PERFORMANCE AGREEMENT

BETWEEN

Hon'ble Secretary and Secretariat

MINISTRY OF INFORMATION & COMMUNICATIONS

(July 1, 2017 – June 30, 2018)

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Preamble

The Performance Agreement is entered into between the Hon'ble Secretary and Secretariat.

The objectives of this Performance Agreement are:
   a) To establish clarity and consensus about annual priorities for the Secretariat consistent with the o11th 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 Secretariat 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

To be a Responsive Secretariat that provides prudent services to all the Departments within the Ministry and beyond.

Mission

Providing coherence and substantive secretariat support to matters related to Human Resource, Administration and Finance, Planning and Policy, Coordination, Audit and ICT development to ensure effective and efficient delivery of development plans, programs and services of the Ministry.

Objectives

1) To prepare and coordinate formulation of policies, plans and programs for the Ministry

2) To ensure efficient and prudent financial management services

3) To facilitate, coordinate and implement HR management and development as per the approved plan.

4) To improve the internal control processes and ensure efficient and effective use of resources.

5) To facilitate and support ICT services of the Ministry

6) To effectively and efficiently administer and manage secretariat services of the Ministry

7) To enhance efficiency and effectiveness of public service delivery

8) To implement national integrity and anti-corruption strategy (NIACS)

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 prepare and coordinate formulation of policies, plans and programs for the Ministry	30	Coordinate and Prepare draft 12th FYP plan for the Ministry	Timeframe in which draft 12th FYP is prepared	Date	5.5	12/30/2017	01/07/2018	01/14/2018	01/21/2018	01/28/2018
		Ensure Mid-Year Review for APA 2017-18 for the Minsitry is conducted with 50% progress achievement (average)	% of work progress reported at the Ministry Level	Percent	3	50	45	40	35	30
			% of work progress reported at Department level	Percent	2.5	60	55	50	45	40
		Provide Monitoring and Evaluation Services in coordination with departments for smooth implementation of the plans and programs	% coverage of M&E initiated for all departments	Percent	5	100	90	80	70	60
		Preparation of the state of the Nation report	Number of key achievements reported in the State of the Nation Report	Number	3.5	5	4	3	2	1
		Review and formulate policies and regulations	Number of key policies and regulations reviewed and formulated	Number	3.5	5	4	3	2	1
		Initiate new projects and ideas in support of the 12th FYP activities	Number of new initiatives undertaken	Number	2.5	3	2	1	0	0
			Timeline by which preparation of ProDoc for GEF Project is completed	Date	2	12/31/2017	01/08/2018	01/16/2018	01/24/2018	01/31/2018
		Initiate and conduct Quarterly Committee Meeting (QCM)	Number of key issues resolved	Number	2.5	10	9	8	7	6
To ensure efficient and prudent financial management services	15	Provide finance and accounts services to the departments and Secretariat.	Number of observations of irregularities by internal audit	Number	3	0	4	5	6	7
			Number of issues regarding disbursement of funds and remittances	Number	3.5	0	2	3	4	5
		Prepare annual budget for the Ministry	Timeline in which annual budget for the fiscal year 2018-19 is prepared	Date	2	02/28/2018	03/09/2018	04/10/2018	04/30/2018	05/01/2018
		Ensure efficient and effective management of budgeting process	Time taken to process budget related tasks	Days	2.5	2	3	4	5	6

