



**PERFORMANCE AGREEMENT**

**BETWEEN**

**Secretary**

**And**

**Director General**

**DEPARTMENT OF SCHOOL EDUCATION**

**MINISTRY OF EDUCATION**

**(July 1, 2017 – June 30, 2018)**

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## **Preamble**

The Performance Agreement is entered between the Secretary and the Director General, Department of Youth and Sports, Ministry of Education.

Objective of this Performance Agreement is:

- a) To establish clarity and consensus about annual priorities for the Department consistent with the 11<sup>th</sup> Five Year Plan, Bhutan Education Blueprint 2014-2024 and other priorities of the Ministry;
- b) To make the Department 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 Department'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: Department's Vision, Mission and Objectives**

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### **Vision**

School Education of Excellence

### **Mission**

- 1) Provide wholesome education to be innovative, creative, and enterprising.
- 2) Prepare students to be responsible and caring for the nation, society, workplace and family.
- 3) Ensure access to inclusive quality education.
- 4) Provide support to teachers for continuous enhancement of teaching and learning competencies.

### **Objectives**

- 1) To improve relevance and quality of education.
- 2) To improve access and sustainability of education.
- 3) To improve health and wellbeing of school children.
- 4) To provide effective and efficient operational and direction services.

## Section 2: Key objectives, priorities, actions, success indicators and targets

Objective	Weight	Action	Success Indicator	Unit	Weight	Excellent [100%]	Very Good [90%]	Good [80%]	Fair [70%]	Poor [60%]
To improve relevance and quality of education	44	Implement Teacher HR Policy	Percentage of Dzongkha teachers trained on Dzongkha related PD programmes	Percent	3	100	90	80	70	60
			Percentage of teachers trained on English for Effective Communication	Percent	3	100	90	80	70	60
			Number of In-country award bearing programmes slots implemented	Number	3	175	170	165	160	<155
			Timeline by which the Teachers' standard is developed	Date	3	12/31/2017	01/31/2018	02/28/2018	03/31/2018	04/30/2018
	Build capacity of ECCD Facilitators and relevant stakeholders		Number of Teachers trained on integrations of ECCD approaches	Number	3	60	55	50	45	<45
			Number of ECCD Facilitators and stakeholders trained	Number	3	90	85	80	75	<75
	Upscale implementation of iSherig (ICT Master Plan)		Number of secondary and Primary Schools with Computer lab facilities	Number	3	10	9	8	7	6
			No of schools with internet connectivity	Number	3	15	12	10	9	<9
			Number of Schools implementing ICT curriculum for grade VII & VIII	Number	2	140	135	130	120	<120
	Improve examination and		Percentage of board examination system reviewed to make it more competency based	Percent	2	>30	29	28	27	<27

Objective	Weight	Action	Success Indicator	Unit	Weight	Excellent [100%]	Very Good [90%]	Good [80%]	Fair [70%]	Poor [60%]
		assessment system in collaboration with REC & BCSEA	No. of assessment and Examination system reviewed and improved by subject	Number	2	4	3	2	1	<1
		Completion rate at primary and Secondary level	Completion rates in % (primary)	Percent	1	>100%	98%	96%	94%	<94%
			Completion rates in % (secondary)	Percent	1	>95%	94%	93%	92%	<92%
		Upscale standards in core subjects (Sci, Math and Languages)	Learning outcome scores (average/% taken across Math, English, Science and Dzongkha) for class III	Percent	2	Dz = 65 Eng = 65 Math = 65	Dz = 63 Eng = 60 Math = 60	Dz = 60 Eng = 55 Math = 55	Dz = 57 Eng = 50 Math = 50	Dz = 60 Eng = 50 Math = 50
			Learning outcome scores (average taken across Math, English, Science and Dzongkha) for class VI	Percent	2	Dz = 70 Eng = 60 Math = 60 Sci = 65	Dz = 65 Eng = 55 Math = 55 Sci = 60	Dz = 60 Eng = 50 Math = 50 Sci = 50	Dz = 55 Eng = 45 Math = 45 Sci = 45	Dz = 50 Eng = 40 Math = 40 Sci = 40
			Learning outcome scores (average/% taken across Math, English, Science and Dzongkha) for class X	Percent	2	Dz = 70 Eng = 60 Math = 60 Sci = 60	Dz = 70 Eng = 60 Math = 60 Sci = 60	Dz = 70 Eng = 60 Math = 60 Sci = 60	Dz = 70 Eng = 60 Math = 60 Sci = 60	Dz = 70 Eng = 60 Math = 60 Sci = 60
		Review and revise subjects to incorporate international best practices of teaching, learning and assessment	Number of subjects reviewed and revised	Number	2	4	3	2	1	<1

