



Annual Performance Agreement

Between

Prime Minister and

Minister, Ministry of Foreign Affairs and External Trade

(July 1, 2026 – June 30, 2027)

TABLE OF CONTENTS

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

Section 2: Planning Matrix.

Section 3: Description of Key Performance Indicator

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

a. Vision:

Advancing Gross National Happiness for a peaceful, prosperous and sovereign Bhutan .

b. Mission:

A professional Foreign Service that is responsive to Bhutan's interests and aspirations.

c. 13th FYP Outcome:

Bhutan's identity, culture and values are strengthened, and its position in the international community is enhanced.

Section 2: Planning Matrix

1. Department of Bilateral Affairs and Embassies, Missions, and Consulates

13th FYP Output	Annual Deliverables	KPIs	Baseline	Target
Enhance Bhutan's global credibility	Expand/Strengthen Relations and Partnerships	Number of proposals for establishing diplomatic relations initiated and new diplomatic relations established	4 countries i. The Philippines ii. Qatar iii. Liechtenstein iv. Monaco	6 countries i. Brunei Darussalam ii. Jordan iii. Cambodia iv. Laos PDR v. Timor Leste vi. New Zealand/Ethiopia
Enhance Bhutan's global credibility	Expand/Strengthen Relations and Partnerships	Number of events conducted for year long celebration of 40th Anniversary of diplomatic relations with Japan	3 events i. Launch of stamps bearing 40th Anniversary logo ii. Song commemorating the 40th Anniversary iii. Photo stands depicting the 40th Anniversary	5 events Events includes: i. Matsutake Festival in August 2026 ii. Visit by Her Imperial Highness Princess Akiko of Mikasa iii. Visit by H.E. Ms. KUNIMITSU Ayano, State Minister for Foreign Affairs in September 2026.

13th FYP Output	Annual Deliverables	KPIs	Baseline	Target
			celebrations for social media launched)	iv. Bhutan-Japan Concert to be organised at Changyul Park v. Reception event in Japan
Enhance Bhutan's global credibility	Expand/Strengthen Relations and Partnerships	Number of Honorary Consuls appointed and reappointed by end of June 2027	NA	2 appointments Australia and Viet Nam by the end of June 2027
Enhance Bhutan's global credibility	Expand/Strengthen Relations and Partnerships	Number of proposals for establishment of trade or outreach offices abroad facilitated / established	NA	2 trade or outreach offices I. India- Trade Outreach Office II. United Arab Emirates - Trade Office
Ensure the interest of Bhutanese, and engage them especially youth and those abroad in promoting bhutanese identity, values and	Engage Bhutanese living abroad	Timeline by which the process for piloting the establishment of a Bhutanese Children's camp in Australia initiated/organized	No Bhutanese Children's camp was previously organised by RGoB in Australia	June 2027 Key activities includes: i. Formation of a working group; ii. Finalisation of Terms of Reference;

13th FYP Output	Annual Deliverables	KPIs	Baseline	Target
culture				iii. Conducting a needs assessment; submitting a comprehensive proposal and budget breakdown to RGoB; iv. Possible launching of the Camp in Australia
Ensure the interest of Bhutanese, and engage them especially youth and those abroad in promoting bhutanese identity, values and culture	Engage Bhutanese living abroad	Number of support initiatives for promotion of Dzongkha language and culture conducted	1	3 support initiatives It includes: 1. Extend subscription to Educare skill to Dzongkha classes by December 2026. 2. Facilitate discussions on curriculum

13th FYP Output	Annual Deliverables	KPIs	Baseline	Target
				standardisation by June 2027. 3. Assist Dzongkha classes in securing venues by June 2027.

2. Department of Economic and Tech Diplomacy and Embassies, Missions, and Consulates

13th FYP Output	Annual Deliverables	KPIs	Baseline	Target
By 2029, Bhutan has enhanced productivity and diversified markets and products driving sustainable economic growth	Facilitate promotion of Trade, Tourism and Investment abroad	Number of trade/ investment/ tourism promotion events conducted in countries identified by the Ministry of Industry, Commerce and Employment (MoICE).	Activities will be planned from July 2026	8 trade/ investment/ tourism promotion events For Tourism: India, Japan, China, Singapore, Thailand, Australia, USA, UK, Germany, Spain, New Zealand, Vietnam, Indonesia, Malaysia, Austria, Brazil, Russia, Poland, Switzerland,

13th FYP Output	Annual Deliverables	KPIs	Baseline	Target
				Ireland. Investment: Japan and other countries.

