



PERFORMANCE AGREEMENT

BETWEEN

Secretary and Director General

**DEPARTMENT OF INFORMATION & MEDIA
MINISTRY OF INFORMATION & COMMUNICATIONS**

(July 1, 2016 – June 30, 2017)

TABLE OF CONTENTS

Section 1: Vision, Mission and Objectives

Section 2: Objectives, Actions, Success Indicators and Target

Section 3: Trend Values of Success Indicators

Section 4: Description and Measurement of Success Indicators.

Section 5: Requirements from other Departments & Secretariat Divisions

Preamble

The Performance Agreement is entered into between the Secretary and Director General, Department of Information & Media.

The objectives of this Performance Agreement are:

- a) To establish clarity and consensus about annual priorities for the Department of Information & Media consistent with the 11th 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 Department of Information & Media 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

Empower Bhutanese citizens on harnessing the benefits of the effective use of media through a better understanding and appreciation of the media for a better informed citizenry. Connecting the unconnected and establishing a harmonious knowledge-based society.

Mission

Promoting the development of reliable and sustainable information and communications 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 Empower Citizens to Make Informed Decisions through Access and Effective Use of Media
- 2) To Keep Alive Culture, Tradition and Contemporary Arts through Media
- 3) To Provide Effective and Efficient Direction and Operational Services
- 4) To prevent corruption

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 Empower Citizens to Make Informed Decisions through Access and Effective Use of Media	40	Increase in Access to Media and Information	Number of Projects Monitored	Number	3	5	4	3	2	1
			Daily submission of Press Clippings to Gokha, Ministers, Senior civil Servants and Missions Abroad	Days	3	365	360	355	350	340
			Timeline by which the National Broadcasting Policy is Formulated	Date	3	02/28/2017	03/31/2017	04/30/2017	05/31/2017	06/30/2017
			Percentage of Digital Migration Initiative Implemented (ground work)	Percent	3	5	4	3	2	1
			Timeline by which the Media Impact Study is Carried Out	Date	3	05/10/2017	05/20/2017	05/30/2017	06/15/2017	06/30/2017
			Timeline by which the Community Radio Rules and Regulations are Drafted	Date	3	02/28/2017	03/31/2017	04/30/2017	05/31/2017	06/30/2017
			Timeline by which the Circulation Auditng for Print Media is conducted	Date	3	01/31/2017	02/28/2017	03/31/2017	04/30/2017	05/31/2017

Objective	Weight	Action	Success Indicator	Unit	Weight	Excellent [100%]	Very Good [90%]	Good [80%]	Fair [70%]	Poor [60%]	
			Number of Stakeholder Meetings Conducted for the Drafting of the National Postal Policy/Guidelines	Number	2	3	2	1	0	0	
			Timeline by which the Audience Survey for TV and Radio Programme is Conducted	Date	2	03/31/2017	04/30/2017	05/31/2017	06/30/2017	07/31/2017	
			Increase Media & Information Literacy	Percentage of Students Trained on Media and Information Literacy	Percent	5	13	10	8	5	3
				Percentage of the Total Population Sensitised on the Importance of Media and Information Literacy	Percent	5	20	15	10	5	3
				Number of Teachers Trained on Media and Information Literacy	Number	5	700	600	500	400	300
To Keep Alive Culture, Tradition and Contemporary Arts through Media	45	To Professionalise Media and Creative Arts	Number of Trainings Conducted on Contemporary Arts	Number	3	2	1	0	0	1	
			Number of Trainings Conducted on Creative Media and Films	Number	3	2	1	0	0	0	
			Number of Annual Media Events Organised	Number	3	3	2	1	0	0	

