



PERFORMANCE AGREEMENT

BETWEEN

THE CHAIRPERSON

AND

THE DIRECTOR GENERAL

NATIONAL COMMISSION FOR WOMEN AND CHILDREN, THIMPHU

(JULY 1, 2015 - JUNE 30, 2016)

Table of Contents

Preamble.....	1
Section 1: Vision, Mission and Objectives.....	2
Section 2: Key Objectives, Priorities, Success Indicators and Target	3
Section 3: Trend Values of Success Indicators.....	7
Section 4: Description, Definition and Measurement of Success Indicators	11
Section 5: Specific Performance Requirements from Other Ministries and Agencies	18

Preamble

The Performance Agreement is entered into between the Chairperson and the Director General of the National Commission for Women and Children (NCWC).

The objectives of this Performance Agreement are:

- a) To establish clarity and consensus about annual priorities for the NCWC consistent with the 11th Five Year Plan, and Government's new priorities;
- b) To make the Secretariat fully responsible for driving implementation and delivering the results against the annual priorities;
- c) To provide an objective and fair basis for evaluating the NCWC'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.

THEREFORE, the parties hereto agree as follows:

Section 1: Vision, Mission and Objectives

Vision

A happy nation of children, women and men living in harmony with equality and respect in all spheres of life.

Mission

1. Protect and promote the rights of women through gender-responsive interventions.
2. Protect and promote the rights of children through child-responsive interventions.

Objectives

1. Review, reform, initiate and support policies, plans, projects and activities from a gender equality perspective.
2. Review, reform, initiate and support policies, plans, projects and activities from a children-sensitive perspective.

Section 2: Key Objectives, Priorities, Success Indicators and Target

Objectives	Weight	Actions	Success Indicator	Unit	Weight	Target/Criteria Value				
						Excellent	Very Good	Good	Fair	Poor
						100%	90%	80%	70%	60%
Review, reform, initiate and support policies, plans, projects and activities from a gender equality and child sensitive perspective.	100	Review and draft legal and policy documents from a gender and child protection perspective	Policies responsive to gender and child protection needs reviewed, initiated and formulated	No.	4	5	4	3	2	1
			Legislations reviewed and formulated from a gender responsive and child sensitive perspective	No.	4	1	-	-	-	-
		Develop Standard Operating Procedures (SoP), and Guidelines/Manuals for implementation of the legal provisions related to women and child protection issues	SoP developed	No.	4	2	1	-	-	-
			Guidelines/Manuals developed	No.	4	6	5	4	3	2
		Review and develop strategies for gender and child protection	Strategies developed	No.	4	1	-	-	-	-
			Strategies reviewed	No.	4	2	1	-	-	-
		Review sectoral reports from gender and child protection perspectives	Sectoral reports reviewed	No.	4	5	4	3	2	1

Objectives	Weight	Actions	Success Indicator	Unit	Weight	Target/Criteria Value				
						Excellent	Very Good	Good	Fair	Poor
						100%	90%	80%	70%	60%
Review, reform, initiate and support policies, plans, projects and activities from a gender equality and child sensitive perspective.	100	Prepare and submit reports related to gender, child protection and rights of women and children to the International and Regional Treaty Bodies and to the Cabinet	Reports prepared and submitted	No.	4	2	1	-	-	-
		Conduct studies, surveys and assessments on gender and child protection issues	Studies, surveys, and assessments conducted	No.	4	2	1	-	-	-
		Set up institutional mechanisms to ensure provision of services as per the three Acts (CCPA 2011, CAA 2012, DVPA 2013)	Children and Women Welfare Committees (CWWCs) established in Dzongkhags and Thromdes	No.	4	1	-	-	-	-
			Strengthening of the protection and psychosocial services supported	No.	4	4	3	2	1	-
		Strengthen coordination mechanism to ensure mainstreaming of gender and child protection issues in the sectoral plans, policies and programs	Child Protection Focal Person (CPFP) network institutionalized	No.	4	4	3	2	-	-
			Gender Focal Person (GFP) network strengthened	No.	4	10	9	8	7	6

