



**PERFORMANCE AGREEMENT**  
**BETWEEN**  
**PRIME MINISTER AND MINISTER**  
**Ministry Of Foreign Affairs**

**(July 1, 2017 – June 30, 2018)**



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**Preamble**

The Performance Agreement is entered into between the Prime Minister and Minister, Ministry Of Foreign Affairs .

The objectives of this Performance Agreement are:

- a) To establish clarity and consensus about annual priorities for the Ministry Of Foreign Affairs consistent with the 11th Five Year Plan , and Governments other priorities;
- b) To make the Ministry Of Foreign Affairs fully responsible for driving implementation and delivering the results against the annual priorities;
- c) To provide an objective and fair basis for evaluating the Ministry's overall performance at the end of the year;

The Performance Agreement represents an important accountability mechanism for inculcating a performance based culture at all levels of government.

**THEREFORE**, the parties hereto agree as follows:

## **Section 1: Vision, Mission and Objectives**

### **Vision**

To be an excellent foreign service that effectively safeguards and advances Bhutan's national interest.

### **Mission**

Safeguard and strengthen Bhutan's sovereignty, independence and territorial integrity by promoting and protecting its interests and extending effective and efficient services to the Ministry's stakeholders and clients with full respect to rule of law

### **Objectives**

- 1) To promote Bhutan's sovereign independence and strengthen our role as a responsible and constructive member of the international community
- 2) To contribute to the process of sustainable socio-economic development of the country by engaging with development partners and identifying alternative sources of foreign economic assistance
- 3) To strengthen the institutional capacity of the ministry to ensure effective implementation of foreign policy objectives
- 4) To provide consular services to Bhutanese nationals, as well as, expatriates residing in Bhutan including the diplomatic corps. & international agencies
- 5) To ensure full budget utilization
- 6) To enable effective and efficient ICT Service delivery
  
- 7) To implement National Integrity and Anti-Corruption Strategy (NIACS)

**Section 2: Objectives, Success Indicators & Target**

Objective	Weight	Action	Success Indicator	Unit	Weight	Excellent [100%]	Very Good [90%]	Good [80%]	Fair [70%]	Poor [60%]	
To promote Bhutan's sovereign independence and strengthen our role as a responsible and constructive member of the international community	59	1.5 Strengthen coordination between relevant RGoB agencies on thematic issues for a coherent foreign policy	1.5.1 Timeline by which SOP for Interagency coordination for Foreign Policy is developed	Date	2.5	05/15/2018	06/01/2018	06/15/2018	06/30/2018	Later than 06/30/2018	
			1.5.2 Number of Policy Recommendations and Outputs Produced	Number	3	40-31	30-21	20-11	10-6	<6	
			1.5.3 Number of legal frameworks between RGoB and external agencies reviewed	Number	3	20	18	16	14	<12	
			1.6 Fulfill obligations arising from membership/state party to international treaties and conventions, and implementation of obligations in the areas of peace and security and social and economic frameworks	Number	2.5	8-7	6-5	4-3	3-2	<2	
	1.1 Represent RGoB's interests effectively at all regional and international fora	2.5	1.6.2 Percentage of contributions to IOs and ROs coordinated	1.6.1 Number of periodic reporting on obligations under relevant inter-governmental frameworks, mechanisms or legal instruments fulfilled	Number	2.5	100-90	89-79	78-68	67-57	<57
				1.1.3 Number of Regional and Multilateral Meetings attended by RGoB at Ministerial level	Number	2.5	30	25	20	15	<15
				1.1.1 Number of Regional and Multilateral Meetings hosted by RGoB	Number	2.5	10	9	8	7	<6
				1.1.2 Number of Regional and Multilateral meetings attended by RGoB at Summit Level	Number	2.5	3	2	1	1	0
	1.1.4 Number of meetings/activities/events organized by DSRO	Number	3.5	4	3	3	2	1			

