



**PERFORMANCE AGREEMENT
BETWEEN
MINISTER AND SECRETARY
Ministry Of Education**

(July 1, 2018 – June 30, 2019)

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Preamble

The Performance Agreement is entered into between the Minister and Secretary, Ministry of Education.

The objectives of this Performance Agreement are:

- a) To establish clarity and consensus about annual priorities for the Ministry of Education consistent with the 12th Five Year Plan , and Government's other priorities;
- b) To make the Ministry of Education fully responsible for driving implementation and delivering the results against the annual priorities;
- c) To provide an objective and fair basis for evaluating the Ministry's overall performance at the end of the 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

An educated and enlightened society of GNH, built and sustained on the unique Bhutanese values of the dam-tsig ley gju-drey.

Mission

1. Formulate sound educational policies leading towards knowledge-based GNH society.
2. Provide equitable and inclusive quality education and lifelong learning for all through provision of the necessary learning space and opportunity to harness their full potential as productive citizens.
3. Prepare the young women and men with appropriate knowledge, skills and values to cope with the challenges of the 21st century.

Objectives

- 1) To enhance sustainable inclusive quality primary and secondary education
- 2) To enhance health and wellbeing of children and youth
- 3) To enhance access and equitable quality tertiary education
- 4) To enhance adult literacy and lifelong learning
- 5) To enhance teaching profession
- 6) To enhance access to quality training and skills

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 sustainable inclusive quality primary and secondary education	35	Enhance students performance	Students scoring at least 60% in all four subjects (English, Dzongkha, Mathematics and Science) in CI VI	Percent	3	20	18	17.5	17	<17	
			Students scoring minimum marks of 60% each in Mathematics, Science, English and Dzongkha in BCSE examination.	Percent	3	14	13.8	13.5	13.2	13	
			Girls scoring above 60% in STEM subjects in BCSE examination	Percent	3	16	15.5	15	14.5	<14	
			Net enrollment rate for ECCD by gender	Percent	3	19.2 (M-19.2, F-19.1)	18 (M-18, F-18)	17 (M-17, F-17)	16 (M-16, F-16)	15 (M-15, F-15)	<24
			Number of ECCD Centers in place	Number	2	30	28	26	24	<24	
			Adjusted Net Enrollment Rate Primary	Percent	4	96.8%	96%	95.8%	95.5%	<95%	
			Number of students in informal boarding	Number	3	2000	2300	2400	2500	>2600	
			Schools scoring above 90% on GNH index	Percent	3	88	87	86	85	<85	
			Schools with ideal student computer ratio	Percent	3	Primary:10 Secondary:15	Primary:9 Secondary:14	Primary:8.5 Secondary:13	Primary:8 Secondary:12	Primary:3 Secondary:2	Primary:1 Secondary:1
			Schools implementing Standards for Inclusive Education	Number	3	3	2	-	-	1	
			Timeline by which SEN Programme introduced in 2 schools	Date	3	31/12/2018	15/01/2019	01/02/2019	15/02/2019	01/03/2019	

