

# **Government Performance Management System (GPMS) & Managing for Excellence (MAX)**

Karma Tshiteem, Chairman

Royal Civil Service Commission, Royal Government of Bhutan

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# Bhutan SDG Status

- UNDP Bhutan rapid integrated assessment findings: 143 SDG targets found relevant, 134 included & prioritized in current 11FYP
- 12<sup>th</sup> FYP preparation underway: Targets of 17 SDGs are part of the 16 NKRAAs. Integration into LG plans ongoing
- Bhutan volunteered for the VNR in 2018 HLPF

# Presentation Outline

Issues

GPMS

MAX

# Why GPMS & MAX?

## Issue

Unclear Annual Agency Performance Targets

No clear alignment between Resources and Annual Performance Targets

Weak Monitoring and Accountability of Annual Agency Performance

## Issue Description

- FYP targets not broken into Annual Targets
- **Agencies** are not assigned clear **Annual Performance Targets**;
- No established process of aligning **annual budget** of Agencies to their **Annual Performance Targets**;
- No established process of **aligning Individual** performance to **Agency Performance** Annually
- Weak Monitoring and Problem Solving of **implementation** during the fiscal year
- Almost no **performance evaluation** at the end of a fiscal year except financial auditing



Poor Delivery and Weak Accountability

# Presentation Outline

Issues

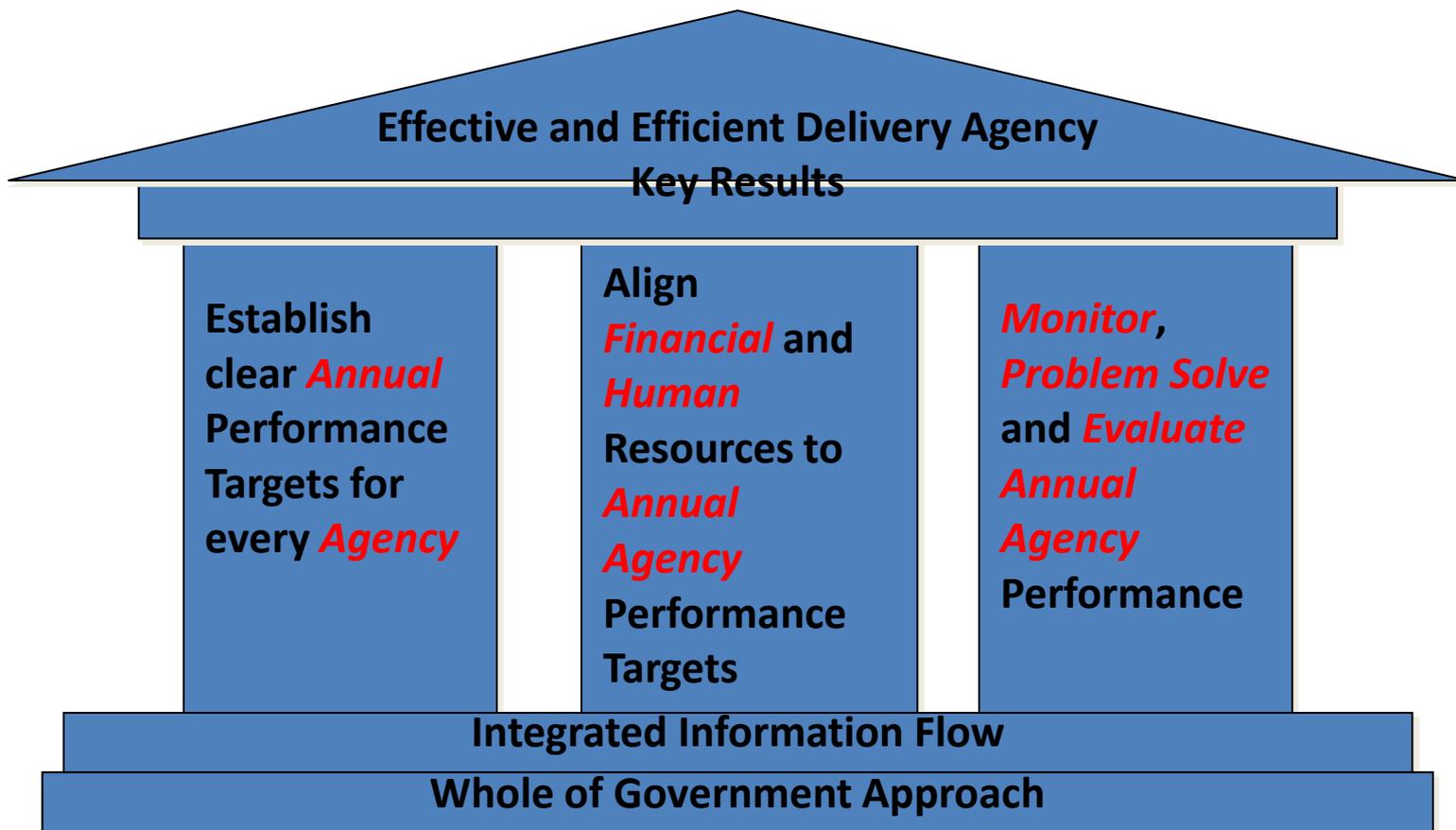
GPMS

MAX

# GOVERNMENT PERFORMANCE MANAGEMENT SYSTEM (GPMS)

- A system that links and cascades long-term goals to organizational targets and to individual work-plans.
- GPMS started in 2014 following Government directive
- **Government Performance Management Division (GPMD)** was established under the Office of the Prime Minister in March 2015

