



**NATIONAL STATISTICS BUREAU**

**PERFORMANCE AGREEMENT**

**BETWEEN**

**DIRECTOR AND OFFICIATING CHIEF STATISTICAL OFFICER**

**Coordination, Information and Research Division**

**(July 1, 2021 – June 30, 2022)**

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## **Preamble**

The Performance Agreement is entered into between the **Director and the Officiating Chief Statistical Officer, Coordination, Information and Research Division**, National Statistics Bureau.

The objectives of this Performance Agreement are:

1. To establish clarity and consensus about annual priorities for the National Statistics Bureau consistent with the 12<sup>th</sup> Five Year Plan, and Government's other priorities;
2. To make the **Coordination, Information and Research Division** fully responsible for driving implementation and delivering the results against the annual priorities; and
3. To provide an objective and fair basis for evaluating the **Division's** overall performance at the end of the 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**

To provide high quality statistical products and services to support social and economic development of the country.

### **Mission**

1. To provide relevant, reliable, and timely statistics to facilitate planning and evidence-based decision making; and
2. To ensure that the compilation and dissemination of statistics are in accordance with scientific principles, professional ethics and international standards.

### **Objectives**

1. To ensure availability of timely, relevant, and reliable official statistics;
2. To streamline and institutionalize standard data collection system; and
3. To enable effective and efficient public service delivery.

### **Mandates of the Coordination, Information and Research Division:**

1. Develop and maintain statistical information system – data repository;
2. Improve storage, accessibility and dissemination of statistics;
3. Conduct statistical literacy and promotion of various strategic initiatives;
4. Communications and governance related to statistical personnel;
5. Establish institutional linkages with international statistical bodies for strengthening the statistical system;
6. Publish Statistical Yearbook, Annual Dzongkhag Statistics, Socio-economic indicator, Gewog level database, Bhutan/Dzongkhag/Gewog at A Glance, Quarterly SDMX NSDP;
7. Provide data to the National and International Agencies;
8. Prepare System of Designated Statistics of Bhutan;
9. Research inputs on survey methods, variables in keeping with national needs and international best practices;
10. Explore innovative ways/tools to carry out methods of data collection;
11. Provide research inputs in producing quality statistics;
12. Conduct workshops and training for statistical personnel;
13. Develop national statistical calendar/Advance Release Calendar;
14. Conduct Statistical Conference; and
15. Design layout of reports and publication.

## Section 2: Objectives, Success Indicators & Target

Objective	Weight	Action	Success Indicator	Unit	Weight	Excellent [100%]	Very Good [90%]	Good [80%]	Fair [70%]	Poor [60%]
1.To ensure availability of timely, relevant and reliable official statistics	58	Collect, compile, analyze and publish monthly, quarterly and annual official statistics reports	Timeline by which the quarterly comparative Socio-Economic Indicators (SEI) is compiled and submitted	Date	8	60 days after end of the quarter	75 days after the end of the quarter	90 days after the end of the quarter	100 days after the end of the quarter	Not able to produce quarterly
			Timeline by which the Annual Statistical Yearbook of Bhutan (SYB) is published online	Date	15	31 October 2021	30 November 2021	31 December 2021	31 January 2022	31 January 2022
			Timeline by which the Annual Bhutan at A Glance (BAG) is published online	Date	5	31 October 2021	30 November 2021	31 December 2021	31 January 2022	31 January 2022
			Timeline by which the Annual Dzongkhag Statistics (ADS) is published online	Date	3	30 November 2021	31 December 2021	31st January 2022	28 February 2021	28 February 2021
			Timeline by which the Annual Dzongkhag at A Glance (DAG) is published online	Date	2	30 November 2021	31st December 2021	31 January 2022	28 February 2022	28 February 2022
		Provide data to the national, regional and international agencies	Timeline by which data to the national, regional and other international (ADB, IRF, SDG education, UNESCO) agencies are provided	Date	5	Within three weeks after request	Within four weeks after request	Within five weeks after request	Within six weeks after request	Not able to provide
			Timeline by which the quarterly SDMX National Summary Data Page (NSDP) is coordinated for online publication	Date	4	Within three weeks after request	Within four weeks after request	Within five weeks after request	Within six weeks after request	Not able to provide
			Timeline by which the UN Monthly Bulletin of Statistics (MBS) is provided	Date	5	Within three weeks after request	Within four weeks after request	Within five weeks after request	Within six weeks after request	Not able to provide