Objective	Weight	Action	Success Indicator	Unit	Weight	Excellent [100%]	Very Good [90%]	Good [80%]	Fair [70%]	Poor [60%]
			Number of International Film Festivals, Debates and Exhibitions, and Dramas Organised	Number	3	3	2	1	1	0
			Number of Capacity Building Programmes Initiated for IMO's & Journalists (Print and Broadcast)	Number	6	5	4	3	2	1
			Number of Grants Given for Encouraging Quality Journalism and Development of Local Content	Number	5	5	4	3	2	1
			Number of Civil Servants trained on Social Media	Number	5	100	80	60	40	20
		Increase Films with Culture and Contemporary Content	Number of Films with Cultural Contemporary Content	Number	5	20	15	10	5	2
			Number of Local Content Developed and Promoted	Number	3	5	4	3	2	1
			Number of Animations Produced in a year	Number	3	1	1	0	0	0
		Increase Creative Media Enterprises	Number of Creative Media Enterprises Licensed	Number	3	8	6	4	3	2

Objective	Weight	Action	Success Indicator	Unit	Weight	Excellent [100%]	Very Good [90%]	Good [80%]	Fair [70%]	Poor [60%]
		Increase in Creative Media Services and Products	Number of Creative Media Services and Products Increased (increase in number of original creation registered)	Number	3	7	5	3	2	1
To Provide Effective and Efficient Direction and Operational Services	10	To Improve Public Service Delivery (Reducing Time Taken for delivery of services)	% Reduction of Office and Vehicle Maintenance Cost Compared to Previous Fiscal Year	Percent	1	50	40	30	20	10
			Effective and Transparent Tendering Process	Number	2	5	4	3	2	1
			Timely Delivery of Important Information of the Ministry through the Department's Facebook Page and Website	Number	2	Once a week	NA	NA	NA	NA
			Visa Facilitation for Media Personnel and Decisions on Granting Film Royalty Waivers	Days	2	3 Days	4 Days	5 Days	6 Days	7 Days (A Week)
			Review of Newspapers on Weekly Basis for Information Relevant to the Departments and Agencies Under the Purview of the MoIC	Days	1	On a Daily Basis/Weekly Basis	Fortnightly	Once in Three Weeks	Once in a Month	NA
To prevent corruption	5	Implement action plan adopted after the conduct of Integrity Diagnostic Test	Percentage of IDT recommendations implemented	Percent	5	91-100	81-90	71-80	61-70	<60

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]
		Timeline by which the Media Impact Study is Carried Out	Date				05/01/2017	
		Timeline by which the National Broadcasting Policy is Formulated	Date				02/28/2017	
	Increase Media & Information Literacy	Number of Teachers Trained on Media and Information Literacy	Number				700	1200
		Percentage of Students Trained on Media and Information Literacy	Percent	0	10	20	30	40
		Percentage of the Total Population Senitised on the Importance of Media and Information Literacy	Percent	5	15	30	40	50
To Keep Alive Culture, Tradition and Contemporary Arts through Media	Increase Creative Media Enterprises	Number of Creative Media Enterprises Licensed	Number	165	170	180	190	200
	Increase Films with Culture and Contemporary Content	Number of Animations Produced in a year	Number	3	5		6	8
		Number of Films with Cultural Contemporary Content	Number	195	220	260	280	300
		Number of Local Content Developed and Promoted	Number				5	10

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]
	Increase in Creative Media Services and Products	Number of Creative Media Services and Products Increased (increase in number of original creation registered)	Number	40	54	64	71	75
	To Professionalise Media and Creative Arts	Number of Annual Media Events Organised	Number	2	5	7	10	13
		Number of Capacity Building Programmes Initiated for IMOs & Journalists (Print and Broadcast)	Number	5	10	14	19	23
		Number of Civil Servants trained on Social Media	Number	1	3	5	15	20
		Number of Grants Given for Encouraging Quality Journalism and Development of Local Content	Number		3	15	20	25
		Number of International Film Festivals, Debates and Exhibitions, and Dramas Organised	Number	3	10	12	15	20

