



**PERFORMANCE AGREEMENT**

**BETWEEN**

**Secretary and Chiefs/Heads  
(PPD, AFD, HRD, Internal Audit, QASD, ICT unit)**

**SECRETARIAT  
MINISTRY OF HEALTH**

**(July 1, 2016 – June 30, 2017)**

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**Preamble**

The Performance Agreement is entered into between the Secretary and Chiefs/Heads of PPD, AFD, HRD, Internal Audit, QASD, ICT unit.

The objectives of this Performance Agreement are:

- a) To establish clarity and consensus about annual priorities for the Secretariat divisions consistent with the 11th Five Year Plan of the Ministry, and Government's other priorities;
- b) To provide an objective and fair basis for evaluating the overall performance of the at the end of the financial 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 nation with the best Health

### **Mission**

(1) To provide healthcare services of quality in both traditional and modern medicines; (2) To prevent, control, eliminate and eradicate diseases; (3) To rehabilitate and promote healthy living; and (4) To ensure sustainable, responsive, equitable, accessible, reliable and affordable health services.

### **Objectives**

- 1) To promote good governance and financially sustainable healthcare
- 2) To promote health research and disseminate health information
- 3) To strengthen result based health planning and monitoring
- 4) To deliver health care services expanded through ICT and ICT enabled services
- 5) To institutionalize Quality Assurance and standards
- 6) To improve HR administration and Management
- 7) To formulate and implement Annual Internal Audit Plan
- 8) To provide effective and efficient direction and operational services
- 9) To ensure implementation of planned activities
- 10) To create conducive environment for gender equality and child protection
- 11) To enhance efficiency and effectiveness of G2C services
- 12) To improve Ease of Doing Business Ranking
- 13) To prevent corruption

## Section 2: Objectives, Success Indicators & Target

Objective	Weight	Action	Success Indicator	Unit	Weight	Excellent [100%]	Very Good [90%]	Good [80%]	Fair [70%]	Poor [60%]
To promote good governance and financially sustainable healthcare	10	Develop National Health Act	Timeline by which the draft National Health Bill is consulted and discussed with the stakeholders	Date	5	01/31/2017	02/28/2017	03/31/2017	04/30/2017	05/31/2017
		Conduct National Health Accounts	Timeline by which the first draft of National Health Accounts is available	Days	5	May 2017	June 2017	-	-	-
To promote health research and disseminate health information	10	Publication of Annual Health Bulletin 2017	Timeline by which Annual Health Bulletin 2017 is published	Date	2	04/30/2017	05/31/2017	06/30/2017	07/31/2017	08/31/2016
			Percentage of BHMIS report submitted on time	Percent	2	80	75	70	65	60
			Percentage of BHMIS report with completeness	Percent	2	95	90	85	80	75
		Roll out of DHIS 2 to BHU II	Timeline by which DHIS 2 is rolled out for implementation to 30 BHU II)	Date	2	11/30/2016	12/31/2016	01/31/2017	02/28/2017	03/31/2017
		Promote national health research	Number of REBH approved research protocols/proposal published in national and international journals	Number	2	6	5	4	3	2
To strengthen result based health planning and monitoring	10	Strengthen result based planning and monitoring	Timeline by which Ministry/Departments APA 2016-17 is finalized and signed	Date	4	08/20/2016	08/27/2016	09/10/2016	09/18/2016	09/24/2016
			Timeline by Health Sector Mid-Year Review conducted	Date	3	Jan 2017	Feb 2017	-	-	Mar 2017
			Timeline by which Health Sector Annual Review conducted	Days	3	July 2017	August 2017	-	-	September 2017
To deliver health care services expanded through ICT and ICT	15	Provide support in deploying and user training of ePIS and web based Bhutan Medical Supplies Inventory System	Number of Health Facilities setup with proper infrastructure at identified ePIS pilot sites by June 2017	Number	2.5	6	5	4	3	2
			Turn Around Time by which technical testing and verification is	Days	1.5	7 days	10 days	15 days	20 days	> 20 days