Objective	Weight	Action	Success Indicator	Unit	Weight	Excellent [100%]	Very Good [90%]	Good [80%]	Fair [70%]	Poor [60%]
		Conduct Mid-Term budget review for 2017-18	% of financial progress/ budget utilized	Percent	4	50	45	40	35	30
To facilitate, coordinate and implement HR management and development as per the approved plan.	20	Take HR actions in accordance with BCSR/Plan	Number of complaints lodged against HRD reduced	Number	6	0	<5	<10	<15	>15
		Facilitate the implementation of PMS	Timeline in which IWP is compiled and submitted to RCSC	Date	6.5	07/01/2017	08/31/2017	09/30/2017	10/31/2017	11/30/2017
		Facilitate HR management and development services	TAT to process HRD tasks	Days	7.5	before 21 days	before 30 days	before 45 days	before 60 days	after 60 days
To improve the internal control processes and ensure efficient and effective use of resources.	10	Conduct Audit in accordance with the plan	% of work plan executed	Percent	4	100	70	60	50	40
		Follow up on internal audit reports and recommendations	% of follow ups report received on audit reports from the Departments	Percent	3.5	100	90	80	70	60
		Formulate annual Internal Audit plan based on risk assessment of departments under the ministry.	Timeline in which Annual Internal Audit Plan is developed	Date	2.5	09/30/2017	10/10/2017	11/15/2017	12/15/2017	01/15/2017
To facilitate and support ICT services of the Ministry	8	Provide all related IT services to the Secretariat and Departments.	Ensure reliable Internet connectivity/applications deployment to improve service delivery	Hours	2	0	1	2	3	4
			Share and implement LAS to all MoIC Departments.	Number	1	100	80	50	30	10
			Percentage of unsolved IT issues/complaints	Percent	2	0	10	15	20	30
			Ministry's Web Page ranking	Status of Work	2	Outstanding	Very good	Good	Fair	Poor
			% of paper usage reduced with the use of online services	Percent	1	35	30	25	15	10
To effectively and efficiently administer and manage secretariat services of the Ministry	12	Monitor and guide AFD staff to effectively carry out administration, property management, preparation of budget, disbursement of fund	Number of issues regarding disbursement of funds and remittances.	Number	2.5	0	2	3	4	5
			Percentage of inventories updated upon procurement of goods	Percent	1.5	100	80	60	40	20
			Time taken to process and supply items to Depts. And individuals	Days	2	10 days	20 days	30 days	40 days	50 days

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Objective	Weight	Action	Success Indicator	Unit	Weight	Excellent [100%]	Very Good [90%]	Good [80%]	Fair [70%]	Poor [60%]
		Manage the general administration of the Ministry	Status of Administrative support extend to Minister, Secretary and Departments	Status of Work	3	Outstanding	Very Good	Good	Fair	Poor
		Ensure procurement of office equipment and furniture and services as per the existing rules and regulations	Number of observations of irregularities by the Internal Audit	Number	3	0	1	2	3	4
To enhance efficiency and effectiveness of public service delivery	2	Provide efficient secretariat services to all the Departments on time	% of issues/complaints resolved through Grievance Committee	Percent	2	100	90	80	70	60
To implement national integrity and anti-corruption strategy (NIACS)	3	Implement NIACS for all the departments	% of NIACS implemented in the Ministry	Percent	3	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 effectively and efficiently administer and manage secretariat services of the Ministry	Ensure procurement of office equipment and furniture and services as per the existing rules and regulations	Number of observations of irregularities by the Internal Audit	Number	NA	NA	NA	NA	0
	Manage the general administration of the Ministry	Status of Administrative support extend to Minister, Secretary and Departments	Status of Work	-	-	-	-	Outstanding
	Monitor and guide AFD staff to effectively carry out administration, property management, preparation of budget, disbursement of fund	Number of issues regarding disbursement of funds and remittances.	Number	0	0	0	0	0
		Percentage of inventories updated upon procurement of goods	Percent	NA	NA	NA	NA	100
		Time taken to process and supply items to Depts. And individuals	Days	20 days	20 days	20 days	20 days	10 days
To enhance efficiency and effectiveness of public service delivery	Provide efficient secretariat services to all the Departments on time	% of issues/complaints resolved through Grievance Committee	Percent	NA	NA	NA	NA	100
To ensure efficient and prudent financial management services	Conduct Mid-Term budget review for 2017-18	% of financial progress/ budget utilized	Percent					
	Ensure efficient and effective management of budgeting process	Time taken to process budget related tasks	Days					
	Prepare annual budget for the Ministry	Timeline in which annual budget for the fiscal year 2018-19 is prepared	Date					

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]
	Provide finance and accounts services to the departments and Secretariat.	Number of issues regarding disbursement of funds and remittances	Number	0	0	0	0	0
		Number of observations of irregularities by internal audit	Number	0	0	0	0	0
To facilitate and support ICT services of the Ministry	Provide all related IT services to the Secretariat and Departments.	% of paper usage reduced with the use of online services	Percent	15	20	25	30	35
		Ensure reliable Internet connectivity/applications deployment to improve service delivery	Hours	2	1	0	0	0
		Ministry's Web Page ranking	Status of Work	good	good	good	outstanding	outstanding
		Percentage of unsolved IT issues/complaints	Percent	0	0	0	0	0
		Share and implement LAS to all MoIC Departments.	Number	0	0	70	80	100
To facilitate, coordinate and implement HR management and development as per the approved plan.	Facilitate HR management and development services	TAT to process HRD tasks	Days					
	Facilitate the implementation of PMS	Timeline in which IWP is compiled and submitted to RCSC	Date					
	Take HR actions in accordance with BCSR/Plan	Number of complaints lodged against HRD reduced	Number	0	0	0	0	0
To implement national integrity and anti-corruption strategy (NIACS)	Implement NIACS for all the departments	% of NIACS implemented in the Ministry	Percent	NA	NA	100	100	100
To improve the internal control processes and ensure efficient and	Conduct Audit in accordance with the plan	% of work plan executed	Percent	100	100	100	100	100

