

#### Section 4: Definition of Success Indicators

Success Indicator	Description	Data Collection Methodology	Data Collection Frequency	Data Source
Proper taxi and bus bays in place	This indicator measures taxis and bus bays with proper blacktopped and standard size/shape	Administrative data	Annually	Administrative records
100% urban roads without potholes ensured	This indicator measures blacktopped urban roads under Thimphu Thromde without potholes. This indicator will be measured based on the numbers of complaints received and resolved within TAT on actively used social media (Official Thimphu Thromde Facebook Page dedicated Public Services) The TAT for pothole repair: (i) 3 days if it is a dry pothole and (ii) 3-7 days if the potholes are due to water leakage from water pipes/sewer manhole, etc.	(i) Monthly field inspection record (ii) Official Facebook data	Monthly	Administrative record (ID)
Proper traffic/safety signage and facilities for urban road and pedestrian footpath.	This indicator measures the number of new proper traffic/safety signage facilities by types such as, traffic signs, speed breakers, under passes/overhead bridges, crash barrier within Thromde including the procurement of road marking machines. These are carried out in coordination with RSTA and RBP traffic. According to the standard safety guidelines, there must be traffic safety signs in all required places	Administrative data	Annually	Administrative records (ID)

Timeline by which a park is developed in Changangkha as an initiative towards developing green areas	This indicator measures the timeline by which the development of park at Changangkha is complete. At least the site development works (plantations) have to be complete.	Administrative data	Annually	Administrative records (ENV/ Div)
Street light lamps installed	This indicator measures the number of street light lamps installed within Thromde. Due to reduction in budget for the FY 2019 -2020, the target of 405 lamps is reduced to 200 and 205 is added to FY 2020-2021. 200 Numbers will be installed in Changbangdu and Pamtsho LAP	Administrative data	Annually	Administrative records (ID)
Length of proper footpath construction	This indicator measures length of proper footpath including the off-street footpath and common service duct footpath. 4 KM will be constructed in the following locations -from Jungzhina bridge till Jungzhina PS, In front of OAG Office, Yangchenphu area, City Bus Parking area to Norzin Lam, Thai Pavilion, Druk School to RHSS junction, Lungtenzampa till Dechen zam road.	Administrative data	Annually	Administrative records (ID)
Length of footpath maintained	This indicator measures length of proper footpath maintained. Maintained is defined as footpath usable. Therefore, all length of footpath will have to be made usable	Administrative data	Annually	Administrative records (ID)

<p>Number of initiatives taken to enhance safety within City</p>	<p>This indicator measures the number of initiatives taken by Thromde. The initiatives include (i) installation of 12 number CCTVs at Changbangdu vegetable shed and 2 numbers in Hejo vegetable shed (ii) putting up 200 Street Light lamps in Changbangdu and Pamtsho LAPs (iii) Ensure TAT (3 days) for reinstating naturally defunct street lamps (iv) One Youth support initiative (v) Meeting with entertainment centers (twice a year), awareness programs in Schools/public gatherings (5 times). Even the same initiatives can be repeated the following year if it is successful</p>	<p>Administrative data</p>	<p>Annually</p>	<p>Administrative records</p>
<p>Municipal Solid Waste segregated at source</p>	<p>This indicator measures the percentage of segregation of solid wastes at source (which includes household, waste drop off center, transfer station) before going to memelakha into wet and dry and dry into recyclable and non-recyclable. In addition, this SI will include construction of 10 numbers waste drop off centers (Taba, Dechencholing, Jungzhina, Motithang, Changzamtog, Pamtsho, Changbangdu, Olakha, Semtokha, Babesa (ii) Piloting 2 bin system in 50 buildings in identified location</p>	<p>Administrative data</p>	<p>Annually</p>	<p>Administrative records (Env Div)</p>

