



**PERFORMANCE AGREEMENT BETWEEN  
THE SECRETARY,  
AND  
THE DIRECTOR,  
DEPARTMENT OF ENGINEERING  
SERVICES (DES), MINISTRY OF WORKS  
AND HUMAN SETTLEMENT**

**(July 1, 2015 – June 30, 2016)**

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## **Preamble**

The Performance Agreement is entered into between the Secretary, Ministry of Works and Human Settlement and the Director, Department of Engineering Services (DES).

The objectives of this Performance Agreement are:

- a) To establish clarity and consensus about annual priorities for the Department of Engineering Services consistent with the 11<sup>th</sup> Five Year Plan document, and Government's new priorities;
- b) To make the DES fully responsible for driving implementation and delivering the results against the annual priorities;
- c) To provide an objective and fair basis for evaluating the Director's overall performance at the end of year;

The Performance Agreement represents an important accountability mechanism for inculcating a performance-based culture at all levels of government.

**NOW THEREFORE**, the parties hereto agree as follows:

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## Section 1: Vision, Mission and Objectives

### Vision

*A professional organization excelling in planning, designing and implementation of high quality, cost effective, safe and sustainable infrastructure through preservation & promotion of traditional Bhutanese architecture and innovative leadership.*

### Objectives

#### **The following are the objectives of the Department:**

1. To preserve and promote traditional architecture in buildings
2. To promote value engineering through development and enforcement of appropriate construction policies, guidelines, manuals, standards, and codes
3. To provide effective and efficient engineering services and technical backstopping in all infrastructure development (building, water supply and sanitation facilities and trail bridges)
4. **To build technical and managerial capacity of all technical personnel at both central and local governments under the purview of DES.**
5. To develop and promote, through R&D, new construction technologies including disaster resilient construction technologies to reduce and prevent natural disaster impacts (earthquake, windstorm, flood, fire, etc)
6. To ensure access to adequate potable water supply in all Thromdes and Dzongkhag Throms in collaboration with Local Governments.
7. To provide sustainable sanitation facilities inclusive of sewerage and solid waste disposal in all Thromdes and Dzongkhag Throms in collaboration with Local Governments.
8. To understand the vulnerability of the community to flooding and manage the flood risk through “engineered construction of flood defences system”
9. To ensure overall execution and implementation of urban infrastructures projects ( water supply, sanitation and roads) through provision of technical and managerial support to Project Implementing Unit ( PIUs).

**Section 2: Key Objectives, Weights, Actions and Success Indicators**

SL. No.	Objectives	Weight	Actions	Success Indicators	Unit	Weight	Target				
							Excellent (100%)	V.Good (80%)	Good (60%)	Fair (40%)	Poor (20%)
1	To preserve and promote traditional architecture.	3	Survey, design, drawings, estimation and tendering of Bazams.	Bazams surveyed, designed	No	1	3	2	1	-	-
			Construction of Bazams	Bazams constructed	No	2	3	2	1	-	-
2	To promote value engineering through development and enforcement of appropriate construction policies, guidelines, manuals, standards, and codes.	9	Development of policies, guidelines, manuals, etc to promote value engineering and traditional architecture guidelines.	No. of policies, guidelines, manuals, etc developed.	No.	6	5	5	3	2	1
			Publish Annual Bhutan Schedule of Rates (BSR)	Annual BSR published	No.	3	2	-	-	-	-
3	To provide effective and efficient engineering services and technical backstopping in all infrastructure development (building, water supply, sanitation facilities and trail bridges).	35	Provide professional engineering services and technical backstopping to local governments for construction of: water supply, sanitation works and trail bridges.	Water supply works designed and monitored.	%	3	100	80	60	40	< 20
				Sanitation systems designed and monitored.	%	3	100	80	60	40	< 20
				Turn Around time for water supply and sanitation design works	days	1.5	103	124	145	166	187
				Trail bridges surveyed, designed, estimated and construction monitored.	No.	2	10	8	6	5	<5
			Professional services for buildings and tendering	Turn Around Time for review and approval of building valuation	days	1.5	3	6	9	12	15
				Tenders documents prepared and evaluated	%	5	100	80	60	40	<20
				Professional engineering services provided to	%		100	80	60	40	<20