Objective	Weight	Action	Success Indicator	Unit	Weight	Excellent [100%]	Very Good [90%]	Good [80%]	Fair [70%]	Poor [60%]
		Percentage of Schools scoring 70% above on GNH score card	Percentage of school scoring above 70% in GNH score card	Percent	2	100	-	-	-	99.08
		Participate in PISA-D	Timeline by which pretest 3 for PISA- D completed in collaboration with BCSEA	Date	2	09/30/2017	10/06/2017	10/13/2017	10/20/2017	10/27/2017
To improve access and sustainability of education	35	Facilitate Private Sector Participation in Education	Timeline by which private school guidelines is finalized	Date	3	01/31/2018	02/28/2018	03/31/2018	04/30/2018	06/30/2018
			Timeline by which International School Guidelines is finalized	Date	3	12/31/2017	01/31/2018	02/28/2018	03/31/2018	04/30/2018
		Implement School Reform Programme (SRP)	Number of additional school (non-central schools) granted autonomy	Number	2	15	12	10	8	<8
			Implementation status of infrastructure development of 17 central schools under SRP executed by SPBD	Percent	3	100	96	92	98	<85
			Implementation status of infrastructure development of 30 central schools (Dzongkhags/Thromdeys)	Percent	2	100%	96%	92%	88%	<85%
	Number of additional Potential Central School implemented/upgraded under RGoB/other ource of funding	Number	2	3	2	2	2	1		

Objective	Weight	Action	Success Indicator	Unit	Weight	Excellent [100%]	Very Good [90%]	Good [80%]	Fair [70%]	Poor [60%]
			Timeline by which in-depth study on establishment of premier school completed	Date	2	05/31/2018	06/07/2018	06/15/2017	06/21/2018	06/29/2017
		Strengthening of School Disaster Management Plan	Orientation of EiE manual to ECCD facilitators , SEN teachers and NFE facilitators	Number	3	4 Dzongkhags	3	2	2	1
			Orientation of Educator DM and Contingency plan to selected DEOs/TEOs/Principals/DF teachers in 3 region	Number	3	3 Regions	2	2	2	1
		Expand ECCD centres Special Education services	Number of additional school with SEN program established	Number	2	1	0	0	0	0
			Timeline by which Guidelines on Assessment, Examination and promotion of Students with Disabilities developed	Date	3	01/31/2018	02/28/2018	03/31/2018	04/30/2018	05/01/2018
			No. of ECCD centres in place	Number	2	40	35	30	25	<25
		Expand access to primary, basic and tertiary education	Basic Net Enrolment Ratio (13-16yrs old) -M/F	Percent	1	>95	94	93	93	<93
			Adjusted Primary Net Enrolment Ratio (%) m/f	Percent	1	>95	94	93	92	<92
		Capacity building for relevant stakeholders on SEN	Number teachers/officials attended on SEN	Number	3	100	95	90	85	<80