Percentage of all residents connected to sewerage system	This indicator measures the percentage of residents under Thimphu Thromde provided with sewer management services. The vacuum tanker services will be provided to those residents which do not have sewer connections and ensure that all sewer is treated in sewerage treatment plants and not disposed into open streams.	Administrative data	Annually	Administrative records (ID)
Public transport services with facilities for senior citizens, women, children and differently-abled people.	This indicator measures proportion of public transport buses with seats reserved for senior citizens, women, children and differently abled people. Thromde has no direct role in this. Thromde can only request the City Bus Service provider managed by Bhutan Post	Administrative data	Annually	Administrative source (Bhutan Post/City Bus service provider)
Ridership in public transport (Bus)	This indicator measures the percentage of urban population using public transport (bus). It will be calculated based on the number of carrying capacity of a bus times frequency of travel times total fleet to the total number of Thromde resident population. Thromde can only provide City Service infrastructure	Administrative data	Annually	Administrative data (Bhutan Post/City Service provider)
Number of smart city initiatives	This indicator measures smart city initiatives taken up by Thromde. The target 1 number include piloting of AMR (Automated Meter Reading)	Administrative data	Annually	Administrative records
Thromde current expenditure met through Internal revenue	The indicator measures the proportion of annual current expenditures met from internal revenue by increasing annual revenue generated through various initiatives	Administrative data	Annually	Administrative records (Accounts Section)

Overhead bridges/Underpasses constructed	This indicator measures the number of overhead bridges/underpasses constructed. The locations identified for the overhead bridges/underpasses are along the express way. 2 overhead bridges and 1 underpass. The final drawing and design will be submit to OGZ for comments will initiate once Thromde receives go ahead signal	Administrative records	Annually	Administrative data
Timeline by which the 1st Phase of the Lungtenzampa bridge construction is complete	This indicator measures the percentage of the completion of the Phase I of the Lungtenzampa bridge construction. Phase I include detailed investigation and design	Administrative records	Annually	Administrative data
Sewer network at Zilukha, Motithang and YHSS (2KM) developed - SDP I	This indicator measures the percentage of implementation of SDP I project, i.e. the construction of sewer network for Zilukha, Motithang and YHSS (2KM). The 50% include drawing/design, award of work and actual implementation of the project.	Administrative records	Annually	Administrative data
2MLD WTP at Ngabirongchu constructed	This indicator measures the percentage of implementation of SDP I project which is construction of 2mld WTP at Ngabirongchu. The 50% include drawing/design, award of work and actual implementation of the project.	Administrative records	Annually	Administrative data
New water distribution network for Samtenling LAP developed	This indicator measures the implementation status of the SDP I project which is to construct water distribution network for Samtenling LAP. The 50% include drawing/design, award of work and actual implementation of the project.	Administrative records	Annually	Administrative data

12 MLD WTPP at Babesa under ADB funding completed	This indicator measures the percentage completion of the 12 MLD Waste Water Treatment Plant (WTPP) at Babesa under ADB funding scheme. The major activities include construction of Office building, electrical building, SBR tank, raw sewer pumping station, sludge thickener, chlorination and blower building, chlorine contact tank, thickened sludge and supernatant sump, sludge holding sump, centrifuge building, pedestal, manhole and piping and head works. The final 5% include completion, testing and commissioning and minor rectifications works if any.	Administrative data and site verification	Annually	Administrative records
World Bank funded project BUDP II completed	This indicator measures the timeline by which the World Bank funded project BUDP II for Thimphu Thromde is complete.	Administrative data	Annually	Administrative records
Households with access to 24*7 clean drinking water supply provided	This indicator measures percentage of households with and 24X7 clean drinking water supply. It shall be considered as having adequate water for 24 hours from a tap, not pressurised from the source which shall also be by use of storage facilities. For detailed definition, kindly follow APA signed between HPM and Thrompon.	Joint random survey conducted by NTC with help of RED (GNHC)/NSB.	Annually	Administrative records (ID)
Initiatives to reduce incidence of drug and substance abuse cases	This indicator measures the number of initiative taken by Thromde towards reduction of incidences of drugs and substance abuse cases. The target 2 includes (1) inter Thromde Coordination Cup in Gelephu and (3) Construction of jogging tract or bycycle lane (3Kms)	Administrative data	Annually	Office records