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]
effective use of resources.	Follow up on internal audit reports and recommendations	% of follow ups report received on audit reports from the Departments	Percent	100	100	100	100	100
	Formulate annual Internal Audit plan based on risk assessment of departments under the ministry.	Timeline in which Annual Internal Audit Plan is developed	Date	-	08/01/2014	08/01/2015	08/01/2016	09/30/2017
To prepare and coordinate formulation of policies, plans and programs for the Ministry	Coordinate and Prepare draft 12th FYP plan for the Ministry	Timeframe in which draft 12th FYP is prepared	Date					12/30/2017
	Ensure Mid-Year Review for APA 2017-18 for the Minsitry is conducted with 50% progress achievement (average)	% of work progress reported at Department level	Percent	35	50	45	57	60
		% of work progress reported at the Ministry Level	Percent	-	-	-	-	50
	Initiate and conduct Quarterly Committee Meeting (QCM)	Number of key issues resolved	Number	NA	NA	NA	NA	10
	Initiate new projects and ideas in support of the 12th FYP activities	Number of new initiatives undertaken	Number	NA	NA	NA	NA	3
		Timeline by which preparation of ProDoc for GEF Project is completed	Date					12/31/2017
	Preparation of the state of the Nation report	Number of key achievements reported in the State of the Nation Report	Number	NA	NA	NA	NA	5

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]
	Provide Monitoring and Evaluation Services in coordination with departments for smooth implementation of the plans and programs	% coverage of M&E initiated for all departments	Percent	60	70	70	70	100
	Review and formulate policies and regulations	Number of key policies and regulations reviewed and formulated	Number	NA	NA	NA	3	5

Section 4: Definition of Success Indicators

Success Indicator	Description	Data Collection Methodology	Data Collection Frequency	Data Source
Timeframe in which draft 12th FYP is prepared	Coordinate and prepare draft 12th FYP for the Ministry	Record of internal meetings and consultations with departments	Biannually	PPD
% of work progress reported at the Ministry Level	Preparation and submission of Mid-Year Review for APA 2017-18 to GPMD	Compilation and preparation of progress report with information from	Monthly	PPD
% of work progress reported at Department level	It measure % of work progress by all the departments until the mid-year. PPD to ensure and coordinate preparation of progress report by department wise	Progress updates from departments	Quarterly	Department and PPD
% coverage of M&E initiated for all departments	Monitoring and evaluation carried out to assess the progress of plans and programmes by PPD in all departments	Tour reports and Travels availed	Quarterly	Finance and HRC
Number of new initiatives undertaken	Number of new initiatives undertaken in support of 12th Plan	Record of new projects initiatited	Monthly	Departments and PPD
Number of key achievements reported in the State of the Nation Report	It measures key achievement reported in the State of the Nation Report	Record maintained with PPD/state of the nation report	Annually	PPD and Departments
Number of key issues resolved	It measures no. of key issues resolved during the QCM	Referring Meeting Minutes of the QCM	Quarterly	PPD
Number of key policies and regulations reviewed and formulated	It measures no of key regulations and policies formulated or reviewed	Records from Departments and PPD	Quarterly	Departments or PPD
Timeline by which preparation of ProDoc for GEF Project is completed	This SI measure the timeline in which the ProDoC is completed for the GEF project to be submitted to GEF secretariat for the release of fund.	Record maintained with PMU, PPD	Biannually	PMU, PPD
Number of complaints lodged against HRD reduced	Manage HR as per BCSR/rules	Number of complaints lodged	Monthly	HRD or grievance boxes
Timeline in which IWP is compiled and submitted to RCSC	Follow Performance Management System	HRD	Annually	HRD
TAT to process HRD tasks	Develop and manage HRD	HRD	Quarterly	HRD and AFD
Number of observations of irregularities by internal audit	Review of financial spendings and records	Records of Internal Audit	Biannually	Internal Audit
Number of issues regarding disbursement of funds and remittances	0Review of fund disbursements and remittances	Records of accounts and Internal Audit	Biannually	Internal Audit and Accounts Division
Timeline in which annual budget for the fiscal year 2018-19 is prepared	Discuss and prepare annual budget	Budget Section	Annually	Budget section