		Assess and streamline administrative data to maximize its use for statistical purposes.	Timeline by which priority sector administrative data is assessed, improved and data flow mechanism developed	Date	6	30th June 2022	Later than 30th June 2022	Later than 30th June 2022	Later than 30th June 2022	
		Data Archiving Mechanism	Timeline by which the data archiving is completed (list of past surveys/censuses, location of microdata)	Date	5	30th June 2022	30th June 2022	30th June 2022	30th June 2022	30th June 2022
To streamline and institutionalize standard data collection system	42	National Statistical Database System	Timeline by which the ToR for the sector heads in the Dzongkhag, Gewog, Thromdes, Gewog Administration Officers, Dzongkhag Statistical Officers and National Statistics Bureau at various stages of data flow is developed	Date	4	30th September 2021	31st October, 2021	15th November, 2021	30th November, 2021	Not able to complete
			Timeline by which the existing LG Portal is overhauled and revamped, and the National Statistical Database System is developed	Date	4	30th June, 2022	-	-	-	Not able to complete
			Timeline by which the training materials/manuals on data collection methods, standards and quality control aspects, responsibilities and accountability, and management of the NSDS at different levels is developed	Date	4	30th June, 2022	-	-	-	Not able to complete

	Conduct coordination workshop amongst the BSS	Timeline by which the coordination workshop is conducted	Date	6	31 March 2022	30 April 2022	31 May 2022	14 June 2022	14 June 2022
	Develop Annual Statistical Calendar	Timeline by which the Annual Statistical Calendar is developed	Date	4	30 April 2022	31 May 2022	14 June 2022	30 June 2022	30 June 2022
	Coordinate World Statistics Day	Timeline by which the World Statistics Day information sharing is coordinated	Date	5	20 October 2021	Not able to coordinate World Statistics Day information sharing	Not able to coordinate World Statistics Day information sharing	Not able to coordinate World Statistics Day information sharing	Not able to coordinate World Statistics Day information sharing
	Conduct Consultation workshop to harmonize and consolidate SYB tables and associated meta-Data	Timeline by which the consultation workshop is conducted to harmonize and consolidate SYB tables and associated meta-data	Date	15	31st Aug 2021	30th Sep 2021	31st Oct 2021	30th Nov 2021	31st Dec 2021
			Total	100					

### Section 3: Trend values of success indicators

Objective	Action	Success Indicator	Unit	Actual Values [FY 2018-19]	Actual Values [FY 2019-20]	Target Values [FY 2020-21]	Projected Values [FY 2021-22]	Projected Values [FY 2022-23]
To ensure availability of timely, relevant and reliable official statistics	Collect, compile, analyze and publish monthly, quarterly and annual official statistics reports	Timeline by which the quarterly comparative Socio-Economic Indicators (SEI) is compiled and submitted	Date	60 days of the end of the quarter	60 days of the end of the quarter	60 days of the end of the quarter	60 days of the end of the quarter	60 days of the end of the quarter
		Timeline by which the annual Statistical Yearbook of Bhutan (SYB) is published online	Date	31 Oct. 2018	31 Oct. 2019	31 Oct. 2020	31 Oct. 2021	31 Oct. 2022
		Timeline by which the annual Bhutan at A Glance (BAG) is published online	Date	20 Oct. 2018	20 Oct. 2019	31 Oct. 2020	31 Oct. 2021	31 Oct. 2022
		Timeline by which the Annual Dzongkhag Statistics (ADS) is published online	Date	30 Nov. 2018	30 Nov. 2019	30 Nov. 2020	30 Nov. 2021	30 Nov. 2022
		Timeline by which the annual Dzongkhag at A Glance (DAG) is published online	Date	28 Nov. 2018	29 Nov. 2019	30 Nov. 2020	30 Nov. 2021	30 Nov. 2022
	Provide data to the national, regional and international agencies	Timeline by which other data to the national, regional and other international (ADB, IRF, SDG education, UNESCO) agencies are provided	Date	Within three weeks of receiving request	Within three weeks of receiving request	Within three weeks of receiving request	Within three weeks of receiving request	Within three weeks of receiving request
		Timeline by which the quarterly SDMX National Summary Data Page (NSDP) is coordinated for online publication	Date	Within three weeks of receiving request	Within three weeks of receiving request	Within three weeks of receiving request	Within three weeks of receiving request	Within three weeks of receiving request
		Timeline by which the UN Monthly Bulletin of Statistics (MBS) is provided	Date	Within three weeks of receiving request	Within three weeks of receiving request	Within three weeks of receiving request	Within three weeks of receiving request	Within three weeks of receiving request



