



Annual Performance Agreement

Between

Prime Minister and

Minister, Ministry of Education and Skills Development

(July 1, 2026 – June 30, 2027)

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Section 1: Vision, Mission and 13 FYP Outcome(s).

a. Vision:

Empowering 21st century learning rooted in Bhutanese values of tha dam-tsig ley gju-drey and guided by the development philosophy of Gross National Happiness (GNH), harmonising academic excellence with holistic well-being, cultural identity, and sustainable citizenship.

b. Mission:

- i. To develop sound educational policies that enable the creation of a knowledge-based GNH society.
- ii. To provide equitable, inclusive and quality education and lifelong learning opportunities to all children and harness their full potential to become productive citizens.
- iii. To equip all learners with appropriate knowledge, skills and values to cope with the challenges of the 21st century and beyond.

c. 13th FYP Outcome:

By 2029, More Bhutanese Equitably Access and Benefit from Quality and Wholesome Education and Lifelong Learning

Section 2: Planning Matrix

1. Department of School Education

13th FYP Output	Annual Deliverables	Key Performance Indicator	Baseline	Target
More Educational Institutions have Inclusive, Safe and Enabling Environment Maximizing Use of Technology	Strengthen infrastructure in schools, ECCD, TVET institutes and youth centres	Percentage completion of infrastructure development for the International School	Phase I: 75% Phase II: 0%	Phase I: 100% completion of all major maintenance works of Raffles Block and Cavenagh Block , construction of the basketball court by first quarter. Phase II: 50% completion of the works including the construction of an integrated block comprising a dining hall, kitchen, library, laboratories, and indoor play facilities.
More Educational Institutions have Inclusive, Safe and Enabling Environment Maximizing Use of Technology	Strengthen infrastructure in schools, ECCD, TVET institutes and youth centres	Percentage completion of infrastructure development of STEM School (Drukgyel HSS)	Phase I: 40% Phase II: 0%	Phase I: 100% completion of the construction of a six-unit classroom by first quarter. Phase II: 20% completion of maintenance and refurbishment works such as classrooms, hostels, laboratories, administration block, library

13th FYP Output	Annual Deliverables	Key Performance Indicator	Baseline	Target
More Educational Institutions have Inclusive, Safe and Enabling Environment Maximizing Use of Technology	Strengthen infrastructure in schools, ECCD, TVET institutes and youth centres	Percentage completion of infrastructure and facilities at Yarabling Higher Secondary School	70%	100% It includes the maintenance of the girls' hostel and four-unit staff quarters, development of a football field, construction of stormwater drainage and toilet sewerage systems, and site development works.
More Educational Institutions have Inclusive, Safe and Enabling Environment Maximizing Use of Technology	Strengthen infrastructure in schools, ECCD, TVET institutes and youth centres	Percentage of redevelopment of 20 Phase I central school clusters completed	30.92%	45% completion
More Educational Institutions have Inclusive, Safe and Enabling Environment Maximizing Use of Technology	Strengthen infrastructure in schools, ECCD, TVET institutes and youth centres	Timeline by which Specialised School at Tama launched	NA	June 2027
More Educational Institutions have	Strengthen infrastructure in	Number of ECCD centres construction	65 ECCD centres	85 (20 additional ECCD Centres)

13th FYP Output	Annual Deliverables	Key Performance Indicator	Baseline	Target
Inclusive, Safe and Enabling Environment Maximizing Use of Technology	schools, ECCD, TVET institutes and youth centres	completed		
More Educational Institutions have Inclusive, Safe and Enabling Environment Maximizing Use of Technology	Strengthen infrastructure in schools, ECCD, TVET institutes and youth centres	Number of mobile or home-based ECCD centres established as an alternative model	46 home-based ECCD centres	51 (5 additional home-based ECCD centres-Lhuntse, Zhemgang,Sarpang,Tyangtse & Samtse)
The curricula and assessment system are more dynamic and relevant for a developed Bhutan at all levels of the education system	Strengthen curricula and assessment systems to make them more dynamic and relevant at all levels of education.	Timeline for the phased implementation of the School curriculum aligned to Cambridge.	NA	February 2027 i. Grade IX-XII: All subjects ii. Grade V-VI: DTI (Digital Technology & Innovation) iii. Grade II-III: Science & Technology

