



PERFORMANCE AGREEMENT

BETWEEN

Secretary and Director

**BHUTAN CIVIL AVIATION AUTHORITY
MINISTRY OF INFORMATION & COMMUNICATIONS**

(July 1, 2016 – June 30, 2017)

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Preamble

The Performance Agreement is entered into between the Secretary and Director, Bhutan Civil Aviation Authority.

The objectives of this Performance Agreement are:

- a) To establish clarity and consensus about annual priorities for the Bhutan Civil Aviation Authority 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 Bhutan Civil Aviation Authority 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

Continue development and regulate aviation regulations in line with the international standards, and their enforcement on the aviation industry through regular safety oversight activities.

Mission

Promoting the development of reliable and sustainable transport 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 increase safe, reliable and affordable air transport
- 2) To prevent corruption
- 3) To enhance efficiency and effectiveness in delivery of public services
- 4) To provide effective and efficient direction and operational services

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 increase safe, reliable and affordable air transport	88	Increase domestic flight frequency	Number of flights per week	Number	5	4	2	2	2	1
		Revision/ New ASA and Increase air connectivity	Number of new international routes introduced	Number	5	3	2	2	1	0
		Recruitment of Flight Operation expert	New FSO recruited.	Number	10	1	1	1	1	0
		COSCAP-SA: Enhance safety oversight capabilities of civil aviation regulators and providing training to inspectors within the flight operation, Aerodome, Airworthiness and ANS.	Number of training and technical assistance missions conducted in/out of the state. Facilitate COSCAP-SA secretariat office in Paro.	Number	13	5	4	3	2	1
		CASP-AP: Enhance security oversight capabilities of aviation security regulators and providing training/ awareness to inspector and security personnel.	Number of meeting (SCM, RASCF & ATOM), technical assistance missions and imparting CASP-AP trainings to regulators, inspectors and security personnel's.	Number	7	4	3	2	1	0
		South Asia Regional Initiative (SARI) project is harmonized airworthiness regulations for south asian countries based on the EASA standards	Number of SARI working group meetings and implementation workshop mission conducted in-country and ex-country involving the air operators and amendment of BCAA regulations and requirements accordingly.	Number	8	3	2	1	0	0

Objective	Weight	Action	Success Indicator	Unit	Weight	Excellent [100%]	Very Good [90%]	Good [80%]	Fair [70%]	Poor [60%]
		Reduce lack of effective implementation (LEI) percentage to ICAO acceptable level	1. Number of Audit Finding resolved. 2. Revised Bhutan Civil Aviation Act and tabled to parliament in the summer session 2016. 3. Revision of the regulations from annex 1-19 as per the revised act. 4. Establishment of AIG (Accident & Incident Investigation Group) section in BCAA and sign MOU with India. 5. Training of Aviation personnels as per the ICAO requirements; a. Recuit and train 2 Pilots (fixed wing and Helicopter) b. OJT for 3 Airworthiness Officers c. Mandatory and Recurrent trainings (10 trainings) as per ICAO requirements. d. Meetings, conference, workshops & seminar as organized by ICAO. e. Recruit and train AIG, Security, ANS, PEL Officals as per OD exercise. 6. Technical guidance, tools, provisions of safety critical information to industry personnels. 7. Approval and issuing of AOC (5- Airbus 319, 1- ATR42 & 2- Helicopeters), airport certificates (1 international airport and 3 domestic airports), personel licencing of flight crews, AMEs, Medical and ANS personnels & conduct of	Percent	40	53	54	55	56	57

Objective	Weight	Action	Success Indicator	Unit	Weight	Excellent [100%]	Very Good [90%]	Good [80%]	Fair [70%]	Poor [60%]
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
To enhance efficiency and effectiveness in delivery of public services	5	Improve public service delivery (Reducing time taken for delivery of BCAA services)	TAT for Processing of Personnel Licences and certifications: a) Pilot Licencing; b) AME licencing; c) Issueance of AoC; d) Airport certificate; e) ANS licencing; f) Issueance of Construction clearances	Days	5	14	17	20	25	30
To provide effective and efficient direction and operational services	2	Provide effective and efficient finance and administration services	TAT for budget revision services for projects and programs	Days	0.1	3	4	5	6	7
			TAT for ICT troubleshooting services	Days	0.1	0.5	1	2	3	4
			TAT for HR services	Days	0.1	3	4	5	6	7
			TAT for legal and internal audit services	Days	0.1	14	30	45	60	120
			Employee satisfaction on administration and finance	Percent	0.1	90	80	70	60	50
			TAT for procurement services	Days	0.1	3	5	7	10	14
			Internet uptime	Percent	0.1	95	90	85	80	75
			Percentage of days for which all pool vehicles are kept under running condition	Percent	0.1	100	95	90	85	80
Timeline by which monthly pay and allowances is credited into individual account	Days	0.2	25	27	28	29	30			