Success Indicator	Description	Data Collection Methodology	Data Collection Frequency	Data Source
Time taken to process budget related tasks	Proper management of budgeting processes	Budget and Accounts	Quarterly	Budget and Departments
% of financial progress/ budget utilized	Review mid-term budget for 2017-18	Departments and Budget	Quarterly	Budget
Status of Administrative support extend to Minister, Secretary and Departments	This SI measure the status of services rendered to Hon'ble Minister, Dasho Sec. and Department by the Admin Section	Random simple survey	Biannually	AFD
Number of observations of irregularities by the Internal Audit	This SI measures no of irregularities observed by internal audit	Procurement Division and AFD records	Biannually	AFD and Procurement
Percentage of inventories updated upon procurement of goods	This SI measures percentage of inventory taken for all goods and services by the procurement unit	Checking of record from Procurement Unit	Biannually	Procurement Division and Internal Audit
Number of issues regarding disbursement of funds and remittances.	This IS measures record of disbursement of funds and remittances. It is targeted that will not be single issue/zero issue when it come to disbursement and remittance from accounts	Budget	Quarterly	Budget and AFD
Time taken to process and supply items to Depts. And individuals	This SI measures time taken to procure goods/items by the procurement unit	Departments and Procurement records	Quarterly	AFD
% of work plan executed	Conduct internal auditing	Data from AFD and Internal Audit	Quarterly	Internal audit and AFD
% of follow ups report received on audit reports from the Departments	Regular follow up on audit findings	Internal Audit records	Quarterly	Internal Audit and AFD
Timeline in which Annual Internal Audit Plan is developed	Develop and formulate annual internal audit plans	Referring financial records and audit guidelines	Quarterly	AFD and Budget
Ensure reliable Internet connectivity/applications deployment to improve service delivery	Maintain internet reliability	Down time record of internet connectivity	Monthly	ICT services
Share and implement LAS to all MoIC Departments.	Comply with LAS	Record from LAS	Monthly	ICT Services
Percentage of unsolved IT issues/complaints	Resolve IT issues	ICT services record	Quarterly	ICT services and issue list from Departments
Ministry's Web Page ranking	Regular update of Ministry Web Page	From DITT record	Annually	DITT
% of paper usage reduced with the use of online services	This SI Measures percentage reduction on the use of papers	Procurement Division on paper usage	Monthly	Procurement Division

Success Indicator	Description	Data Collection Methodology	Data Collection Frequency	Data Source
% of NIACS implemented in the Ministry	It measures Implementation status of NAICS strategies	Records of AFD or HRD	Quarterly	AFD and HRD
% of issues/complaints resolved through Grievance Committee	It measures the percentage of time take to resolve grievances lodged through grievance cell or committee. It is targeted that 100 will be resolved for the year through grievance committee	record maintained by the Grievance committee at different level	Quarterly	HRD

Section 5: Requirements from other Departments & Secretariat Divisions

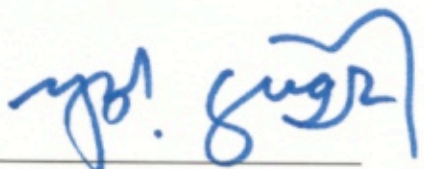| Organisation Name	Relevant Success Indicator	Requirement from the Organisation	Justification for the Requirement	Requirement detail	Impact (If Not Met)
BHUTAN CIVIL AVIATION AUTHORITY	Timeframe in which draft 12th FYP is prepared	Support from the department is needed to meet the deadline.	If the departments are not cooperating to PPD in formulation of the draft plan, likely that that deadline will be affected.	Prompt actions from all the Departments needed as and when PPD calls for consultation meeting	May not be able to submit draft plan to GNHC as per the deadline
DEPARTMENT OF AIR TRANSPORT	Timeframe in which draft 12th FYP is prepared	Support from the department is needed to meet the deadline.	If the departments are not cooperating to PPD in formulation of the draft plan, likely that that deadline will be affected.	Prompt actions from all the Departments needed as and when PPD calls for consultation meeting	May not be able to submit draft plan to GNHC as per the deadline
DEPARTMENT OF INFORMATION & MEDIA	Timeframe in which draft 12th FYP is prepared	Support from the department is needed to meet the deadline.	If the departments are not cooperating to PPD in formulation of the draft plan, likely that that deadline will be affected.	Prompt actions from all the Departments needed as and when PPD calls for consultation meeting	May not be able to submit draft plan to GNHC as per the deadline
DEPARTMENT OF INFORMATION TECHNOLOGY & TELECOM	Timeframe in which draft 12th FYP is prepared	Support from the department is needed to meet the deadline.	If the departments are not cooperating to PPD in formulation of the draft plan, likely that that deadline will be affected.	Prompt actions from all the Departments needed as and when PPD calls for consultation meeting	May not be able to submit draft plan to GNHC as per the deadline
ROAD SAFETY & TRANSPORT AUTHORITY	Timeframe in which draft 12th FYP is prepared	Support from the department is needed to meet the deadline.	If the departments are not cooperating to PPD in formulation of the draft plan, likely that that deadline will be affected.	Prompt actions from all the Departments needed as and when PPD calls for consultation meeting	May not be able to submit draft plan to GNHC as per the deadline
BHUTAN CIVIL AVIATION AUTHORITY	% of work progress reported at the Ministry Level	Department are required to complete the tasks as per the targets drawn in their APA. Close observation from the HoDs are crucial in implementing the set target.	If HoDs fail to monitor the performance of the department, it is likely that the department will not be able to perfrom 50% progress by mid year.	Cooperation and coordination required from all the Department	50 work progress may not acheive