2. Department of Education Programmes

13th FYP Output	Annual Deliverables	Key Performance Indicator	Baseline	Target
Improved health & wellbeing of learners and education professionals	Deliver integrated youth development programmes that provide leadership training, youth exchange opportunities, and school-based sports and physical activities to promote holistic growth.	Number of regional sports meets conducted.	NA	7 regional sports meets
Improved health & wellbeing of learners and education professionals	Deliver integrated youth development programmes that provide leadership training, youth exchange opportunities, and school-based sports and physical activities to promote holistic growth.	Number of students attended "Nachung Leadership Training", and "Leadership Training"	Nachung -591 Leadership - 1050	Nachung - 741 Leadership - 1350
Improved health & wellbeing of learners and education professionals	Deliver integrated youth development programmes that provide leadership training, youth exchange opportunities, and school-based sports and physical activities to promote holistic growth.	Number of scout leaders attending capacity building courses (1. BULT and 2. Wood badge)	BULT - 1592 Wood badge - 283	BULT - 1712 Wood badge - 363
Improved health & wellbeing of learners	Deliver integrated youth development programmes that	Number of youth exchange programs	4	8 (4 additional national or international youth

13th FYP Output	Annual Deliverables	Key Performance Indicator	Baseline	Target
and education professionals	provide leadership training, youth exchange opportunities, and school-based sports and physical activities to promote holistic growth.	conducted		exchange programs)
Improved health & wellbeing of learners and education professionals	Provide empowerment and development programmes to the youth, through the youth centres and youth-led groups.	Number of youth equipped with leadership and skills through Youth Centres and youth-led groups	425	675 (250 additional youths)
Improved health & wellbeing of learners and education professionals	Establish a Comprehensive School Counselling Support System in all schools to address students' and teachers' psychosocial well-being.	Number of Counsellors, School Leaders and Education Officers trained in Social Emotional Learning (SEL) as per standard training package	600	1000 (400 additional youths)
Improved health & wellbeing of learners and education professionals	Ensure all schools meet National School Health, WASH, Nutrition, and Feeding Standards to provide safe and hygienic learning environments.	Number of schools with upgraded WASH facilities, as per the national WASH standard 2024	15	43 (28 additional schools provided with upgraded WASH facilities)

3. Department of Workforce Planning and Skills Development

13th FYP Output	Annual Deliverables	Key Performance Indicator	Baseline	Target
The education system has a strengthened quantity of competent and motivated professionals	Strengthen infrastructure in schools, ECCD, TVET institutes and youth centres	Percentage completion of infrastructure development at the four TTIs	30%	60% i. TTI-Chumey, ii. TTI-Samthang, iii. TTI-Rangjung and iv. RDTC
The curricula and assessment system are more dynamic and relevant for a developed Bhutan at all levels of the education system	Strengthen curricula and assessment systems to make them more dynamic and relevant at all levels of education.	Number of new TVET courses including diploma and applied degrees introduced for the 21st-century economy	2	4 Diploma courses in Fintech/ Blockchain/Cyber Security/AI
Education Governance & System Strengthened	Establish international TVET partnerships with leading institutions.	Timeline by which an institutional linkage between RITH and École d'Hôtellerie et de Tourisme du Luxembourg (EHTL) established	NA	May 2027