Objective	Weight	Action	Success Indicator	Unit	Weight	Excellent [100%]	Very Good [90%]	Good [80%]	Fair [70%]	Poor [60%]
To improve health and wellbeing of school children	18	Implementation and augmentation of School Agriculture Programme	Number of Focal Agriculture Teacher trained	Number	2	20	18	16	14	<14
			Number of Schools implementing intervention programme on gardening, nutrition and WASH concept	Number	4	20	18	16	14	<14
		Implement Transitional Strategy for the School feeding programme and maintain minimum nutritional standard	Percentage of RGoB stipend boarding Schools provided with fortified rice	Percent	4	100	90	80	70	<70
		Strengthen school Health and life skills education	% of school implemented annual school health check up	Percent	2	>90 %	85	80	75	>75
			% of schools implementing Life skill education	Percent	3	100	95	90	85	<85
			percentage of schools scoring 3 stars in 3 star approach assessment for hygiene promotion	Percent	3	15	12	10	9	<9
		To provide effective and efficient operational and direction services	3	Ensure full budget utilization	Percentage of budget utilization	Percent	3	100	98	96

### Section 3: Trend values of the success indicators

Objective	Action	Success Indicator	Unit	Actual Values [FY 2013-14]	Actual Values [FY 2014-15]	Actual Values [FY 2015-16]	Actual Values [FY 2016-17]	Target Values [FY 2017-18]
To improve access and sustainability of education	Capacity building for relevant stakeholders on SEN	Number teachers/officials attended on SEN	Number	NA	1265	1465	1565	1665
	Expand access to primary, basic and tertiary education	Adjusted Primary Net Enrolment Ratio (%) m/f	Percent	98	98	98	98	>95
		Basic Net Enrolment Ratio (13-16yrs old) -M/F	Percent	94	93	90	94.5	95
	Expand ECCD centres Special Education services	No. of ECCD centres in place	Number	165	231	260	290	330
		Number of additional school with SEN program established	Number	10	12	13	14	15
		Timeline by which Guidelines on Assessment, Examination and promotion of Students with Disabilities developed	Date					01/31/2018
	Facilitate Private Sector Participation in Education	Timeline by which International School Guidelines is finalized	Date					12/31/2017
		Timeline by which private school guidelines is finalized	Date					01/31/2018
	Implement School Reform	Implementation status of infrastructure development of 17	Percent	NA	Tendering and master	30%	70%	100%

Objective	Action	Success Indicator	Unit	Actual Values [FY 2013-14]	Actual Values [FY 2014-15]	Actual Values [FY 2015-16]	Actual Values [FY 2016-17]	Target Values [FY 2017-18]
	Programme (SRP)	central schools under SRP executed by SPBD			plan completed			
		Implementation status of infrastructure development of 30 central schools (Dzongkhags/Thromdeys)	Percent	NA	Tendering and master plan completed	30%	70%	100%
		Number of additional Potential Central School implemented/upgraded under RGoB/other ource of funding	Number	NA	24	51	60	63
		Number of additional school (non-central schools) granted autonomy	Number	-	-	-	22	37
		Timeline by which in-depth study on establishment of premier school completed	Date					05/31/2018
	Strengthening of School Disaster Management Plan	Orientation of Educator DM and Contingency plan to selected DEOs/TEOs/Principals/DF teachers in 3 region	Number	NA	NA	NA	1	3
	Orientation of EiE manual to ECCD facilitators , SEN teachers and NFE facilitators	Number	NA	NA	NA	3	4	

Objective	Action	Success Indicator	Unit	Actual Values [FY 2013-14]	Actual Values [FY 2014-15]	Actual Values [FY 2015-16]	Actual Values [FY 2016-17]	Target Values [FY 2017-18]
To improve health and wellbeing of school children	Implement Transitional Strategy for the School feeding programme and maintain minimum nutritional standard	Percentage of RGoB stipend boarding Schools provided with fortified rice	Percent				NA	100
	Implementation and augmentation of School Agriculture Programme	Number of Focal Agriculture Teacher trained	Number	260	280	300	320	340
		Number of Schools implementing intervention programme on gardening, nutrition and WASH concept	Number	-	-	-	35	55
	Strengthen school Health and life skills education	% of school implemented annual school health check up	Percent	NA	NA	NA	NA	90
		% of schools implementing Life skill education	Percent	NA	NA	NA	90	100
		percentage of schools scoring 3 stars in 3 star approach assessment for hygiene promotion	Percent					15
	To improve relevance and	Build capacity of ECCD	Number of ECCD Facilitators and stakeholders trained	Number	-	-	-	-