			unplanned projects (command works and services to other government agencies)								
			Review and approve building drawing and design proposals for structural safety and preservation of traditional architecture	Building drawing and designs reviewed and approved	%	3	100	80	60	40	<20
				Turn Around time to review and approve building drawing and design	days	2	14	17	20	23	26
			Construction and development of nationally important infrastructures.	Percentage of work completed for Rinchending Checkpoint	%	5	20	16	12	8	4
				Percentage of work completed for office complex of RCSC, NEC and GNHC	%	2	40	32	24	16	8
				Percentage of work completed for Bumpagang Checkpoint	%	5	50	40	30	20	10
			Establish basic lab/testing facilities and equipments.	Number of Dzo engineering cells equipped with basic testing facilities.	No	2	20	5	4	3	-
4	<b>Support in building technical and managerial capacity of all technical personnel at both central and local governments under the purview of MoWHS.</b>	4	Providing technical assistance in capacity development of professionals.	Technical support provided	%	1	100	80	60	50	40
			Management of technical Human Resources	Annual Transfer exercise carried out	No	1	1	-	-	-	-
				Regional Construction Technology Meetings Conducted.	No	3	2	1	-	-	-
5	<b>To develop and promote, through R&amp;D, new construction technologies including</b>	11	Conduct R&D to promote local construction materials and appropriate construction technology for	No. of projects using local construction materials (CSEB, Cement concrete bricks)	No.	2	3	2	1	-	-

	<b>disaster resilient construction technologies to reduce and prevent natural disaster impacts (earthquake, cyclone, flood, fire, etc)</b>		adaptation and adoption.	Appropriate construction technology identified and documented.	No	5	3	2	1	-	-
			Vulnerability assessment and capacity development of engineers in disaster resilient constructions.	Training of Trainers on PRE- and POST-disaster risk Assessment Formats (earthquake)	No.	1	2	1	-	-	-
				Number of building typologies piloted	No.	3	3	2	1	-	-
6	<b>To ensure access to adequate potable water supply in all Thromdes and Dzongkhag Throms in collaboration with Local Governments.</b>	7	Development of adequate water supply for the towns with approved Structural Plans.	Number of Water Master Plans developed, designed and estimation completed	No	3	6	5	4	3	2
				Water supply construction work awarded	No.	2	2	1	-	-	-
			Monitoring and Evaluation of Water Safety Plan in Four Thromdes.	Monitoring and Evaluation report prepared	No	2	4	3	2	1	0
7	<b>To provide sustainable sanitation facilities inclusive of sewerage and solid waste disposal in all Thromdes and Dzongkhag Throms in collaboration with Local Governments.</b>	3	Development of sustainable sanitation facilities for towns with approved Structural Plans	No. of sanitation Master Plan developed	No	3	2	1	-	-	-
8	<b>To understand the vulnerability of the community to flooding and manage the flood risk through “engineered construction of flood defences system</b>	11	Flood mitigation works to prevent urban towns and agricultural land.	No. of flood protection projects surveyed, designed and estimated.	No	6	9	8	6	4	2
			Development of Settlement Flood Hazard Maps.	Number of flood prone areas with Flood Hazard Map developed.	No	5	5	4	3	2	1

9	<b>To ensure overall execution and implementation of Urban Infrastructures projects through provision of Technical and Managerial support to Project Implementing Unit (PIUs)</b>	12	Provide technical and managerial support for ADB Projects	% of physical progress of Omchu, P/ling Thromde bridge construction	%	1	40	30	20	10	<10
				% of physical progress for procurement and start of water supply for SJ Thromde	%	1	100	80	60	40	<40
				% of procurement and award of waste water treatment plant at Babesa	%	1	100	80	60	40	<40
			Provide technical and managerial support for World Bank Projects	Urban infrastructure developed at Langiophaka LAP	%	0.5	90	80	70	60	50
				Urban infrastructure development work awarded at Taba LAP	%	0.5	100	80	60	40	20
				Procurement and start of water supply intake, transmission main from Dotena to Taba and distribution reservoirs	%	0.5	100	80	60	40	20
				Design for construction of Central Water Treatment Plant at Taba completed.	%	0.5	100	80	60	40	20
				Construction of Sewerage treatment plant at Langjophakha LAP	%	0.5	75	65	55	45	<40
				Work awarded for construction of Sewerage Treatment Plant at Taba	%	0.5	100	80	60	40	20
				Assets registration & digitization; computerized billing and collection system;	%	0.5	100	80	60	40	20



