



**PERFORMANCE AGREEMENT BETWEEN
DIRECTOR GENERAL AND
MR. LHAM DORJI, OFFICIATING CHIEF RESEARCH OFFICER OF
THE SOCIO-ECONOMIC ANALYSIS AND RESEARCH DIVISION,
NATIONAL STATISTICS BUREAU**

(July 1, 2014 – June 30, 2015)

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Preamble

The Performance Agreement is entered into between the Director General and Mr. Lham Dorji, Officiating Chief Research Officer of the Socio-Economic Analysis Division (SEARD) of National Statistics Bureau (NSB).

The objectives of this Performance Agreement are:

- a) To establish clarity and consensus about annual priorities for the National Statistics Bureau (NSB) consistent with the 11th Five Year Plan document, and Government's new priorities;
- b) To make the Division fully responsible for driving implementation and delivering the results against the annual priorities;
- c) To provide an objective and fair basis for evaluating the Division's overall performance at the end of year;

The Performance Agreement represents an important accountability mechanism for inculcating a performance based culture at Division levels of NSB.

NOW THEREFORE, the parties hereto agree as follows:

Section 1: NSB's Vision, Mission and Objectives

Vision

- Support evidence-based policy/decision making in the country; and
- Be a key provider of world class statistical information.

Mission

- Provide timely, relevant and reliable statistics consistent with international principles and standard for effective decision making and monitoring; and
- Be a key provider of internationally comparable statistical information.

Objectives

The objectives of the National Statistics Bureau are to:

1. Develop national statistics development strategy (NSDS);
2. Draft statistics bill of Bhutan (Statistical Legislation);
3. Conduct socio-economic and thematic research;
4. Conduct population housing census of Bhutan (PHCB);
5. Collect and publish monthly, quarterly and annual official statistics reports;
6. Develop environmental statistics and accounting;
7. Develop micro-data dissemination policy;
8. Develop standard operating procedures for survey/census clearance; and
9. Establish geog level data centre in two pilot Dzongkhags.

Section 2: Roles and Responsibilities of the Socio-Economic Research and Analysis Division are as:

1. Contribute towards improving the analysis of data for guiding policy through multi-disciplinary approach, including qualitative methodologies;
2. Promote research culture and generate knowledge on socio-economic themes for wider public consumption; and
3. Contribute to the government's policy of creating a knowledge society.

Objectives

The objectives of the Socio-Economic Research and Analysis Division are to:

1. Conduct thematic socio-economic research and analysis of relevance to policy decisions;
2. Publish research in the form of monographs and other policy papers including policy briefs; and
3. Disseminate research findings through workshops and seminars.

Section 2: Key objectives, priorities, actions, success indicators and targets

Column 1	Column 2	Column 3	Column 4	Column 5	Column 6	Column 7					
To conduct thematic study on youth issues in Bhutan using multi-data and multi-method approach	Weight of Objective	Actions:	Success Indicator	Deadline/Unit	Success Indicator Weight	Target / Criteria Value					
						Excellent	Very Good	Good	Fair	Poor	
							100%	90%	80%	70%	60%
		75	1. Identify research problems, questions and specific topics of the broader research theme “The Youth Issues”	Specific themes <i>identified</i> *Sub-themes identified so far 5, last theme youth unemployment is optional	10/07/2014	15	10/07/14	10/08/14	10/09/14	10/10/14	11/01/14
	2. Develop conceptual and research operational frameworks through consultations with the experts and literature reviews		Research proposal for each specific theme of the Youth Issues Study <i>developed</i>	25/07/2014	10	25/07/14	25/08/14	25/09/14	25/10/14	25/11/14	
	3. Design studies (approach to data collection and analysis) through consultations with the national and international experts and literature reviews		1. Study design for each specific themes including standardized guided open-ended questions for the FGDs and In-depth interviews <i>prepared</i>	30/07/2014	10	30/07/14	30/08/14	30/09/14	30/10/14	30/11/14	
			Statistical model or frameworks for quantitative data analysis <i>developed</i>	10/10/2014	10	10/10/14	10/11/14	10/12/14	10/01/15	10/02/14	
	4. Collect data (surveys and administrative data) from different youth-serving agencies, NGOs and past surveys		Datasets from different youth-serving agencies, NGOs and pas surveys <i>collected</i>	15/10/2014	10	15/10/14	15/11/14	15/12/14	15/01/15	15/02/15	
	5. Conduct field interviews and Focus Group Discussions (qualitative method) to generate information to support the statistical/quantitative analysis		Focus Group Discussions and Face-to-Face interviews <i>conducted</i>	30/10/2014	10	30/10/14	30/11/14	30/12/14	30/01/14	30/02/14	
6. Conduct analysis of the qualitative and quantitative data using MAXQDA and STATA	Qualitative and quantitative data analysis using MAXQDA and STATA <i>conducted</i>		20/11/2014	10	20/11/14	20/12/14	20/01/15	20/02/15	20/03/15		