enabled services		(BMSIS)	done for ePIS							
			Percentage of user training supported on ePIS and Basic ICT Skills	Percent	1.5	100	95	90	85	80
			Timeline by which web based BMSIS proper Infrastructure is setup with secure data management plan at the central server	Date	2.5	November 2016	December 2016	January 2017	February 2017	March 2017
			Turn Around Time by which technical testing and verification is done for web based BMSIS	Days	1.5	7 days	10 days	15 days	20 days	> 20 days
			Percentage of user training supported on web based BMSIS	Percent	1.5	100	95	90	85	80
		Facilitate ICT services	Timeline by which UTM/Antivirus is implemented at MoH	Date	2	November 2016	December 2016	January 2017	February 2017	March 2017
			Timeline by which LAN is established at two identified district hospitals	Days	2	December 2016	January 2017	February 2017	March 2017	April 2017
To institutionalize Quality Assurance and standards	10	Implement HAMA initiative and CQI	Number of health facilities implementing Hospital Adm. & Management Transformation (HAMA) initiative	Number	3	12	11	10	9	8
			Percentage of health facilities (all hospitals & BHUs) with functional Continuous Quality Improvement (CQI) in place	Percent	5	100	95	90	85	80
	Implement National Quality Improvement activities and Safety Healthcare Standards	Number of hospitals implementing the pilot project on National Quality and Safety Healthcare Standards (NQSHS)	Number	2	4	3	2	-	1	
To improve HR administration and	15	Improve pool and deployment of doctors	Number of Dzongkhags with at least three doctors	Number	5	18	17	-	-	16
		Increase nursing staff	Nurse to bed ratio	Percent	5	1:6.5	1:7	1:7.5	1:8	1:8.5

Management		strengthen								
		Implement performance management system	Timeline by which Individual Work Plan (IWP) collected and submitted	Date	2.5	08/31/2016	09/30/2016	10/31/2016	11/30/2016	12/31/2016
		Administer Continuing Medical Education (CME) credit	Percentage of health professionals completed CME (6) credit.	Percent	2.5	75	70	65	60	55
To formulate and implement Annual Internal Audit Plan	5	Formulate and implement Internal Audit Plan	Timeline by which Annual Internal Audit Plan formulated	Date	2.5	09/30/2016	10/31/2016	11/30/2016	12/31/2016	01/31/2017
			Number of Audit reports produced	Number	2.5	4	3	2	1	-
To provide effective and efficient direction and operational services	15	Ensure functionality of pool vehicles	Percentage of pool vehicles functional	Percent	1.5	100	95	90	85	80
		Provide administrative support services	Percentage of logistics arranged and coordinated	Percent	1.5	100	95	90	85	80
		Monitor and report annual budget implementation	Number of Quarterly Budget vs expenditure status report produced	Number	1.5	4	3	2	-	1
			Timeline by which Mid-year budget review done	Status of Work	1.5	5 days before the specified dateline by MoF	Within date line	On dateline	5 days after dateline	10 days after dateline
		Prepare and submit Annual Budget as per Agency AWP/APA	Timeline by which annual budget proposal is submitted to Ministry of Finance	Status of Work	1.5	5 days before the specified dateline by MoF	Within date line	On dateline	5 days after dateline	10 days after dateline
		Ensure accounting & reporting	Timeline by which the quarterly review and update of Budget Utilization Plan is done	Status of Work	1.5	Within 1st week of the following Qtr	Within 2nd week of the following Qtr	Within 3rd week of the following Qtr	Later than 3rd week of the following Qtr	Later than 4th week of the following Qtr
			Number of expenditure report produced	Number	1.5	4	3	2	-	1
Administered	Timeline by which Ministry's	Status	1.5	Within 10	Within 15	Within 20	Later than	Later than		