Objectives	Weight	Actions	Success Indicator	Unit	Weight	Target/Criteria Value				
						Excellent	Very Good	Good	Fair	Poor
						100%	90%	80%	70%	60%
Review, reform, initiate and support policies, plans, projects and activities from a gender equality and child sensitive perspective.	100	Develop central Information Management System (IMS) for women and child protection issues	IMS development initiated	No.	4	Initial set-up of the IMS	Consultation conducted	Consultant hired	ToR for the Consultant developed	-
		Conduct capacity building programs on gender, child protection and the three Acts (CCPA 2011, CAA 2012, DVPA 2013) and their Rules and Regulations	Officials trained	No.	4	60	54	48	42	36
			Awareness through media conducted	No.	4	8	7	6	5	4
			Sensitization workshops and campaigns conducted	No.	4	10	9	8	7	6
			International Days observed	No.	4	3	2	1	-	-
		Represent the Royal Government of Bhutan (RGoB) at the regional and international levels on themes/ issues related to women and children	Regional level meetings, workshops, seminars, and conferences attended	No.	4	3	-	-	-	-
			International level meetings, workshops, seminars and conferences attended	No.	4	2	-	-	-	-

Objectives	Weight	Actions	Success Indicator	Unit	Weight	Target/Criteria Value				
						Excellent	Very Good	Good	Fair	Poor
						100%	90%	80%	70%	60%
Review, reform, initiate and support policies, plans, projects and activities from a gender equality and child sensitive perspective.	100	Operationalize Gender Monitoring System (GMS) for use by all ministries and relevant agencies	Reports generated using information from the GMS	No.	4	2	1	-	-	-
		Institutionalize gender friendly workplace to encourage and enhance women's participation in governance	Creches/Childcare Centres at workplace established	No.	4	10	9	8	7	6
		Render legal services to women and children in need	Cases reported to NCWC successfully resolved	%	4	80	72	64	56	48
			Pre-adoption services provided to the successful applicants	%	4	100	90	80	70	60
			Post-adoption monitoring and evaluation conducted	No.	4	15	13	12	10	9

Section 3: Trend Values of Success Indicators

Objectives	Action	Success Indicators	Unit	Actual for FY 12/13	Actual for FY 13/14	Actual for FY 14/15	Target for FY 15/16	Projected for FY 16/17	Projected for FY 17/18
Review, reform, initiate and support policies, plans, projects and activities from a gender equality and child sensitive perspective.	Review and draft legal and policy from a gender and child protection perspective	Policies responsive to gender and child protection needs reviewed, initiated, and formulated	No.	5	4	7	5	3	4
		legislations reviewed and formulated from a gender responsive and child sensitive perspective	No.	1	2	4	1	2	3
	Develop Standard Operating Procedures (SOP) and Guidelines/Manuals for implementation of the legal provisions related to women and child protection issues	SOP developed	No.	N/A	N/A	N/A	2	-	-
		Guidelines/Manuals developed	No.	1	-	3	6	3	5
	Review and develop strategies for gender equality and child protection	Strategies developed	No.	N/A	N/A	N/A	1	2	-
		Strategies reviewed	No.	N/A	N/A	1	2	2	1

Objectives	Action	Success Indicators	Unit	Actual for FY 12/13	Actual for FY 13/14	Actual for FY 14/15	Target for FY 15/16	Projected for FY 16/17	Projected for FY 17/18
Review, reform, initiate and support policies, plans, projects and activities from a gender equality and child sensitive perspective.	Prepare and submit reports related to gender, child protection and rights of women and children to International and Regional Treaty Bodies and to the Cabinet	Reports prepared and submitted	No.	1	2	5	2	4	2
	Conduct studies, surveys, and assessments on gender and child protection issues	Studies, surveys and assessments conducted	No.	5	6	7	2	2	3
	Set up institutional mechanisms to ensure provision of services as per the three Acts (CCPA 2011, CAA 2012, DVPA 2013)	CWWCs established in Dzongkhags and Thromdes	No.	N/A	N/A	N/A	1	3	3
		Strengthening of the protection and psychosocial services supported	No.	-	-	10	4	4	3
	Strengthen coordination mechanism to ensure mainstreaming of gender and child protection issues in the sectoral plans, policies and programs	CPFP network institutionalized	No.	11	7	-	4	2	2
		GFP network strengthened	No.	28	-	10	10	-	-
	Develop central IMS for women and child protection issues	IMS development initiated	No.	N/A	N/A	N/A	Initial set up of IMS	Finalize the IMS	Operationalize the IMS