Objective	Weight	Action	Success Indicator	Unit	Weight	Excellent [100%]	Very Good [90%]	Good [80%]	Fair [70%]	Poor [60%]
To enhance sustainable inclusive quality	35	Ensure quality of Education in private schools.	Timeline by which DEOs/TEOs, Principals and Proprietor oriented on Private school Guidelines.	Date	2	04/31/2019	05/15/2019	05/30/2019	06/15/2019	06/30/2019
To enhance health and wellbeing of children and youth	25	Strengthen youth friendly facilities and services	Number of Youth Centers strengthened	Number	3	3	-	2	-	1
		Promote scouting among students	Number of youths engaged in Thematic Youth Forums	Number	2	2000	1600	1200	900	600
		Promote mass participation of students in sports and physical activities	Number of additional students taking up scouting	Number	4	1500	1300	1000	800	<800
		Strengthen Guidance and Counseling services in schools	% of Schools implementing the Sports and Physical Activity Calendar	Percent	2	~ 100 %	98 %	97 %	96 %	95 %
To enhance health and wellbeing of children and youth	25	Strengthen Guidance and Counseling services in schools	% of secondary schools with functional Guidance and Counseling programme	Percent	4	65 % of Secondary Schools	62 % of Secondary Schools	59 % of Secondary Schools	56 % of Secondary Schools	52 % of Secondary Schools
		Enhance nutritional standards and the health of students	Attempted suicide prevented	Percent	3	>=94	>= 93	>= 92	>= 91	>= 90
		Enhance nutritional standards and the health of students	Schools with access to safely managed WASH facilities	Percent	4	Functional water supply: 73 Functional Toilet: 84.5 Hygiene: 67	Functional water supply: 72 Functional Toilet: 83.5 Hygiene: 66	Functional water supply: 71 Functional Toilet: 82.5 Hygiene: 65.5	Functional water supply: 70 Functional Toilet: 81.5 Hygiene: 65	Functional water supply: 69 Functional Toilet: 80 Hygiene: 65

Objective	Weight	Action	Success Indicator	Unit	Weight	Excellent [100%]	Very Good [90%]	Good [80%]	Fair [70%]	Poor [60%]
To enhance health and wellbeing of children and youth	25	Enhance nutritional standards and the health of students	Proportion of students within acceptable nutritional level (BMI)	Percent	3	84.5 (Boys-84, Girls 85.1)	84(Boys-83.5, Girls 85.5)	83.5 (Boys-83, Girls 85)	<83.5 (Boys-83, Girls 85)	<83.5 (Boys-83, Girls 85)
To enhance access and equitable quality tertiary education	15	Enhance equitable and quality tertiary education	Gender Parity Index for tertiary education	Percent	3	Within Bhutan: 0.85; Both: 0.82	Within Bhutan: 0.825; Both: 0.785	Within Bhutan: 0.82; Both: 0.78	Within Bhutan: 0.81; Both: 0.77	Within Bhutan: <0.81; Both: <0.77
			Female student enrolled in STEM courses in TEIs (in-country)	Percent	3	26	25.5	25	24	<24
			Number of undergraduate scholarships implemented (Regular)	Number	3	161-165	156-160	151-155	146-150	<146
		Accredit Tertiary Education Institutions (TEIs) and provide recognition of qualifications	Time taken for recognition of qualifications	Days	6	In-country - 2 weeks; Ex-country - 8 weeks	In-country - 2.5 weeks; Ex-country - 10 weeks	In-country - 3 weeks; Ex-country - 12.5 weeks	In-country - 4 weeks; Ex-country - 14 weeks	In-country - >4 weeks; Ex-country - >14 weeks
To enhance adult literacy and lifelong learning	10	Enhance NFE Programme	NFE learners completing Basic and Post Literacy course	Percent	5	BLC: 93 PLC: 94	BLC: 92.8 PLC: 93.8	BLC: 92.5 PLC: 93.5	BLC: 92 PLC: 93	BLC: <92 PLC: <93
		Enhance lifelong learning and skill development through Community Learning Centres (CLCs)	Number of functional CLCs	Number	5	2	-	-	-	1

Objective	Weight	Action	Success Indicator	Unit	Weight	Excellent [100%]	Very Good [90%]	Good [80%]	Fair [70%]	Poor [60%]
To enhance teaching profession	8	Enhance teacher professionalism	Number of Teachers Identified, trained and certified on 'Neuroscience-Based Mindfulness and Emotional Intelligence'	Number	5	110	100	90	80	<80
			Bhutan Professional Standard for Teacher Endorsed	Status of Work	3	Endorsed by Teacher Education and Development Board	Endorsed by HRC	Presentation to Ministerial Committee	Validation of draft Version n-1	status quo (draft Version -1)
To enhance access to quality training and skills	7	Strengthen and expand Technical and Vocational Education in School System	Position for TVET Junior Instructor Created	Status of Work	7	Endorsement by RCSC	-	-	-	Status quo (propos al submitted to RCSC for approval)