Initiatives to reduce harmful use of Alcohol	This indicator measures number of initiatives taken to reduce the harmful use of Alcohol. The target 1 include enforcing existing alcohol policy in licensed outlets specifically sales on Tuesdays, underage alcohol sales, trading before 1PM and after 10PM and sales to intoxicated customers (as reflected in the Alcohol Policy and Strategic Framework)	Administrative data	Annually	Administrative records
Initiatives to reduce incidences of suicide cases	This indicator measures the number of initiatives taken to reduce the incidences of suicide cases within Thromde. The target 1 includes ensuring at least one session per year on School Parenting Education Awareness (SPEA) Program in lower, middle and higher secondary schools where all parents attend	Administrative data	Annually	Administrative records
Thromde G2C services provided within TAT	This indicator measures percentage of commonly availed services and G2C services delivered as per TAT/SOP. The 10 G2C services are (1) Building construction approval (2) Building Occupancy Certificate (3) New water line connection (4) Water pipe line shifting (5) Main water pipe line shifting (6) Disconnection and re-connection of water line (7) Replacement of water meters (8) Upgrading and downsizing of water connection capacity (9) Sewer connection to main sewer line and (10) Sewage vacuum tanker services	Administrative data	Annually	Administrative records

<p>Infrastructures and Service Delivery Standards with SOPs for Thomde public services developed and operationalized</p>	<p>This indicator measures the infrastructure development and the timeline by which Service Delivery Standards with Standard Operating Procedures for Thomde public services developed and operationalized. The target is for core Thomde Services -Building approval related service, water and sewer related services and Occupancy Certificate, access road, land, census and environment</p>	<p>Administrative data</p>	<p>Annually</p>	<p>Administrative records</p>
<p>Civil servant positions not filled</p>	<p>This indicator measures number of staff positions approved but not filled excluding doctors, nurses and teachers. Thomde to meet this target either through regular recruitments. contract or project tied recruitments (Urban Planner, Legal Officer, ICT Officer (1 shortage than approved)). The target is to recruit 1 Urban Planner and 1 Legal Officer</p>	<p>Administrative data</p>	<p>Annually</p>	<p>Administrative records (HRO)</p>
<p>Initiatives to reduce out of school students aged 6-14 including Special Needs</p>	<p>This indicator measures numbers of initiatives undertaken by Thomde alone or Thomde in collaboration with other Ministries/Agencies to reduce out of school students aged 6-14 including Special Needs. Initiative such as construction of additional academic blocks, providing other educational facilities, awareness programs, etc.. The target one include construction of play ground and landscaping of Zilukha MSS</p>	<p>Administrative data</p>	<p>Annually</p>	<p>Administrative records (TEO)</p>
<p>Specific subject teachers</p>	<p>This indicator measures teacher shortage against approved teacher strength subject wise</p>	<p>Administrative data</p>	<p>Annually</p>	<p>Administrative records</p>