Objectives	Action	Success Indicators	Unit	Actual for FY 12/13	Actual for FY 13/14	Actual for FY 14/15	Target for FY 15/16	Projected for FY 16/17	Projected for FY 17/18
Review, reform, initiate and support policies, plans, projects and activities from a gender equality and child sensitive perspective.	Conduct capacity building programs on gender, child protection and the three Acts (CCPA 2011, CAA 2012, DVPA 2013) and their Rules and Regulations	Officials trained	No.	80	50	30	60	25	30
		Awareness through media conducted	No.	-	5	10	8	7	5
		Awareness and sensitization workshops and campaigns Organized	No.	7	9	13	10	8	6
		International Days observed	No.	4	3	3	3	3	3
	Represent the Royal Government of Bhutan (RGoB) at the regional and international levels on themes/issues related to women and children	Regional level meetings, workshops, seminars and conferences attended	No.	-	-	-	3	4	3
		International level meetings, workshops, seminars and conferences attended	No.	-	-	-	2	3	1
		Operationalize Gender Monitoring System (GMS) for use by all ministries and relevant agencies	Reports generated using information from the GMS	No.	N/A	N/A	1	2	2

Objectives	Action	Success Indicators	Unit	Actual for FY 12/13	Actual for FY 13/14	Actual for FY 14/15	Target for FY 15/16	Projected for FY 16/17	Projected for FY 17/18
Review, reform, initiate and support policies, plans, projects and activities from a gender equality and child sensitive perspective.	Institutionalize gender friendly workplace to encourage and enhance women's participation in governance	Crèches/Childcare Centres at workplace established	No.	-	-	1	10	6	3
	Render legal services to women and children in need	Cases reported to NCWC successfully resolved	%	100	100	98	80	90	90
		Pre-adoption services provided to the successful applicants	%	100	100	100	100	100	100
		Post-adoption monitoring and evaluation conducted	No.	2	6	18	15	20	18

Section 4: Description, Definition and Measurement of Success Indicators

SI No	Success Indicator	Description (Purpose of the Indicator)	Definition	Measurement (frequency of data collection)	General Comments
1	Policies responsive to gender and child protection needs reviewed, initiated and formulated	To address the needs of women and children in all the government policies and to ensure mainstreaming of gender and child protection issues in the policies		Annually	This will include reviewing of all relevant policies and the initiation of the formulation of a Gender Equality Policy
2	Legislations reviewed and formulated from gender responsive and child sensitive perspectives	To ensure mainstreaming of gender and child protection issues in legislations and to provide a strong legal framework for protection and promotion of rights of women and children		Annually	This will include reviewing the existing relevant laws and legislations and the finalization of the NCWC Act
3	Standard Operating Procedures (SOP) developed	To provide a systematic approach in the management and referral of cases related to women and children in difficult circumstances by all relevant partners and to provide a clear line of roles/responsibilities of all stakeholders in dealing with cases of Women and Children in Difficult Circumstances and Trafficking in Person (TIP)	SOP on Management and Referral of Cases related to Women and Children in Difficult Circumstances SOP for Multi-Sectoral Response to Combat TIP in Bhutan	2 SOPs by end of the year (June 2016)	Roll out training on using the SOPs will be carried out for all the relevant partners following the finalization of the SOPs

SI No	Success Indicator	Description (Purpose of the Indicator)	Definition	Measurement (frequency of data collection)	General Comments
4	Guidelines/Manuals developed	To guide the provision of care and protection for women and children in line with CCPA 2011 and DVPA 2013	<p>A Guideline on alternative home for Children In Difficult Circumstances (CIDC)</p> <p>A Guideline on the accreditation of Service Providers (national CSOs) as provisioned under CCPA 2011 and DVPA 2013</p> <p>A Guideline for media reporting on cases related violence against women and children</p> <p>A Training Manual for Protection Officers, Child Welfare Officers and Probation Officers as provisioned under CCPA, CAA and DVPA</p> <p>A Training Manual on TIP</p> <p>Code of Ethics for the Protection Officers/Child welfare Officers</p>	Annually	The indicator also includes reviewing the Regulatory Impact Assessment (RIA) guideline and RIA Rules and Regulations integrate gender and child protection perspective
5	Strategies developed	To streamline the activities on Gender Based Violence (GBV) and child protection of all agencies working on GBV and child protection to meet the overall 11 th FYP goal	<p>Communication for Development (C4D)</p> <p>Strategy on Child Protection, Capacity Development</p> <p>Strategy on Gender Based Violence and Child Protection</p>	Annually	Progress of this indicator is dependent on the finalization and endorsement of Gender Based Violence Joint Program being developed by the UN system in Bhutan in collaboration with the NCWC