Objective	Weight	Action	Success Indicator	Unit	Weight	Excellent [100%]	Very Good [90%]	Good [80%]	Fair [70%]	Poor [60%]		
To promote Bhutan's sovereign independence and strengthen our role as a responsible and constructive member of the international community	59	1.7 Promote public diplomacy through hosting of cultural, intellectual and people-to-people exchange programs	1.8.1 Number of people-people exchange programs facilitated	Number	2.5	14	12	11	9	8		
			1.8.2 Number of private visits to Bhutan by diplomats/officials of other countries; and visits by Honorary Consuls and Representatives from Friendship Association facilitated	Number	2	35	31	28	24	<21		
		1.8 Hold annual bilateral consultations with countries with whom such arrangements exist	1.9.1 Number of annual political consultations held	Number	2.5	9	8	7	6	5		
			1.9 Participate in UNPK Operations	Number	3	45	41	36	32	<27		
		1.10 Provide effective and efficient protocol and hospitality services	1.11.1 Number of official visits and programme arranged and executed a) State Visit	Number	3	2	1	0	0	0		
			1.11.2 Number of official visits and programmes arranged and executed b) officials visits	Number	3	145	135	125	115	<100		
		1.11 Effectively coordinate intergovernmental elections and manage, on the basis of existing bilateral relations, principles of reciprocity and valorization of RGoB support	1.12.1 Number of Intergovernmental elections coordinated	Number								
			1.2 Represent RGoB's interests effectively through bilateral engagements	Number	4	3	-	2	-	1		



Objective	Weight	Action	Success Indicator	Unit	Weight	Excellent [100%]	Very Good [90%]	Good [80%]	Fair [70%]	Poor [60%]	
To promote Bhutan's sovereign independence and strengthen our role as a responsible and constructive member of the international community	59	1.3 Exercise political oversight with regard to external engagements and participation by RGoB in international and regional meetings and events. Carefully review invitations and determine relevance and appropriate level of participation and ensure where necessary, appropriate protocol norms and standards are maintained.	1.3.1 Number of invitations for meetings received and processed a) Bilateral	Number	1.75	13	11	10	9	8	
			1.3.2 Number of invitations for meetings received and processed c) Multilateral	Number	1.75	500-451	450-401	400-351	350-301	<301	
			1.3.3 Number of MFA Endorsement Issued a) Bilateral	Number	1.75	285	256	228	199	171	
			1.3.4 Number of MFA endorsement issued c) Multilateral	Number	1.75	350-300	299-249	248-199	198-148	<148	
			1.3.5 Percentage of invitations for meetings (National, Regional and International) on HR & IHL received and processed	Percent	1.5	91-100	81-90	71-80	61-70	<60	
			1.4 Strengthen relations with the UN and other international organizations	Number	2	8-7	6-5	4-3	2-1	0	
			1.4.1 Number of high-level visits with IOs exchanged/proposed/facilitated	Number	2	50-41	40-31	30-21	20-11	<11	
			1.4.2 Number of substantive engagements with representatives of IOs at the political and working levels facilitated and supported in and ex-country	Number							

Objective	Weight	Action	Success Indicator	Unit	Weight	Excellent [100%]	Very Good [90%]	Good [80%]	Fair [70%]	Poor [60%]
To contribute to the process of sustainable socio-economic development of the country by engaging with development partners and identifying alternative sources of foreign economic assistance	16.5	2.1 Lead periodic intergovernmental development cooperation talks with development partners	Number of periodic intergovernmental talks with development partners held	Number	2.5	2	2	1	1	0
		2.2 Facilitate timely disbursement of funds committed by development partners to RGoB	2.2.1 Amount of annual funds received for Project Tied Assistance (PTA), SDP & Program Grant (PG)	USD (Million)	2.5	7000	6300	5600	4900	4200
		2.3 Enhance development support and explore new areas of cooperation	2.3.1 Number of new proposal for development cooperation explored	Number	2	9	8	7	6	5
			2.3.2 Number of new regional agreements/MoUs/MoAs/Protocols negotiated or signed or ratified	Number	2.5	10	9	8	7	<6
		2.4 Coordinate and translate effectively RGOB priorities into international development agenda and frameworks	2.4.1 Number of intergovernmental negotiations participated in by MFA	Number	2.5	6-5	4-3	2	1	0
		2.5 Promote Bhutan's economic interests/FDI in diplomatic engagements	2.5.1 Number of interactions/meetings with foreign entities/investors conducted or facilitated	Number	2.25	13	11	10	9	8
2.6 Support promotion of Bhutan as a tourist destination	2.6.1 Number of tourism Promotional events organized/facilitated	Number	2.25	5	5	4	4	3		