Students scoring at least 60% in each STEM subjects, Dzongkha and English in BCSE examination by gender	This indicator measures students scoring above 60% in STEM subjects [ Science, IT and Mathematics], Dzongkha and English in BCSE examination.	Administrative data	Annually	Administrative records (TEO)
Timeline by which one ECCD is constructed towards enhancement of ECCD enrollment rate	The indicator measures the timeline by which the ECCD has been constructed at Babesa. It is towards enhancement of participation of 3-5 years old children in ECCD.	Administrative data	Annually	Administrative records (TEO)
NFE completion rate	The indicator will measure completion rate of NFE learners	Administrative data	Annually	Administrative records (TEO)
Students scoring at least 60 % in English, Dzongkha, math and Science in VI by gender	The indicator measures the percentage of students who score at least 60 percent in English, Dzongkha, Maths and Science	Administrative data	Annually	Administrative records (TEO)
Number of schools with vocational clubs and sport facilities	This indicator measures percentage of schools with vocational clubs such as cultural, agriculture, horticulture, arts and crafts, literary, democracy, science and technology, culinary etc.	Administrative data	Annually	Administrative records (TEO)
NFE learners by gender	The indicator will measure completion rate of NFE learners by gender.	Administrative data	Annually	Administrative records/ TEO
Government employees (parents) with access to functional day care crèches	This indicator measures proportion of eligible Thromde employees (parents) with access to functional day care crèches	Administrative data	Annually	Administrative records /AFD
Number of girls in leadership position in schools	This indicator measures number of girls in leadership position in schools in various extra-co-curricular activities, clubs, committees, group, etc	Administrative data	Annually	Administrative records/TEO

Women availing skills/entrepreneurship trainings	This indicator measures percentage of female availing skills/entrepreneurship trainings for productive livelihood, economic and income enhancement either by Thromde or other relevant agencies. Thromde's role is just to facilitate	Administrative data	Annually	Administrative records
Women, men and children covered by sensitization/awareness programs on elimination of Violence Against Women, VAM and VAC	This indicator measures percentage of women, men and children covered by sensitization/awareness programs on elimination of VAW, VAM and VAC disaggregated by women, men and children covered. Thromde's role is just to facilitate	Administrative data	Annually	Administrative records
Women representative in user groups, self help groups, local committees and cooperatives, etc.	This indicator measures percentage of women representatives in user groups, self-help groups and local committees/groups from the total number of women. The target 20% is the percentage women representative in Midey Tshogpa in 7 constituencies. It is totally on a voluntary basis and Thromde has no direct role to play	Administrative data	Annually	Administrative record
Critical public infrastructure (schools, hospitals and roads) climate/disaster resilient and disaster preparedness of Thromde	The indicator measures all critical public infrastructures (schools, hospitals/BHUs and roads) are climate and disaster proofed by ensuring all climate and disaster resilient engineering components, safeguards and standards, quality and strength and also the safe disposal of hazardous wastes. The target 5 includes ensuring disaster resilient engineering components and safeguarding standards as per BSR	Administrative data	Annually	Administrative records

Length of proper storm water drainage and flood protection walls	This indicator measures length of storm water drainage maintained/constructed to reduce flooding and water logging. The target 1KM will be constructed in the following areas -Along Taba main road, Infront of OAG Office, Outside CFM area and near Zangdopelri Lhakhang, Changzamtog around call center, From RTC junction till IT park junction	Administrative data	Annually	Administrative records
Initiatives to reduce air pollution	This indicator measures number of initiatives to reduce air pollution. The target 1 include prohibition of open air burning through strict monitoring and penalizing the defaulters	Administrative data	Annually	Administrative records
Promote energy efficient/green buildings	This indicator measures number of initiatives to promote energy efficient/green buildings. The target 1 include installation of LED street lighting (200 Nos)	Administrative data	Annually	Administrative records
Activities undertaken through community volunteers (Without cash and kind)	The indicator describes the number of volunteer activities taken up. The target 1 include cleaning campaign in constituencies	Administrative data	Annually	Administrative records
Promote Tangible Cultural heritage	This indicator measures number of tangible heritage maintained/renovated/ Constructed. The target 1 includes site development works in Changangkha Lhakhang - parking development, construction of Lam residence and ticket counter	Administrative data	Annually	Administrative records