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]
		Number of Trainings Conducted on Contemporary Arts	Number			1	2	3
		Number of Trainings Conducted on Creative Media and Films	Number		1	2	4	NA
To prevent corruption	Implement action plan adopted after the conduct of Integrity Diagnostic Test	Percentage of IDT recommendations implemented	Percent				100	100
To Provide Effective and Efficient Direction and Operational Services	To Improve Public Service Delivery (Reducing Time Taken for delivery of services)	% Reduction of Office and Vehicle Maintenance Cost Compared to Previous Fiscal Year	Percent					
		Effective and Transparent Tendering Process	Number	NA	Na	NA	5	
		Review of Newspapers on Weekly Basis for Information Relevant to the Departments and Agencies Under the Purview of the MoIC	Days					
		Timely Delivery of Important Information of the Ministry through the Department's Facebook Page and Website	Number					

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]
		Visa Facilitation for Media Personnel and Decisions on Granting Film Royalty Waivers	Days				3 Days	

Section 4: Definition of Success Indicators

Success Indicator	Description	Data Collection Methodology	Data Collection Frequency	Data Source
Number of Local Content Developed and Promoted	The Department provides financial support to organize and broadcast reality shows, publications, films which contribute towards promotion and revival of the age old culture and tradition of our country. It is mandatory for us to assist promotion of such programs and shows that aims to inform and educate our youth who are largely influenced by the western world. With such supports, department influences and motivates local people to engage themselves in preservation and promotion of age old traditions and culture	Study/Research	Quarterly	Study Report
Number of Animations Produced in a year	The children in Bhutan are very much fond of foreign cartoons and are more familiar with animated foreign folktales and movies which has enormous impact on their character development, language and behavior. This is due to lack of quality local content. In order to minimize the foreign content watched by children, department intends to familiarize children with more local folktales, legends and mythology through animations.	Outsourcing/Tendering	Annually	DoIM
Number of Capacity Building Programmes Initiated for IMOs & Journalists (Print and Broadcast)	Training programmes for Information & Media Officers (IMOs) to relay timely, accurate and effective information of the organization to the media, and for the Journalists (both print and broadcast) to produce relevant and quality content that will help create a knowledge based society.	Training	Annually	Training Report

Success Indicator	Description	Data Collection Methodology	Data Collection Frequency	Data Source
Number of Grants Given for Encouraging Quality Journalism and Development of Local Content	To encourage quality journalism and develop local content.	Quality Proposals	Annually	DoIM
Number of Trainings Conducted on Contemporary Arts	Media and arts are inextricably linked. Innovation and promotion of contemporary Arts (Theater, Graphic, Fine arts and Performing Arts, TV, Radio & Internet Broadcasting). The Department supports training/workshops to individuals, groups and cultural organisations engaged in the visual and literary arts.	Training	Annually	Training Report
Number of Trainings Conducted on Creative Media and Films	To achieve quality production in the ever evolving film and creative media, it is crucial to professionalize the people in this industry. Providing such trainings do not only provides skills, it allows creation of quality local content and engage students and unemployed youth in meaningful purposes.	Training	Annually	Training Report
Number of Annual Media Events Organised	Annual Journalism Award coinciding with the World Press Freedom Day on 3rd May, to celebrate excellence in journalistic works by recognizing meaningful contributions made by individual journalists.	Nominations from Media Organisations	Annually	JAB
Number of Civil Servants trained on Social Media	With the endorsement of Social Media Policy for the Royal Government of Bhutan, the proposed training program is expected to create awareness and train the civil servants on usage of Social Media on good governance.	Training	Annually	Training Report

