



Experience Sharing on Government Performance Management System

Royal Government of Bhutan

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Office of the Prime Minister**



18th May, 2015, New Delhi



Agenda for today

1

Background

2

What have we done?

3

What have we planned to do?

Agenda for today

1

Background

2

What have we done?

3

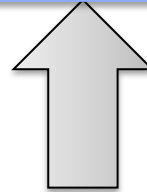
What do we want to do?

Background

- **Bhutan is currently implementing its 11th Five Year Plan**
- **16 National Key Result Areas supported by 150 Sector Key Result Areas with KPIs categorized under the 4 pillars of GNH identified to be achieved by June 2018**
- **His Majesty the 5th King's 106th National Day Address highlighted concerns about the need to focus on Quality Performance**
- **Steering Committee to implement Good Governance (GG) Initiative constituted under the Chairmanship of Prime Minister to address challenges of plan implementation**
- **GPMS task force established with members from 9 key agencies**

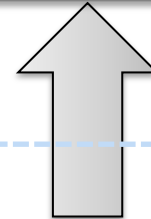
Eleventh Plan Strategic Framework

Maximization of Gross National Happiness



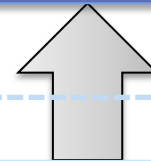
National
Level

16 National Key Result Areas(NKRAs) &KPIs



Sector
Level

150 Sector Key Result Areas(SKRAs) &KPIs

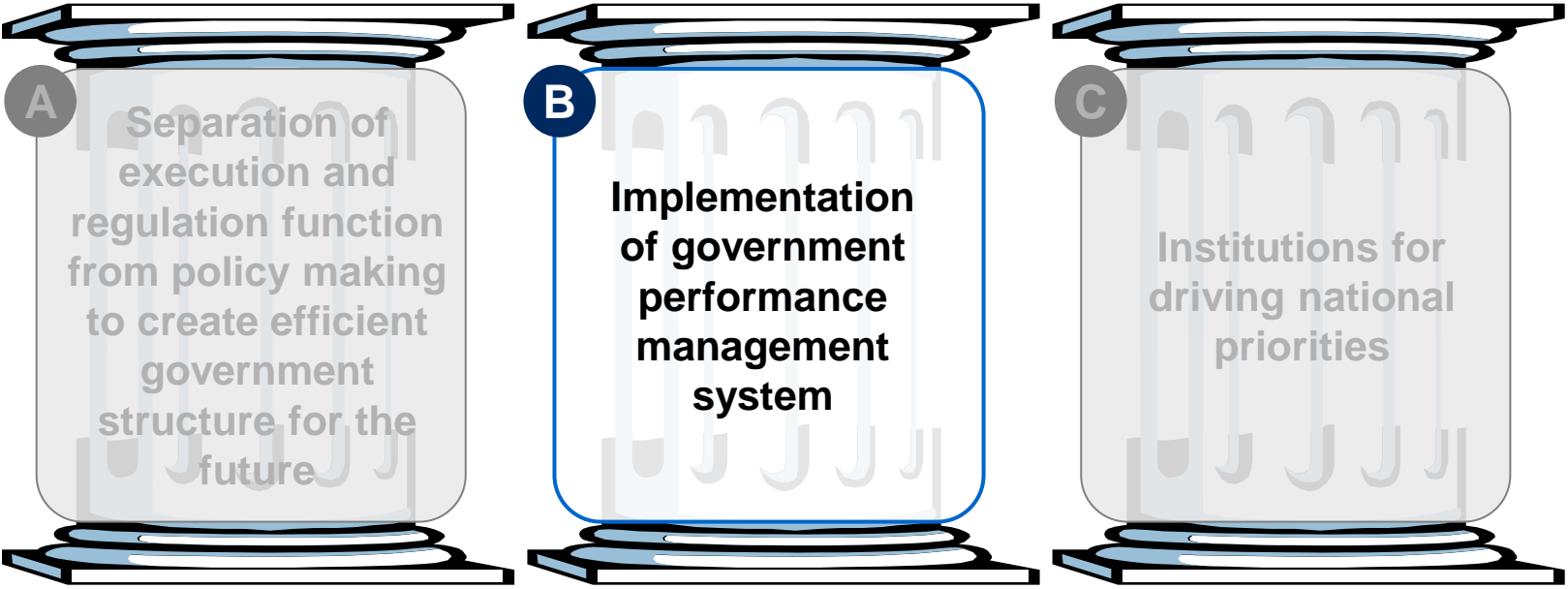


Agency
Level

Result Based Programs

There are three key pillars of good governance of which Performance Management is one