	Assess and streamline administrative data to maximize its use for statistical purposes.	Timeline by which priority sector administrative data is assessed, improved and data flow mechanism developed	Date	NA	NA	NA	30th June 2022	–
	Data Archiving Mechanism	Data archiving mechanism established (list of past surveys/censuses, locate microdata and compile for data archiving system)	Date	NA	NA	NA	Past Survey/Census data compiled for data archiving system	–
To streamline and institutionalize standard data collection system	Develop National Statistical Database System	Timeline by which the ToR for the Sector Heads in the Dzongkhag/Gewog/Thromde, Gewog Administration Officers, Dzongkhag Statistical Officers, Dzongkhag Administration and National Statistics Bureau (NSB) at various stages of data flow is developed	Date	NA	NA	NA	30th September 2021	–
		Timeline by which the existing LG Portal is overhauled and revamped, and the National Statistical Database System is developed	Date	NA	NA	NA	30th June, 2022	–
		Timeline by which the training materials/manuals on data collection methods, standards and quality control aspects, responsibilities and accountability, and management of the NSDS at different levels is developed	Date	NA	NA	NA	30th June, 2022	–
	Conduct coordination workshops	Timeline by which the coordination workshop is conducted	Date	30 May to 1 June, 2019	23-27 March 2020	Before March, 2022	Before March, 2022	Before March, 2022
	Develop Annual Statistical Calendar	Timeline by which the Annual Statistical Calendar is developed	Date	NA	April, 2020	April, 2021	April, 2022	April, 2023

	Coordinate World Statistics Day	Timeline by which the World Statistics Day is coordinated	Date	20 October 2018	20 October 2019	20 October 2020	20 October 2021	20 October 2022
	Conduct Consultation workshop to harmonize and consolidate SYB tables and associated meta-Data	Timeline by which the consultation workshop is conducted to harmonize and consolidate SYB tables and associated meta-data	Date	NA	NA	NA	30th September 2021	–

#### Section 4: Definition of Success Indicators

Success Indicator	Description	Data Collection Methodology	Data Collection Frequency	Data Source
Timeline by which the quarterly comparative Socio-Economic Indicators (SEI) is compiled and submitted	Comparative Socio-Economic Indicators for Bhutan	Through official correspondences and e-mails (Admin, Survey & Census Data)	Quarterly	From relevant ministries/agencies, corporations and private firms. Published quarterly SEI reports available only at CIRD, NSB
Timeline by which the annual Statistical Yearbook of Bhutan (SYB) is published online	Annual Statistical Yearbook of Bhutan (SYB)	Through official correspondences, mails and field visits (includes all admin, survey & census data)	Annually	From relevant ministries, agencies, corporations and private companies. Accessible at published SYB book at NSB's website
Timeline by which the Annual Dzongkhag Statistics (ADS) is published online	The respective Dzongkhag Statistical Officers should collect, compile, analyze and publish the ADS online in the Dzonkhag's website and submit the data to NSB to disseminate online in NSB's website.	Primary and secondary data (survey & admin data)	Annually	Dzongkhag, Gewog and Thromde sectors, official publications (national, regional and local)
Timeline by which the annual Dzongkhag at A Glance (DAG) is published online	The respective Dzongkhag Statistical Officers should collect, compile, analyze and publish the DAG online in the Dzonkhag's website and submit the data to NSB to disseminate online in NSB's website & also print.	Primary and secondary data (survey & admin data)	Annually	Annual Dzongkhag Statistics Report. Will be available at NSB's website.