Column 1	Column 2	Column 3	Column 4	Column 5	Column 6	Column 7				
	Weight of Objective	Actions:	Success Indicator	Deadline	Success Indicator or Weight	Target/Criteria value				
						Exe %	Very good	Good	Fair	Poor
						100 %	90%	80%	70%	60%
To publish research in the form of monographs and other policy papers including short policy briefs	10	1. Write report and prepare a policy brief for each sub-theme	1. Report <i>written</i>	15/02/2015	5	15/02/15	15/03/15	15/04/15	15/05/15	15/06/15
			2. Policy briefs <i>written</i>	15/03/2015	5	15/03/15	15/04/15	15/05/15	15/06/15	15/07/15
To disseminate research findings through workshops and seminars	10	1. Hold meetings and consultations with the youth stakeholders to discuss findings and generate recommendations;	Meetings/consultations <i>conducted</i>	20/01/2014	5	20/01/15	20/02/15	20/03/15	20/04/15	20/05/15
		2. Conduct workshop and seminars and publish the research findings; and	Workshops/seminars conducted and research findings <i>published</i>	31/05/2015	3	31/05/15	30/06/15	30/07/15	30/08/15	30/09/15
		3. Distribute the research publications.	Research publications <i>distributed</i>	30/06/2015	2	30/06/15	30/07/15	30/08/15	30/09/15	30/10/15
Mandatory Objectives										
To implement National Integrity and Anti-Corruption Strategy (NIACS)	5	Implement NIACS	Amount of irregularities reported by RAA in annual audit report	Million (Nu.)	3	0	0	0	0	>0
			Complaints to ACC against SEARD	Nos.	2	0	0	0	0	>0

Section 3: Trend values of the success indicators

Objective	Actions	Success Indicator	Unit	Actual Value for FY 12/13	Actual Value for FY 13/14	Target Value for FY 14/15	Value for FY 15/16	Projected Value for FY 16/17	Projected Value for FY 17/18
To conduct thematic study on youth issues in Bhutan using multi-data and multi-method approach	Identify research problems, questions and specific topics of the broader research theme “The Youth Issues”	Specific themes <i>identified</i>	No.	0	0	5	0	0	0
	2. Develop conceptual and research operational frameworks through expert consultations and LIs	Research proposal for each specific theme of the Youth Issues Study <i>developed</i>	No.	0	0	5	0	0	0
	3. Design studies (approach to data collection and analysis) through consultations with the national and international experts and literature reviews	1. Study design for each themes including standardized open-ended questions for the FGDs and in-depth interviews <i>prepared</i>	No.	0	0	5	0	0	0
		Statistical model/frameworks <i>developed</i>	No.	0	0	5	0	0	0
	4. Collect data (surveys and administrative data) from different youth-serving agencies, NGOs and surveys	Datasets from different youth-serving agencies, NGOs and past surveys <i>collected</i>	No.	0	0	8	0	0	0
	5. Conduct interviews and FGDs (qualitative method) to generate information to supplement statistical/ quantitative analysis	Focus Group Discussions and Face-to-Face interviews <i>conducted</i>	No.	0	0	7 FGDs 80 interviews	0	0	0
	6. Conduct analysis of the qualitative and quantitative data using MAXQDA and	Qualitative and quantitative data using MAXQDA and STATA <i>conducted</i>	No	0	0	1	0	0	0

