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PREAMBLE

The Performance Agreement is entered into between the Hon'ble Minister, Ministry of Education, the Chairperson of the Board of Directors and the Secretary, Bhutan Council for School Examinations and Assessment.

The objectives of this Performance Agreement are:

1.   To establish clarity and consensus about annual priorities for the Bhutan Council for School Examinations and Assessment consistent with the 11th Five Year Plan and other priorities of the Government;

2.   To make the Council fully responsible for driving implementation and delivering the results against the annual priorities;

3.   To provide an objective and fair basis for evaluating the Council'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.

NOW THEREFORE, the parties hereto agree as follows:

SECTION 1

VISION, MISSION AND OBJECTIVES

Vision

An internationally recognized centre of excellence in educational assessment that provides quality services to build the integrity and profile of the education system and improve the quality of learning in Bhutan.

Mission

1. BCSEA shall guide the Bhutanese education system in its progressive shift in policy focus and support the education ministry in bringing about improvements in schooling so that students not only fulfill their potentials and meet the international learning standards, but are also better prepared for the world of work.

2. BCSEA shall not only professionalize the assessment system and move beyond the rudiments of measuring the minimal tasks of rote and recall but also gauge the integrity of curricular programs, selection of learning materials, the way they are delivered, and the quality of output through modern scientific assessment methods.

3. BCSEA as a highly professional and autonomous national evaluation and assessment agency shall carry out periodic centrally-organized national examinations, assessments, monitoring and research activities to set new standards in schooling system that will lead to positive educational reforms.

Objectives

Following objectives are aligned with the **Bhutan Education Blueprint 2014-2024** recommendations and the 11th Five Year Plan:

1. To enhance the standard, efficiency and credibility of Bhutanese examination and assessment system,

2. To improve the efficiency of examination related public service delivery,

3. To provide effective and efficient operational and directional services, and

4. To implement National Integrity and Anti-Corruption Strategy.

SECTION 2

OBJECTIVES, SUCCESS INDICATORS AND TARGETS

Objectives	Weight	Actions	Success Indicators	Unit	Weight	Target/ Criteria Value				
						Excellent 100%	Very Good 90%	Good 80%	Fair 70%	Poor 60%
1) To enhance the standard, efficiency and credibility of Bhutanese examination and assessment system	94	Strengthen examination management and administration system	Automation of BCSEA working system							
			Digitalization of whole examination processes. » online registration » entry and submission of CA/ project marks/attendance » generation of admission cards » centre payment budget proposal/process » tracking of examination materials » develop affiliated school information system (database) » strengthen system of nomination/ deployment of exam duty officials » enhance dissemination of examination information	%	8	All 8 items	6 items	4 items	2 items	1 item
			Online delivery of question papers to centers/schools on pilot phase	No.	2	6	5	4	3	2
			Research/conduct feasibility study to develop question bank	%	3	50	40	30	20	10

Objectives	Weight	Actions	Success Indicators	Unit	Weight	Target/ Criteria Value				
						Excellent 100%	Very Good 90%	Good 80%	Fair 70%	Poor 60%
	(94)		Public Examination Policy document to be reviewed/ submitted to Cabinet/Govt. for endorsement.	Date	3	Sept 2017	Oct 2017	Nov 2017	Dec 2017	-
		Strengthen examination management and administration system	Research/conduct feasibility study to develop question bank	%	3	50	40	30	20	10
			Public Examination Policy document to be reviewed/ submitted to Cabinet/Govt. for endorsement.	Date	3	Sept 2017	Oct 2017	Nov 2017	Dec 2017	Jan 2018
2) To improve the efficiency of examination related public service delivery		Improve the quality of board examination question	The quality/pattern of board examinations questions holistically improved for all subjects with CBQ.	%	4	30	25	20	15	<10
		Train teachers on holistic test development	No. of teachers trained on Test Development in various subjects annually	Nos	3	>160	150	140	130	120
		Build capacity of teachers to carry out examination invigilation duties	No. of teachers involved as invigilators for board examinations annually	Nos	3	1200	1100	1000	900	800
		Train teachers on evaluation of examination papers	No. of teachers trained on evaluation of examination papers annually	Nos	4	1250	1200	1150	1100	1000
		Train teachers as supervising examiners	No of teachers trained as supervising examiners annually	Nos	3	80	70	65	60	55