3. Department of Multilateral Affairs and Embassies, Missions, and Consulates

13th FYP Output	Annual Deliverables	Key Performance Indicator	Baseline	Target
Enhance Bhutan's global credibility	Strengthen strategic engagement	Percentage of discussions on the establishment of G-Zero Secretariat (virtual/permanent) facilitated	NA	100% Facilitate two high-level or technical level engagements/ meetings/summit
Enhance Bhutan's global credibility	Strengthen strategic engagement	Number of major multilateral and regional events hosted in Bhutan facilitated or coordinated.	NA	6 events i. Observe UN Day- 24 October 2026 at Tara Zhingkhom lhakhang ii. Observe BIMSTEC Day - 6 June 2027 at Tara Zhingkhom Lhakhang iii. Observe SAARC Charter Day- 8 December, 2026. iv. Global Conscious Food

13th FYP Output	Annual Deliverables	Key Performance Indicator	Baseline	Target
				Systems Summit 31/08 to 04/09, 2026; v. Second In-person workshop under the framework of Biological Weapons Convention to develop the National Registry of Controlled Biological Agents (NRCB) within December 2026; vi. An event to mark the 30th Anniversary Year of BIMSTEC before 6 June 2027.
Enhance Bhutan's global credibility	Strengthen strategic engagement	Percentage of RGoB positions on multilateral/ regional issues processed	100%	100%
Enhance Bhutan's global credibility	Facilitate contribution to International Peacekeeping and Security	Percentage deployment of the personnel for UN Peacekeeping Missions and Courses (Contingent, IMO's and IPO's)	100%	100%
Enhance Bhutan's global credibility	Strengthen strategic engagement	Number of RGoB positions on intergovernmental elections	NA	20

13th FYP Output	Annual Deliverables	Key Performance Indicator	Baseline	Target
		processed		

4. Department of Protocol and Consular Affairs and Embassies, Missions, and Consulates

13th FYP Output	Annual Deliverables	KPIs	Baseline	Target
Enhance Bhutan's global credibility	Facilitate /Ensure High-Standard Protocol and Hospitality for State Events	Timeline by which the second phase of Protocol Vehicles are procured	NA	Q4 of 2026-2027
Enhance Bhutan's global credibility	Ensure High-Standard Protocol and Hospitality for State Events	Number of State visits by Prime Minister of Thailand and official visit by the Prime Minister of Sri Lanka to Bhutan successfully facilitated	NA	2 visits i. State visit by Prime Minister of Thailand ii. Official Visit by Prime Minister of Sri Lanka
Enhance Bhutan's global credibility	Facilitate Protocol Services for National Events(Project 108/Royal Guests for National Days/	Percentage of protocol services for Project 108, Royal Guests for National Days, and international conferences successfully	NA	100%

13th FYP Output	Annual Deliverables	KPIs	Baseline	Target
	International Conferences	facilitated		
Ensure the interest of Bhutanese, and engage them especially youth and those abroad in promoting bhutanese identity, values and culture	Improve Passport and Visa Service Delivery	Timeline by which revised passport manual 2026 submitted to Cabinet Secretariat	Draft finalized. Awaiting submission to Cabinet.	Q1 of 2026-2027
Ensure the interest of Bhutanese, and engage them especially youth and those abroad in promoting bhutanese identity, values and culture	Enhance/Improve Consular Assistance and Citizen Services Abroad	TAT for consular services maintained, including rapid response to ad hoc cases, provided to safeguard Bhutanese nationals abroad maintained	24 hours	24hrs
Ensure the interest of Bhutanese, and engage them especially youth and those abroad in promoting bhutanese identity, values and culture	Improve Passport and Visa Service Delivery	TAT for issuance of passports including emergency passport maintained.	3 working days	3 working days

13th FYP Output	Annual Deliverables	KPIs	Baseline	Target
Ensure the interest of Bhutanese, and engage them especially youth and those abroad in promoting bhutanese identity, values and culture	Improve Service for Attestation of documents	TAT for attesting documents for studies/ employment/marriage/others maintained	2 working days	2 working days

5. Planning and Public Diplomacy Division and Embassies, Missions, and Consulates

13th FYP Output	Annual Deliverables	KPIs	Baseline	Target
Enhance Bhutan's global credibility	Facilitate /Ensure High-Standard Protocol and Hospitality for State Events	Timeline by which Standardized lifecycle management and replacement policy for protocol vehicles adopted and implemented	No standardized policy in place	Policy adopted by January 2027
Enhance Bhutan's global credibility	Construct RBE Dhaka Chancery and Officers Residence	Timeline by which the drawing and design for the RBE Dhaka Chancery and Officers' residence finalised and the competitive bidding phase for the construction	The architectural form has been approved.	Q4, FY 2026-27

13th FYP Output	Annual Deliverables	KPIs	Baseline	Target
		project was initiated.		
Ensure the interest of Bhutanese, and engage them especially youth and those abroad in promoting bhutanese identity, values and culture	Engage Bhutanese living abroad	Number of national and Bhutanese community events organised, facilitated, or participated	3	10 events It includes celebration of the Birth Anniversary of His Majesty The King and significant national/ community events such sports events, multicultural festivals, and religious programmes.

Section 3: Description of Key Performance Indicators

Key Performance Indicator	Description	Means of Verification	Department Responsible
Number of proposals for establishing diplomatic relations initiated and new diplomatic relations established	Measures the number of countries identified/proposed/initiated/established diplomatic relations with.	Press release and common excel	DBA/EMCs
Number of events initiated/conducted for year long celebration of 40th Anniversary of diplomatic relations with Japan	Measures the Events/visits planned/launched to commemorate the 40th Anniversary of diplomatic relations. Events includes: 1. Matsutake Festival in August 2026 2. Visit by Her Imperial Highness Princess Akiko of Mikasa 3. Visit by H.E. Ms. KUNIMITSU Ayano, State Minister for Foreign Affairs in September 2026. 4. Bhutan-Japan Concert to be organised at Changyul Park 5. Reception event in Japan	Photos, Press Release, Update on Ministry's Website and Social Handles	DBA/EMCs
Number of Honorary Consuls appointed and reappointed by end of June 2027	Measures the appointment or reappointment of Honorary Consuls for Australia and Viet Nam by the end of June 2027	Provided Letter of Consular Commission along with exequatur and	DBA/EMCs

Key Performance Indicator	Description	Means of Verification	Department Responsible
		updated in common excel sheet	
Number of proposals for establishment of trade or outreach offices abroad facilitated / established	Measures the number of trade, or outreach offices established or processes/proposals formally initiated abroad such as in the United Arab Emirates and India.	Reporting done by the Ministry	DBA/EMCs
Timeline by which the process for piloting the establishment of a Bhutanese Children's camp in Australia initiated/organized	Measures the coordination with relevant stakeholders. It includes forming a working group; Finalisation of Terms of Reference; conducting a needs assessment; submitting a comprehensive proposal and budget breakdown to RGoB; and the possible launching the Camp in Australia	Data maintained by APD/BD	DBA/EMCs
Number of support initiatives for promotion of Dzongkha language and culture conducted	Measures support initiatives provided for promotion of language and culture through annual grants, subscription to Educare Skill for Dzongkha schools, standardization of curriculum, and in-kind support.	Data maintained by Embassies	DBA and RBE Canberra
Number of trade/ investment/	Measures the coordination and facilitation of	Records	DETD/EMCs

Key Performance Indicator	Description	Means of Verification	Department Responsible
tourism promotion events conducted in countries identified by the Ministry of Industry, Commerce and Employment (MoICE).	the organization of trade, investment, and tourism promotion events, including business forums, exhibitions, roadshows, networking events, and promotional activities in collaboration with relevant stakeholders.		
Number of major multilateral and regional events hosted in Bhutan facilitated or coordinated.	This KPI measures initiative undertaken to organize key commemorative events such as: 1. To observe UN Day- 24 October 2026 at Tara Zhingkhram lhakhang 2. To observe BIMSTEC Day - 6 June 2027 at Tara Zhingkhram Lhakhang 3. To observe SAARC Charter Day- 8 December 2026 at Tara Zhingkhram Lhakhang (Locations subject to change) 4. Global Conscious Food Systems Summit 31/08 to 04/09 2026; 5. 2nd In-person workshop under the framework of Biological Weapons Convention to develop the National	Press Releases/Dispatch	DMA

Key Performance Indicator	Description	Means of Verification	Department Responsible
	Registry of Controlled Biological Agents (NRCB) within December 2026; 6. An event to mark the 30th Anniversary Year of BIMSTEC before 6 June 2027.		
Percentage of RGoB positions on multilateral/regional issues processed	Measures the activities undertaken to process the RGoB's position on resolutions, joint statements, declarations, and other matters under discussion at international and regional fora on various issues.	PISD Daily Log/Stocktaking Log and Dispatch	DMA
Percentage deployment of the personnel for UN Peacekeeping Missions and Courses (Contingent, IMO's and IPO's)	Measures the facilitation-related activities undertaken by the Ministry, given that it is not directly involved in deployment decisions. "Facilitation" here encompasses two related but distinct activities: (i) processing visas and related documentation and conveying information on deployed officials, and (ii) coordinating nominations for relevant courses	PISD Daily Log/Stocktaking Log	DMA
Number of RGoB positions on intergovernmental elections processed	Measures the count of individual seats, posts, or offices in international and regional organizations, bodies, or committees — for	Election chart maintained by Political and	DMA/EMCs

Key Performance Indicator	Description	Means of Verification	Department Responsible
	which the Ministry undertakes candidature-related action on behalf of the country (or in support of the country's candidates) during the reporting period. Number of RGoB positions on intergovernmental elections processed. 1. APPU Secretary-General 2. UN Secretary-General (next term) 3. Human Rights Council Member 4. APT Deputy Secretary-General 4. IPU Presidency 5. ILC Member 6. ACABQ Member 7. ICJ Judge (multiple seats) 8. WHO Director-General 9. ICSC Presidency & Members 10. ITU Secretary-General 11. ITU Deputy Secretary-General 12. ITU Director, Radiocommunication Bureau 13. ITU Director, Telecommunication Standardization Bureau	International Security Division	

Key Performance Indicator	Description	Means of Verification	Department Responsible
	14. ITU Director, Telecommunication Development Bureau 15. ITU Council (regional seats, all regions) 16. ITU Radio Regulations Board (RRB) 17. INTERPOL Member, CCF 18. WHO Director-General 19. ECOSOC Member 20. UN Security Council Non-permanent member)		
Timeline by which RGoB contribution to the Meditation Room at UN HQ in Geneva delivered	Measures the RGoB's contribution to an artwork based on the concept of mandala for the new meditation room at the Palais des Nations in Geneva. The artwork has been commissioned. By December 2026, the artwork should be delivered	Press release	DMA/EMCs
Timeline by which the second phase of Protocol Vehicles are procured	Measures the target date for completion of procurement of the second phase of Protocol Vehicles.	purchase order and delivery intimation letter from the supplier	DPCA
Number of State visits by Prime Minister of Thailand and official	Measures the successful facilitation of the visit of the Prime Minister of Thailand and Sri	Press releases, News and MoFAET website	DPCA

Key Performance Indicator	Description	Means of Verification	Department Responsible
visit by the Prime Minister of Sri Lanka to Bhutan successfully facilitated	Lanka to Bhutan		
Percentage of protocol services for Project 108, Royal Guests for National Days, and international conferences successfully facilitated	Measures the successful facilitation of protocol services during the National Events (Project 108/Royal Guests for National Days/International Conferences)	Data Maintained by DPCA/Emails /correspondences paper	DPCA
Timeline by which revised passport manual 2026 submitted to Cabinet Secretariat	Measures the timeline for the submission of the revised passport manual to the Cabinet Secretariat	Data maintained by DPCA/excel sheet	DPCA
TAT for consular services maintained, including rapid response to ad hoc cases, provided to safeguard Bhutanese nationals abroad maintained.	Measures the number of inquiries received from Bhutanese citizens overseas concerning consular services including death, passport loss, arrests, airport detentions, deportation, and assistance in protecting nationals abroad.	Data maintained by DPCA/excel sheet	DPCA/EMCs
TAT for issuance of passports including emergency passport maintained.	Measures the number of applications for the new issuance of ordinary, diplomatic, and official passports received and processed and also the number of requests received	Data maintained by DPCA/excel sheet	DPCA/EMCs

Key Performance Indicator	Description	Means of Verification	Department Responsible
	for the issuance of diplomatic and official passports facilitated.		
TAT for attesting documents for studies/ employment/ marriage/ others maintained	This KPI measures the turn around time for the attestation of studies/ employment/ marriage/ others maintained within the established turn around time of with 2 working days	Record maintained by DPCA	DPCA
Timeline by which Standardized lifecycle management and replacement policy for protocol vehicles adopted and implemented	Measures the implementation of Standardized lifecycle management and replacement policy for Protocol Vehicles	Office order	PPDD
Timeline by which drawing and design for RBE Dhaka Chancery and Officers Residence finalized and construction initiated	Measures the finalization of the architectural drawings and designs and commencement of bidding of the RBE Dhaka Chancery and Officers' Residence within the approved timeline.	Approved drawings and designs, construction contract/award documents, and records confirming commencement of construction.	PPDD/EMCs
Number of national and	Measures the organisation/ facilitation/	Data maintained by	PPDD and EMCs

Key Performance Indicator	Description	Means of Verification	Department Responsible
Bhutanese community events organised, facilitated, or participated in.	participation in national and Bhutanese community events such as celebration of Birth Anniversary of His Majesty The King, including through funding support for holding national events and/or representation from the Embassy for significant national/community events. Community events include sports events, multicultural festivals, and religious programmes.	Embassies	

Execution Clause

I, the Minister, Ministry of Foreign Affairs and External Trade, hereby commit to the Prime Minister, the Government, and the People of Bhutan to deliver the results described in this Annual Performance Agreement.


D. N. Dhungyel
Minister, Ministry of Foreign Affairs
and External Trade

The Prime Minister, the Minister of Finance, and the Chairperson of the Royal Civil Service Commission, hereby commit to the Minister, Ministry of Foreign Affairs and External Trade, 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 16 day of September 2026