			completed for Gelephu & SJ Thromdes.								
			Urban infrastructure development under GOI PTAs (Kanglung, Nganglam and Bumthang towns)	Construction and improvement of critical roads in Bumthang town.	%	4	80	65	50	35	20
				Feasibility studies for water sources and design works for water supply completed for Kanglung and Nganglam towns.	%	1.5	100	80	60	40	20
To implement National Integrity and Anti-Corruption Strategy (NIACS)	5	Implement national integrity and anti-corruption strategy	Number of officials who have done asset declaration on time	No	2	5	4	3	2	1	
			Timeline by which gift register is instituted	date	1	July 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	
			Number of officials who have done integrity diagnostics testing	No	2	5	4	3	2	1	

**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	Actual Value for FY 14/15	Target for FY 15/16	Projected Value FY 16/17	Projected Value FY 17/18
<b>To preserve and promote traditional architecture.</b>	Survey, design, drawings, estimation and tendering of Bazams	Bazams surveyed, designed	No	-	-	2	3	3	-
	Construction of Bazams	Bazams constructed	No	-	-	-	3	3	-
<b>To promote value engineering through development and enforcement of appropriate construction policies, guidelines, manuals, standards, and codes.</b>	Development of policies, guidelines, manuals, etc to promote value engineering and traditional architecture guidelines.	No. of policies, guidelines, manuals, etc developed.	No.	-	-	2	6	2	1
	Publish Annual Bhutan Schedule of Rates (BSR)	Annual BSR published	No.	-	-	1	1	1	1
<b>To provide effective and efficient engineering services and technical backstopping in all infrastructure development (building, water supply, sanitation facilities and trail bridges).</b>	Provide professional engineering services and technical backstopping to local governments for construction of: water supply, sanitation works and trail bridges.	Water supply works designed and monitored.	%	-	-	100	100	100	100
		Sanitation systems designed and monitored.	%	-	-	100	100	100	100
		Turn Around time for water supply and sanitation design works	days			103	103	103	103
		Trail bridges surveyed, designed, estimated and construction monitored.	No.	-	-	25	10	12	-
	Professional services for buildings and tendering	Turn Around Time for review and approval of building valuation	days	-	-	3	3	3	3
		Tenders documents prepared and evaluated	%	-	-	100	100	100	100

		Professional engineering services provided to unplanned projects (command works and services to other government agencies)	%	-	-	100	100	100	100
	Review and approve building drawing and design proposals for structural safety and preservation of traditional architecture	Building drawing and designs reviewed and approved	%	-	-	100	100	100	100
		Turn Around time to review and approve building drawing and design	days	-	-	14	14	14	14
	Construction and development of important national infrastructures.	Percentage of work completed for Rinchending Checkpoint	%	-	-	-	20	100	-
		Percentage of work completed for office complex of RCSC, NEC and GNHC	%	-	-	-	40	100	-
		Percentage of work completed for Bumpagang Checkpoint	%	-	-	-	50	100	-
	Establish basic lab/testing facilities and equipments.	Number of Dzo engineering cells equipped with basic testing facilities.	No	-	-	-	20	-	-
<b>Support in building technical and managerial capacity of all technical personnel at both central and local governments under the purview of MoWHS.</b>	Providing technical assistance in capacity development of professionals.	Technical support provided	%	-	-	-	100	100	100
	Management of technical Human Resources	Annual Transfer exercise carried out	No	1	1	1	1	1	1
		Regional Construction Technology Meetings Conducted.	No	-	-	-	3	3	3
<b>To develop and promote, through</b>	Conduct R&D to promote local construction	No. of projects using local construction materials	No.	-	-	-	2	1	1