		procurement plan and update Inventory management System	procurement plan enforced and administered	of Work		days of the following Qtr	days of the following Qtr	days of the following Qtr	25 days of the following Qtr	30 days of the following Qtr
			Timeline by which inventory is recorded and updated	Status of Work	1.5	Within 1 day of receipt of goods	Within 2 days of receipt of goods	Within 3 days of receipt of goods	Within 4 days of receipt of goods	Within days of receipt of goods
		Ensure efficiency, transparency and accountability	TAT for payment	Status of Work	1.5	Within 4 working days	Within 7 working days	Within 10 working days	Beyond 10 working days	Beyond 15 working days
To ensure implementation of planned activities	5	Implement planned activities	Percentage of planned activities implemented (Activity completion)	Percent	2.5	95	90	85	80	75
			Percentage of Planned activities implemented (revised) budget utilization	Percent	2.5	90	85	80	75	70
To create conducive environment for gender equality and child protection	1	Institutionalize integration of gender equality and child protection concerns	Timeline by which internal framework to address gender related issues faced by the employee within the sector concerned is developed	Date	1	05/31/2017	-	-	-	06/30/2017
To enhance efficiency and effectiveness of G2C services	1	Resolve citizens grievances	Percentage of grievances redressed	Percent	1	100	97	95	93	90
To improve Ease of Doing Business Ranking	1	Implement action plan to improve the Ease of Doing Business ranking as developed by MoEA	Timeline by which improved Electronic Property and Land Registration system with electronic input and search capabilities operationalized	Date	1	September 2016	November 2016	January 2017	March 2017	May 2017
To prevent corruption	2	Implement action plan adopted after the conduct of Integrity Diagnostic Test	Percentage of IDT recommendations implemented	Percent	2	91-100	81-90	71-80	61-70	<60



### Section 3: Trend values of success indicators

Objective	Action	Success Indicator1	Unit	Actual Values [FY 2013-14]	Actual Values [FY 2014-15]	Target Values [FY 2015-16]	Projected Values [FY 2016-17]	Projected Values [FY 2017-18]
To create conducive environment for gender equality and child protection	Institutionalize integration of gender equality and child protection concerns	Timeline by which internal framework to address gender related issues faced by the employee within the sector concerned is developed	Date	-	-	-	05/31/2017	-
To deliver health care services expanded through ICT and ICT enabled services	Facilitate ICT services	Timeline by which LAN is established at two identified district hospitals	Days	-	-	-	December 2016	-
		Timeline by which UTM/Antivirus is implemented at MoH	Date	-	-	-	November 2016	-
	Provide support in deploying and user training of ePIS and web based Bhutan Medical Supplies Inventory System (BMSIS)	Number of Health Facilities setup with proper infrastructure at identified ePIS pilot sites by June 2017	Number	NA	NA	NA	6	Roll out
		Percentage of user training supported on ePIS and Basic ICT Skills	Percent	NA	NA	NA	100	NA
		Percentage of user training supported on web based BMSIS	Percent	-	-	-	100	-
		Timeline by which web based BMSIS	Date	-	-	-	November 2016	-

		proper Infrastructure is setup with secure data management plan at the central server						
		Turn Around Time by which technical testing and verification is done for ePIS	Days	-	-	-	7 days	-
		Turn Around Time by which technical testing and verification is done for web based BMSIS	Days	-	-	-	7 days	-
To enhance efficiency and effectiveness of G2C services	Resolve citizens grievances	Percentage of grievances redressed	Percent	-	-	-	100	100
To ensure implementation of planned activities	Implement planned activities	Percentage of planned activities implemented (Activity completion)	Percent	-	-	95	95	100
		Percentage of Planned activities implemented (revised) budget utilization	Percent	-	-	90	90	95
To formulate and implement Annual Internal Audit Plan	Formulate and implement Internal Audit Plan	Number of Audit reports produced	Number	4	3	3	4	5
		Timeline by which Annual Internal Audit Plan formulated	Date				09/30/2016	
To improve Ease of Doing Business Ranking	Implement action plan to improve the Ease of Doing	Timeline by which improved Electronic Property and Land	Date	-	-	--	-	-