Objective	Weight	Action	Success Indicator	Unit	Weight	Excellent [100%]	Very Good [90%]	Good [80%]	Fair [70%]	Poor [60%]
To strengthen the institutional capacity of the ministry to ensure effective implementation of foreign policy objectives	9.5	4.1 Create an enabling environment through provision of necessary operational support and tools to ensure all members are enabled to execute their responsibilities effectively and efficiently.	4.1.4 Timeline by which Archival system for the ministry will be finalized and implemented	Date	2.5	06/01/2018	05/31/2018	06/15/2018	06/30/2018	Later than 06/30/2018
		4.2 Improve human resource management and development	4.1.5 Timeline by which land for MFA Secretariat is located	Date	2	06/01/2018	06/01/2018	06/15/2018	06/30/2018	Later than 06/30/2018
To provide consular services to Bhutanese nationals, as well as, expatriates residing in Bhutan including the diplomatic corps. & international agencies	5	5.2 Issuance of Visa, Tax exemption, duty free cards, CD number, etc facilitated	Number of relevant training availed by officers/staff	Number	2.5	15	14	13	12	<12
			Percentage of implementation status of HRD Masterplan	Percent	2.5	80%	70%	60%	50%	<40%
		5.1 Issue diplomatic, non-diplomatic & special cards	Number of cases facilitated (visa, tax exemption, duty free cards, CD number, etc)	Number	2.5	>50	40	30	20	<10
			5.1.1 Number of Diplomatic, non Diplomatic and special cards issued	Number	2.5	>35	30	25	20	<15
To ensure full budget utilization	5	Ensure full budget utilization	Percentage of budget utilized	Percent	5	100	-	-	-	<100

Objective	Weight	Action	Success Indicator	Unit	Weight	Excellent [100%]	Very Good [90%]	Good [80%]	Fair [70%]	Poor [60%]
To enable effective and efficient ICT Service delivery	3	Enhance basic ICT skills of non ICT staff members. Improve public service delivery	percentage of non ICT staff trained. Acceptable downtime of LAN and internet connectivity per incidence	Percent Days	1 1	50 1	45 1.5	40 2	35 2.5	30 >2.5
		Ensure compliance to e-GIF standards	Percentage compliance to e-GIF standards	Percent	1	100	-	-	-	<100
To implement National Integrity and Anti-Corruption Strategy (NIACS)	2	Conduct face to face sensitization program on Ethics and Integrity Tools by concerned TOT participants (Gift Rules & its management, Asset Declaration Rules & its management, Conflicts of Interest Declaration & its management, Code of Conduct and Grievance Redress Mechanism)	Employees sensitized on the following Ethics and Integrity Management Tools- Gifts, Conflicts of Interest, Code of Conduct, Asset Declaration and Grievance Redress Mechanism	Percent	2	Above 90	89-80	79-70	69-60	59 and below

### Section 3: Trend values of success indicators

Objective	Action	Success Indicator	Unit	Actual Values [FY 2013-14]	Actual Values [FY 2014-15]	Target Values [FY 2015-16]	Projected Values [FY 2016-17]	Projected Values [FY 2017-18]	
To promote Bhutan's sovereign independence and strengthen our role as a responsible and constructive member of the international community	1.5 Strengthen coordination between relevant RGoB agencies on thematic issues for a coherent foreign policy	1.5.1 Timeline by which SOP for Interagency coordination for Foreign Policy is developed	Date	NA	NA	NA	NA	NA	
		1.5.2 Number of Policy Recommendations and Outputs Produced	Number	NA	NA	107	64	50	
		1.5.3 Number of legal frameworks between RGoB and external agencies reviewed	Number	NA	NA	NA	20	NA	
	1.6 Fulfill obligations arising from membership/state party to international treaties and conventions, and implementation of obligations in the areas of peace and security and social and economic frameworks	1.6.1 Number of periodic reporting on obligations under relevant inter-governmental frameworks, mechanisms or legal instruments fulfilled	1.6.1 Number of periodic reporting on obligations under relevant inter-governmental frameworks, mechanisms or legal instruments fulfilled	Number	NA	NA	24	6	6
			1.6.2 Percentage of contributions to IOs and ROs coordinated	Number	NA	NA	100%	100%	100%
			1.6.2 Percentage of contributions to IOs and ROs coordinated	Number	NA	NA	100%	100%	100%
1.1 Represent RGoB's interests effectively at all regional and international fora	1.1.3 Number of Regional and Multilateral Meetings attended by RGoB at Ministerial level	1.1.3 Number of Regional and Multilateral Meetings attended by RGoB at Ministerial level	Number	NA	NA	NA	30	NA	
		1.1.3 Number of Regional and Multilateral Meetings attended by RGoB at Ministerial level	Number	NA	NA	NA	30	NA	