SI No	Success Indicator	Description (Purpose of the Indicator)	Definition	Measurement (frequency of data collection)	General Comments
6	Strategies reviewed	To integrate gender and child protection perspectives in the relevant sectoral strategies		Annually	Progress of this indicator is dependent on the number and type of strategies developed by the relevant partners
7	Sectoral reports reviewed	To integrate gender and child protection perspectives in the sectoral reports and to strengthen collection of information on gender and child protection by the respective sectors			Progress of this indicator is dependent on the number and type of reports drafted by the relevant organizations
8	Reports prepared and submitted	To prepare and submit reports on status of women and children to the Cabinet, prepare the NCWC Annual Report and prepare and submit reports to the International Treaty Bodies like CRC and CEDAW.		Annually	The NCWC Annual Report and the Status on Women and Children Report will be prepared annually; and the Periodic Reports to the International Treaty Bodies will be submitted every four years and/or in accordance with the set procedures
9	Studies, surveys and assessments conducted	To strengthen the collection of information on issues related to gender and child protection for evidence based planning and programming		Annually	Studies/Surveys will focus on current and emerging issues/themes related to women and children
10	Children and Women Welfare Committees (CWWCs) established in Dzongkhags and Thromdes	To protect and promote the rights of women and children in difficult circumstances (CIDC) and children in conflict with the law (CICL) in the respective Dzongkhags and Thromdes		Annually	The first Dzongkhag/Thromde CWWC will be piloted in Thimphu based on the higher incidence of VAC and VAW, including the availability of the required facilities and services This will be replicated in other identified Dzongkhags and Thromdes

SI No	Success Indicator	Description (Purpose of the Indicator)	Definition	Measurement (frequency of data collection)	General Comments
11	Strengthening of the protection and psychosocial services supported	To ensure timely and effective provision of protection and psychosocial services to the victims of violence against women and children and the CICL by the NCWC and relevant partners, including the CSOs	Strengthen the services in the WCPUs, OSCCs, shelters, and counseling programs through capacity and resource building	Annually	WCPUs will be established by the RBP, the OSCCs by the MoH Counselling and Shelter by the NGOs. The NCWC will support their effectiveness through capacity building and mobilizing resources
12	CPFPP Network institutionalized	To integrate child protection issues into the sectoral plans, policies, programs and projects and to create awareness on child protection in their respective sectors	A network of officials appointed from different ministries and agencies responsible for integrating child protection issues into the sectoral plans, policies, programs and projects	Four new CPFPPs appointed in relevant ministries and agencies	The CPFPP network will be gradually strengthened till we have CPFPPs in all the relevant ministries, agencies including NGOs
13	GFP network strengthened	To integrate gender into sectoral plans, policies, programs and projects and create awareness on gender in their respective sectors	A network of officials appointed from different ministries and agencies including the NGOs and private sector responsible for integrating gender into their sectoral plans, policies, programs and projects	Ten new GFPs appointed in the 10 districts	The GFPs will be appointed in all the government ministries, agencies, relevant NGOs and 20 districts
14	IMS development initiated	To house all available information on women and child protection issues in a central database		Development of IMS completed in the period of 2 years	The setting of IMS will be followed by training of partners on use of IMS, and involving more partners based on requirement