<b>R&amp;D, new construction technologies including disaster resilient construction technologies to reduce and prevent natural disaster impacts (earthquake, cyclone, flood, fire, etc)</b>	materials and appropriate construction technology for adaptation and adoption.	(CSEB, Cement concrete bricks)							
		Appropriate construction technology identified and documented.	No	-	-	-	3	2	2
	Vulnerability assessment and capacity development of engineers in disaster resilient constructions.	Training of Trainers on PRE- and POST-disaster risk Assessment Formats (earthquake)	No.	-	-	-	2	-	-
		Number of building typologies piloted	No.	-	-	-	3	1	1
<b>To ensure access to adequate potable water supply in all Thromdes and Dzongkhag Throms in collaboration with Local Governments.</b>	Development of adequate water supply for the towns with approved Structural Plans.	No of Water Master Plans developed, designed and estimation completed	No.	-	-	2	4	2	2
		Water supply construction work awarded	No.	-	-	-	2	2	-
	Monitoring and Evaluation of Water Safety Plan in Four Thromdes.	Monitoring and Evaluation report prepared	No	0	0	0	4	8	8
<b>To provide sustainable sanitation facilities inclusive of sewerage and solid waste disposal in all Thromdes and Dzongkhag Throms in collaboration with Local Governments.</b>	Development of sustainable sanitation facilities for towns with approved Structural Plans	No. of sanitation Master Plan developed	No	0	0	2	2	2	2
<b>To understand the vulnerability of the community to</b>	Flood mitigation works to prevent urban towns and agricultural land.	No. of flood protection projects surveyed, designed and estimated.	No	-	-	6	10	5	4

<b>flooding and manage the flood risk through “engineered construction of flood defences system</b>	Development of Flood Hazard Map.	Number of flood prone areas with Flood Hazard Map developed.	No	-	-	5	4	4	3
<b>To ensure overall execution and implementation of Urban Infrastructures projects through provision of Technical and Managerial support to Project Implementing Unit (PIUs)</b>	Provide technical and managerial support for ADB Projects	% of physical progress of Omchu, P/ling Thomde bridge construction	%	-	-	-	40	100	-
		% of physical progress for procurement and start of water supply for SJ Thomde	%	-	-	-	100	-	-
		% of procurement and award of waste water treatment plant at Babesa	%	-	-	-	100	-	-
	Provide technical and managerial support for World Bank Projects	Urban infrastructure developed at Langjophaka LAP	%	-	-	-	90	100	-
		Urban infrastructure development work awarded at Taba LAP	%	-	-	-	100	-	-
		Procurement and start of water supply intake, transmission main from Dotena to Taba and distribution reservoirs	%	-	-	-	100	-	-
		Design for construction of Central Water Treatment Plant at Taba completed.	%	-	-	-	100	-	-
Construction of Sewerage treatment plant at Langjophakha LAP	%	-	-	-	75	100	-		
Work awarded for construction of Sewerage	%	-	-	-	100	-	-		

		Treatment Plant at Taba							
		Assets registration & digitization; computerized billing and collection system; completed for Gelephu & SJ Thromdes.	%	-	-	-	100	-	-
	Urban infrastructure development under GOI PTAs (Kanglung, Nganglam and Bumthang towns)	Construction and improvement of critical roads in Bumthang town.	%	-	-	-	80	100	-
		Feasibility studies for water sources and design works for water supply completed for Kanglung and Nganglam towns.	%	-	-	-	100	-	-
To implement National Integrity and Anti-Corruption Strategy (NIACS)	Implement national integrity and anti-corruption strategy	Number of officials who have done asset declaration on time	No	-	-	5	5	5	5
		Timeline by which gift register is instituted	date	-	-	July 2014	July 2015	July 2016	July 2017
		Number of officials who have done integrity diagnostics testing	No	-	-	5	5	5	5