Objective	Action	Success Indicator	Unit	Actual Values [FY 2013-14]	Actual Values [FY 2014-15]	Actual Values [FY 2015-16]	Actual Values [FY 2016-17]	Target Values [FY 2017-18]
quality of education	Facilitators and relevant stakeholders	Number of Teachers trained on integrations of ECCD approaches	Number	-	26	86	200	260
	Completion rate at primary and Secondary level	Completion rates in % (primary)	Percent	112	109	>100	>100	>100
		Completion rates in % (secondary)	Percent					
	Implement Teacher HR Policy	Number of In-country award bearing programmes slots implemented	Number	135	270	420	575	730
		Percentage of Dzongkha teachers trained on Dzongkha related PD programmes	Percent	-	-	-	-	100
		Percentage of teachers trained on English for Effective Communication	Percent	-	-	-	-	100
		Timeline by which the Teachers' standard is developed	Date	-	-	-	-	12/31/2017
	Improve examination and assessment system in collaboration with REC & BCSEA	No. of assessment and Examination system reviewed and improved by subject	Number	0	1	2	3	4
		Percentage of board examination system reviewed to make it more competency based	Percent	NA	10	15	25	30
	Percentage of Schools scoring	Percentage of school scoring above 70% in GNH score card	Percent	-	98	99.08	99.8	100

Objective	Action	Success Indicator	Unit	Actual Values [FY 2013-14]	Actual Values [FY 2014-15]	Actual Values [FY 2015-16]	Actual Values [FY 2016-17]	Target Values [FY 2017-18]
	70% above on GNH score card							
	Participate in PISA-D	Timeline by which pretest 3 for PISA- D completed in collaboration with BCSEA	Date	-	-	-	-	09/30/2017
	Review and revise subjects to incorporate international best practices of teaching, learning and assessment	Number of subjects reviewed and revised	Number	4	3	2	1	0
	Upscale implementation of iSherig (ICT Master Plan)	No of schools with internet connectivity	Number	NA	88	180	236	251
		Number of Schools implementing ICT curriculum for grade VII & VIII	Number	NA	NA	NA	NA	140
		Number of secondary and Primary Schools with Computer lab facilities	Number	168	172	182	185	195
	Upscale standards in core subjects (Sci,	Learning outcome scores (average taken across Math, English, Science and Dzongkha) for class VI	Percent	Dz = 55 Eng = 50 Math = 49 Sci = 57	Dz = 58 Eng = 52 Math =52 Sci = 58	Dz = 61 Eng = 55 Math = 55 Sci = 60	Dz = 65 Eng = 58 Math = 58 Sci = 62	Dz = 70 Eng = 60 Math = 60 Sci = 65

Objective	Action	Success Indicator	Unit	Actual Values [FY 2013-14]	Actual Values [FY 2014-15]	Actual Values [FY 2015-16]	Actual Values [FY 2016-17]	Target Values [FY 2017-18]
	Math and Languages)	Learning outcome scores (average/% taken across Math, English, Science and Dzongkha) for class X	Percent	-	-	-	-	Dz = 70 Eng = 60 Math = 60 Sci = 60
		Learning outcome scores (average/% taken across Math, English, Science and Dzongkha) for class III	Percent					Dz = 65 Eng = 65 Math = 65
To provide effective and efficient operational and direction services	Ensure full budget utilization	Percentage of budget utilization	Percent	-	-	-	-	100