Objective	Weight	Action	Success Indicator	Unit	Weight	Excellent [100%]	Very Good [90%]	Good [80%]	Fair [70%]	Poor [60%]
		Reduce per unit cost of consumables	per capita electricity cost	Status of Work	0.25	TBD	NA	NA	NA	TBD
			per capita stationary cost	Status of Work	0.25	TBD	NA	NA	NA	TBD
			Per capita vehicle fuel and maintenance cost	Status of Work	0.25	TBD	NA	NA	NA	TBD
			Per capita internet and telephone cost	Status of Work	0.25	TBD	NA	NA	NA	TBD

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 enhance efficiency and effectiveness in delivery of public services	Improve public service delivery (Reducing time taken for delivery of BCAA services)	TAT for Processing of Personnel Licences and certifications: a) Pilot Licencing; b) AME licencing; c) Issueance of AoC; d) Airport certificate; e) ANS licencing; f) Issueace of Construction clearences	Days	14	14	14	14	14
To increase safe, reliable and affordable air transport	CASP-AP: Enhance security oversight capabilities of aviation security regulators and providing training/ awareness to inspector and security personnel.	Number of meeting (SCM, RASCF & ATOM), technical assistance missions and imparting CASP-AP trainings to regulators, inspectors and security personnel's.	Number	4	4	4	4	4
	COSCAP-SA: Enhance safety oversight capabilities of civil aviation regulators and providing training to inspectors within the flight operation, Aerodome, Airworthiness and ANS.	Number of training and technical assistance missions conducted in/out of the state. Facilitate COSCAP-SA secretariat office in Paro.	Number	3	3	3	5	5
	Increase domestic flight frequency	Number of flights per week	Number	3	3	5	7	9

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]
	Recruitment of Flight Operation expert	New FSO recruited.	Number	0	0	2	2	2

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]
	Reduce lack of effective implementation (LEI) percentage to ICAO acceptable level	<ol style="list-style-type: none"> 1. Number of Audit Finding resolved. 2. Revised Bhutan Civil Aviation Act and tabled to parliament in the summer session 2016. 3. Revision of the regulations from annex 1-19 as per the revised act. 4. Establishment of AIG (Accident & Incident Investigation Group) section in BCAA and sign MOU with India. 5. Training of Aviation personnels as per the ICAO requirements; <ol style="list-style-type: none"> a. Recuit and train 2 Pilots (fixed wing and Helicopter) b. OJT for 3 Airworthiness Officers c. Mandatory and Recurrent trainings (10 trainings) as per ICAO requirements. d. Meetings, conference, workshops & seminar as organized by ICAO. e. Recruit and train AIG, Security, ANS, PEL Officals as per OD exercise. 	Percent	61.2	61.2	57	53	50

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]
	Revision/ New ASA and Increase air connectivity	Number of new international routes introduced	Number	9	9	9	12	13
	South Asia Regional Initiative (SARI) project is harmonized airworthiness regulations for south asian countries based on the EASA standards	Number of SARI working group meetings and implementation workshop mission conducted in-country and ex-country involving the air operators and amendment of BCAA regulations and requirements accordingly.	Number	3	3	3	3	3
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	Provide effective and efficient finance and administration services	Employee satisfaction on administration and finance	Percent					
		Internet uptime	Percent					
		Percentage of days for which all pool vehicles are kept under running condition	Percent					
		TAT for budget revision services for projects and programs	Days					
		TAT for HR services	Days					

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]
		TAT for ICT troubleshooting services	Days					
		TAT for legal and internal audit services	Days					
		TAT for procurement services	Days					
		Timeline by which monthly pay and allowances is credited into individual account	Days					
	Reduce per unit cost of consumables	per capita electricity cost	Status of Work					
		Per capita internet and telephone cost	Status of Work					
		per capita stationary cost	Status of Work					
		Per capita vehicle fuel and maintenance cost	Status of Work					