	Business ranking as developed by MoEA	Registration system with electronic input and search capabilities operationalized						
To improve HR administration and Management	Administer Continuing Medical Education (CME) credit	Percentage of health professionals completed CME (6) credit.	Percent		NA	55	75	100
	Implement performance management system	Timeline by which Individual Work Plan (IWP) collected and submitted	Date				08/31/2016	
	Improve pool and deployment of doctors	Number of Dzongkhags with at least three doctors	Number	11	14	16	18	19
	Increase nursing staff strengthen	Nurse to bed ratio	Percent	1:7.5	1:7	1:6.5	1:6.5	1:6
To institutionalize Quality Assurance and standards	Implement HAMT initiative and CQI	Number of health facilities implementing Hospital Adm. & Management Transformation (HAMT) initiative	Number	NA	35	47	59	71
		Percentage of health facilities (all hospitals & BHUs) with functional Continuous Quality Improvement (CQI) in place	Percent		NA	70	100	100
	Implement National Quality Improvement activities and Safety Healthcare Standards	Number of hospitals implementing the pilot project on National Quality and Safety Healthcare Standards (NQSHS)	Number			0	4	12

To prevent corruption	Implement action plan adopted after the conduct of Integrity Diagnostic Test	Percentage of IDT recommendations implemented	Percent	-	-	-	100	100
To promote good governance and financially sustainable healthcare	Conduct National Health Accounts	Timeline by which the first draft of National Health Accounts is available	Days	NA	NA	-	Draft report in place	-
	Develop National Health Act	Timeline by which the draft National Health Bill is consulted and discussed with the stakeholders	Date				01/31/2017	
To promote health research and disseminate health information	Promote national health research	Number of REBH approved research protocols/proposal published in national and international journals	Number	NA	NA	6	12	18
	Publication of Annual Health Bulletin 2017	Percentage of BHMIS report submitted on time	Percent	NA	70	80	80	80
		Percentage of BHMIS report with completeness	Percent	NA	80	90	95	95
		Timeline by which Annual Health Bulletin 2017 is published	Date				04/30/2017	
	Roll out of DHIS 2 to BHU II	Timeline by which DHIS 2 is rolled out for implementation to 30 BHU II)	Date	NA	NA		11/30/2016	
To provide effective	Administered	Timeline by which	Status of Work				Within 1	

and efficient direction and operational services	procurement plan and update Inventory management System	inventory is recorded and updated					day of receipt of goods	
		Timeline by which Ministry's procurement plan enforced and administered	Status of Work				Within 10 days of the following Qtr	
	Ensure accounting & reporting	Number of expenditure report produced	Number			4	8	12
		Timeline by which the quarterly review and update of Budget Utilization Plan is done	Status of Work				Within 1st week of the following Qtr	
	Ensure efficiency, transparency and accountability	TAT for payment	Status of Work				Within 4 working days	Within 4 working days
	Ensure functionality of pool vehicles	Percentage of pool vehicles functional	Percent				100	100
	Monitor and report annual budget implementation	Number of Quarterly Budget vs expenditure status report produced	Number	-	-	4	8	12
		Timeline by which Mid-year budget review done	Status of Work				5 days before the specified dateline by MoF	
	Prepare and submit Annual Budget as per Agency AWP/APA	Timeline by which annual budget proposal is submitted to Ministry of Finance	Status of Work				5 days before the specified dateline by MoF	