Objectives	Weight	Actions	Success Indicators	Unit	Weight	Target/ Criteria Value				
						Excellent 100%	Very Good 90%	Good 80%	Fair 70%	Poor 60%
	(94)	Publish reports on board examinations	No. of reports on examinations published annually.	Time line	3	Mar- 2017	Apr-2017	May 2017	Jun 2017	Jul 2017
		In-house staff capacity enhanced	In-house capacity building-desktop publishing	Nos.	3	15	12	10	8	6
			Refresher training course for braille.		3	1	-	-	-	-
			No. of in-house staff trained in basic braille literacy and embossing.		3	5	-	-	-	-
		Large-scale student learning assessment system enhanced	National Education Assessment (NEA) Draft NEA policy Framework	Timeline	7	Jul - Sept, 2017	Oct - Dec, 2017	Jan - Mar, 2017	Apr -Jun, 2017	-
		Participation in the international testing assessment facilitated.	BCSEA will liaise as National Project Centre for PISA-D programme	Timeline	4	Jul - Sept, 2017	Oct - Dec, 2017	Jan - Mar, 2017	Apr -Jun, 2017	-
			Preparation, coordinate and conduct PISA-D main survey	No.	7	Jul - Sept, 2017	Oct - Dec, 2017	Jan - Mar, 2017	Apr - Jun, 2017	-
		Network with International assessment systems/agencies enhanced Competency based assessment system in schools strengthened	Participate in the national/ international seminars/workshops on assessment	No.	3	5	4	3	2	1
			Strengthen networking with other assessment systems at least with one international assessment agency (ACER…………etc)	No.	3	1	-	-	-	-

Objectives	Weight	Actions	Success Indicators	Unit	Weight	Target/ Criteria Value				
						Excellent 100%	Very Good 90%	Good 80%	Fair 70%	Poor 60%
	(94)		Competency Based Assessment Participate with REC to review the assessment system for all levels as per the NEC resolution 2017.	Timeline	3	Jul - Sept, 2017	Oct - Dec, 2017	Jan - Mar, 2017	Apr - Jun, 2017	-
		HR capacity for research and development in BCSEA enhanced	Develop research capacity in BCSEA Institute the Research Unit, subject to RCSC's approval	Timeline	3	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18
			Research and recommend best practices for incorporation in pursuit of higher standards	Timeline	2	Jan-18	Feb-18	Mar-18	Apr-18	Apr-18
			Enhance research/analytical skills to help evaluate policies; assess/ evaluate programs/ projects;	No.	2	2	1	-	-	-
			Review/prepare the guidelines/ action plans for the Unit upon Identify and strengthen HR functions in building intelligent institution.	Timeline	2	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18
			Participate in national/international conferences /workshops, exchange visits and establish institutional links	No.	2	3	2	1	-	-

Objectives	Weight	Actions	Success Indicators	Unit	Weight	Target/ Criteria Value				
						Excellent 100%	Very Good 90%	Good 80%	Fair 70%	Poor 60%
	(94)	Collaboration with relevant agencies enhanced	Collaborate with ministries/ agencies: » Liaise schools- in private school matters and other agencies (MoE, REC, GNHC, ACC etc.) as required. » Monitor compliance and support timely execution of plans/activities	Timeline	3	Within 1 week	2 weeks	3 weeks	4 weeks	More than a month
Mandatory Objectives										
3) To enhance effectiveness and efficiency of public service delivery			Turn around time (TAT) for Bill clearance	Days	3	Within 7 working days	Within 2nd week	Within 3rd week	Within 4th week	Beyond one month
			Loan remittances are timely done		3	-	3rd week of every month	-	4rd week of every month	Beyond 30 days
			Timeline by which monthly pay and allowances are credited into individual account.	Days	3	-	3rd week of every month	-	4rd week of every month	Beyond 30 days
	3	Improve examination related public services	No of online examination related public service delivery made available	Nos	3	5 services	4	3	2	1 service