4. Bhutan Council for School Examination and Assessment

13th FYP Output	Annual Deliverables	Key Performance Indicator	Baseline	Target
The curricula and assessment system are more dynamic and relevant for a developed Bhutan at all levels of the education system	Strengthen curricula and assessment systems to make them more dynamic and relevant at all levels of education.	Number of teachers trained on the revised Cambridge Assessment System and Standards	1000	5000 (Additional 4000) by 2nd Quarter
The curricula and assessment system are more dynamic and relevant for a developed Bhutan at all levels of the education system	Strengthen curricula and assessment systems to make them more dynamic and relevant at all levels of education.	Timeline by which Cambridge joint accreditation and joint certificate for class XII endorsed	NA	October 2026
The curricula and assessment system are more dynamic and relevant for a developed Bhutan at all levels of the education system	Strengthen curricula and assessment systems to make them more dynamic and relevant at all levels of education.	Timeline by which technology-enabled marking system for board examinations piloted	NA	June 2027

5. Bhutan Qualification and Professionals Certification Authority

13th FYP Output	Annual Deliverables	Key Performance Indicator	Baseline	Target
Education Governance & System Strengthened	Enhance TVET-MIS system and implement TVET Qualifications and Quality Assurance Services	Timeline by which the TVET Management Information System (MIS) enhanced	NA	December 2026 Integration with Bhutan Integrated Revenue Management System (BIRMS), Zest, BCSEA, tuition and coaching system, and issuance of online certificates.
Education Governance & System Strengthened	Enhance TVET-MIS system and implement TVET Qualifications and Quality Assurance Services	Number of National Competency Standards (NCS) developed	12	27 Competency Standards
Education Governance & System Strengthened	Enhance the quality of Higher Educational Institutions(HEIs)	Number of Higher Education Institutions accredited	5	9 (Accredit 4 additional HEIs) i. Paro College of Education, ii. Faculty of Traditional Medicine, iii. Faculty of Nursing and Public Health, and

13th FYP Output	Annual Deliverables	Key Performance Indicator	Baseline	Target
				iv. Institute of Science of Mind
Education Governance & System Strengthened	Enhance the credibility of BQPCA programme	Number of BQPCA programs ISO certified	4	5 Registration service of Teaching Professionals Council.

6. Human Resource Division

13th FYP Output	Annual Deliverables	Key Performance Indicator	Baseline	Target
The education system has a strengthened quantity of competent and motivated professionals	Ensure equitable and optimal deployment of teachers across all Dzongkhags/Thromde based on TRE	Percentage of teacher deployed as per the TRE requirements in all Dzongkhags/Thromdes	90%	>95%

Section 3: Description of Key Performance Indicator

Key Performance Indicator	Description	Means of Verification (MoVs)	Department Responsible
Percentage completion of Phase I and Phase II infrastructure development for the International School	This indicator measures the percentage of physical progress completed for the establishment of the International School (Thimphu). Scope of work as follows: Phase I: Achieve 100% completion of all planned activities during the first quarter (July–September 2026), including major maintenance works at Raffles Block and Cavenagh Block, construction of the basketball court, and associated site development works. Phase II: 50% completion of the planned construction works, including the construction of an integrated block comprising a dining hall, green kitchen, library, laboratories, and indoor play facilities, along with the construction of the gate and associated site development works. Percentage of completion = (Number of structures completed ÷ Total number of structures planned) × 100	Completion certifications, monitoring and site visit reports	DSE
Percentage completion of	This indicator measures the percentage of physical	Completion	DSE

Key Performance Indicator	Description	Means of Verification (MoVs)	Department Responsible
Phase I and Phase II development of STEM School (Drukgyel HSS)	progress achieved in the infrastructure development of Phase I and Phase II of the STEM School (Drukgyel HSS) as per Bills of Quantities (BoQ) . The scope of work includes: Phase I: Achieve 100% completion of the construction of a six-unit classroom block at Drugyel LSS during the first quarter of FY 2026–27 Phase II: Undertake maintenance and refurbishment works of existing facilities at Drugyel CS, including classrooms, hostels, laboratories, administration block, library, and toilets, with 20% completion targeted during FY 2026–27. Percentage of completion = (Number of structures completed ÷ Total number of structures planned) × 100	certifications, monitoring and site visit reports	
Percentage completion of infrastructure and facilities at Yarabling Higher Secondary School	This indicator measures the percentage of infrastructure development progress achieved at Yarabling HSS through the completion of planned construction and maintenance works under Phase III. The scope of work includes the maintenance of the girls' hostel and four-unit staff quarters,	Completion certifications, monitoring and site visit reports	DSE