Better governance in government agencies



Agenda for today

- 1 Background
- 2 What have we done?
- 3 What do we want to do?

Old System

GPMS

Five Year
Planning

Five Year
Planning

Annual Budgeting

Annual Performance
Agreement signing

Routine Progress
Monitoring
Expenditure Reporting
Budget Review

Annual Budgeting

Routine Progress
Monitoring
Expenditure Reporting
Budget Review

Half Year Performance
Dialogue

Year End Performance
Evaluation

Mid Term Review of FYP

What have we done?

- 1** We reviewed the shortcomings of the usual annual work planning and budget processes and workflow, identified gaps , proposed the Government Performance Management System

- 2** Aligned annual budgeting to Results Identified in the Annual Performance Agreements

- 3** Developed and signed Annual Performance Agreements for 10 Ministries, 20 Districts and 5 Autonomous Agencies for fiscal year 2014-15- June 2014- July 2015

- 4** Conducted Mid-Year Review of 2014-15 APA

What have we done?

- 5 Appointed and trained GPMS champions in all Ministries, Departments, Districts and Autonomous Agencies

- 6 Formed Technical Committee equivalent of ATF

- 7 Drafted Annual Performance Agreements 2015-16 for all Ministries, Districts and Autonomous Agencies

- 8 Created a project office to drive streamlining and automation of Government to Citizen Services

- 9 Government established the GPMD under Office of the Prime Minister

1 Technical Committee for Ministries to comprise of PPD heads from Ministries, PMCD head of GNHC. Committee to be chaired by Secretary- GNHC. Committee for the Dzongkhags to additionally include CPO- LDD (GNHC) and Director- DLG, MoHCA. Besides, the Committee can invite neutral external experts to validate the data

Agenda for today

- 1 Background
- 2 What have we done?
- 3 What we have planned to need to do next?

What we have planned to do next?