Objectives	Weight	Actions	Success Indicators	Unit	Weight	Target/ Criteria Value				
						Excellent 100%	Very Good 90%	Good 80%	Fair 70%	Poor 60%
4) To implement National Integrity and Anti-Corruption Strategy	3	Implement national integrity and Anti-corruption strategy	Gift Register instituted w.e.f. the start of 2016 and well maintained with AFS.		3	Record well maintained each time for the gifts received and given out	Record maintained each time	Record somewhat maintained each time	Record poorly maintained	Record not maintained at all
			No. of Executives making asset declaration on time	Nos.	2	4	3	2	1	0
	100				100					

SECTION 3

TREND VALUES OF THE SUCCESS INDICATORS

Objectives	Actions	Success Indicators	Unit	Actual 12-13	Actual 13-14	Actual 14-15	Actual 15-16	Target 16-17	Projected 17-18
1) To enhance the standard, efficiency and credibility of Bhutanese examination and assessment system	Automation of BCSEA working system enhanced	Digitalization of whole examination processes such as online client services and dissemination of examination information.	No.	-	-	-	-	-	8 services
	Improve quality of board examination questions	% of board examination test items made more competency based	%	NA	NA	10-15	15-20	20-25	25-30
	Train teachers on holistic test development	No. of teachers trained on Test Development annually	Nos	NA	NA	150	150	150	160
	Build capacity of teachers to carry out examination invigilation duties	No. of teachers involved as invigilators for board examinations annually	Nos	NA	NA	1300	1300	1300	1200
	Train teachers as supervising examiners	No of teachers trained as supervising examiners annually	Nos	NA	NA	60	60	60	70
	Train teachers on evaluation of examination papers	No. of teachers trained on evaluation of examination papers annually	Nos	NA	NA	1150	1150	1150	1250
	Publish reports on board examinations	No of reports on examinations published annually	Nos	2	2	2	2	2	2
	In-house staff capacity enhanced	No. of in-house staff trained in basic braille literacy and embossing	No	-	-	-	-	-	5
		Refresher training course for braille.	No	-	-	-	-	-	1

Objectives	Actions	Success Indicators	Unit	Actual 12-13	Actual 13-14	Actual 14-15	Actual 15-16	Target 16-17	Projected 17-18
Large-scale student learning assessment system enhanced	National Education Assessment (NEA) Draft NEA policy Framework	Timeline							
Participation in the international testing assessment facilitated.	BCSEA will liaise as National Project Centre for PISA-D programme	Timeline							
	Preparation, coordinate and conduct PISA-D main survey	No.							
Network with International assessment systems/agencies enhanced	Participate in the national/ international seminars/workshops on assessment	No.							
	Strengthen networking with other assessment systems at least with one international assessment agency (ACER…………etc)	No.							
Competency based assessment system in schools strengthened	Competency Based Assessment Participate with REC to review the assessment system for all levels as per the NEC resolution 2017.	Timeline							
	Draft CBAT Assessment framework (grades III & VI) in collaboration with other relevant agencies (REC/ TPSD/EMD)	Timeline							
HR capacity for research and development in BCSEA enhanced	Develop research capacity in BCSEA Institute the Research Unit, subject to RCSC's approval	Timeline	NA-	-	-	-	-	Jul-17
	Research and recommend best practices for incorporation in pursuit of higher standards	Timeline	NA-	-	-	-	-	3

Objectives	Actions	Success Indicators	Unit	Actual 12-13	Actual 13-14	Actual 14-15	Actual 15-16	Target 16-17	Projected 17-18
	HR capacity for research and development in BCSEA enhanced	Enhance research/analytical skills to help evaluate policies; assess/ evaluate programs/ projects;	No.	NA-	-	-	-	-	1
		Review/prepare the guidelines/ action plans for the Unit upon Identify and strengthen HR functions in building intelligent institution.	Timeline	NA	-	-	-	-	3
		Participate in national/international conferences /workshops, exchange visits and establish institutional links	No.	NA	-	-	-	-	4 agencies/ services