Success Indicator	Description	Data Collection Methodology	Data Collection Frequency	Data Source
Timeline by which the National Broadcasting Policy is Formulated	The National Broadcasting Policy of the Royal Government of Bhutan is being drafted to make broadcasting less commercial driven and more of GNH driven	Stakeholder's meeting and consultation	Quarterly	DoIM/GNHC
Daily submission of Press Clippings to Gokha, Ministers, Senior civil Servants and Missions Abroad	Press Clippings are delivered to His Majesty the 4th King and His Majesty the 5th King, along with Ministers and senior govt. officials on a daily basis	International Websites	Daily	DoIM/MRPCD
Percentage of Students Trained on Media and Information Literacy	Media and Information Literacy (MIL) provides a framework to access, analyze, evaluate, create and participate with messages in a variety of forms - from print to video to the Internet. Media Literacy builds an understanding of the role of media in society, as well as essential skills of inquiry and self-expression necessary for citizens of a democracy. Therefore, making young people aware on MIL, especially in a media saturated environment is fundamentally very essential.	Workshops/Trainings	Annually	DoIM/REC

Success Indicator	Description	Data Collection Methodology	Data Collection Frequency	Data Source
Percentage of the Total Population Senitised on the Importance of Media and Information Literacy	<p>Media and Information Literacy (MIL) provides a framework to access, analyze, evaluate, create and participate with messages in a variety of forms - from print to video to the Internet.</p> <p>Media Literacy builds an understanding of the role of media in society, as well as essential skills of inquiry and self-expression necessary for citizens of a democracy. Therefore, education the Bhutanese citizens on the importance of MIL is very important.</p>	Workshops/Trainings	Annually	DoIM
Number of Teachers Trained on Media and Information Literacy	<p>Since 2015, Media Studies has been introduced as an optional subject in 30 Higher Secondary Schools in Bhutan. Since neither Paro College of Education nor Samtse College of Education trains teacher trainees on how to teach media studies curriculum, workshops and short term training are essential for the teachers who have volunteered to teach the subject. Short term trainings and workshops will develop the capacity of teachers to teach media studies effectively and efficiently.</p>	Workshops/Trainings	Annually	DoIM/REC
Timeline by which the Media Impact Study is Carried Out	<p>The Media Impact Study will present the findings within the context of the socio-economic and political changes during the past 4 years. The objective of the study is to assess the impact of information and media on the society, trends in media content and patterns of media consumption.</p>	Qualitative and Quantitative Research	Quarterly	Government agencies

Success Indicator	Description	Data Collection Methodology	Data Collection Frequency	Data Source
Timeline by which the Community Radio Rules and Regulations are Drafted	Community Radio Projects have been already piloted in the country. However, there are no set of rules guiding the functioning aspects of these community radio stations. Hence, it is important to have Community Radio Rules and Regulations.	Stakeholder meetings and consultation	Quarterly	DoIM/SDC
Timeline by which the Circulation Auditing for Print Media is conducted	Circulation auditing is conducted annually to check the circulation reach and sale of newspapers. The auditing is also carried out to check if the concerned newspaper agency maintains its book of records.	Qualitative and Quantitative Research	Annually	DoIM/Print Media Houses
Number of Projects Monitored	Monitoring and Evaluation of Community/Campus Radio Stations	Monitoring Report	Annually	Project Report
Percentage of Digital Migration Initiative Implemented (ground work)	As a signatory to the ITU, Bhutan is obliged to go Digital by 2020. Therefore, it is essential to carry our studies and researches in terms of going digital. The study will basically cover the financial requirement, infrastructure set-up and which platform best suits Bhutan to migrate from analogue to digital	Stakeholder meetings and consultation	Quarterly	Study Report
Number of Stakeholder Meetings Conducted for the Drafting of the National Postal Policy/Guidelines	Stakeholder meetings will be organised to get feedback from the relevant stakeholders for drafting the postal policy/guidelines	Stakeholder Meetings and Consultation	Quarterly	DoIM/Bhutan Post
Timeline by which the Audience Survey for TV and Radio Programme is Conducted	The audience survey for TV and radio will be undertaken to know how much of the population actually has access to tv and radio	Qualitative and Quantitative Research (Field Visits)	Annually	BICMA Annual Reports, National Statistical Year books, Media Impact Study, etc