	Provide administrative support services	Percentage of logistics arranged and coordinated	Percent	N-	-	-	100	100
To strengthen result based health planning and monitoring	Strengthen result based planning and monitoring	Timeline by Health Sector Mid-Year Review conducted	Date				Jan 2017	
		Timeline by which Health Sector Annual Review conducted	Days				July 2017	
		Timeline by which Ministry/Departments APA 2016-17 is finalized and signed	Date				08/20/2016	

#### Section 4: Definition of Success Indicators

Success Indicator	Description	Data Collection Methodology	Data Collection Frequency	Data Source
Number of Health Facilities setup with proper infrastructure at identified ePIS pilot sites by June 2017	Health Facilities with proper ICT/LAN infrastructure for ePIS pilot	Physical verification	Biannually	Program reports, ICT, MOH
Turn Around Time by which technical testing and verification is done for ePIS	Turn Around Time by which technical testing and verification is done for ePIS	Administrative records	Biannually	Program reports, ICT, MOH
Timeline by which UTM/Antivirus is implemented at MoH	Set up of UTM/ Antivirus	Physical verification	Biannually	ICT unit, MoH
Timeline by which LAN is established at two identified district hospitals	Two hospital LAN set up	Physical verification	Biannually	ICT Unit, MoH
Number of Dzongkhags with at least three doctors	Number of Dzongkhags with 3 or more doctors available. Does not include dentists.	HR data base	Biannually	HRD records
Nurse to bed ratio	Ratio of total nursing staff to bed strengthen	HRD data base	Biannually	HRD records
Percentage of health professionals completed CME (6) credit.	Health professional accumulated number of CME credits enabling for re-registration with BMHC. 6 credit annually- (30 credits over 5 years	Administrative records	Biannually	HRD, MOH
Percentage of user training supported on ePIS and Basic ICT Skills	ICT support provided for the number of ePIS trainings conducted by the relevant Division/ program	Administrative records	Biannually	Program reports, ICT unit, MoH
Timeline by which web based BMSIS proper Infrastructure is setup with secure data management plan at the central server	Infrastructure set up for the deployment of web based BMSIS	Physical verification/Administrative records	Biannually	ICT unit, MoH
Turn Around Time by which technical testing and verification is done for web based BMSIS	Turn Around Time by which technical testing and verification is done for web based BMSIS	Administrative records	Biannually	Reports, ICT unit, Moh

Percentage of user training supported on web based BMSIS	Provide support to user training on web based BMSIS	Administrative records	Biannually	Reports, ICT Unit, MoH
Number of health facilities implementing Hospital Adm. & Management Transformation (HAMT) initiative	Health facilities with active HAMT and periodic HAMT reporting	HAMT reports	Monthly	Program reports, QASD, MoH
Percentage of health facilities (all hospitals & BHUs) with functional Continuous Quality Improvement (CQI) in place	Health facilities (all hospitals and BHU I) with functional Continuous Quality Improvement (CQI) in place	Administrative records	Biannually	Program reports, QASD, MoH
Number of hospitals implementing the pilot project on National Quality and Safety Healthcare Standards (NQSHS)	Hospitals implementing the pilot project on National Quality and Safety Healthcare Standards (NQSHS)	Administrative records	Biannually	Program reports, QASD, MoH
Timeline by which the draft National Health Bill is consulted and discussed with the stakeholders	The finalized draft from MoH consulted and discussed with the stakeholders prior submission to parliament	Administrative records	Biannually	Program reports, PPD, MOH
Timeline by which the first draft of National Health Accounts is available	Conduct on NHA for FY 2015-16	Administrative records	Quarterly	PPD, MoH
Timeline by which Annual Health Bulletin 2017 is published	Month by which Annual Health Bulletin 2017 is published	AHB 2017	Annually	HMIS, PPD, MoH
Percentage of BHMIS report submitted on time	BHMIS report submitted on or before 21st of the following month	DHIS 2	Biannually	HMIS, PPD, MoH
Percentage of BHMIS report with completeness	BHMIS report with completeness	DHIS 2	Quarterly	HMIS, PPD, MoH
Timeline by which DHIS 2 is rolled out for implementation to 30 BHU II)	Roll out DHIS 2 to BHU II	DHIS 2	Biannually	HMIS, PPD, MoH
Number of REBH approved research protocols/proposal published in national and international journals	REBH approved research protocols/proposal published in national and international journals	Administrative records	Biannually	Research Unit, PPD, MoH
Timeline by which Ministry/Departments APA 2016-17 is finalized and signed	Ministry/Departments APA 2016-17 finalized and signed	Administrative records	Biannually	PPD, MoH
Timeline by Health Sector Mid-Year	Conduct Health Sector Mid-Year	Administrative records	Biannually	PPD, MoH



