

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

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Royal Civil Service Commission, Royal Government of Bhutan

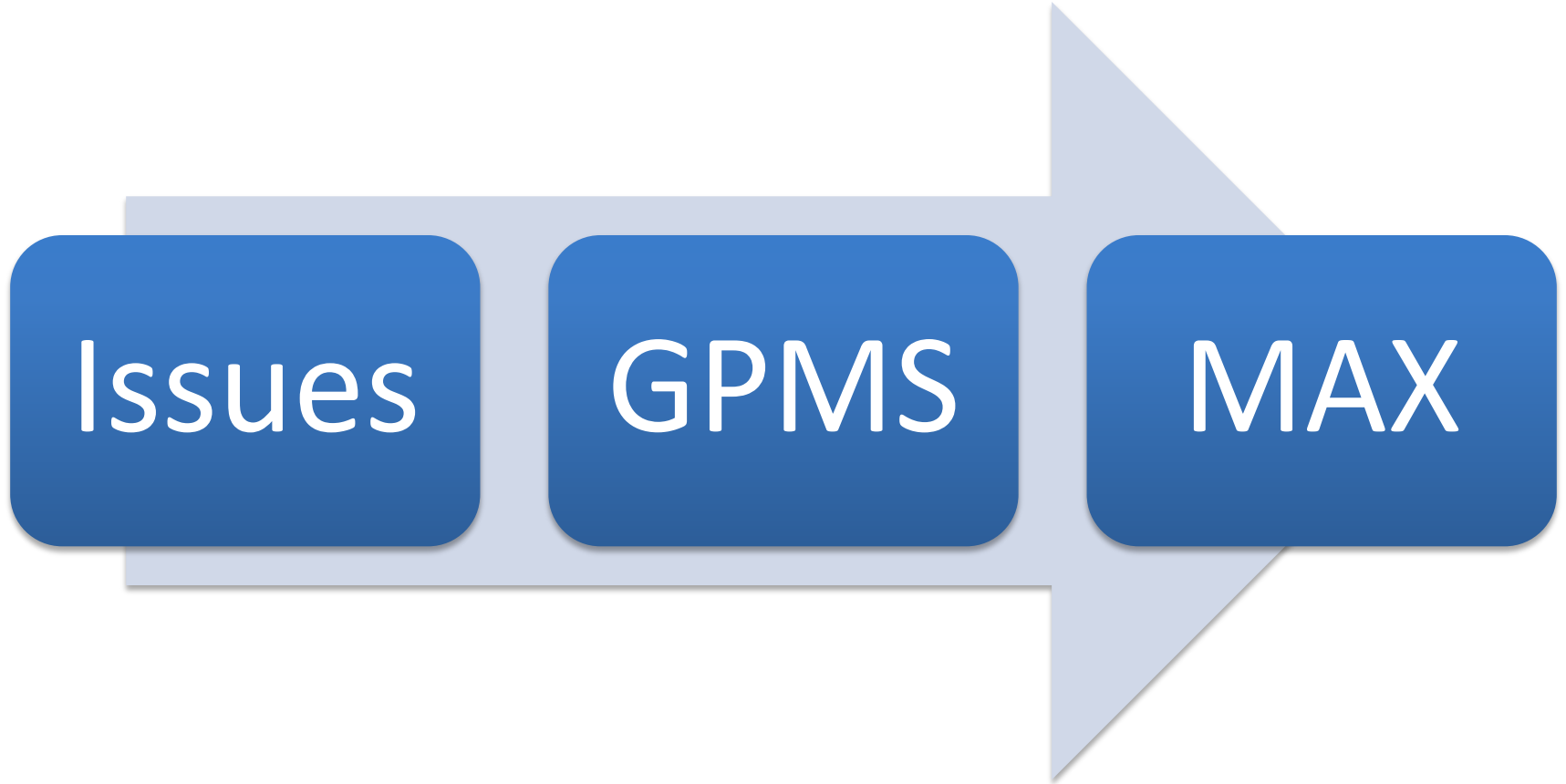
Symposium on “Building Effective, Accountable and Inclusive Institutions and Public Administration for Advancing the 2030 Agenda for Sustainable Development

Incheon, South Korea December 6th 2017

Bhutan SDG Status

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

Presentation Outline



Why GPMS & MAX?