Mandatory Objectives

Objectives	Actions	Success Indicators	Unit	Actual 12-13	Actual 13-14	Actual 14-15	Actual 15-16	Target 16-17	Projected 17-18
2) To enhance effectiveness and efficiency of public service delivery	Improve examination related public services	No of online examination related public service delivery made available	Nos	-	-	-	-	5	5
3) To provide effective and efficient operational and directional services	To provide effective and efficient finance and administration services	Timeline by which monthly pay and allowances are credited into individual account.	Days	NA	NA	0	0	0	NA
		Turnaround time (TAT) for Bill clearance	Days	NA	NA	0	0	0	NA
		Turnaround time (TAT) for HR services	Days	NA	NA	0	0	0	NA
4) To implement National Integrity and Anti-Corruption Strategy	Implement national integrity and Anti-corruption strategy	Gift Register instituted	Date	-	-	-	N/A	Aug 2016	-
		No. of Executives making asset declaration on time	Nos.	-	3	3	4	4	4

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SECTION 4

DESCRIPTION, DEFINITION AND MEASUREMENT OF SUCCESS INDICATORS

SI	Success Indicator	Description (Purpose of the Indicators)	Data Collection Methodology (Mention the procedure of data collection and also the method behind calculations used)	Frequency of Data Collection (Annual, Half Yearly, Quarterly, Monthly)	Data Source (Name of Publication, Survey, Office Name, Year of Publication)
1	Automation of BCSEA working system enhanced	Digitalization of whole examination processes will include: » online registration » entry of CA/project marks/attendance » generation of admission cards » centre payment budget proposal » tracking of examination materials » affiliated school information system » nomination/deployment of exam officials » effective dissemination of examination information	Through system inspection and school/ student reports	Annually	Annual Pupil Performance Reports.
2		Online delivery of question papers to centers/schools on pilot phase	Monitoring and evaluation report of SED	Annually	Make reference to various literature reviews
3	Question bank development initiated	Research and conduct feasibility study to develop question bank	Verification of actual question bank	Annually	Test items maintained in bank and question papers generated
4	% of board examination test items made more competency based	As per the Education Blueprint the examination question items are made more competency-based. The quality and pattern of board examinations questions standardized and holistically improved for all subjects so as to meet the requirements of CBQ. Test items are reviewed and made more competency based during the test development while designing the high stake question types and models.	Outcomes of the test development workshop for various subjects in preparing the examination questions	Annually	Data and documents maintained by SED, BCSEA

SI	Success Indicator	Description (Purpose of the Indicators)	Data Collection Methodology (Mention the procedure of data collection and also the method behind calculations used)	Frequency of Data Collection (Annual, Half Yearly, Quarterly, Monthly)	Data Source (Name of Publication, Survey, Office Name, Year of Publication)
5	Professional capacity on assessment enhanced	Training of members on technical report writing (item analysis, item modelling, data interpretation etc.)	BCSEA-HR training actions	Annual	HR database maintained by HR-AFS
		Participate in the national/international seminars/workshops on assessment			
		Refresher training course for braille: » There are lots of changes in the braille code systems in the world, and they have come up with one system called UEB (Unified English Braille). » UEB is condense form of Braille including English, Science and Maths braille. » No. of in-house staff trained in basic braille literacy and embossing- » High stake board examinations requires to maintain high security and confidentiality.			
6	Draft Public Examination Policy endorsed by Cabinet	The draft Public Examination Policy to be reviewed further for resubmission to the to the Cabinet/govt.	Maintain minutes of meetings and progress reports.	One time	Public Examination Policy 2016/17
7	Large-scale student learning assessment system enhanced	Drafting of NEA policy Framework will be carried out by AMD involving the participation of relevant partners in education.	Maintain task force meeting minutes pertaining to drafting reports of NEA policy	Annual	Actual NEA draft policy in soft/hard copy
8	Participation in the international testing assessment facilitated.	AMD will liaise as National Project Centre for PISA-D programme. National Project Centre will be led by the Secretary, BCSEA as National Project Manager.	Use a list of sample schools and student samples through International Contractor	One time	Bhutan PISA-D Document
	Professional capacity on assessment enhanced	Training of members on technical report writing (item analysis, item modelling, data interpretation etc.)	BCSEA-HR training actions	Annual	HR database maintained by HR-AFS