Success Indicator	Description	Data Collection Methodology	Data Collection Frequency	Data Source
Effective and Transparent Tendering Process	Effective and Transparent Tendering Process for all tendering procedures and studies to be conducted	Administrative record	Annually	DoIM
Timely Delivery of Important Information of the Ministry through the Department's Facebook Page and Website	Delivery of Important Information of the Ministry through the Department's Facebook Page and Website	Department's Webiste and Facebook Page	Annually	DoIM
Visa Facilitation for Media Personnel and Decisions on Granting Film Royalty Waivers	Visa Facilitation for Media Personnel and Decisions on Granting Film Royalty Waivers	Official Records	Annually	DoIM
Review of Newspapers on Weekly Basis for Information Relevant to the Departments and Agencies Under the Purview of the MoIC	Review of Newspapers on Weekly Basis for Information Relevant to the Departments and Agencies Under the Purview of the MoIC	Office Records	Annually	DoIM
% Reduction of Office and Vehicle Maintenance Cost Compared to Previous Fiscal Year	Reduction of Office and Vehicle Maintenance Cost Compared to Previous Fiscal Year	ADM Record	Annually	DoIM

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 Capacity Building Programmes Initiated for IMO's & Journalists (Print and Broadcast)	Secretary and the AFD	Notesheet approval from the Secretary and timely release of funds by the AFD	nil	Delay in the proposed activity
SECRETARIAT	Number of Grants Given for Encouraging Quality Journalism and Development of Local Content	Secretary and the AFD	Notesheet approval from the Secretary and timely release of funds by the AFD	Nil	Delay in the proposed activity
SECRETARIAT	Number of Civil Servants trained on Social Media	Secretary and the AFD	Notesheet approval from the Secretary and timely release of funds by the AFD	nil	Delay in the proposed activity
SECRETARIAT	Number of Trainings Conducted on Contemporary Arts	Secretary and the AFD	Notesheet approval from the Secretary and timely release of funds by the AFD	nil	Delay in the proposed activity
SECRETARIAT	Number of Local Content Developed and Promoted	Secretary and the AFD	Notesheet approval from the Secretary and timely release of funds by the AFD	nil	Delay in the proposed activity
SECRETARIAT	Number of Projects Monitored	Secretary and the AFD	Notesheet approval from the Secretary and timely release of funds by the AFD	-	Delay in the proposed activity
SECRETARIAT	Daily submission of Press Clippings to Gokha, Ministers, Senior civil Servants and Missions Abroad	AFD	Standby vehicles to deliver press clippings in times of emergencies	-	Failure/delay in the delivery of press clippings
SECRETARIAT	Timeline by which the National Broadcasting Policy is Formulated	PPD	Policy directives and internal consultations	-	Delay in the approval/adoption of the policy

Organisation Name	Relevant Success Indicator	Requirement from the Organisation	Justification for the Requirement	Requirement detail	Impact (If Not Met)
DEPARTMENT OF INFORMATION TECHNOLOGY & TELECOM	Percentage of Digital Migration Initiative Implemented (ground work)	Infrastructure management decision by the core group	Decision on choice for implementation work by the core group. Allow access to fiber optics and other infrastructure for successful transition from analogue to digital	-	Analogue equipment will not be available and Digital Migration Delayed
DEPARTMENT OF INFORMATION TECHNOLOGY & TELECOM	Timeline by which the Media Impact Study is Carried Out	Timely release of funds by the AFD and access to DITT data and statistics	The Media Impact Studies will require up-to-date statistics and information to be used in the report	-	The Media Impact Studies will be out dated and incomplete
DEPARTMENT OF INFORMATION TECHNOLOGY & TELECOM	Timeline by which the Community Radio Rules and Regulations are Drafted	Consultative meetings with important stakeholders like BICMA and DITT. Need more stakeholder involvement and justifications based on international and national inputs	In order to develop community radio rules and regulations, both PPD and DITT have to be on board. PPD will be required for policy directives and DITT for infrastructure	-	Delay in regulations will lead to chaos
SECRETARIAT	Timeline by which the Community Radio Rules and Regulations are Drafted	Consultative meetings	In order to develop community radio rules and regulations, both PPD and DITT have to be on board. PPD will be required for policy directives and DITT for infrastructure	-	Delay in drafting the community rules and regulations
SECRETARIAT	Timeline by which the Circulation Auditing for Print Media is conducted	PPD	The findings from the circulation auditing will determine how to deal with the print media. PPD will be consulted accordingly to discuss the way forward	-	Lack of policy directives