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]
To enhance sustainable inclusive quality primary and secondary education	Expand ECCD centres and services	Net enrollment rate for ECCD by gender	Percent	19.2	27	37	43	50
	Enhance students performance	Number of ECCD Centers in place	Number	307	337	367	397	427
		Students scoring at least 60% in all four subjects (English, Dzongkha, Mathematics and Science) in C/VI	Percent	20	22	24	27	30
		Students scoring minimum marks of 60% each in Mathematics, Science, English and Dzongkha in BCSE examination.	Percent	14	15	16	18	20
		Girls scoring above 60% in STEM subjects in BCSE examination	Percent	16	17	19	21	23
	Increase access to Inclusive and Special Education Services	Schools implementing Standards for Inclusive Education	Number	3	8	13	18	28
		Timeline by which SEN Programme introduced in 2 schools	Date					
	Expand access to primary and basic education	Adjusted Net Enrollment Rate Primary	Percent	96.8	99.2	99.4	99.6	99.8

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]
To enhance sustainable inclusive quality primary and secondary education	Expand access to primary and basic	Number of students in informal boarding	Number	2000	1500	1000	500	0
	Enhance School Performance Management System	Schools scoring above 90% on GNH index	Percent	88	91	94	97	100
	Enhance integrating ICT in teaching learning.	Schools with ideal student computer ratio	Percent	Primary:10 Secondary:15	Primary:20 Secondary:20	Primary:30 Secondary:40	Primary:40 Secondary:60	Primary:50 Secondary:80
To enhance health and wellbeing of children and youth	Ensure quality of Education in private schools.	Timeline by which DEOs/TEOs, Principals and Proprietor oriented on Private school Guidelines.	Date					
	Promote mass participation of students in sports and physical activities	% of Schools implementing the Sports and Physical Activity Calendar	Percent	~ 100 %	100%	Maintain 100 %	Maintain 100 %	Maintain 100 %
	Promote scouting among students	Number of additional students taking up scouting	Number	55000	57000	58500	60000	61500
	Strengthen Guidance and Counseling services in schools	% of secondary schools with functional Guidance and Counseling programme	Percent	65 %	75 %	85 %	95 %	100 %
		Attempted suicide prevented	Percent	<= 94	<= 94	<= 94	<= 94	<= 94
	Strengthen youth friendly facilities and services	Number of Youth Centers strengthened	Number	3	6	9	12	15
	Number of youths engaged in Thematic Youth Forums	Number	2000	4200	6500	8800	11200	

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]
To enhance health and wellbeing of children and youth	Enhance nutritional standards and the health of students	Schools with access to safely managed WASH facilities	Percent	Functional water supply: 73 Functional Toilet: 84 Hygiene: 67	Functional water supply: 76 Functional Toilet: 86 Hygiene: 69	Functional water supply: 80 Functional Toilet: 89 Hygiene: 70	Functional water supply: 85 Functional Toilet: 92 Hygiene: 75	Functional water supply: 90 Functional Toilet: 95 Hygiene: 180
To enhance access and equitable quality tertiary education	Enhance equitable and quality tertiary education	Proportion of students within acceptable nutritional level (BMI) Gender Parity Index for tertiary education	Percent	84.5 (Boys-84, Girls-85.1) Within Bhutan: 0.85; Both: 0.82	85 (Boys-84.5, Girls-85.5) Within Bhutan: 0.8 6 Both: 0.83	86 (Boys-85, Girls-87) Within Bhutan: 0.8 7 Both: 0.84	87 (Boys-86, Girls-88) Within Bhutan: 0.8 8 Both: 0.85	88 (Boys-87, Girls-89) Within Bhutan: 0.9 0 Both: 0.87
		Female student enrolled in STEM courses in TEIs (in-country)	Percent	26	27	28	29	30
		Number of undergraduate scholarships implemented (Regular)	Number	1765	1920	2075	2230	2385
To enhance adult literacy and lifelong learning	Accredit Tertiary Education Institutions (TEIs) and provide recognition of qualifications Enhance NFE Programme	Time taken for recognition of qualifications NFE learners completing Basic and Post Literacy course	Days Percent	In-country - 2 weeks; Ex-country - 8 weeks	In-country - 2 weeks; Ex-country - 8 weeks	In-country - 2 weeks; Ex-country - 8 weeks	In-country - 2 weeks; Ex-country - 8 weeks	In-country - 2 weeks; Ex-country - 8 weeks
				BLC: 93 PLC: 94	BLC: 94 PLC: 95	BLC: 96 PLC: 97	BLC: 98 PLC: 98	BLC: ~100 PLC: ~100