Initiatives to promote Dzongkha	This indicator measures number of initiatives such as writing and speaking competition, drama, sign boards, Tshogde minutes in Dzongkha, Office memo and presentations in Dzongkha etc. . The Target 1 in the FY 2019-2020 include translation of Tshogde Minutes into Dzongkha	Administrative data	Annually	Administrative records
CSMIs established and supported (non-farm)	This indicator measures creation of non-farm CSMIs through PSL and others related to manufacturing and service firms like clothing & textiles, handicrafts, furniture, minerals, hotels, restaurants, IT & electronic, cobbler & salon, dry cleaning, tourism, etc. The number of CSMIs created to be distinguished by CSMIs created 1) solely by Thromde's plan interventions, 2) through partnership of Thromde and central agencies and private entities. 119 include 15 PSL applications forwarded, 4 new enterprises and business supported and strengthened and 100 number of existing enterprises and businesses supported and strengthened. Will totally depend on the applicants and Thromde's role is just to facilitate the applications.	Administrative Data	Annually	Administrative records

Jobs created (non- farm)	This indicator measures jobs created within the Thromde. A job is defined as a profession or a work earning cash or payment. The number of jobs created to be distinguished by 1) jobs created solely by Thromde's plan interventions, 2) jobs created through partnership of Thromde & central agencies and 3) jobs created by private entities with support/facilitation from Thromde. The target 200 includes job creation through construction vegetable sheds, outsourcing of Thromde services such as waste/parking/parks/etc.	Administrative data	Annually	Administrative records
Percentage of annual budget utilization	This indicator measures the variance between the Revised Budget and the Actual Expenditure at the end of the FY.	Assessment of variance between annual budget and expenditure	Annually	Department of National Budget
Progress as per signed Water Flagship Performance Agreement	This indicator measures the status of progress of 3 Water Flagship Success Indicators which are responsibility of Thimphu Thromde outlined in the Water Flagship APA	Progress Report	Quarterly	PIU Thromde
Timely submission of APA implementation updates	This SI shall be evaluated based on the following parameters: 1. Timeline by which "monthly issue/no issue reported on GPMS. 2. Timeline by which "timeline SIs and other achieved SIs are verified and evidence submitted." 3. Timeline by which "MYR and year-end self-assessment report is submitted to GPMD." 4. "Timely action taken on all the MYR directives."	Review of administrative data/documents/records	Quarterly	GPMD

Integrity score improved	This indicator measures the implementation status of Organisational Integrity Plan (OIP) as determined as Anti-Corruption Commission.	Survey and Field Monitoring of OIP implementation by ACC	Annually	Administrative report by ACC
<p>ངོས་འཛིན་འབད་ཡོད་པའི་ཡིག་འགྲུལ་ཚུ་ཚོང་ཁའི་ནང་གིས་ཡོད་པའི་བརྒྱ་ཚ།</p>	<p>ཚོང་ཁ་ནང་གི་དགོ་པའི་ཡིག་འགྲུལ་གྱི་རིགས་ཡང་ གཤམ་གསལ་སྐར་ཨིན།</p> <p>༡) བཀའ་རྒྱའི་རིགས།</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> བསྐོ་བཞག་བཀའ་རྒྱ། (Appointment Order)</li> <li><input type="checkbox"/> གནས་སོར་བཀའ་རྒྱ། (Transfer Order)</li> <li><input type="checkbox"/> འགན་གྲོལ་བཀའ་རྒྱ། (Relieving Order)</li> <li><input type="checkbox"/> གོ་གནས་ཡར་སེང་བཀའ་རྒྱ། (Promotion Order)</li> <li><input type="checkbox"/> རྒྱུར་བཏང་ཡིག་ཚང་བཀའ་རྒྱ། (Office Orders)</li> </ul>	<p>ཡིག་འགྲུལ་གྱི་རྒྱུངས་ཁ་ཡོངས་བསྐོ་མས་དང་ ཚོང་ཁ་ ཡང་ན་ རྐྱད་ གཞིས་རུང་འབྲེལ་སྤེལ་ཡོད་པའི་ཡིག་འགྲུལ་གྱི་རྒྱུངས་ཁ་རྒྱལ་ནི།</p>	Annually	ཡིག་སྐྱེལ་གྱི་ཚོང་ཁ་ ཡིག་ཨང།