Organisation Name	Relevant Success Indicator	Requirement from the Organisation	Justification for the Requirement	Requirement detail	Impact (If Not Met)
SECRETARIAT	Percentage of Students Trained on Media and Information Literacy	Secretary and the AFD	Notesheet approval from the Secretary and timely release of funds by the AFD	-	Delay in the proposed activity
SECRETARIAT	Percentage of the Total Population Senitised on the Importance of Media and Information Literacy	Secretary and the AFD	Notesheet approval from the Secretary and timely release of funds by the AFD	-	Delay in the proposed activity
SECRETARIAT	Number of Teachers Trained on Media and Information Literacy	Secretary and the AFD	Notesheet approval from the Secretary and timely release of funds by the AFD	-	Delay in the proposed activity
BHUTAN CIVIL AVIATION AUTHORITY	Number of Annual Media Events Organised	Liaison Officers and necessary support	For the required support and coordination	-	The proposed activity will be hampered
DEPARTMENT OF AIR TRANSPORT	Number of Annual Media Events Organised	Liaison Officers and necessary support	For the required support and coordination	-	The proposed activity will be hampered
DEPARTMENT OF INFORMATION TECHNOLOGY & TELECOM	Number of Annual Media Events Organised	Liaison Officers and necessary support	For the required support and coordination	-	The proposed activity will be hampered
ROAD SAFETY & TRANSPORT AUTHORITY	Number of Annual Media Events Organised	Liaison Officers and necessary support	For the required support and coordination	-	The proposed activity will be hampered
SECRETARIAT	Number of Annual Media Events Organised	Liaison Officers and necessary support	For the required support and coordination	-	The proposed activity will be hampered
SECRETARIAT	Number of Stakeholder Meetings Conducted for the Drafting of the National Postal Policy/Guidelines	PPD, AFD, Secretariat	For Policy directives, consultation and approval	-	The drafting of the postal policy will be delayed

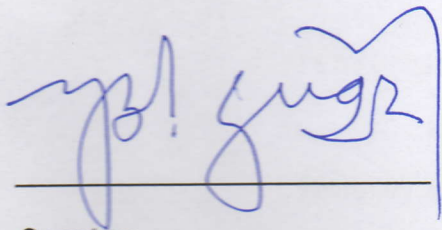
Organisation Name	Relevant Success Indicator	Requirement from the Organisation	Justification for the Requirement	Requirement detail	Impact (If Not Met)
SECRETARIAT	Timeline by which the Media Impact Study is Carried Out	Secretary, PPD and the AFD	Notesheet approval from the Secretary and timely release of funds and support tendering process by the AFD	Nil	Notesheet approval from the Secretary and timely release of funds by the AFD

Whereas,

I, the Director General, Department of Information & Media, 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 Director General, Department of Information & Media to provide necessary support for the delivery of results described in this Annual Performance Agreement.

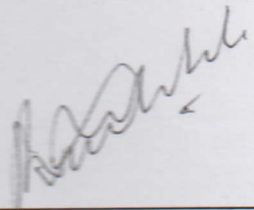
SIGNED:



Secretary

4/8/16

Date



K T Wangchuk
Director General

August 4, 2016

Date