SI No	Success Indicator	Description (Purpose of the Indicator)	Definition	Measurement (frequency of data collection)	General Comments
15	Officials trained	To enhance the capacities of relevant agencies to integrate gender and child protection issues into their sectoral plans, programs and activities.		Annually	Training will be targeted for: <ol style="list-style-type: none"> 1. GFPs 2. CPFs 3. Relevant partners like RBP, OAG, RCJ, MoE, MoH 4. CSOs This will be an ongoing activity since the officials move to other agencies and new officials keep joining
16	Awareness through media conducted	To enhance understanding on gender and child protection by the general public		Annually	This will be ongoing activity based on current and emerging issues/themes related to women and children
17	Sensitization workshops and campaigns organized	To enhance understanding on gender and child protection by the policy makers, implementers and the general public		Annually	The awareness and sensitization programs will be targeted at the following: <ol style="list-style-type: none"> 1. Education Institution (tertiary institutions) 2. Dzongkhag Sector Heads 3. Gewog Officials 4. Communities
18	International Days observed	To recognize the importance of women and girls and their contributions in the society and nation building; and to create awareness on the rights of women and girls	International Women's Day (IWD) on March 8; International Day of the Girl Child (IDGC) on October 12; and International Day for the Elimination of Violence Against Women (IDEVAW) on November 25	Annually	The IWD and IDEVAW observed in collaboration with RENEW; and the IDGC with relevant ministry/organization based on the theme for the year

SI No	Success Indicator	Description (Purpose of the Indicator)	Definition	Measurement (frequency of data collection)	General Comments
19	Regional level meetings, workshops, seminars and conferences attended	To represent the RGoB at the regional level on themes and issues related to gender and child protection		Annually	The success of the indicator will depend on the frequency and type of meetings/workshops/seminars/conferences organized at the regional level by the concerned regional bodies, governments and development partners
20	International level meetings, workshops, seminars, and conferences attended	To represent the RGoB at the international level on themes and issues related to women and children		Annually	The success of the indicator will depend on the frequency and type of meetings/workshops/seminars/conferences organized at the international level
21	Reports generated using the information from the GMS	To provide an update on the gender initiatives taken by each of the ministries and agencies, including the NGOs, and private sector; and to monitor the implementation of gender related plans, programs and projects of the sector concerned		Biannually	The success of the indicator will depend on the information uploaded in the GMS by the GFPs, the sectoral plans and the availability of fund to implement the planned activities.
22	Creches/Childcare Centres at workplace established	To encourage and enhance women's participation in the public sphere through the provision of support services	Childcare Centers located at the workplace to provide care facilities to the children (below three years) of the employees	Annually	The success of the indicator will depend on the support and commitment from the sector concerned, availability of space and fund.
23	Cases reported to NCWC successfully resolved	To maintain a record of cases related to women and children reported to the NCWC and to monitor NCWC's capacity and effectiveness in the provision of services	The cases include Violence Against Women (VAW), Children in Difficult Circumstances (CIDC) and Children in Conflict with the Law (CICL)	Annually	The success of the indicator will be dependent on the support and commitment from partners agencies like RBP, MoH, DoI, MoE, MoLHR, NGOs etc and the type of cases reported

SI No	Success Indicator	Description (Purpose of the Indicator)	Definition	Measurement (frequency of data collection)	General Comments
24	Pre-adoption services provided to the successful applicants	To ensure that the adoptions are being processed in line with the provision in the CAA 2012 and its Rules and Regulations	The services include pre-adoption counseling and verification of documents	Annually	Successful applicants include those applicants whose applications for adoption have been accepted by the NCWC
25	Post-adoption monitoring and evaluation conducted	To ensure the safety, wellbeing and protection of the rights of adopted children		Annually	The post-adoption monitoring and evaluation is carried out through home visits for the domestic adoptions; and through follow up and receipt of evaluation and monitoring reports (prepared by accredited adoption service agencies) for international adoptions

Section 5: Specific Performance Requirements from Other Ministries and 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
Ministries and Agencies	All relevant Ministries and agencies, including relevant NGOs and the Private Sector	Policies responsive to gender and child protection needs reviewed, initiated and formulated	Ministries and Agencies to take part in the review and formulation of the policies and legislations and to take ownership in the implementation of the policies and legislations	Given that gender and child protection is a cross cutting issue, every ministry and agency has a role and stake in addressing issues related to women and children. It is, therefore, imperative for all the sectors to participate actively and responsibly in addressing such issues in their respective sectors	Participation, support, commitment and ownership; and information sharing	Government's commitment to create gender and child friendly policy and legal environment will not be achieved
		Legislations reviewed and formulated from gender responsive and child sensitive perspectives				
		Reports prepared and submitted	Ministries and Agencies to contribute to the preparation of the national reports for submission to the International Treaty Bodies		Participation and information sharing	Submission of Reports to the International Treaty Bodies will be delayed and this will be viewed as a serious lapse and non-commitment on the part of the Government
Dzongkhag and Thromde Administration	Selected Dzongkhags and Thromdes	Dzongkhag and Thromde CWWCs established	Active and committed participation and contribution by Dzongkhag and Thromde Members of the CWWCs		Membership	The establishment of the CWWCs will be delayed and this will result in the ineffective implementation of the Acts