Issue

Issue Description

Unclear Annual Agency Performance Targets


- FYP targets not broken into Annual Targets

No clear alignment between Resources and Annual Performance Targets

- **Agencies** are not assigned clear **Annual** Performance Targets;
- No established process of aligning **annual budget** of Agencies to their **Annual Performance** Targets;

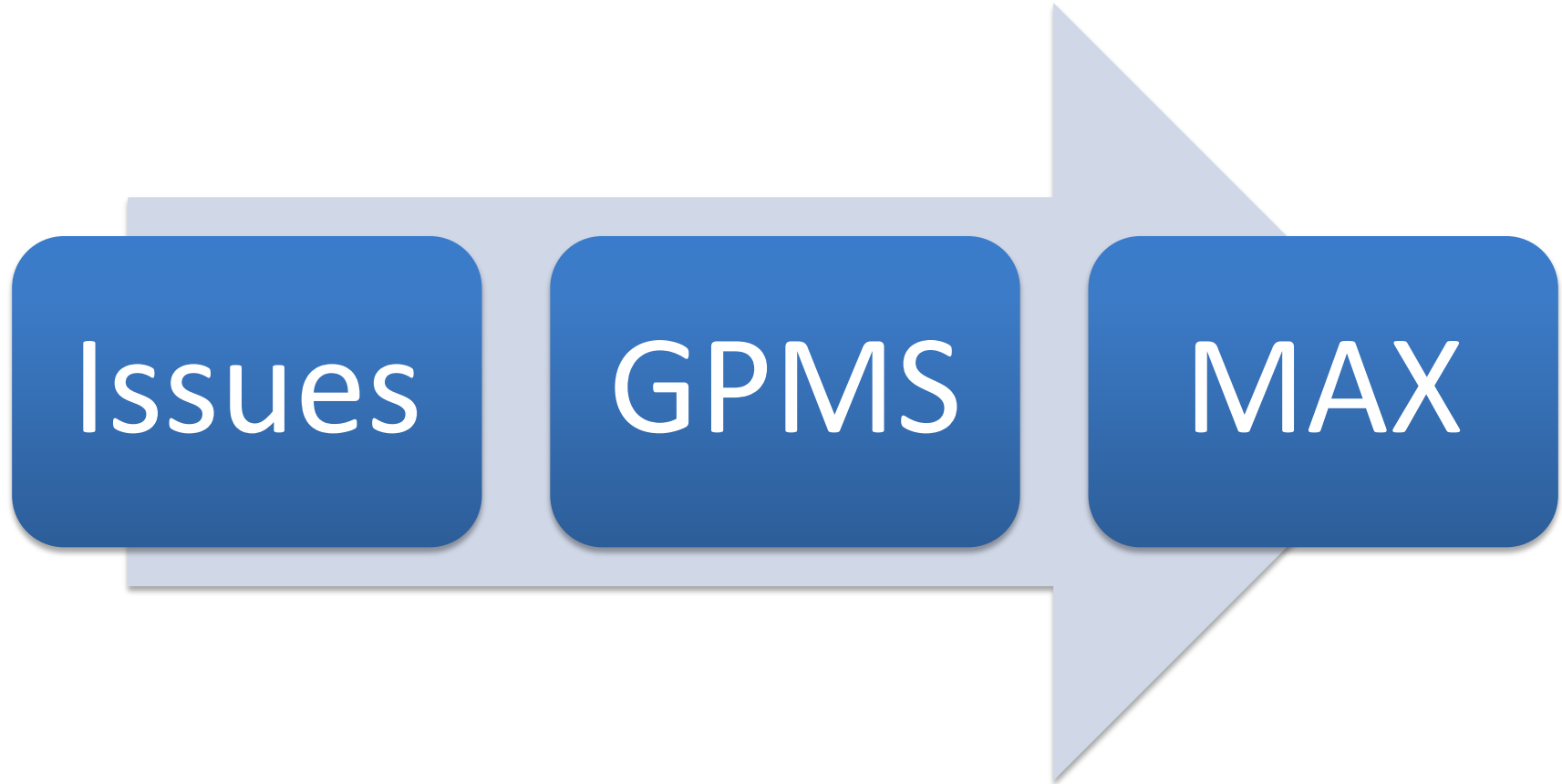
Weak Monitoring and Accountability of Annual Agency Performance