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]
To enhance adult literacy and lifelong learning	Enhance lifelong learning and skill development through Community Learning Centres (CLCs)	Number of functional CLCs	Number	22	24	26	28	30
To enhance teaching profession	Enhance teacher professionalism	Number of Teachers Identified, trained and certified on 'Neuroscience-Based Mindfulness and Emotional Intelligence'	Number	-	-	-	-	-
		Bhutan Professional Standard for Teacher Endorsed	Status of Work					
To enhance access to quality training and skills	Strengthen and expand Technical and Vocational Education in School System	Position for TVET Junior Instructor Created	Status of Work					

Section 4: Definition of Success Indicators

Success Indicator	Description	Data Collection Methodology	Data Collection Frequency	Data Source
Net enrollment rate for ECCD by gender	The indicator measures the participation rate of 3-5 years (36-71 months) old children in both public and private ECCD centers	Children Survey in ECCD Centres	Annually	Annual Education Statistics
Number of ECCD Centers in place	This indicator measures the number ECCD centre functional in a year.	Centre census	Annually	Annual Education Statistics
Students scoring at least 60% in all four subjects (English, Dzongkha, Mathematics and Science) in CI VI	The indicator measures the percentage of students who score at least 60 percent in all four subjects (English, Dzongkha, Maths and Science) from class VI year end examinations.	Performance Management System	Annually	EMD, DSE
Students scoring minimum marks of 60% each in Mathematics, Science, English and Dzongkha in BCSE examination.	The indicator measures the percentage of students who score minimum marks of 60% each in Mathematics, Science, English and Dzongkha in BCSE examinations (Class X)	Performance Management report	Annually	EMD, DSE
Girls scoring above 60% in STEM subjects in BCSE examination	Girls scoring above 60% in STEM subjects in BCSE examination. STEM subjects includes Science (Physics, Chemistry and Biology) and Mathematics.	Report	Annually	BCSEA/EMD
Schools implementing Standards for Inclusive Education	The indicator measures number of schools using the standards for Inclusive Education to improve access and quality of education for children with disabilities.	Report	Annually	ECCD&SEN Division
Timeline by which SEN Programme introduced in 2 schools	This indicator measure by which timeline, SEN programme is introduced in two targeted schools.	Report	Annually	ECCD&SEN Division, DSE