Objective	Action	Success Indicator	Unit	Actual Values [FY 2013-14]	Actual Values [FY 2014-15]	Target Values [FY 2015-16]	Projected Values [FY 2016-17]	Projected Values [FY 2017-18]
To promote Bhutan's sovereign independence and strengthen our role as a responsible and constructive member of the international community	1.1 Represent RGoB's interests effectively at all regional and international fora	1.1.1 Number of Regional and Multilateral Meetings hosted by RGoB	Number	NA	NA	NA	18	NA
		1.1.2 Number of Regional and Multilateral meetings attended by RGoB at Summit Level	Number	NA	NA	NA	NA	NA
		1.1.4 Number of meetings/activities/events organized by DSRO	Number	NA	NA	1	1	3
		1.8.1 Number of people-people exchange programs facilitated	Number	NA	NA	NA	NA	NA
	1.7 Promote public diplomacy through hosting of cultural, intellectual and people-to-people exchange programs	1.8.2 Number of private visits to Bhutan by diplomats/officials of other countries; and visits by Honorary Consuls and Representatives from Friendship Association facilitated	Number	NA	NA	NA	NA	NA
		1.9.1 Number of annual political consultations held	Number	NA	NA	NA	NA	NA
	1.8 Hold annual bilateral consultations with countries with whom such arrangements exist							
	1.9 Participate in UNPK Operations	1.10.1 Participate in UNPK Operations	Number	NA	NA	42	30	45

Objective	Action	Success Indicator	Unit	Actual Values [FY 2013-14]	Actual Values [FY 2014-15]	Target Values [FY 2015-16]	Projected Values [FY 2016-17]	Projected Values [FY 2017-18]
To promote Bhutan's sovereign independence and strengthen our role as a responsible and constructive member of the international community	1.10 Provide effective and efficient protocol and hospitality services	1.11.1 Number of official visits and programme arranged and executed a) State Visit	Number	NA	NA	NA	3	NA
		1.11.2 Number of official visits and programmes arranged and executed b) officials visits	Number	NA	NA	NA	150	NA
	1.11 Effectively coordinate intergovernmental elections and manage, on the basis of existing bilateral relations, principles of reciprocity and valorization of RGoB support	1.12.1 Number of Intergovernmental elections coordinated	Number	NA	NA	12	8	20
	1.2 Represent RGoB's interests effectively through bilateral engagements	1.2.1 Number of HoS/HoG level visits exchanged	Number	NA	NA	NA	3	NA

Objective	Action	Success Indicator	Unit	Actual Values [FY 2013-14]	Actual Values [FY 2014-15]	Target Values [FY 2015-16]	Projected Values [FY 2016-17]	Projected Values [FY 2017-18]
To promote Bhutan's sovereign independence and strengthen our role as a responsible and constructive member of the international community	1.3 Exercise political oversight with regard to external engagements and participation by RGoB in international and regional meetings and events. Carefully review invitations and determine relevance and appropriate level of participation and ensure where necessary, appropriate protocol norms and standards are maintained.	1.3.1 Number of invitations for meetings received and processed	Number	NA	NA	NA	NA	13
		a) Bilateral						
		1.3.2 Number of invitations for meetings received and processed	Number	NA	NA	400	636	400
		c) Multilateral						
		1.3.3 Number of MFA Endorsement Issued	Number	NA	NA	NA	300	NA
	1.4 Strengthen relations with the UN and other international organizations	a) Bilateral						
		1.3.4 Number of MFA endorsement issued	Number	NA	NA	300	558	300
		c) Multilateral						
		1.3.5 Percentage of invitations for meetings (National, Regional and International) on HR & IHL received and processed	Percent	NA	NA	NA	100	NA
		1.4.1 Number of high-level visits with IOs exchanged/proposed/facilitated	Number	NA	NA	12	6	4
		1.4.2 Number of substantive engagements with representatives of IOs at the political and working levels facilitated and supported in and ex-country	Number	NA	NA	72	40	40