Timeline by which the annual Bhutan at A Glance (BAG) is published online	Publish Bhutan at A Glance	Through official correspondences and e-mails. Primary, secondary and admin.	Annually	From relevant ministries and agencies, corporations and private firms. Will be available at NSB's website.
Timeline by which the data to the national, regional and international agencies are provided	Provide data to the national, regional and international agencies	Secondary data	Ad-hoc	Admin & terminal
Timeline by which the coordination workshop is conducted	Coordination workshop is an annual workshop, with an objective to discuss issues, statistical activities, and way forward. This SI is contingent on the budget availability.	Admin	Annually	Admin
Timeline by which the Annual Statistical Calendar is developed	Statistical Calendar is developed to create awareness and rationalize the statistical activities within BSS.	Admin		
Timeline by which the World Statistics Day is coordinated	Every year, the National Statistical Offices of the respective countries come up with various measures to promote and create awareness on statistics with different themes. This SI is contingent on budget availability.	Admin	Annually	Admin
Timeline by which priority sector administrative data is assessed, improved and data flow mechanism developed	To assess the administrative data and develop data flow mechanism of the important agencies (MoEA, MoF (DRC), MoE, RMA and MoH)	Admin Data	Ad-hoc	Admin
Timeline by which the ToR for the Sector Heads in the Dzongkhag/Gewog/Thromde,	Develop ToR for the Sector Heads in the Dzongkhag/Gewog/Thromde, Gewog Administration Officers,	Through official correspondences and e-mails (Admin,	Ad-hoc	Admin

Gewog Administration Officers, Dzongkhag Statistical Officers, Dzongkhag Administration and National Statistics Bureau (NSB) at various stages of data flow is developed	Dzongkhag Statistical Officers, Dzongkhag Administration and National Statistics Bureau (NSB) at various stages of data flow	Survey & Census Data)		
Timeline by which the existing LG Portal is overhauled and revamped, and the National Statistical Database System is developed	Existing LG Portal is overhauled and revamped, and the National Statistical Database System is developed			
Timeline by which the training materials/manuals on data collection methods, standards and quality control aspects, responsibilities and accountability, and management of the NSDS at different levels is developed	Develop training materials/manuals on data collection methods, standards and quality control aspects, responsibilities and accountability, and management of the NSDS at different levels			
Implementation of Data Archiving Mechanism	Initiate data archiving mechanisms for all the censuses and surveys conducted by the National Statistics Bureau.	Primary and secondary data (survey & admin data)	annually	Admin
Conduct Consultation workshop to harmonize and consolidate SYB tables and prepare associated meta-Data	Conduct Consultation workshop to harmonize and consolidate SYB tables and prepare associated meta-Data	Through official correspondences and e-mails (Admin, Survey & Census Data)	Ad-hoc	admin

<b>Section 5: Requirements from other Ministries, Agencies &amp; Dzongkhags</b>					
<b>Organization Name</b>	<b>Relevant Success Indicator</b>	<b>Requirement from the Organization</b>	<b>Justification for the Requirement</b>	<b>Requirement detail</b>	<b>Impact (If Not Met)</b>
Ministry of Finance, Ministry of Information & Communication, Ministry of Labour and Human Resources, Ministry of Education, Royal Monetary Authority of Bhutan	Timeline by which the quarterly comparative Socio-Economic Indicators (SEI) is compiled and submitted	Submission of the required indicators at the end of each quarter to NSB	SEI is a comparative statement of the key socio-economic indicators submitted to the highest authority	The respective focal officers appointed at the agencies will have to submit them data to NSB every end of quarter for compilation and submission to highest Authority	SEI may not be published within 60 days after the end of the quarter
Ministry of Finance, Ministry of Information & Communication, Ministry of Labour and Human Resources, Ministry of Education, Royal Monetary Authority of Bhutan	Timeline by which the annual Statistical Yearbook (SYB) is published online	Submission of the required statistical tables by end of the Financial Year or Calendar Year to NSB	The Statistical Yearbook is a comprehensive socio-economic statistic for Bhutan published by CIRD annually	The respective focal officers appointed at the agencies will have to submit the statistical tables by the end of the Financial Year or Calendar Year to NSB to publish the SYB by 31 October of each year.	SYB may not be published within the deadline.
All Dzongkhags	Timeline by which the annual Dzongkhag Statistics (ADS) is published online	DSOs need to collect, compile, validate and upload their respective Dzongkhag statistics in their website annually	ADS report contains statistics on demographic and socio- economic, environment, culture, local governance and infrastructures of the Dzongkhag. The statistical data for this publication are collected and compiled from	DSOs have to sent the respective ADS of their Dzongkhags to CIRD before 30 November of each year.	ADS report may not be uploaded at the NSB website and will also impact the APA and IWP of officials in the Division.