- 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

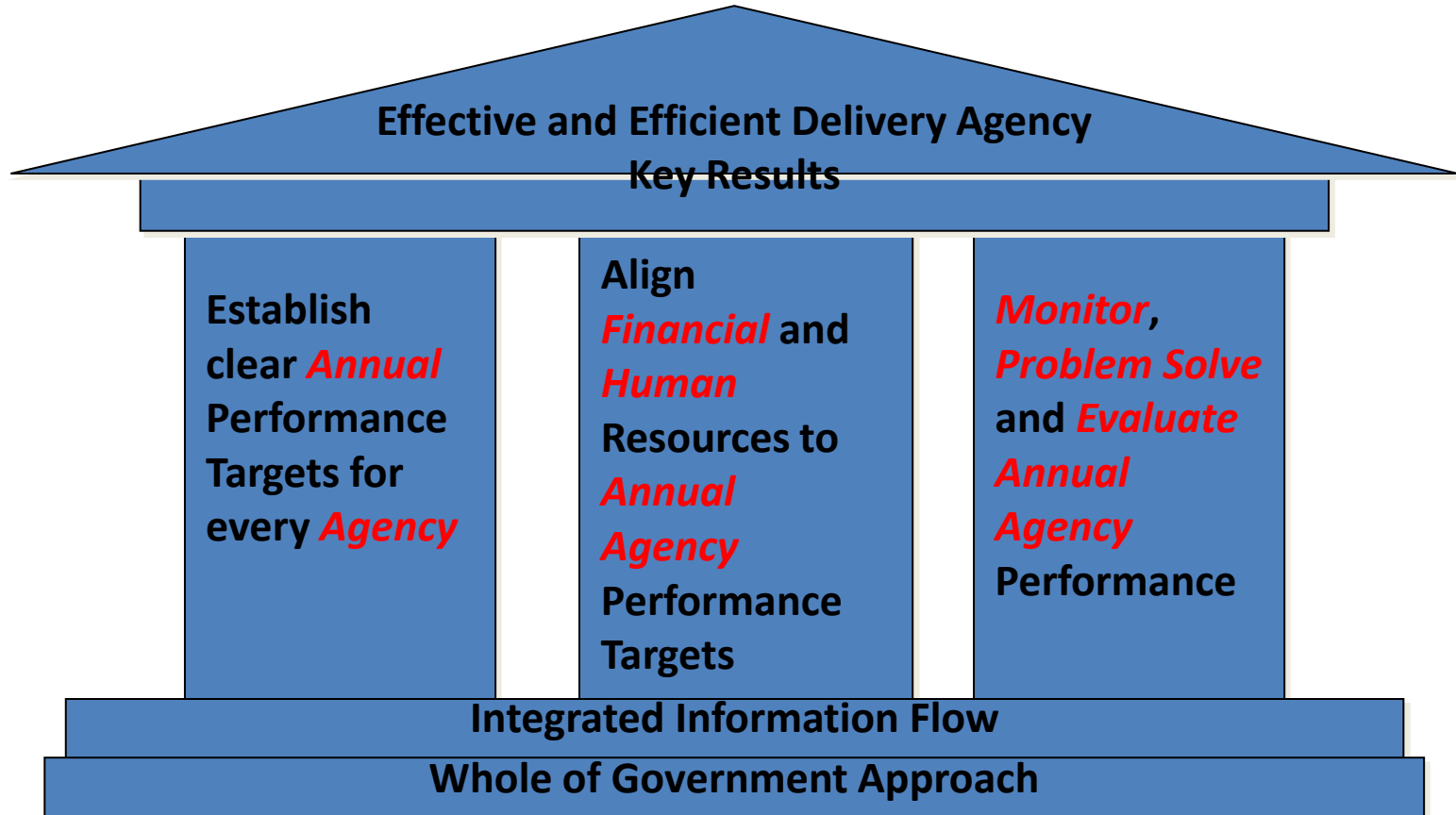
Presentation Outline



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



Lyonchen 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 | <i>Key objectives , success indicators and targets.</i> |
| 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