Objective	Action	Success Indicator	Unit	Actual Values [FY 2013-14]	Actual Values [FY 2014-15]	Target Values [FY 2015-16]	Projected Values [FY 2016-17]	Projected Values [FY 2017-18]
To contribute to the process of sustainable socio-economic development of the country by engaging with development partners and identifying alternative sources of foreign economic assistance	2.1 Lead periodic intergovernmental development cooperation talks with development partners	Number of periodic intergovernmental talks with development partners held	Number	NA	NA	NA	NA	NA
	2.2 Facilitate timely disbursement of funds committed by development partners to RGoB	2.2.1 Amount of annual funds received for Project Tied Assistance (PTA), SDP & Program Grant (PG)	USD (Million)	NA	NA	NA	80%	NA
	2.3 Enhance development support and explore new areas of cooperation	2.3.1 Number of new proposal for development cooperation explored	Number	NA	NA	NA	8	NA
		2.3.2 Number of new regional agreements/MoUs/MoAs/Protocols negotiated or signed or ratified	Number	NA	NA	NA	10	NA
	2.4 Coordinate and translate effectively RGoB priorities into international development agenda and frameworks	2.4.1 Number of Intergovernmental negotiations participated in by MFA	Number	NA	NA	8	5	4
2.5 Promote Bhutan's economic interests/FDI in diplomatic engagements	2.5.1 Number of Interactions/meetings with foreign entities/investors conducted or facilitated	Number	NA	NA	NA	20	NA	

Objective	Action	Success Indicator	Unit	Actual Values [FY 2013-14]	Actual Values [FY 2014-15]	Target Values [FY 2015-16]	Projected Values [FY 2016-17]	Projected Values [FY 2017-18]
To contribute to the process of sustainable socio-economic development	2.6 Support promotion of Bhutan as a tourist destination	2.6.1 Number of tourism Promotional events organized/facilitated	Number	NA	NA	NA	10	NA
To strengthen the institutional capacity of the ministry to ensure effective implementation of foreign policy objectives	4.1 Create an enabling environment through provision of necessary operational support and tools to ensure all members are enabled to execute their responsibilities effectively and efficiently.	4.1.4 Timeline by which Archival system for the ministry will be finalized and implemented	Date	NA	NA	NA	NA	NA
		4.1.5 Timeline by which land for MFA Secretariat is located	Date	NA	NA	NA	NA	NA
	4.2 Improve human resource management and development	Number of relevant training availed by officers/staff	Number	NA	NA	NA	NA	NA
		Percentage of implementation status of HRD Masterplan	Percent	NA	NA	NA	NA	NA
To provide consular services to Bhutanese nationals, as well as, expatriates residing in Bhutan including the diplomatic corps. & international agencies	5.2 Issuance of Visa, Tax exemption, duty free cards, CD number, etc facilitated	Number of cases facilitated (visa, tax exemption, duty free cards, CD number, etc)	Number	NA	NA	NA	NA	NA
	5.1 Issue diplomatic, non-diplomatic & special cards	5.1.1 Number of Diplomatic, non Diplomatic and special cards issued	Number	NA	NA	NA	50	NA
To ensure full budget utilization	Ensure full budget utilization	Percentage of budget utilized	Percent	-	-	-	-	100

Objective	Action	Success Indicator	Unit	Actual Values [FY 2013-14]	Actual Values [FY 2014-15]	Target Values [FY 2015-16]	Projected Values [FY 2016-17]	Projected Values [FY 2017-18]
To enable effective and efficient ICT Service delivery	Enhance basic ICT skills of non ICT staff members.	percentage of non ICT staff trained.	Percent	-	-	-	-	50
	Improve public service delivery	Acceptable downtime of LAN and internet connectivity per incidence	Days	-	-	-	-	1
	Ensure compliance to e-GIF standards	Percentage compliance to e-GIF standards	Percent	-	-	-	-	100
To implement National Integrity and Anti-Corruption Strategy (NIACS)	Conduct face to face sensitization program on Ethics and Integrity Tools by concerned TOT participants (Gift Rules & its management, Asset Declaration Rules & its management, Conflicts of Interest Declaration & its management, Code of Conduct and Grievance Redress Mechanism)	Employees sensitized on the following Ethics and Integrity Management Tools- Gifts, Conflicts of Interest, Code of Conduct, Asset Declaration and Grievance Redress Mechanism	Percent	NA	50	70	80	Above 90