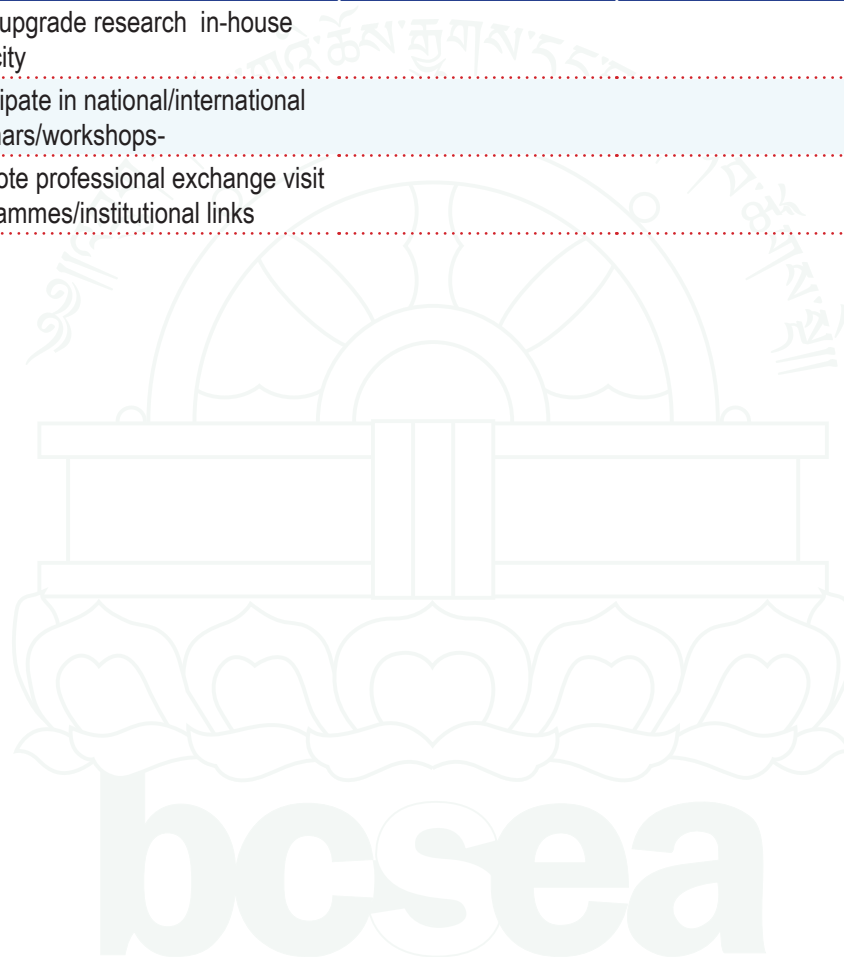| SI	Success Indicator	Description (Purpose of the Indicators)	Data Collection Methodology (Mention the procedure of data collection and also the method behind calculations used)	Frequency of Data Collection (Annual, Half Yearly, Quarterly, Monthly)	Data Source (Name of Publication, Survey, Office Name, Year of Publication)
9	Networking with International assessment systems/ agencies enhanced	Participate in the national/international seminars/ workshops on assessment	NEQMAP Centre, BKK	One time	ACER office/ NEQMAP Centre
		Strengthen networking with other assessment systems at least with one international assessment agency (ACER)			
	Research survey on Grade III & VI year-end examination undertaken	As recommended in the AEC-2015 and as directed by the Cabinet/Government, Grade III & VI year-end examination jointly studied by REC, MoE and BCSEA-2016	Technical report to be presented to AEC-2017	One time report	Class III and VI year-end assessment report of BCSEA
	HR capacity for research and development enhanced	The draft existing guidelines/mandates draw up the action plans for the Research and Coordination Unit (RCU)	Meeting minutes and draft ToR	One time report	
		Develop a draft Research Policy Framework	Task force meeting minutes and draft Research Policy Framework	Annual	Draft Research Policy Framework