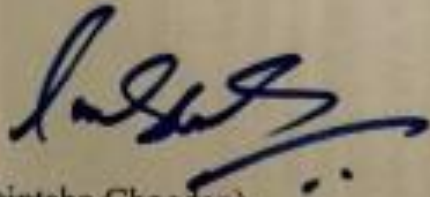
Organization Type	Organization name	Relevant success indicators	What is your requirement from this organization	Justification for this requirement	Please quantify your requirement from this organization	What happens if your requirement is not met																					
Ministries and Agencies	All Ministries and Agencies including the NGOs and private sector	CPFPs network institutionalized	Appoint relevant officials as CPFPs and GFPs of the respective sectors and provide support to the CPFPs/GFPs in carrying out gender and child protection initiatives in their respective sectors	Given that gender and child protection is a cross cutting issue, every ministry and agency has a role and stake in addressing issues related to women and children. It is, therefore, imperative for all the sectors to participate actively and responsibly in addressing such issues in their respective sectors	Support, Commitment and Budget	The achievement of gender and child protection targets of the RGoB and the 11 th FYP will be hampered																					
		GFPs network strengthened					Ministries, Agencies and NGOs	Relevant Ministries, Agencies and NGOs	IMS development initiated	Actively participate in the development of the IMS and provide necessary information to feed into the IMS	Support and commitment, and information sharing	Setting up of the IMS will be delayed	Ministries, Agencies and NGOs	Relevant Ministries, Agencies and NGOs	Strengthening of the protection and psychological services supported	Initiate the establishment of relevant services and ensure the provision of timely and effective services to the victims of VAW and VAC and CICL	Support and commitment, partnership, budget	Effective services will reach the victims	GFPs	GFPs	Report generated using information from the GMS	Input regularly information on gender related initiatives taken in their respective sectors in the GMS	Support and commitment, and information, sharing	Generation of timely reports will be impeded	Ministries and Agencies	Relevant Ministries and Agencies	Crèches/Childcare Centre at work place
Ministries, Agencies and NGOs	Relevant Ministries, Agencies and NGOs	IMS development initiated	Actively participate in the development of the IMS and provide necessary information to feed into the IMS				Support and commitment, and information sharing	Setting up of the IMS will be delayed																			
Ministries, Agencies and NGOs	Relevant Ministries, Agencies and NGOs	Strengthening of the protection and psychological services supported	Initiate the establishment of relevant services and ensure the provision of timely and effective services to the victims of VAW and VAC and CICL				Support and commitment, partnership, budget	Effective services will reach the victims																			
GFPs	GFPs	Report generated using information from the GMS	Input regularly information on gender related initiatives taken in their respective sectors in the GMS				Support and commitment, and information, sharing	Generation of timely reports will be impeded																			
Ministries and Agencies	Relevant Ministries and Agencies	Crèches/Childcare Centre at work place	Initiate the establishment of Creches/Childcare Centres in their respective offices				Space, Caregivers, support and commitment	The 11 th FYP target will be under-achieved																			

Whereas,

I, the Director General, NCWC Secretariat, commit to the Chairperson, NCWC to deliver the results described in this Annual Performance Agreement.

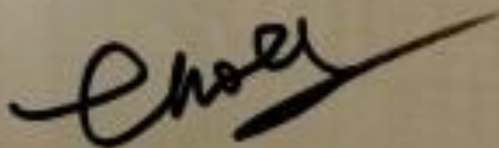
I, the Chairperson, commit to the Director General, NCWC Secretariat, on behalf of the Commission, to provide the necessary support and guidance for delivery of the results described in this Annual Performance Agreement.

SIGNED:



(Phintscho Choeden)
Director General
National Commission for Women and Children

Date: 18th August 2015



(Dorji Choden)
Chairperson
National Commission for Women and Children

Date: 18th August 2015