Key Performance Indicator	Description	Means of Verification (MoVs)	Department Responsible
	development of a football field, construction of stormwater drainage and toilet sewerage systems, and associated site development works. Percentage of completion = (Number of structures completed ÷ Total number of structures planned) × 100		
Percentage of redevelopment of 20 Phase I central school clusters completed	This indicator measures the percentage of planned infrastructure redevelopment works completed across 20 Phase I Central School clusters. It covers both new construction and maintenance works against the approved scope of works specified in the Bill of Quantities (BoQ). Completion is determined based on the proportion of planned structures that have been fully executed and certified as complete. Percentage completion = (Number of structures completed ÷ Total number of structures planned) × 100, Average Percentage Completion = Sum of percentage completion of 20 schools ÷ Number of schools (20)	Completion certifications, monitoring and site visit reports	DSE
Number of ECCD centres construction completed	This indicator measures the number of ECCD centres construction completed against the planned target	Completion certifications,	DSE

Key Performance Indicator	Description	Means of Verification (MoVs)	Department Responsible
	as per approved scope of work specified in the approved Bill of Quantities (BoQ).	monitoring and site visit reports	
Number of mobile/ home-based ECCD centres established as an alternative model	This indicator measures the number of new Home-Based Initiatives (HBIs) established as an alternative ECCD delivery model in areas where permanent centres are not feasible.	Completion certifications, monitoring and site visit reports	DSE
Timeline by which Specialised School at Tama is launched	This indicator measures the timeline by which Specialized schools at Tama are launched.	Completion Reports, Administrative data	DSE
Timeline for the phased implementation of the School curriculum aligned with Cambridge.	This indicator measures timeline by which School curriculum aligned with Cambridge is rolled out in phase-wise manner, as follows: Grade IX-XII: All subjects Grade V-VI: DTI (Digital Technology & Innovation) Grade II-III: Science & Technology	Implementation reports from schools, Administrative data	DSE
Number of regional sports meets conducted	This indicator measures the total number of regional sports competitions organized and conducted	Implementation report, Administrative Data	DEP
No. of students attended "Nachung Leadership Training", and "Leadership Training"	This indicator measures the total number of students who successfully participated in the "Nachung Leadership Training" and "Leadership Training".	Training Report, Administrative Data	DEP

Key Performance Indicator	Description	Means of Verification (MoVs)	Department Responsible
Training"			
No. of scout leaders attended Capacity building courses (1. BULT and 2. Wood badge)	This indicator measures the number of scout leaders who completed scouting capacity-building programmes, Wood Badge and Basic Unit Leader Training (BULT).	Training Report, Administrative Data	DEP
No. of Counsellors, School Leaders and Education Officers trained in Social Emotional Learning (SEL) as per standard training package	Measures the number of Counsellors, School Leaders Staff, Teachers and Education Officers who completed the approved Social Emotional Learning training package.	Training Reports, Attendance Sheets	DEP
Number of youth exchange program Conducted	This indicator measures the total number of national or international youth exchange programmes successfully organized or facilitated.	Training Report, Administrative Data	DEP
No. of youth equipped with leadership and skills through Youth Centres and youth-led groups	Measures the number of youth who completed leadership and other capacity development programmes provided through Youth Centres and youth-led groups	Program Reports, Attendance Sheets	DEP
Number of schools with upgraded WASH facilities as per the national WASH	This indicator measures the number of schools that have completed WASH facility upgrades and meet the minimum requirements specified in the National	Completion report, Administrative Data	DEP