Organisation Name	Relevant Success Indicator	Requirement from the Organisation	Justification for the Requirement	Requirement detail	Impact (If Not Met)
DEPARTMENT OF AIR TRANSPORT	% of work progress reported at the Ministry Level	Department are required to complete the tasks as per the targets drawn in their APA. Close observation from the HoDs are crucial in implementing the set target.	If HoDs fail to monitor the performance of the department, it is likely that the department will not be able to perfrom 50% progress by mid year.	Cooperation and coordination required from all the Department	50 work progress may not acheive
DEPARTMENT OF INFORMATION & MEDIA	% of work progress reported at the Ministry Level	Department are required to complete the tasks as per the targets drawn in their APA. Close observation from the HoDs are crucial in implementing the set target.	If HoDs fail to monitor the performance of the department, it is likely that the department will not be able to perfrom 50% progress by mid year.	Cooperation and coordination required from all the Department	50 work progress may not acheive
DEPARTMENT OF INFORMATION TECHNOLOGY & TELECOM	% of work progress reported at the Ministry Level	Department are required to complete the tasks as per the targets drawn in their APA. Close observation from the HoDs are crucial in implementing the set target.	If HoDs fail to monitor the performance of the department, it is likely that the department will not be able to perfrom 50% progress by mid year.	Cooperation and coordination required from all the Department	50 work progress may not acheive
ROAD SAFETY & TRANSPORT AUTHORITY	% of work progress reported at the Ministry Level	Department are required to complete the tasks as per the targets drawn in their APA. Close observation from the HoDs are crucial in implementing the set target.	If HoDs fail to monitor the performance of the department, it is likely that the department will not be able to perfrom 50% progress by mid year.	Cooperation and coordination required from all the Department	50 work progress may not acheive

Whereas,

I, the PPD head, ICT services head, AFD head, HRD head and Internal Auditor of this Secretariat, commit to the Secretary and the Minister, Ministry of Information & Communications to deliver the results described in this Annual Performance Agreement.

I, the Secretary, commit to the heads of the Secretariat to provide necessary support for the delivery of results described in this Annual Performance Agreement.

SIGNED:

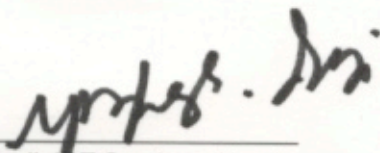_____   _____
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Secretary   Date
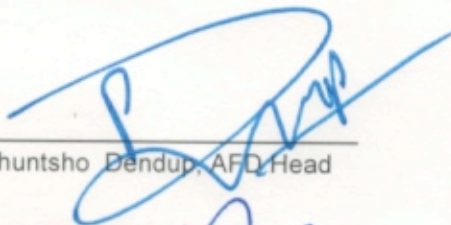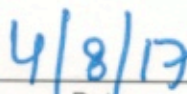
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Yeshi Dorji, ICT Services Head   4|8|17
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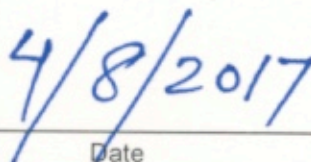
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Phuntsho Dendup, AFD Head   4/8/17
                                      Date

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Sabitman Rai, Internal Auditor   4/8/2017
                                      Date

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Singye Norbu, Offtg. Head HRD   04/08/2017
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