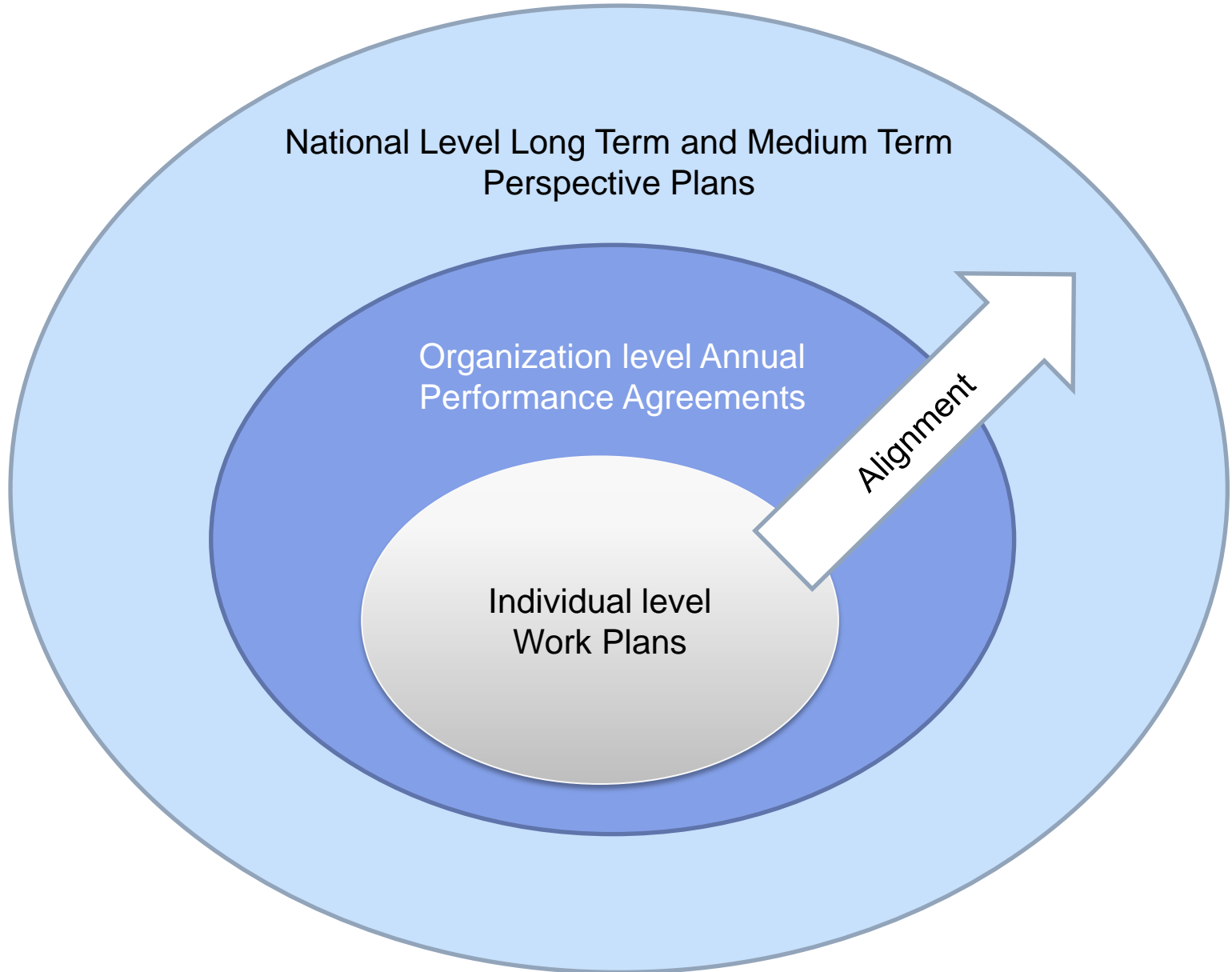
- 1 Propose to the Government to enact legislation on a Performance Act

- 2 Align Government Performance Management System to Individual Performance Management System of the Royal Civil Service Commission

- 3 Integrate Performance Auditing mandate in RAA

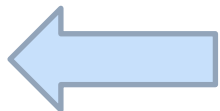
- 4 Built a comprehensive Planning, Finance and HR Management Information System for the Government

Context Setting



Alignment of Individual Performance to Agency Performance

Category	Definition	% of different Performer category		
		Outstanding (%)	Very Good (%)	Need Improvement (%)
Category 1	GPMS Performance $\geq 90\%$	30	70	0
Category 2	GPMS Performance ≥ 80	20	80	0
Category 3	GPMS Performance ≥ 70	0	95	5
Category 4	GPMS Performance ≥ 60	0	75	25



FRAMEWORK for RATING MANGEMENT

Categories of employees

Framework

Agencies with APA

Head of Agency

Agency's performance

Director/ Director General

Ratio between agency and Department score
70:30 [Agency: Department]

Chief of Division

Department's score as proxy

Chief of Division (Secretariat)

Agency's score as proxy

Learning and Challenges?

- 1 Ensuring Quality of the Annual Performance Agreements'
 - Objectives
 - Actions
 - Success Indicators

- 2 Convincing Ministers and Secretary to use the Annual Performance Agreements as a management tool –Anchoring agency steering on SIs

- 3 Getting buy in from civil servants
 - Some need capacity building
 - Some civil servants deliberately oppose the system

- 4 Not make it “**another system**” but an effective system through which the Prime Minister and other managers can be kept on top of all important and priority initiatives and ultimately lead to real performance.

- 5 Ranking of Ministries, Districts- Comparing Oranges and Apples

Thank you.