Key Performance Indicator	Description	Means of Verification (MoVs)	Department Responsible
standard 2024	WASH Standards 2024.		
Percentage of infrastructure completed	This indicator measures average percentage completion of cumulative progress of the construction at four TVET institutes (TTI-Chumey, TTI-Samthang and TTI-Rangjung and RDTC)	Monthly Progress Assessment Report and completion report	DWPSD
Number of new TVET courses including diploma and applied degrees introduced for the 21st-century economy	This indicator measures the number of new TVET courses introduced. T Potential courses may include Diplomas in FinTech/Blockchain/Cyber Security/AI.	Course launching report and curricula, Quarterly Progress Report, Administrative data:	DWPSD
Timeline by which an institutional linkage between RITH and École d'Hôtellerie et de Tourisme du Luxembourg (EHTL) is established	This indicator measures the timeline by which an institutional linkage between RITH and École d'Hôtellerie et de Tourisme du Luxembourg (EHTL) is established.	Administrative record: Annual TVET Statistical Report	DWPSD
No. of teachers trained on the new Cambridge Assessment System and standards	This indicator measures the number of teachers trained on the new Cambridge Assessment System and Standards.	Training report/Certificate of Participation, Administrative data	BCSEA
Timeline by which Cambridge joint	This indicator measures timeline by which Cambridge joint accreditation and joint certificate for	Launch Report, Administrative data	BCSEA

Key Performance Indicator	Description	Means of Verification (MoVs)	Department Responsible
accreditation and joint certificate for class XII is endorsed	class XII is endorsed		
Timeline by which technology-enabled marking system for board examinations is piloted	This indicator measures the timeline by which technology-enabled marking system for board examinations is piloted	Pilot report, Administrative data	BCSEA
Timeline by which the TVET Management Information System (MIS) is enhanced	This indicator measures the timeline by which TVET management information system is enhanced which include its integration with Bhutan Integrated Revenue Management System (BIRMS), Zest, BCSEA, tuition and coaching system, and issuance of online certificates). The benefactory includes SES, Trainers, assessors, accreditor, auditor and general public..	Administrative data (Integrated and functional TVET MIS in place)	BQPCA
Number of National Competency Standards (NCS) developed	This indicator measures the number of national competency standards developed.	Published NCS, Administrative data	BQPCA
Number of Higher Education Institutions accredited.	This indicator measures the number of Higher Education Institutions (HEIs) that have successfully completed the institutional accreditation process and have been granted accreditation. It includes:	Accreditation Certificate, Administrative data	BQPCA

Key Performance Indicator	Description	Means of Verification (MoVs)	Department Responsible
	i. Paro College of Education, ii. Faculty of Traditional Medicine, iii. Faculty of Nursing and Public Health, and iv. Institute of Science of Mind		
Number of BQPCA programs ISO certified	This indicator measures the ISO certification of the Registration service of Teaching Professionals Council.	ISO Certificate, Administrative data	BQPCA
Percentage of teacher deployed as per the TRE requirements in all Dzongkhags / Thromdes	This indicator measures the percentage of teachers deployed against teacher requirements, as per Teacher Requirement Exercise (TRE) in all Dzongkhags and Thromdes. Formula = $\left(\frac{\text{Number of teachers deployed as per TRE}}{\text{Total teacher requirement identified through the TRE}} \right) \times 100$	TRE Report	HRD

Execution Clause

I, the Minister, Ministry of Education and Skills Development, hereby commit to the Prime Minister, the Government, and the People of Bhutan to deliver the results described in this Annual Performance Agreement.



Yeezang De Thapa
Minister, Ministry of Education
and Skills Development

The Prime Minister, the Minister of Finance, and the Chairperson of the Royal Civil Service Commission, hereby commit to the Minister, Ministry of Education and Skills Development, on behalf of the Government and the People of Bhutan, to provide the necessary resources, including the financial resources, human resources and civil service support, required for the delivery of the results described in this Annual Performance Agreement.



Lekey Dorji
Minister, Ministry of
Finance



Tashi Pem
Chairperson, Royal Civil
Service Commission



Dasho Tshering Tobgay
Prime Minister of Bhutan



Signed on this 16th day of September 2026