Review conducted	Review of Work Plans and APA			
Timeline by which Health Sector Annual Review conducted	Conduct Health Sector Annual Review of Work Plans and APA	Administrative records	Biannually	PPD,MoH
Percentage of IDT recommendations implemented	To track implementation of IDT recommendations	Regular reporting by ACC focal in the Ministry	Annually	Administrative records
Timeline by which internal framework to address gender related issues faced by the employee within the sector concerned is developed	<p>The indicator refers to development of an internal framework within each sector to address gender issues faced by the employees within the sector and provide conducive working environment for the female employees. The framework should include the following areas:</p> <ul style="list-style-type: none"> <li>- Mechanisms/procedures to report on harassment at work place including sexual harassment (should designate a focal person who will facilitate reporting of such issues to higher authorities) within the sector.</li> <li>- Provision of facilities like breastfeeding room for nursing mothers and customers (for office providing services to the public), separate toilets for male and female employees with basic amenities like sanitary bins in the female toilets</li> <li>- Inclusion of female representative in the important committees of the sector</li> <li>- Implementation of flexi timing to working mothers</li> <li>- Awareness for all the employees on gender and child protection issues including sexual harassment and introducing a system where all new recruits/employees of the</li> </ul>	Consultations, Bilateral Meetings	Annually	Agency report/record and GFP reports

	<p>sector to be sensitized on basic concepts and issues related to gender and child protection. This indicator will be applicable to all Ministries and Autonomous Agencies of the government. The Ministry of Labour and Human Resources will be required to include provisions on establishment of reporting mechanism on sexual harassment at workplace in place in addition to the above areas while developing the internal framework. NCWC as the lead coordinating agency of the government on women and children will provide</p>			
Percentage of grievances redressed	The percentage will be derived from the e-KaaSel	The percentage will be derived from the e-KaaSel	Annually	eKaaSel

## Section 5: Requirements from other Departments & Secretariat Divisions

Organisation Name	Relevant Success Indicator	Requirement from the Organisation	Justification for the Requirement	Requirement detail	Impact (If Not Met)
DEPARTMENT OF MEDICAL SERVICES	Number of Health Facilities setup with proper infrastructure at identified ePIS pilot sites by June 2017	Participation of Departments/ Division Heads, other relevant stakeholders (WHO) and program personnel	Involvement of domain expert and financial support for proper set up	Technical expertise ,financial support and coordination	ePIS not deployed/piloted
DEPARTMENT OF MEDICAL SERVICES	Turn Around Time by which technical testing and verification is done for ePIS	Participation of Departments/ Division Heads, other relevant stakeholders (WHO), program personnel and consultant	Involvement for fixing bugs and rectification of the system	Technical expertise ,financial support and coordination	System not functional as expected and full of bugs/errors
DEPARTMENT OF MEDICAL SERVICES	Percentage of user training supported on ePIS and Basic ICT Skills	Participation of Departments/ Division Heads, other relevant stakeholders (WHO) and program personnel	Involvement of domain expert ,ICT personnel and coordination from program to align users to new system	Technical expertise ,financial support and coordination	User not familiar with the system and changes not incorporated. System may not be used
DEPARTMENT OF MEDICAL SERVICES	Turn Around Time by which technical testing and verification is done for web based BMSIS	Participation of Departments/ Division Heads, other relevant stakeholders , program personnel and consultant	Involvement of ICT personnel and local consultant for fixing errors and rectification	Local consultation and financial support	System not functional as expected and full of bugs/errors
DEPARTMENT OF MEDICAL SUPPLIES AND HEALTH INFRASTRUCTURE	Turn Around Time by which technical testing and verification is done for web based BMSIS	Participation of Departments/ Division Heads, other relevant stakeholders , program personnel and consultant	Involvement of ICT personnel and local consultant for fixing errors and rectification	Local consultation and financial support	System not functional as expected and full of bugs/errors
DEPARTMENT OF PUBLIC HEALTH	Turn Around Time by which technical testing and verification is done for web	Participation of Departments/ Division Heads, other relevant	Involvement of ICT personnel and local consultant for fixing	Local consultation and financial support	System not functional as expected and

