequency	Data Source
TAT for Adm. services, TAT for ICT, TAT for HR services, TAT for Legal Services and Pool vehicle control and maintenance.	Enhance the Administrative services for BCAA	Administrative data from BCAA	Annually	Administrative data from BCAA
Initiate renovation/expansion of Office building; Process by drawing and design, cost estimate, tendering, evaluation and work award	Renovation/expansion of existing BCAA office.	Administrative data from BCAA	Annually	Administrative data from BCAA
Number of ASAs prepared for new international routes to be approved by the Cabinet	Initiating the signing of new Air service Agreements and MoUs between states	Administrative data from BCAA and MoFA	Annually	Administrative data from BCAA and MoFA
Number of SARI working group meetings and implementation workshop conducted in-country and ex-country	SARI working group meetings and implementation workshop conducted in-country and ex-country	Administrative data from BCAA	Annually	Administrative data from BCAA
Reduce LEI	Reduce the LEI rating which indicates safety performance of the BCAA	ICAO-USOAP <a href="http://www.icao.int">www.icao.int</a>	Annually	Audit finding of ICAO available through web base on eight critical elements
Number of Protocol Questions (PQ) & Audit findings resolved (USAP)	Address the ICAO audit findings and protocol questions and enhance the EI	USAP audit data from ICAO	Annually	USAP audit data from ICAO
Addressing the corrective Action Plan for the ICAO, ICVM audit findings	Addressing the ICAO audit findings (ICVM)	Data from ICAO (CMA) , <a href="http://www.icao.int">www.icao.int</a>	Biannually	Data from ICAO (CMA), <a href="http://www.icao.int">www.icao.int</a>

Trained Aviation personnel as per the ICAO requirements; Trained one pilot for fixed wing.; Mandatory and recurrent training as per ICAO standards and requirements; Number of Meetings, conference, workshops and seminars as organised by ICAO attended.	Training of Aviation personnel as per the ICAO requirement	Training record file from BCAA and HR section in MoIC	Annually	Training record file from BCAA and HR section in MoIC
Number of technical Guidance materials, tools and safety critical information to industry personnel developed.	Guidance materials, tools and safety critical information to be developed for the operators	Administrative data from BCAA	Annually	Administrative data from BCAA
Approval of validation certificates for flight crew/AMEL and type rating endorsed; Issuance of AOC (Aircraft Operator Certificate), Conducted Pilot License/AME exams; Re-certification of airports; Certification ANSP	Renewal, approval and issuance of licenses and certification.	Administrative data from BCAA	Annually	Administrative data from BCAA
Regulatory safety oversight Audit/Surveillance/Inspections of the operators executed.	Safety oversight audit and inspection of the operators	Administrative data from BCAA	Annually	Administrative data from BCAA

**Section 5: Requirements from other Departments & Secretariat Divisions**

Organisation Name	Relevant Success Indicator	Requirement from the Organisation	Justification for the Requirement	Requirement detail	Impact (If Not Met)
SECRETARIAT	Number of ASAs prepared for new international routes to be approved by the Cabinet	Liaising with the MoFA	Need MoIC, PPD's input and assistant to process the ASA	Need MoIC, PPD's input and assistant to process the ASA	SI cannot be achieved

Whereas,

I, the Director, Bhutan Civil Aviation Authority, commit to the Officiating Secretary and the Minister, Ministry of Information & Communications to deliver the results described in this Annual Performance Agreement.

I, the Officiating Secretary, commit to the Director, Bhutan Civil Aviation Authority to provide necessary support for the delivery of results described in this Annual Performance Agreement.

SIGNED:

ref n .

27/02/19

I, the Director, Bhutan Civil Aviation Authority, commit to the Officiating Secretary and the Minister, Ministry of Information & Communications to deliver the results described in this Annual Performance Agreement.

Date

I, the Officiating Secretary, commit to the Director, Bhutan Civil Aviation Authority to provide necessary support for the delivery of results described in this Annual Performance Agreement.

Kinley Wangchuk

27/02/19

Kinley Wangchuk  
Director

Date