Section 4: Definition of Success Indicators

Success Indicator	Description	Data Collection Methodology	Data Collection Frequency	Data Source
<p>1. Number of Audit Finding resolved.</p> <p>2. Revised Bhutan Civil Aviation Act and tabled to parliament in the summer session 2016.</p> <p>3. Revision of the regulations from annex 1-19 as per the revised act.</p> <p>4. Establishment of AIG (Accident & Incident Investigation Group) section in BCAA and sign MOU with India.</p> <p>5. Training of Aviation personnels as per the ICAO requirements;</p> <p>a. Recruit and train 2 Pilots (fixed wing and Helicopter)</p> <p>b. OJT for 3 Airworthiness Officers</p> <p>c. Mandatory and Recurrent trainings (10 trainings) as per ICAO requirements.</p> <p>d. Meetings, conference, workshops & seminar as organized by ICAO.</p> <p>e. Recruit and train AIG, Security, ANS, PEL Officals as per OD exercise.</p> <p>6. Technical guidance, tools, provisions of safety critical information to industry personnels.</p> <p>7. Approval and issuing of AOC (5- Airbus 319, 1- ATR42 & 2- Helicopters), airport certificates (1 international airport and 3 domestic airports), personel licencing of flight crews, AMEs, Medical and ANS personnels & conduct of examination and all aprovals related to safety.</p> <p>8. Surveillance obligations (Audit and inspection of Aircraft, flight crews, facilities and airports)</p> <p>9. Addressing of ICAO resolutions by the follow up audit and corrective action plans.</p>	<p>In order to reduce the LEI rating which indicates safety performance of the BCAA</p>	<p>Audit finding of ICAO available through website based on Eight Critical Elements</p> <p>CE1:Legislation,</p> <p>CE2: Operating Regulations</p> <p>CE3: Civil Aviation system and safety oversight functions,</p> <p>CE4: Technical personnel qualifications and trainings, CE5: Technical guidance, tools, provisions of safety critical information,</p> <p>CE6: Licensing, certification, authorization & approval obligations,</p> <p>CE7: Surveillance obligations</p> <p>CE8: Resolutions of safety concerns</p>	<p>Annually</p>	<p>Universal Safety Oversight Audit Program- Continuous Monitoring Assessment. website: www.icao.int</p>
<p>Number of flights per week</p>	<p>As per the directives of HPM during the mid-term review of APA March 2015</p>	<p>Administrative data from BCAA & DoAT</p>	<p>Weekly</p>	<p>Administrative data from BCAA & DoAT</p>

Number of new international routes introduced	Signing of Air service agreement and MOU between states.	Administrative data from BCAA	Annually	Administrative data from BCAA
New FSO recruited.	As per the directives of HPM during the midterm review of APA March 2015.	Administrative data from BCAA	Annually	Administrative data from BCAA
Number of training and technical assistance missions conducted in/out of the state. Facilitate COSCAP-SA secretariat office in Paro.	Enhance safety oversight capabilities of civil aviation regulators and providing training to inspectors within the flight operation, Aerodome, Airworthiness and ANS.	Administrative Data from BCAA	Annually	Administrative Data from BCAA
Number of meeting (SCM, RASCF & ATOM), technical assistance missions and imparting CASP-AP trainings to regulators, inspectors and security personnel's.	Enhance security oversight capabilities of aviation security regulators and providing trainings to inspector and security personnel.	Administrative Data from BCAA	Annually	Administrative Data from BCAA
Number of SARI working group meetings and implementation workshop mission conducted in-country and ex-country involving the air operators and amendment of BCAA regulations and requirements accordingly.	SARI working group meetings and implementation workshop mission conducted in-country and ex-country	Administrative Data from BCAA	Annually	Administrative Data from BCAA
TAT for Processing of Personel Licences and certifications: a) Pilot Licencing; b) AME licensing; c) Issueance of AoC; d) Airport certificate; e) ANS licencing; f) Issueace of Construction clearences	To evaluate public service delivery time taken	Administrative Data BCAA	Annually	Administrative Data BCAA
Timeline by which monthly pay and allowances is credited into individual account	Timely by which the monthly salary is deposited	Administrative data	Monthly	Administrative data
TAT for budget revision services for projects and programs	Turn around time	Admin. data	Biannually	Admin. data