**Section 4: Description, definition and measurement of success indicators**

SI. No.	Success Indicator	Description	Definition	Measurement	General Comments
1.	Professional services provided	If all request for technical backstopping from the local government is fulfilled, then the achievement is 100% (Excellent).		Percentage	
2.	Building drawing and designs reviewed and approved	As a central agency, DES reviews and approves drawings and designs sent from Dzongkhags. If all the requested drawings are reviewed and approved then the achievement is 100% (Excellent).		Percentage	
3.	Appropriate construction technology identified and documented	Conduct adaptive research on construction technologies and adopt and promote for application within our environment and condition		Number	
4.	Number of building typologies piloted	Pilot appropriate retrofitting techniques for different building typologies		Number	
5.	Embodied Energy & Thermal Mapping technology introduced and promoted	Research and in house familiarization of Embodied Energy & Thermal Mapping technology towards green constructions.		Number	
6.	Zero Waste achieved	Reduction of waste going to the landfill by 30% as compared to the baseline information		Percentage	
7.	Bazams surveyed and designed	Proper feasibility study of the location and strategic site will be chosen and then designed accordingly		Number	
8.	Bazams constructed	No of Bazams constructed either by local government or DES		Number	
9.	Flood Master Plan:	A document, which will have information on flood risk assessment along with hazard maps. It will also include details of structures required, their locations to alleviate flood risks for every settlement		Number	
10.	Flood Database:	National level database with information on past and present flood prone areas with photographic evidences in the country.		Number	

**Section 5: Specific performance requirements from other ministries/agencies**

Location Type	Organization Type	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
Central	Authority	Bureau of Law and Order	Integrated check post construction at Rinchending and Bumpagang	Land acquisition and registration	Owner ship of the project		Project cannot be executed
Central	Commission	RCSC, NEC and GNHC	Design, drawing and estimation completed for 3 rows office	Land acquisition, registration and approval of the plan	Owner ship of the project		Project cannot be executed
Central	Authority	HM Secretariat	National Stadium at Gyalposhing	Design Approval	Owner ship of the project		Project Delayed
Local Government	Dzongkhags and Thromdes	Dzongkhags and Thromdes	Trainings, National important projects and technical backstoppings	Coordination support and good participations	Capacity building and completion of infrastructure projects can only be achieved through equal participation from Dzongkhags, Thromdes and agencies		May not be able to achieve targets 100%
Central	Ministry & Autonomous	MoEA & BSB	Private testing lab facilities, CSEB houses, CLC brick industries	Fast track licensing, business financial assistance and certifications for local prospective business in construction materials	Local material industries promoted through CSM Industries and Certification		Delay in establishment of local construction material manufacturers
Central	Ministry	DDM	Pre and post earthquake vulnerability assessments	Project coordination and fund sourcing s for all disaster management works	DDM is the focal disaster management agency under the Disaster Management Act 2013		Direct alternative fund sourcing shall be explored.



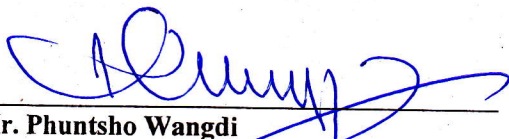
Central	Ministry	MoF	Most of the indicators	RGoB Budget	All RGoB funded projects are depended on the budget release		Project Delayed
Central	Commission & Ministry	NLC, NSB & DHMS	Flood Hazard Map	Settlement and other relevant GIS Data Hydrological and Meteorological Data	Needed for flood modelling		Delay the preparation of Flood Hazard Map.
Central	Ministry	DHS, MoWHS	Most of the indicators	To prepare the LAP and other detailed plans for all the nationally important projects	In order to have holistic idea on the Building Construction and Monitoring		Planning aspects cannot be incorporated
Central	Ministry	HRDD, MoWHS	No. of professionals trained	To process and keep record of the trainees and trainings conducted	HRDD's Mandates		Cannot keep track record of trained technical staff and the placement of the staff

**Whereas,**

I, the Director, Department of Engineering Services, commit to the Secretary, the Government and the people of Bhutan to deliver the results described in this annual performance agreement.

I, the Secretary, commit to the Director, Department of Engineering Services, on behalf of the Government and the people of Bhutan, to provide the necessary support and resources for delivery of the results described in this annual performance agreement.

**SIGNED:**



**Mr. Phuntsho Wangdi**  
Secretary, Ministry of Works & Human Settlement

17th August 2015

**Date**



**Mr. Tenzin**  
Director, Department of Engineering Services

17.08.2015

**Date**