Success Indicator	Description	Data Collection Methodology	Data Collection Frequency	Data Source
Adjusted Net Enrolment Rate Primary	The indicator measures participation of 6-12 years old children (school going age) in primary education and other structured forms of learning	Student enrolment from EMIS and population data from NSB	Annually	Annual Education Statistics (AES)
Number of students in informal boarding	The indicator measures the number of students in informal boarding	Annual Report	Annually	SPCD, DSE
Schools scoring above 90% on GNH index	This indicator measures the percentage of schools above 90% on GNH index as per performance management system	Performance management report	Annually	EMD, DSE
Schools with ideal student computer ratio	The indicator measures proportion of schools with student computer ratio of less than or equal to 1:30 for primary and less than or equal to 1:10 for secondary schools	Administrative data	Annually	SPCD, DSE (Annual Education Statistics)
Timeline by which DEOs/TEOs, Principals and Proprietor oriented on Private school Guidelines.	This indicator measures by which timeline, DEOs/TEOs, Principals and Proprietor are oriented on newly developed Private school Guidelines.	Report	Annually	DSE
% of Schools implementing the Sports and Physical Activity Calendar	This SI measures the percentage of schools implementing the SPA calendar. The target will be considered fully achieved if it is equal or greater than 99%.	Report collection from Schools / Dzongkhags & Thromdes	Annually	GSD,DYS
Number of additional students taking up scouting	The SI measures the total number of additional students taking up scouting annually	Reports from respective Dzongkhags / Thromdes	Annually	SCED,DYS
% of secondary schools with functional Guidance and Counseling programme	It measures the percentage of secondary schools with School Guidance Counselors	Reports	Annually	CECD,DYS

Success Indicator	Description	Data Collection Methodology	Data Collection Frequency	Data Source
Number of Youth Centers strengthened	It measures the number of Youth centers strengthened with integrated youth friendly services. To have youth friendly integrated services like health & employment services provided from a Youth Center in addition to the usual Youth Center services/facilities. Therefore, a Youth Center would be "strengthened" if it has just one additional service e.g. health or employment.	Reports	Annually	YCD, DYS
Attempted suicide prevented	The indicator measures the percentage of suicides prevented amongst students who had come to see the School Counselors with suicidal ideation and suicide attempts	Reports	Annually	DYS
Number of youths engaged in Thematic Youth Forums	The SI measures the number of youths engaged in various programs under Thematic Youth Fora like International Youth Day, You-Turn & other forums on topical youth issues.	Reports	Annually	YCD, DYS
Schools with access to safely managed WASH facilities	The indicator measures percentage of schools with access to safely managed WASH (Water, Sanitation and Hygiene) facilities. It will look at water supply and quality, functionality of toilets and placement of trained school health coordinator.	School Census	Annually	SHND, DSE (AES)
Proportion of students within acceptable nutritional level (BMI)	This indicator measures the health status of students based on BMI	Administrative Data	Annually	SHND, DSE

Success Indicator	Description	Data Collection Methodology	Data Collection Frequency	Data Source
Gender Parity Index for tertiary education	The indicator measures the ratio of male and female enrolled in tertiary education	Annual student census conducted by RUB, KGUMSB, RIM, JSWSL, Private TEIs, data of SSSD on scholarship and self-funding students abroad, NSB reports/TESS, data of students studying abroad from ECPFs and other agencies who send tertiary students through scholarships/other modes.	Annually	Annual Education Statistics (2018)
Female student enrolled in STEM courses in TEIs (in-country)	This indicator measures proportion of female students taking up STEM (Science, Technology, Engineering and Maths) courses at tertiary level in Tertiary Education Institutes within Bhutan	Annual student census conducted by RUB, KGUMSB, RIM, JSWSL, Private TEIs & data of SSSD.	Annually	Annual Education Statistics/ State of tertiary education.
Number of undergraduate scholarships implemented (Regular)	Number of students selected as approved by Steering Committee.	Report	Annually	SSSD Database
Time taken for recognition of qualifications	Time taken from the date of receipt of application by the Secretariat of BAC to the date of getting the certificate/letter of attestation signed.	DAHE	Annually	QAAD, DAHE
NFE learners completing Basic and Post Literacy course	The indicator measures the percentage of NFE learners completing Post and Basic Literacy course	NFCED Report	Annually	NFCED, DAHE
Number of functional CLCs	This indicator measures number of additional functional CLCs established in a year.	NFCED Report	Annually	NFCED, DAHE
Number of Teachers Identified, trained and certified on 'Neuroscience-Based Mindfulness and Emotional Intelligence'	This indicator measures the number of teachers trained and certified on 'Neuroscience-Based Mindfulness and Emotional Intelligence'. It is the Training of Trainer.	Training completion report	Annually	TPSD, DSE