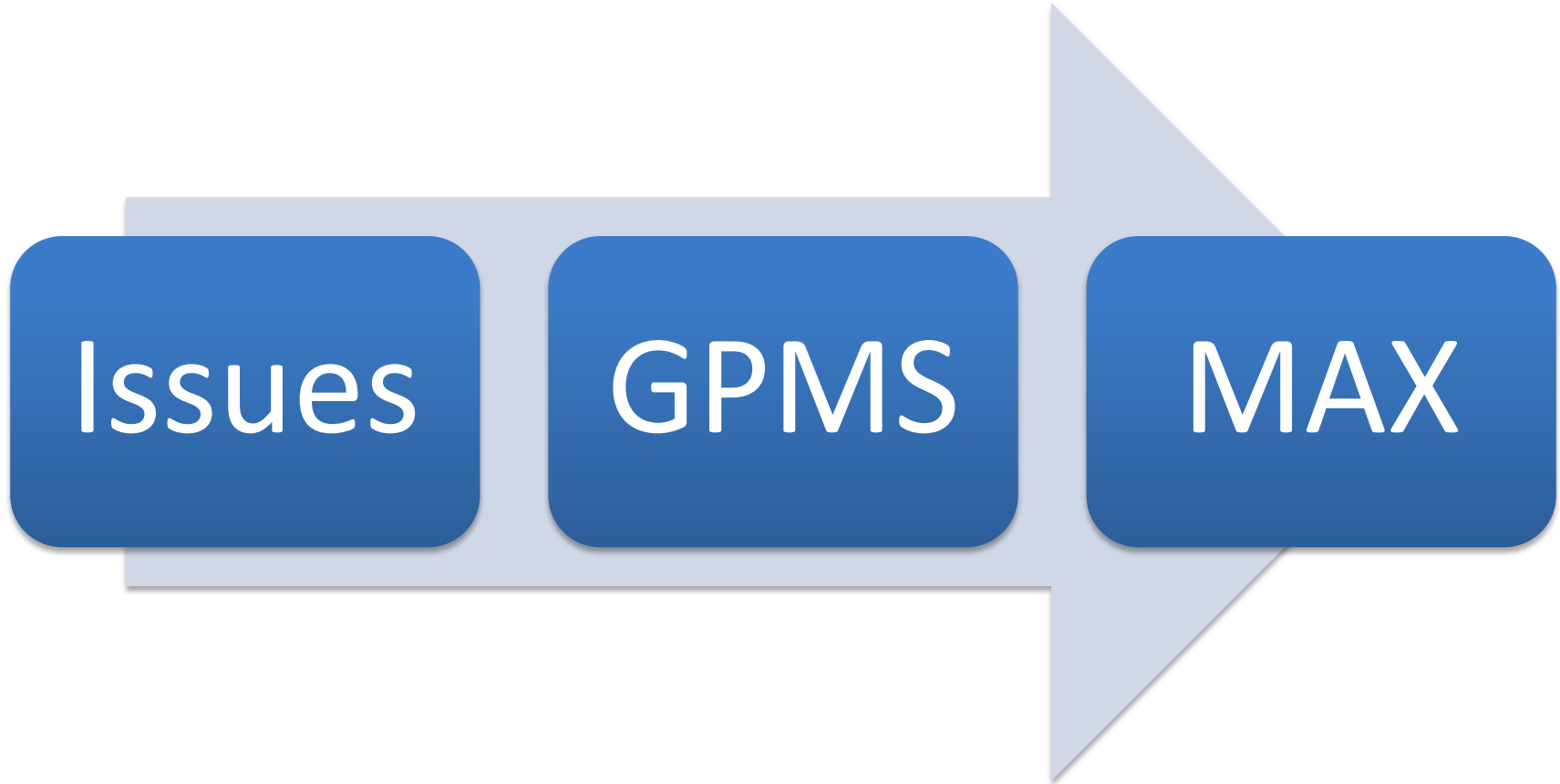
Start of
Implementati
on

Mid Year Review

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

-Agency
Performance
Budget utilization
-Individual Civil Servants

Presentation Outline



Agency Categorization & MaX Framework

| Agency Category | Score | Out-standing | Very Good | Good | Need Improvement |
|-----------------|------------|--------------|-----------|------|------------------|
| Category 1 | GPMS >=95% | 3 | 17 | 80 | 0 |
| Category 2 | GPMS >=85 | 2 | 16 | 81 | 1 |
| Category 3 | GPMS >=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