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)
DEPARTMENT OF AIR TRANSPORT	<ol style="list-style-type: none"> 1. Number of Audit Finding resolved. 2. Revised Bhutan Civil Aviation Act and tabled to parliament in the summer session 2016. 3. Revision of the regulations from annex 1-19 as per the revised act. 4. Establishment of AIG (Accident & Incident Investigation Group) section in BCAA and sign MOU with India. 5. Training of Aviation personnels as per the ICAO requirements; <ol style="list-style-type: none"> a. Recruit and train 2 Pilots (fixed wing and Helicopter) b. OJT for 3 Airworthiness Officers c. Mandatory and Recurrent trainings (10 trainings) as per ICAO requirements. d. Meetings, conference, workshops & seminar as organized by ICAO. e. Recruit and train AIG, Security, ANS, PEL Officals as per OD exercise. 6. Technical guidance, tools, provisions of safety critical information to industry personnels. 7. Approval and issuing of AOC (5- Airbus 319, 1- ATR42 & 2- Helicopeters), airport certificates (1 international airport and 3 domestic airports), personel licencing of flight crews, AMEs, Medical and ANS personnels & conduct of examination and all aprovals related to safety. 8. Surveillance obligations (Audit and inspection of Aircraft, flight crews, facilities and airports) 9. Addressing of ICAO resolutions by the follow up audit and corrective action plans. 	ATC Control Tower takeover, BCAA Audit findings	To table the civil aviation act to the parliament, bilateral talks & ATC issue to be resolved	1 BCAA Audit Annually	Compromise Safety

Organisation Name	Relevant Success Indicator	Requirement from the Organisation	Justification for the Requirement	Requirement detail	Impact (If Not Met)
SECRETARIAT	Number of new international routes introduced	Cabinet Approval	Cabinet notification C.3/100/283, dated 27 April 2016 makes it mandatory to seek Cabinet approval while initiating or proposing to sign any Memorandum of Understanding with an ex-country agency.	to forward the case to the cabinet as soon as possible	ASA and MoU cannot be signed.

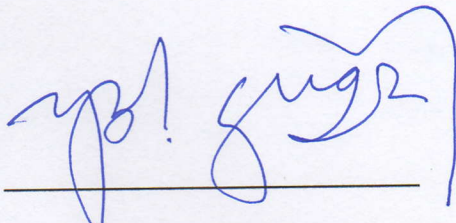
Organisation Name	Relevant Success Indicator	Requirement from the Organisation	Justification for the Requirement	Requirement detail	Impact (If Not Met)
SECRETARIAT	<ol style="list-style-type: none"> 1. Number of Audit Finding resolved. 2. Revised Bhutan Civil Aviation Act and tabled to parliament in the summer session 2016. 3. Revision of the regulations from annex 1-19 as per the revised act. 4. Establishment of AIG (Accident & Incident Investigation Group) section in BCAA and sign MOU with India. 5. Training of Aviation personnels as per the ICAO requirements; <ol style="list-style-type: none"> a. Recruit and train 2 Pilots (fixed wing and Helicopter) b. OJT for 3 Airworthiness Officers c. Mandatory and Recurrent trainings (10 trainings) as per ICAO requirements. d. Meetings, conference, workshops & seminar as organized by ICAO. e. Recruit and train AIG, Security, ANS, PEL Officals as per OD exercise. 6. Technical guidance, tools, provisions of safety critical information to industry personnels. 7. Approval and issuing of AOC (5- Airbus 319, 1- ATR42 & 2- Helicopters), airport certificates (1 international airport and 3 domestic airports), personel licencing of flight crews, AMEs, Medical and ANS personnels & conduct of examination and all aprovals related to safety. 8. Surveillance obligations (Audit and inspection of Aircraft, flight crews, facilities and airports) 9. Addressing of ICAO resolutions by the follow up audit and corrective action plans. 	Human Resource and MoU(AIG and SAR)	ICAO requirements	As per OD exercise approved by RCSC	LEI cannot be addressed as planned

Whereas,

I, the Officiating Director, Bhutan Civil Aviation Authority, 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, Bhutan Civil Aviation Authority to provide necessary support for the delivery of results described in this Annual Performance Agreement.

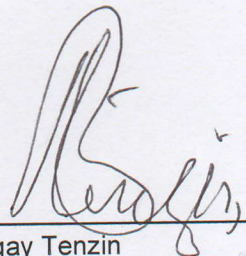
SIGNED:



Secretary

4/8/16

Date



Sangay Tenzin
Officiating Director

4/8/16

Date