# GPMS is....



# Alignment of National Five Year Goals/SDGs, Annual Objectives, Resources and Individual Work Plans

Five Year

NKRAs, SKRAs  
Agency wise  
programs

Five Year Plan Programs under  
Departments/Agencies/Dzongkhags

Annual

APA Objectives  
& Targets

Annual Performance Targets  
Annual Work Plans

Individual  
Work Plan

Annual Budget

Annual Budget  
proposal

Individual Work Planning for  
PE Rating

# Scope of APAs

Annual Performance Agreements are signed between:

- Hon'ble Prime Minister and Ministers
- Hon'ble Prime Minister and Dzongdags
- Hon'ble Prime Minister and Heads of Autonomous Agencies
- Ministers and Secretaries
- Secretaries and Department Heads



# KUENSEL

THAT THE PEOPLE SHALL BE INFORMED

WEDNESDAY, AUGUST 30, 2017 • Nu 15



Lyonchhen Tshering Tobgay speaks to the dzongdags and thrompons at the signing of the Annual Performance Agreements, 2017-18 with 20 dzongkhags and three thromdes of Gelephu, Phuentsholing and Samdrupjongkhar yesterday in Bumthang.

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ICT



CSIS



SCS



ACS



ADS

## APA 2017-2018 Signing (11-Aug-2017)

Posted on August 11, 2017 by Webmaster

Annual Performance Agreement signed between Hon'ble Prime Minister and Ministry of Finance.

The signing of Annual Performance Agreement for FY 2017-18 between the Hon'ble Prime Minister and Minister of Finance took place on 11th August 2017 at the Royal Banquet Hall.



The Annual Performance Agreement between the Hon'ble Finance Minister and the Finance Secretary and between the Finance Secretary and heads of Departments/division were also signed in presence of Hon'ble Prime Minister. Hon'ble Finance Minister highlighted some of the targets in the Ministry's APA and reiterated Ministry's commitment to achieve them.

# Format of Annual Performance Agreement

Section 1	Department's Vision, Mission, Objectives.
Section 2	Key objectives , success indicators and targets.
Section 3	Trend values of the success indicators.
Section 4	Description, definition and measurement success indicators.
Section 5	Specific performance requirements from other Ministries/Dzongkhags/Agencies that are critical for delivering agreed results.

# Annual Performance Planning, Budgeting and IWP timelines

## Five Year Plan Targets

### Annual Performance Target

### Annual Budgeting

### Individual Work Plan

Dec

- Ministries, Departments, Dzongkhag, Gewogs, Thromdes, AGs and CBs prepare annual performance targets

Jan -Feb

- Ministries, Dzongkhags, Gewogs, Thromde, AGs and CBs propose annual Budget

March-  
April

- Review of Proposed Annual Targets

- Review of Annual Budget Proposal

May-June

- Approval of Annual Targets

- Approval of Annual Budget

- Preparation of Individual Work Plans

# Alignment of APA and Agency Budget

APA Objective	Expenditure Item	Funding Agency	Financing Item Code	Amount
To enhance food security	Construct Irrigation Channel	RGoB	0001	X Million
	Research and Technology	RGoB	0001	Y Million
	Farmers Training	Donor	XXXX	Z Million
To improve health status				
To promote culture				

# Alignment of APA and Individual Work Plans of Civil Servants in Agencies

APA Objective	Division Output	Activity	Target			
			Outstanding	Very Good	Good	Need Improvement
To enhance food security	Irrigation Channel Constructed	Drawing and Design				
		Construction				
	New Technologies Released	Concept development				
		Development of actual technology				
	Farmers Trained	Training of Farmers				

# Year End APA Evaluation

Real time Monitoring and  
Problem Solving

Real time Monitoring and  
Problem Solving

*July 2016*

*Sep 2016*

*Dec 2016*

*Mar 2017*

*June 2017*

Start of  
Implementati  
on

Mid Year Review

- Major Activity Changes
- Major Budget Revisions
- Changes to IWPs

-Agency  
Performance  
Budget utilization  
-Individual Civil Servants

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# Agency Categorization & MaX Framework

Agency Category	Score	Out-standing	Very Good	Good	Need Improvement
Category 1	GPMS $\geq 95\%$	3	17	80	0
Category 2	GPMS $\geq 85$	2	16	81	1
Category 3	GPMS $\geq 75$	1	15	82.5	1.5
Category 4	GPMS $< 75$	0	14	84	2

# Conclusion

- Clear Priorities – NKRA/SKRA/DKRA (FYP)
- Specific actionable targets – APAs, Annual Budget, IWPs
- Monitor closely – Monitoring & Problem Solving
- Accountability – Evaluated APAs and IWPs linked to rewards and punishment

# Q&A