## Section 4: Description, definition and measurement of success indicators

Success Indicator	Description	Data Collection Methodology	Data Collection Frequency	Data Source
Number of Teachers trained on integrations of ECCD approaches	For the smooth transition of ECCD children to the general school system, PP teachers will be trained to integrate ECCD pedagogy in teaching PP.	Course Completion report	Annually	ECCD
Timeline by which the Teachers' standard is developed	Teachers' standard outlines the minimum required competencies of teachers to teach in any schools within the country	Official records such as email/letters circulated along with the draft report	Annually	TPSD, DSE
Number of secondary and Primary Schools with Computer lab facilities		Report	Annually	Work completion report
Orientation of Educator DM and Contingency plan to selected DEOs/TEOs/Principals/DF teachers in 3 region	MoE has developed Educator DM and Contingency plan. The orientation in the form of ToT will be given to selected DEOs/TEOs/Principals/DF teachers in 3 regions. The participants then are expected to roll out in their respective Dzongkhag.	Training COmpletion report	Annually	Completion Report
Number of Schools implementing intervention programme on gardening, nutrition and WASH concept	It is the initiative to improve nutrition by agricultural diversification to address malnutrition particularly among children, by establishments comprehensive school based vegetable garden programs.	REport	Annually	SHND/DOA
% of school implemented annual school health check up	All students of classes VII and below should have availed annual health check up once a year.	Reports	Annually	SHND/DSE
percentage of schools scoring 3 stars in 3 star approach assessment for hygiene promotion	3 Star approach is an holistic approach to assess school's hygiene promotion	Reports	Annually	SHND/DSE



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

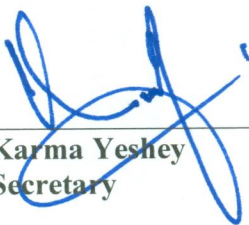
Organisation Name	Relevant Success Indicator	Requirement from the Organisation	Justification for the Requirement	Requirement detail	Impact (If Not Met)
ROYAL EDUCATION COUNCIL	Number of Schools implementing ICT curriculum for grade VII & VIII	Orientation of Curriculum	Since the curriculum is new and it requires orientation to the teachers	To orient ICT teachers on the new curriculum	Implementation may not go as intended
SECRETARIAT	Implementation status of infrastructure development of 30 central schools (Dzongkhags/Thromdeys)	(FROM DZONGKHAGS) to fast track the constructions	Construction of infrastructure of 31 schools is implemented by Dzongkhags/Thromdeys	Ensure that all capital works related to central schools in their Dzongkhags are completed on time	Any spillover activities would seriously hamper the overall progress of the implementation of central schools to be implemented within the plan period
SECRETARIAT	% of school implemented annual school health check up	(Ministry of Health) Deployment of Health Staff for Annual health Check up to all schools	MoE do not have health expert to don the health check up	Depute Health personnel to schools	target may not achieve
SECRETARIAT	Number of Focal Agriculture Teacher trained	(Ministry of Agriculture & Forestry) Technical and financial support	it is a joint project, and MoE do not have technical specialization to conduct training.	Support financially and technically	target may not achieve
SECRETARIAT	Number of Schools implementing intervention programme on gardening, nutrition and WASH concept	(Ministry of Agriculture and Forest) Financial and Technical support	to intervene gardening, nutrition and WASH concept in schools to ease task/responsibility for the teachers	Support technically and financially	target may not achieve
SECRETARIAT	percentage of schools scoring 3 stars in 3 star approach assessment for hygiene promotion	(Donor Agency - UNICEF) Financial & Technical Support	MoE has adapted 3 star approach for promotion of hygiene in schools and it is yet to be implemented. The approach will be piloted and replicated	Financial and technical support from UNICEF	target may not achieve
SECRETARIAT	No of schools with internet connectivity	(DITT) To allow small schools to avail internet services from Gewog Centres	Connecting small and unsustainable schools with ISP is expensive and unsustainable	Sharing of Internet from Gewog centres to schools within 1 km radius	MoE will land up connecting schools through ISPs

**Whereas,**

I, the Director General, Department of School Education commit to the Secretary, Ministry of Education to deliver the results described in this annual performance agreement.

I, the Secretary, commit to the Director General, Department of School Education, on behalf of the Ministry of Education, to provide the necessary fund and resources for delivery of the results described in this annual performance agreement.

**SIGNED:**



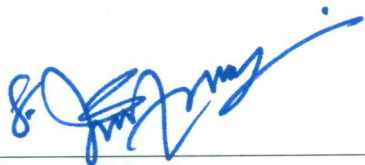
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**Karma Yeshey  
Secretary**

28.7.2017

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**Date**



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**Karma Tshering  
Director General**

28.07.2017

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**Date**