			various sectors and through primary sources.		
All Dzongkhags	Timeline by which the annual Dzongkhag at A Glance (DAG) is published	DSOs need to extract and compile the key indicators from ADS of their respective Dzongkhags and produce a summary of the whole report which is also called as the Dzongkhag at A Glance (DAG) annually	DAG is a summary of the key indicators reported in the ADS	DSOs have to submit the respective DAGs to CIRD before 30 November of each year.	DAG report may not be uploaded at the NSB website and will also impact the APA and IWP of officials in the Division.
DLG (MoHCA), Identified Dzongkhags, Thromdes and Gewogs	Timeline by which the ToR for the Sector Heads in the Dzongkhag/Gewog/Thromde, Gewog Administration Officers, Dzongkhag Statistical Officers, Dzongkhag Administration and National Statistics Bureau (NSB) at various stages of data flow is developed	Dzongkhags/Gewogs/Agencies need to collect, compile and submit respective statistical tables to NSB as part of the Gewog Level Database Project	NSDS is a sub-category of statistical information derived from SYB but at the gewog level.	Gewog level information is mostly maintained as administrative records with the respective Dzongkhags and agencies. This information will have to be submitted to NSB as per the formats designed for the GLDB activity every year	NSDS may not be functional
	Timeline by which the existing LG Portal is overhauled and revamped, and the National Statistical Database System is developed				

	Timeline by which the training materials/manuals on data collection methods, standards and quality control aspects, responsibilities and accountability, and management of the NSDS at different levels is developed				
MINISTRY OF FINANCE, Royal Monetary Authority of Bhutan, Ministry of Information & Communication	Timeline by which the quarterly SDMX National Summary Data Page (NSDP) is published	Quarterly SDMX NSDP data required to be uploaded on the Ministry's website	Quarterly SDMX NSDP data is essential for the dissemination of macro-economic indicators on NSB's webpage online	---	Cannot publish quarterly SDMX on time
Ministry of Home and Cultural Affairs, Ministry of Labour and Human Resources, Ministry of Finance, Royal Monetary Authority of Bhutan	Timeline by which priority sector administrative data is assessed, improved and data flow mechanism developed	Support in terms of access to the data shall be required	It is important to ensure that administrative data are built on sound statistical methods to be used for official statistics.	It is important to ensure that administrative data are built on sound statistical methods to be used for official statistics.	Cannot assess the data
Respective Division in NSB	Data Archiving Mechanism	Currently, all these master files are with the respective focal officers and access to these files have been difficult during their absence. Therefore, the Division has to work mostly in-house and store the data sets manually in hard drive	The main objective of the data archiving activity is to create an effective mechanism whereby access to old data that continues to add value to users and agencies would be easily available and	The main objective of the data archiving activity is to create an effective mechanism whereby access to old data that continues to add value to users and agencies would be easily available and backed up with the	Cannot Implement



			backed up with the National Statistics Bureau.	National Statistics Bureau.	
Ministry of Home and Cultural Affairs, Ministry of Labour and Human Resources, Ministry of Finance, Royal Monetary Authority of Bhutan etc.	Conduct Consultation workshop to harmonize and consolidate SYB tables and associated Meta Data	Need to update the SYB tables with stakeholders	Important to update SYB tables and prepare meta data	Important to update SYB tables and prepare meta data	Cannot conduct
DLG	Number of survey findings/information shared/presented in conferences/seminars	Need to present the survey findings/information shared/presented in conferences/seminars whenever there is Dzongda or Gup conference to promote the Statistics	This Activity required whenever there is Dzongda and Gup conference	Need to present the survey findings/information shared/presented in conferences/seminars whenever there is Dzongda or Gup conference	This Activity will not happen if there is no Dzongda and Gup conference

**Whereas,**

I, the **Officiating Chief Statistical Officer, Coordination, Information and Research Division**, commit to the Director, National Statistics Bureau to deliver the results described in this Annual Performance Agreement.

I, the **Director**, commit to the Chief Statistical Officer, Agricultural Statistics Division, on behalf of the National Statistics Bureau, Government and the people of Bhutan, to provide the necessary fund and resources for delivery of the results described in this Annual Performance Agreement.

**SIGNED:**

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**Chhime Tshering**  
**Director, NSB**

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Date:

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**Tandin Dorji**  
**Officiating Chief Statistical Officer,**  
**CIARD**

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Date: