



Annual Performance Agreement
Between
Prime Minister and
Dzongdag, Paro Dzongkhag Administration
(July 1, 2026 – June 30, 2027)

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Section 1: Vision, Mission and LGKRAs.

a. Vision:

A clean, Green, and Socio-economically Vibrant Dzongkhag.

b. Mission:

Promote sustainable development by enhancing economic opportunities and improving residents' quality of life, while preserving cultural heritage and protecting the natural environment.

c. 13th FYP LGKRA:

LGKRA 1: By 2029, Dzongkhag/Thromde has vibrant local economy with enhanced productivity and diversified local products.

LGKRA 2: By 2029, more children/youth access and benefit from quality education and skills development.

LGKRA 3: By 2029, more residents will enjoy improved health and wellbeing.

LGKRA 4: By 2029, Dzongkhag/Thromde has proactive social protection and support measures.

LGKRA 5: Safety and disaster risks in Dzongkhag/Thromde are mitigated and managed at all times.

LGKRA 6: Bhutanese identity, culture, and values are strengthened.

LGKRA 7: Dzongkhag/Thromde's public services are citizen centric and delivered seamlessly in an efficient and effective manner

Section 2: Planning Matrix (Paro Dzongkhag Administration)

13th FYP Output	Annual Deliverables	KPIs	Baseline	Target
Dzongkhag/Thromde has vibrant local economy with enhanced productivity and diversified local products	Increased Agricultural production	Metric tons of cereals production increased i. Paddy ii. Wheat (wheat as winter crop)	i. 7028 MT ii. 238 MT	i. 7030 MT ii. 240 MT
Dzongkhag/Thromde has vibrant local economy with enhanced productivity and diversified local products	Increased Agricultural production	Metric tons of cash crop production increased i. Apple ii. Asparagus iii. Garlic	i. 1,626 MT ii. 88 MT iii. 5 MT	i. 1,627 MT ii. 90 MT iii. >5 MT
Dzongkhag/Thromde has vibrant local economy with enhanced productivity and diversified local products	Increased Agricultural production.	Metric tons of vegetable production increased i. Cauliflower ii. Chilli iii. Bulb onion iv. Tomato v. Beans	i. 150 MT ii. 1164 MT iii. 4.2 MT iv. 26.48 MT v. 408 MT	i. 155 MT ii. 1200 MT iii. 6.5 MT iv. 35 MT v. 410 MT
Dzongkhag/Thromde has vibrant local economy with enhanced productivity and diversified local products	Increased Livestock production	Metric tons/Million units of livestock production increased i. Milk ii. Pork	i. 2098.65 MT ii. 23.39 MT iii. 6.41	i. 2099.15 MT ii. 23.89 MT iii. 6.42 Million

13th FYP Output	Annual Deliverables	KPIs	Baseline	Target
		iii. Egg (million units)	Million	
Dzongkhag/Thromde has vibrant local economy with enhanced productivity and diversified local products	Enhanced and diversified Local Economy	Numbers of tourist arrivals	1,30,000	1,33,000
More children access and benefit from quality education and skills development	Enhanced quality and delivery of teaching and learning	Proportion of children enrolled in Early Childhood Care and Development (ECCD) increased	39.71% (962 out of 2422 aged 3 – 5 years in 2026)	43% (1050 out of 2,440)
More children access and benefit from quality education and skills development	Enhanced quality and delivery of teaching and learning	Percentage of Dzongkhag-level mean marks across all board examinations increased	Class-VI: 76.44 Class-VIII: 73.32 Class-X: 67.59 Class-XII: 62.95 (Based on 2025 BCSEA Mean Marks)	Class-VI: 77.94 Class-VIII: 74.82 Class-X: 69.09 Class-XII: 64.45

13th FYP Output	Annual Deliverables	KPIs	Baseline	Target
More children access and benefit from quality education and skills development	Enhanced quality and delivery of teaching and learning	Percentage of students scoring 70% and above in STEM subjects in grade VI, VIII and X increased	Class: VI - 69.82 Class: VIII - 54.64 Class: X - 26.05 (Based on 2025 BCSEA Result)	Class: VI- 71.32 Class: VIII- 56.14 Class: X- 27.55
Bhutanese identity, culture, and values are strengthened	Preserved and promoted tangible and intangible cultural heritage	Number of religious/cultural infrastructures and facilities constructed/renovated	19	21
More residents enjoy improved health and wellbeing	Enhanced Health Promotion and Disease Prevention Services	Percentage of population aged 18 years and above screened for priority Non-Communicable Diseases (NCDs)	95%	>95 %
More residents enjoy improved health and wellbeing	Enhanced Health Promotion and Disease Prevention Services	Percentage of pregnant women attending their first Antenatal Care (ANC) visit within the first trimester increased	55 %	≥65%
Safety and disaster risks in	Enhanced Disaster	Number of clustered settlements	0	10

13th FYP Output	Annual Deliverables	KPIs	Baseline	Target
Dzongkhag/Thromde are mitigated and managed all times	preparedness and response mechanism	with fire risk mapping completed		
Safety and disaster risks in Dzongkhag/Thromde are mitigated and managed all times	Enhanced Disaster preparedness and response mechanism	Number of high-risk streams (Rongchus) cleared to mitigate the risk of artificial lake formation and flooding	NA	5
Dzongkhag/Thromde's public services are citizen-centric and delivered seamlessly in efficient and effective manner	Enhanced Livable Amenities	Kilometers of existing roads improved	22.94	10
Dzongkhag/Thromde's public services are citizen-centric and delivered seamlessly in efficient and effective manner	Revenue collection from Thromde Service enhanced	Proportion of revenue generated from Thromde services increased	Nu. 25 m	7%
Dzongkhag/Thromde's public services are citizen-centric and delivered seamlessly in efficient and effective manner	Integrated solid waste management system strengthened	Metric tons of solid waste collected from the Thromde and Gewogs per day	20 MT	21 MT
More residents enjoy improved health and wellbeing.	Stray animal populations are effectively managed and controlled (cattle/horse/dogs).	Number of stray animals (cattle, horses and dogs) microchipped or ear-tagged	NA	75
More residents enjoy improved health and wellbeing.	Stray animal population effectively managed and	Number of feral/stray dogs sheltered	375	475 (CT)

13th FYP Output	Annual Deliverables	KPIs	Baseline	Target
	controlled			
Dzongkhag/Thromde's public services are citizen-centric and delivered seamlessly in efficient and effective manner	Enhanced Livable Amenities	Timeline by which environmental clearance services are delivered within the prescribed Turnaround Time (TAT-Days)	30 Days	≤30 Days
Dzongkhag/Thromde's public services are citizen-centric and delivered seamlessly in efficient and effective manner	Enhanced public service delivery through improved efficiency, accessibility, and responsiveness.	Timeline by which new construction approval, renovation/renewal, and Occupancy Certificate (OC) services are delivered within the prescribed Turnaround Time (TAT-Days)	New construction- 25days; renovation /renewal-5 days; OC- 5days	New construction- 25days; renovation/renewal-5days; OC- 5days
Dzongkhag/Thromde's public services are citizen-centric and delivered seamlessly in efficient and effective manner	Enhanced public service delivery through improved efficiency, accessibility, and responsiveness.	Timeline by which Thromde water supply services are attended within the prescribed Turnaround Time (TAT-Days)	3 Days	≤3 Days
Dzongkhag/Thromde's public services are citizen-centric and delivered seamlessly in efficient and effective manner	Enhanced public service delivery through improved efficiency, accessibility, and	Timeline by which land transaction services are delivered within the prescribed Turnaround Time (TAT-Days)	37 Days	≤37 Days

13th FYP Output	Annual Deliverables	KPIs	Baseline	Target
	responsiveness.			
Dzongkhag/Thromde's public services are citizen-centric and delivered seamlessly in efficient and effective manner	Enhanced public service delivery through improved efficiency, accessibility, and responsiveness.	Timeline by which business services (location clearance, business licence issuance, and licence renewal) are delivered within the Turnaround Time (TAT)	10 Days	≤10 Days
Dzongkhag/Thromde's public services are citizen-centric and delivered seamlessly in efficient and effective manner	Enhanced public service delivery through improved efficiency, accessibility, and responsiveness.	Timeline by which patients receive outpatient (OPD) services within the prescribed waiting time standard (TAT-Minutes)	35 minutes	≤35 minutes
More residents enjoy improved health and wellbeing.	Strengthened Animal Health Services	Sterilization coverage of unowned free-roaming dogs maintained at all times	100	100
More residents enjoy improved health and wellbeing.	Strengthened Animal Health Services	Percentage coverage of anti-rabies vaccination in pet dogs in rabies low-risk areas annually	100	100
More residents enjoy improved health and wellbeing.	Strengthened Animal Health Services	Percentage coverage of pet dogs registered at all times	100	100
Dzongkhag has a vibrant local economy with enhanced productivity and diversified local products.Environment).	Increased fruit production	Timeline by which replacement fruit tree saplings for mortality recorded under earlier MFTP	0	June 2027

13th FYP Output	Annual Deliverables	KPIs	Baseline	Target
		phases are received and distributed to identified farmers		
More residents enjoy improved health and wellbeing.	Sustained and maintain clean rivers under the National River Cleaning Initiative	Number of river cleaning initiatives undertaken	1	2 (Dochhu and Pachhu) November 6, 2026 and March 22, 2027

Section 3: Description of Key Performance Indicators

Key Performance Indicators	Description of the KPI	Means of Verification (MOV)	Sector Responsible
Metric tons of cereals production increased i. Paddy ii. Wheat (wheat as winter crop)	This KPI measures the production of 7,030 MT of paddy and 240 MT of wheat through the promotion of short-duration wheat cultivation after paddy harvest, supply of 500 kg of wheat seeds to 25 households, construction of 18.4 km of chain-link fencing benefiting 408 households and covering 629 acres, and construction of a 4 km Nemjo-Khangkhu irrigation channel benefiting 80 households and irrigating 167 acres of paddy fields.	• Agriculture administrative records • Crop production reports • Crop-cut reports • Field verification reports	Agriculture Sector
Metric tons of cash crop production increased i. Apple ii. Asparagus iii. Garlic	This KPI measures the production of 1,627 MT of apple, 90 MT of asparagus, and more than 5 MT of garlic through orchard management, JICA SHEP training for 20 farmers, distribution of quality planting materials, and expansion of garlic cultivation to 4 acres.	• Agriculture administrative records • Crop production reports • Orchard records • Field verification reports	Agriculture Sector

Key Performance Indicators	Description of the KPI	Means of Verification (MOV)	Sector Responsible
Metric tons of vegetable production increased i. Cauliflower: ii. Chilli : iii. Bulb onion: iv. Tomato: v. Beans:	This KPI measures the production of 155 MT of cauliflower, 1,200 MT of chilli, 6.5 MT of bulb onion, 35 MT of tomato, and 410 MT of beans through development of 48 acres of agricultural land, installation of 23 greenhouses, and improved vegetable production support.	• Vegetable production reports • Crop-cut reports • Agriculture administrative records • Greenhouse distribution records	Agriculture Sector
Metric tonnes/Million units of livestock production increased i. Milk: ii. Pork: iii. Egg:	This KPI measures the production of 2,099.15 MT of milk, 23.89 MT of pork, and 6.42 million eggs through artificial insemination, vaccination programmes, farmer capacity building, biosecurity measures, fodder support, and livestock equipment assistance.	• Livestock administrative records • Farm production records • Vaccination and AI reports • Milk collection records	Livestock Sector
Number of tourist arrivals	This KPI measures the increase in tourist arrivals to 133,000 visitors through hotel star-rating assessments, development of hot stone bath facilities, homestays, recreational facilities, the Chelela–Kila Goenpa trekking trail, and profiling of tourism infrastructure across Paro	• Tourist visitor records • Ticketing reports from Kichu and Taktshang • Tourism administrative records from DOT	Planning and Economic Development Sector

Key Performance Indicators	Description of the KPI	Means of Verification (MOV)	Sector Responsible
	Dzongkhag.		
Proportion of children enrolled in Early Childhood Care and Development (ECCD) increased	This KPI measures the increase in ECCD enrolment to 43% (1,050 out of 2,440 children aged 3–5 years) through enrolment initiatives, expansion and improvement of ECCD centres, enhanced play and learning facilities, provision of learning materials and furniture, improved safety, and facilitator capacity development.	• ECCD enrolment register • School administrative records • EMIS reports	Education Sector
Percentage of Dzongkhag-level mean marks across all board examinations increased	This KPI measures the improvement in Dzongkhag-level mean marks to 77.94% (Class VI), 74.82% (Class VIII), 69.09% (Class X), and 64.45% (Class XII), maintaining at least 1.5% above the national mean marks, through result analysis, remedial programmes, teacher professional development, improved school infrastructure, and student health and wellbeing interventions.	• BCSEA examination results • Result analysis reports • School performance reports	Education Sector

Key Performance Indicators	Description of the KPI	Means of Verification (MOV)	Sector Responsible
Percentage of students scoring 70% and above in STEM subjects in grade VI, VIII and X increased	This KPI measures the increase in the proportion of students scoring 70% and above in STEM subjects to 71.32% (Grade VI), 56.14% (Grade VIII), and 27.55% (Grade X), maintaining at least 1.5% above the national mean marks, through targeted academic support, teacher capacity development, remedial programmes, and improved learning environments.	• BCSEA result reports • School examination records • Result analysis reports	Education Sector
Number of religious/cultural infrastructures and facilities constructed/renovated	This KPI measures the completion of 2 religious and cultural infrastructure projects, namely the re-electrification of Rinpung Dzong and Phase I development of the Deyangkha Tshechu Ground, to preserve and promote Bhutanese cultural heritage.	• Completion reports • Physical verification reports • Handing-taking notes • Photographic evidence	Culture Sector
Percentage of population aged 18 years and above screened for priority	This KPI measures the maintenance of more than 95% NCD screening coverage among the eligible population through routine health facility screening, outreach	• Annual NCD screening report • ePIS • DHIS2 • Health administrative records	Health Sector

Key Performance Indicators	Description of the KPI	Means of Verification (MOV)	Sector Responsible
Non-Communicable Diseases (NCDs)	services, institutional screening, village health worker engagement, and community awareness programmes.		
Percentage of pregnant women attending their first Antenatal Care (ANC) visit within the first trimester increased	This KPI measures the increase in the proportion of pregnant women receiving their first ANC visit within the first trimester to at least 65% through early identification, timely referral, outreach clinics, pregnancy tracking, and community health education	• MCH Register • ePIS • DHIS2 • ANC reports	Health Sector
Number of clustered settlements with fire risk mapping completed	This KPI measures the completion of fire risk mapping in 10 clustered settlements, with one settlement mapped in each Gewog, supported by community consultations, fire safety awareness programmes, and evacuation drills.	• Fire risk mapping reports • GIS/maps • Administrative records • Consultation reports	DTS/Disaster Sector
Number of high-risk streams (Rongchus) cleared to mitigate the risk of artificial lake formation and flooding	This indicator measures the five high-risk streams (Rongchus) cleared to mitigate the risk of blockage, artificial lake formation, and flooding in Paro Dzongkhag. The identified streams are	• Site monitoring reports, • Before-and-after photographs, • Completion reports, • Handing/taking reports, • Field verification records	DTS/Disaster Sector

Key Performance Indicators	Description of the KPI	Means of Verification (MOV)	Sector Responsible
	Chunji Dugu Rongchu under Tsento Gewog, Issuna Lungchu under Dogar Gewog, Gadargo Lungchu under Luni Gewog, Dragey Phangtsho under Doteng Gewog, and Heyphu Chu under Shaba Gewog. The activities focus on clearing and removing debris, sediment, and other obstructions from vulnerable areas prone to clogging, thereby maintaining water flow and reducing flood risks.		
Kilometers of existing roads improved	This KPI measures the improvement of 10 km of existing roads, including the blacktopping of the Gyepty–Satsam road and resurfacing of the Taju–Hospital road, to enhance road connectivity and accessibility.	• Completion reports • Physical verification reports • Engineer measurement records • Handing-taking notes	Engineering Sector
Proportion of revenue generated from Thromde services increased	This KPI measures the increase in Thromde revenue collection by 7%, from Nu. 25 million, through improved cesspool services, revised water tariffs, and strengthened revenue management.	• Revenue collection reports • Financial statements • Receipt records • Revenue registers	Engineering Sector/Municipal Office

Key Performance Indicators	Description of the KPI	Means of Verification (MOV)	Sector Responsible
Metric tons of solid waste collected from the Thromde and Gewogs per day	This KPI measures the daily quantity of solid waste collected from the Thromde and Gewogs under Paro Dzongkhag, through expanded collection services, improved source segregation and recovery, strengthened landfill management, enhanced surveillance, public awareness, and coordinated waste management, with a target of 21 metric tonnes per day.	• Physical Verification Report. • Invoice /Billing Records. • Completion Report. • Handing and Taking-Over Note. • Attendance Sheet. • Waste Data Record Book	Environment Sector
Number of stray animals (cattle, horses and dogs) microchipped or ear-tagged	This KPI measures the identification and microchipping or ear-tagging of 75 stray cattle, horses, and dogs to improve animal management, ownership identification, and monitoring.	• Animal registration database • Microchipping records • EpiCollect5 reports	Livestock Sector
Number of feral/stray dogs sheltered	This KPI measures the sheltering of 475 (Cumulative number) feral/stray dogs to improve public safety, reduce dog populations, and minimize risks to livestock and communities.	• Dog impounding records • Veterinary reports • Administrative records • Maintain daily impounding records • Verify shelter records • Consolidate monthly reports	Livestock Sector

Key Performance Indicators	Description of the KPI	Means of Verification (MOV)	Sector Responsible
Timeline by which environmental clearance services are delivered within the prescribed Turnaround Time (TAT-Days)	This KPI measures the delivery of environmental services within the prescribed 30-day Turnaround Time (TAT) through online service delivery, work planning, dedicated processing days, and standardized service checklists.	• Service delivery register • Online application records • Administrative records • Review service request logs • Calculate processing time • Compare with prescribed TAT	Environment Sector
Timeline by which new construction approval, renovation/renewal, and Occupancy Certificate (OC) services are delivered within the prescribed Turnaround Time (TAT-Days)	This KPI measures the delivery of new construction approvals within 25 days, and renovation/renewal and Occupancy Certificate (OC) services within 5 days, through the Construction Approval System (CAS) and improved approval processes.	• Construction Approval System (CAS) records • Administrative records • Service registers • Extract service processing time from CAS • Compare processing time with TAT • Verify approval records	Engineering Sector
Timeline by which Thromde water supply services are attended within the prescribed Turnaround Time (TAT-Days)	This KPI measures the provision of water supply services within the prescribed 3-day Turnaround Time (TAT) through timely complaint response, online reporting platforms, and efficient maintenance services	• Service complaint register • Maintenance records • Online complaint system • Review complaint records • Calculate response time • Verify completion reports	Engineering Sector/Municipal Office

Key Performance Indicators	Description of the KPI	Means of Verification (MOV)	Sector Responsible
Timeline by which land transaction services are delivered within the prescribed Turnaround Time (TAT-Days)	This KPI measures the delivery of land transaction services within the prescribed 37-day Turnaround Time (TAT) through streamlined procedures, delegated responsibilities, concurrent surveys, strengthened coordination, and digital service delivery.	• eSakor Dashboard • Transaction records • Administrative reports • Extract processing time from eSakor • Review transaction records • Compare with prescribed TAT	Land Sector
Timeline by which business services (location clearance, business licence issuance, and licence renewal) are delivered within the Turnaround Time (TAT-Days)	This KPI measures the delivery of business services, including location clearance, business licence issuance, and licence renewal, within the prescribed 10-day Turnaround Time (TAT) through improved inter-sectoral coordination, streamlined assessments, and digital approval processes.	• Business licensing system • Administrative records • Service registers • Review application processing records • Calculate TAT compliance • Verify approvals issued	Planning and Economic Development Sector
Timeline by which patients receive outpatient (OPD) services within the prescribed waiting time standard (TAT-Minutes)	This KPI measures the maintenance of outpatient waiting time within 35 minutes or less through patient triage, improved patient flow, additional laboratory facilities, expanded diagnostic services, optimized staff deployment, and	• BHSQA reports • OPD registers • Queue management records • Hospital reports • Record patient arrival and consultation times • Calculate average waiting time • Review BHSQA monitoring reports	Health Sector

Key Performance Indicators	Description of the KPI	Means of Verification (MOV)	Sector Responsible
	continuous quality improvement initiatives.		
Sterilization coverage of unowned free-roaming dogs maintained at all times	This KPI measures the sustenance of 100% sterilization coverage of free-roaming dogs.	Administrative Data/Annual Report, DoL Compilation and verification of data from the Veterinary Hospitals and Geog Livestock Extension Centres across the country	Dzongkhag Livestock Sector
Percentage coverage of anti-rabies vaccination in unowned free-roaming dogs and pet dogs in rabies high risk Dzongkhags annually	This KPI describes the percentage of unowned free-roaming dogs and pet dogs receiving anti-rabies vaccination in designated rabies high-risk Dzongkhags annually.	Administrative Data/Annual Report, DoL Compilation and verification of data from the Veterinary Hospitals and Geog Livestock Extension Centres across the country.	Dzongkhag Livestock Sector
Percentage coverage of anti-rabies vaccination in pet dogs in rabies low-risk areas annually	This KPI describes the percentage of pet dogs receiving anti-rabies vaccination in rabies low-risk areas annually.	Administrative Data/Annual Report, DoL Compilation and verification of data from the Veterinary Hospitals and Geog Livestock Extension Centres across the country	Dzongkhag Livestock Sector
Percentage coverage of pet dogs registered at	This KPI measures the percentage of pet dogs registered (and digitally identified)	Administrative Data/Annual Report, DoL Compilation and verification of data	Dzongkhag Livestock Sector

Key Performance Indicators	Description of the KPI	Means of Verification (MOV)	Sector Responsible
all times	across the Dzongkhag at all times	from the Veterinary Hospitals and Geog Livestock Extension Centres across the country.	
Timeline by which replacement fruit tree saplings for mortality recorded under earlier MFTP phases are received and distributed to identified farmers	This KPI measures the timely receipt and distribution of replacement fruit tree saplings to farmers, based on the mortality survey of fruit trees planted under the previous phases of the MFTP, by June 2027.	Department of Agriculture (DoA) Annual Report Collection and verification of geo-tagged field data.	Dzongkhag Sector Agriculture
Number of river cleaning initiatives undertaken	This KPI measures the number of initiatives undertaken by the Dzongkhag to clean rivers and their surrounding areas through organized clean-up activities, with the objective of reducing waste and maintaining clean and healthy river ecosystems. The identified rivers include Pachhu and Dochu river under Paro Dzongkhag.	Activity completion reports supported by photographs and participant records, verified by the Administration	Environment Sector

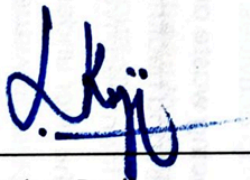
Execution Clause

I, Dzongdag, Paro Dzongkhag Administration, hereby commit to the Prime Minister, the Government, and the People of Bhutan to deliver the results described in this Annual Performance Agreement.



Norbu Wangchuk
Dzongdag
Dzongkhag Administration, Paro

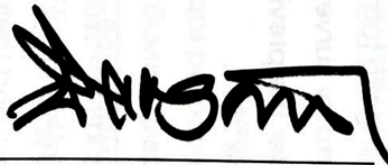
The Prime Minister, the Minister of Finance, and the Chairperson of the Royal Civil Service Commission, hereby commit to the Dzongdag, Paro Dzongkhag Administration, on behalf of the Government and the People of Bhutan, to provide the necessary resources, including the financial resources, human resources 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