SECTION 5

SPECIFIC PERFORMANCE REQUIREMENTS FROM OTHER MINISTRIES/AGENCIES

Organization Type	Organization Name	Relevant Success Indicators	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
Ministry and Autonomous agency	MoE and REC	» Automation of BCSEA working system enhanced » Digitalization of whole examination processes will include various online examination services	Collaborate with DIT, MoIC	It will drastically reduce the burden of manpower, transportation cost and it will ensure security and confidentiality.	As justified	Client services will be affected
	REC & MoE	**Competency Based Assessment** Follow up on classes III and VI year-end examinations as per research findings and recommendations (BCSEA will publish technical report on classes III and VI year end examinations -2016)	Collaborate with the stakeholders (REC & MoE)	This research activity was carried out as per AEC recommendation and cabinet directive.	As justified	Status of Gr III and VI year-end examinations will be at stake
	Ministry of Education	Participation in the international testing assessment AMD will liaise as National Project Centre for PISA programme	MoE to secure the funding for PISA-D activity in Bhutan	BCSEA will liaise with the OECD (PISA) Head Quarter	As justified	PISA-D cannot be implemented
		Analyze and produce a report on class III year-end testing for the last 3 years	Facilitating dissemination of results to schools and stakeholders	Ensure effective dissemination of reports	As justified	The concerned activities cannot be implemented.
		NEA is a large-scale assessment that is conducted by BCSEA to assess the quality of education delivered to our children.	Draft NEA policy Framework	Drafting of NEA policy Framework will be carried out by AMD	As justified	The concerned activities cannot be implemented.

Organization Type	Organization Name	Relevant Success Indicators	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
		No. of digitalization of whole examination processes and services	BCSEA requires collaboration and strong support of schools/MoE	Collaborate with the relevant stakeholders is critical to success of examination automation.	As justified	The activity cannot be implemented
		Braille in-house capacity building	Muenselling Institute Khaling	This is the only institute which can provide training on braille literacy	As justified	NA
Commission	GNHC	Draft Public Examination Policy reviewed and endorsed by the Cabinet/Govt	Draft policy documents have to GNHC.	BCSEA through GNHC to seek the govt. approval of the examination policy document-2017	As justified	The concerned activities cannot be implemented.
Autonomous	Royal Education Council	» % of board examination test items made more competency based » % of classes III & VI test items made more competency based	Professional/ administrative collaboration with BCSEA	Competency-based assessment is largely linked to curriculum development and its delivery in schools.	REC to respond to BCSEA's initiative of introducing CBA question items by making the curriculum and teaching learning process more competency-based.	BCSEA's initiative in making the questions more competency-based may not be effective.
	Collaborate with other ministries/ agencies such as GNHC/GPMS, ACC, Education blueprint	» The draft existing guidelines/ mandates » Draw up the action plans for the Research and Coordination Unit (RCU)	collaboration and strong support of schools/MoE GNHC/GPMS, ACC, Education blueprint,	To strengthen RCU	Need strong collaboration and input from the relevant agencies of Education Sector	Plans and programme cannot be implemented
		Develop a draft Research Policy Framework				

Organization Type	Organization Name	Relevant Success Indicators	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
		Train/upgrade research in-house capacity				
		Participate in national/international seminars/workshops-				
		Promote professional exchange visit programmes/institutional links				

WHEREAS,

I, the Secretary, Bhutan Council for School Examinations and Assessment (BCSEA), commit to the Chairperson of the Board of Directors, Bhutan Council for School Examinations and Assessment, the Government and the Bhutanese people to deliver the results described in this annual performance agreement.

I, the Chairperson of the Board of Directors, commit to the Secretary, Bhutan Council for School Examinations and Assessment, on behalf of the Government and the Bhutanese people, to provide the necessary fund and resources for delivery of the results described in this annual performance agreement.

SIGNED:

_____   _____

Tenzin Dorji   Date
Secretary, BCSEA

_____   _____

Lyonpo Norbu Wangchuck   Date
Chairperson, BCSEA Board of Directors