Success Indicator	Description	Data Collection Methodology	Data Collection Frequency	Data Source
Bhutan Professional Standard for Teacher Endorsed	This indicator measure the endorsement of Bhutan Professional Teachers Standards by Teacher Education and Development board (TEBD).	Minutes of the TEBD	Annually	TPSD, DSE
Position for TVET Junior Instructor Created	The indicator measures the final approval of the post for Junior instructor by the RCSC.	Approval letter	Annually	SPCD, DSE

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)
ROYAL UNIVERSITY OF BHUTAN	% of secondary schools with functional Guidance and Counseling programme	Provision of Post Graduate Diploma in School Guidance and Counseling	To equip School Guidance Counselors with skills to provide relevant programs and services in the schools	Continued provision of Post Graduate Diploma in School Guidance and Counseling.	The target may not be achieved
ROYAL CIVIL SERVICE COMMISSION	% of secondary schools with functional Guidance and Counseling programme	Approval for recruitment of School Guidance Counselors from among the fresh graduates	To facilitate provision of guidance and counseling services in the schools	Recruit a minimum of 24 School Guidance Counselors every year	The target may not be achieved
ROYAL CIVIL SERVICE COMMISSION	Number of Youth Centers strengthened	Approval for recruitment of new Youth Center managers	Managers for the management of the Youth Centers	Approval for recruitment	The SI may not be achieved
ROYAL CIVIL SERVICE COMMISSION	Position for TVET Junior Instructor Created	Approval for recruitment of Junior Instructors	To enable to start TVET as an optional subjects in 7 pilot schools identified.	Approval for recruitment of Junior Instructors for 7 pilot schools	TVET as an optional subject will not be effective without appropriate instructors.
All Dzongkhags	Net enrollment rate for ECCD by gender	Implementation	Budget for expansion for ECCDs are with dzongkhags and they are the implementers.	Start additional ECCD centres	Target will not be achieved
All Dzongkhags	Number of ECCD Centers in place	Implementation	Budget and implementation are done at LGs.	Start additional ECCD Centres	Target will not be achieved
ROYAL CIVIL SERVICE COMMISSION	Net enrollment rate for ECCD by gender	Approval for recruitment of ECCD Facilitators	Required additional ECCD facilitators in the new ECCD Centres that will be established.	Additional ECCD Facilitators	Target may not be achieved.

Organisation Name	Relevant Success Indicator	Requirement from the Organisation	Justification for the Requirement	Requirement detail	Impact (If Not Met)
All Dzongkhags	Students scoring at least 60% in all four subjects (English, Dzongkha, Mathematics and Science) in CI VI	Since Schools are under the jurisdiction of Dzongkhags/Thromdes, similar SIs should be added in their APAs. These applies to other indicators related to students' performance in this APA.	Schools are under the jurisdiction of Dzongkhags/Thromdes. Therefore, effort from them is even more crucial.	Add similar indicators in their APAs.	Target may be achieved.
CABINET SECRETARIAT	Proportion of students within acceptable nutritional level (BMI)	Approval is required from Government.	Approval from the government to raise stipends for boarding students and mid-day meal as proposed by the Ministry. Enhancing nutritional level of students is contingent on these two largely.	Approval from the Government.	Targets may not be achieved.
All Dzongkhags	Schools with access to safely managed WASH facilities	All Dzongkhags/Thromde should provide adequate toilet facilities in schools.	With decentralization, most of the construction works are done by dzongkhags/thromdes. Therefore, they should strive to provide adequate toilet facilities in schools.	Construction of toilet facilities.	Targets may not be achieved.

Whereas,

I, the Secretary, Ministry Of Education, commit to the Minister, the Ministry of Education to deliver the results described in this Annual Performance Agreement.


I, the Minister, commit to the Secretary, Ministry Of Education, 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:



Jai Bir Rai
Minister

27/02/2019.
Date



Karma Yeshey
Secretary

27/2/19
Date