	STATA								
To publish research in the form of monographs and other policy papers including short policy briefs; and	Write report and prepare a policy brief for each sub-theme	Report and policy briefs <i>written</i>	No.	0	0	1	0	0	0
To disseminate research findings through workshops and seminars	1. Hold meetings and consultations with the youth stakeholders to discuss findings and generate recommendations;	Meetings/consultations <i>conducted</i>	No.	0	0	1	0	0	0
	2. Conduct workshop and seminars and publish the research findings; and	Workshops/seminars conducted and research findings <i>published</i>	No.	0	0	1	0	0	0
	3. Distribute the research publications.	Research publications <i>distributed</i>	No.	0	0	1	0	0	0
Mandatory Objectives									
To implement National Integrity and Anti-Corruption Strategy (NIACS)	Implement NIACS	Amount of irregularities reported by RAA in annual audit report	Million (Nu.)	0	0	0	0	0	0
		Complaints to ACC against SEARD	Nos.	0	0	0	0	0	0

Section 4: Description, definition and measurement of success indicators

SI. No.	Success Indicator	Description	Definition	Measurement	General Comments
1	Research completed/not completed within specified time	It is a deadline-bound study, so its success is determined by whether the study is completed on time or not.	Thematic studies on social and economic issues of relevance to Bhutan	Completed on the specified deadline	The quality of study component has not be included in the Performance Compact, which in future may be included, which will also require additional reviews by experts to determine its quality (peer reviews).
2	Number of publications related to the study	The main output of the study will be in the form of a larger report and summarized policy brief	Monographs that contain studies on specific themes relevant to Bhutan	Numbers	The Division's objective is to publish bi-annual monographs. Already the Division has published 5 monographs within last three years (both hard cover and electronic).
3	Number of workshops/seminars to disseminate the findings	Workshops and seminars targeted to different groups, especially the policy makers, politicians, development partners and local leaders.	Workshop/seminars are public forums for the dissemination of study findings	Numbers, and audience & geographical coverage	Usually, only one workshop is conducted at the end of the study; it is important to focus more on this activity if findings are to reach the policy makers and wider public. The reports seem to make less impact because of poor reading habits among the Bhutanese.

Section 5: Specific performance requirements from other Divisions/Ministries/Agencies

Division/Organization Type	Division/Organization Name	Relevant Success Indicator	What is your requirement from this organization	Justification for this requirement	Please quantify your requirement from this Organization	What happens if your requirement is not met
Research	Socio-Economic Research & Analysis Division	Number of research themes identified completed	Human Resource in terms of strength	Currently the permanent research staff (three) are substituted by the two fresh graduates who are new to research works	2	Study will be completed but with heavy workload on the only permanent research staff of the Division, in absence of other research staff
		Number of publications	Human Resource in terms of research skills and competence which can be acquired through training and experiences	The present staff has either little or no specific training in conducting research	Minimum of 5 trainings in different aspects of research method and data analysis	This would affect the research as well as the quality
		Number of workshops/seminars conducted to disseminate research findings	Budget for wider dissemination	In order to reach out the study findings to wider audience, more dissemination programmes needed (at central, Dzongkhag and Gewog levels)	Minimum of Nu. 0.5 Million	Study findings disseminated through publications will have less impact owing to poor readership in the county

Whereas,

I, the Deputy Chief Research Officer of the Socio-Economic Analysis and Research Division (NSB), commit to the Director General to deliver the results described in this annual performance agreement.

I, the Director General, commit to the Deputy Chief Research Officer of the Socio-Economic Analysis and Research Division, on behalf of the National Statistics Bureau, to provide the necessary fund and resources for delivery of the results described in this annual performance agreement.

SIGNED:

Lham Dorji
Deputy Chief Research Officer
Socio-Economic Analysis and Research Division

Date

Kuenga Tshering
Director General, National Statistics Bureau

Date