	based BMSIS	stakeholders , program personnel and consultant	errors and rectification		full of bugs/errors
DEPARTMENT OF TRADITIONAL MEDICIENE	Turn Around Time by which technical testing and verification is done for web based BMSIS	Participation of Departments/ Division Heads, other relevant stakeholders , program personnel and consultant	Involvement of ICT personnel and local consultant for fixing errors and rectification	Local consultation and financial support	System not functional as expected and full of bugs/errors

**Whereas,**

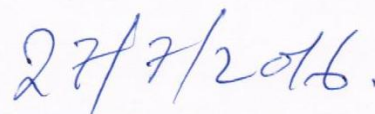
We, the Chiefs/heads of PPD, AFD, Inter Audit, HRD, QASD and ICT Unit Head, commit to the Secretary and the Minister, Ministry Of Health to deliver the results described in this Annual Performance Agreement.

I, the Secretary, commit to the Chiefs/heads of PPD, AFD, Inter Audit, HRD, QASD and ICT Unit Head, to provide necessary support for the delivery of results described in this Annual Performance Agreement.



Dr. Ugen Dophu  
Secretary

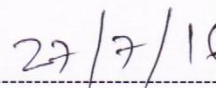
**SIGNED:**



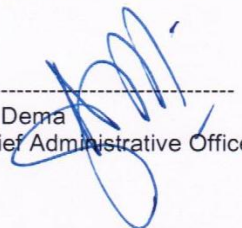
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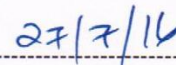
Jayendra Sharma  
Offtg. Chief Planning Officer



Date



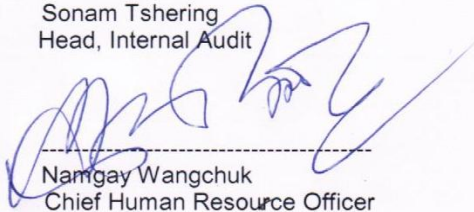
Tshering Dema  
Offtg. Chief Administrative Officer



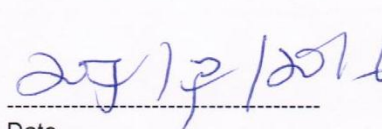
Date

Sonam Tshering  
Head, Internal Audit

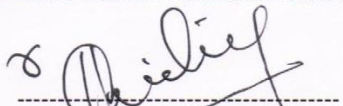
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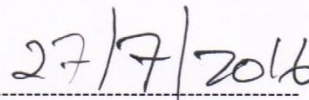
Namgay Wangchuk  
Chief Human Resource Officer



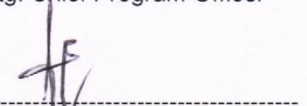
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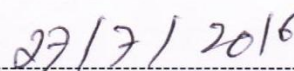
Lungten Jamtsho  
Offtg. Chief Program Officer



Date



Gaki Tshering  
Head, ICT unit



Date