#### Section 4: Definition of Success Indicators

Success Indicator	Description	Data Collection Methodology	Data Collection Frequency	Data Source
1.5.1 Timeline by which SOP for Interagency coordination for Foreign Policy is developed	Develop a guideline for Interagency Foreign Policy coordination mechanism in pursuant to HPM's Executive Order	Administrative	Biannually	Policy Planning Division
1.5.2 Number of Policy Recommendations and Outputs Produced	Policy Recommendations and Outputs produced as a result of the consultations	Administrative	Biannually	Dept. of Multilateral Affairs
1.5.3 Number of legal frameworks between RGoB and external agencies reviewed	Review of Agreements/MoUs/MoCs that RGoB agencies proposes to enter into with external agencies	Administrative	Biannually	Dept. of Bilateral Affairs & Dept. of Multilateral Affairs
1.6.1 Number of periodic reporting on obligations under relevant inter-governmental frameworks, mechanisms or legal instruments fulfilled	RGoB's obligations as members to international agreements/treaties/conventions and legal frameworks	Administrative	Biannually	Dept. of Multilateral Affairs & Policy Planning Division
1.6.2 Percentage of contributions to IOs and ROs coordinated	Contributions to International Organizations coordinated and disbursed based on budget received	Administrative	Biannually	Dept. of Multilateral Affairs & Dept. of SAARC and Regional Organizations
1.1.3 Number of Regional and Multilateral Meetings attended by RGoB at Ministerial level	Meetings under the aegis of SAARC and other regional organizations, and multilateral meetings at Ministerial level attended by RGoB agencies including MFA	Administrative	Biannually	Dept. of SAARC and Regional Organizations and Dept. of Multilateral Affairs

Success Indicator	Description	Data Collection Methodology	Data Collection Frequency	Data Source
1.1.1 Number of Regional and Multilateral Meetings hosted by RGoB	Regional meetings under the aegis of regional organizations which Bhutan is a member (SAARC, BIMSTEC, ACD, Colombo Plan etc) and Multilateral meetings hosted by RGoB agencies including MFA	Administrative	Biannually	Dept. of SAARC and Regional Organizations and Dept. of Multilateral Affairs
1.1.2 Number of Regional and Multilateral meetings attended by RGoB at Summit Level	Regional meetings under the aegis of regional organizations which Bhutan is a member (SAARC, BIMSTEC, ACD, Colombo Plan etc) and Multilateral meetings hosted by RGoB agencies including MFA	Administrative	Biannually	Dept. of SAARC and regional organizations and Dept. of Multilateral Affairs
1.8.1 Number of people-people exchange programs facilitated	Cultural, intellectual, sporting and other people-people exchange programs	Administrative	Biannually	Dept. of Bilateral Affairs
1.8.2 Number of private visits to Bhutan by diplomats/officials of other countries; and visits by Honorary Consuls and Representatives from Friendship Association facilitated	Private visits to Bhutan by diplomats/officials of other countries and visits by Honorary Consuls and Representatives from Friendship Association	Administrative	Biannually	Department of Bilateral Affairs and Dept. of Protocol

Success Indicator	Description	Data Collection Methodology	Data Collection Frequency	Data Source
1.9.1 Number of annual political consultations held	<ol style="list-style-type: none"> <li>1. India               <ol style="list-style-type: none"> <li>i. Bhutan-India Meeting on Border Management and Security at the Secretary Level</li> <li>ii. Bhutan-India Boundary Technical Committee Meeting</li> <li>iii. Border District Coordination Meeting with State Government of Assam</li> <li>iv. Bhutan-India Joint Group of Expert on flood management</li> </ol> </li> <li>2. China               <ol style="list-style-type: none"> <li>i. Bhutan-China Boundary Talks</li> <li>ii. Expert Group Meeting on Bhutan-China boundary issue Consultations</li> </ol> </li> <li>3. Sri Lanka               <ol style="list-style-type: none"> <li>i. Foreign Office Consultation</li> </ol> </li> <li>4. Japan               <ol style="list-style-type: none"> <li>i. DG-level consultation</li> </ol> </li> <li>5. Switzerland               <ol style="list-style-type: none"> <li>i. Biennial Consultations</li> </ol> </li> </ol>	Administrative	Biannually	Dept. of Bilateral Affairs
1.10.1 Participate in UNPK Operations	Status of RGoB's engagement and contribution to the UN Peace Keeping Operations	Administrative	Biannually	UNPK Coordination Office
1.11.1 Number of official visits and programme arranged and executed a) State Visit	Visits by Head of State/Government	Administrative	Biannually	Dept. of Protocol and Hospitality Services
1.11.2 Number of official visits and programmes arranged and executed b) officials visits	Draft and coordinate programmes, make appointments and accompany visiting officials	Administrative	Biannually	Dept. of Protocol and Hospitality Services

Success Indicator	Description	Data Collection Methodology	Data Collection Frequency	Data Source
1.12.1 Number of Intergovernmental elections coordinated	Elections in Intergovernmental bodies coordinated by the Ministry determined through Notes prepared for political clearances and guidance issued to missions and delegations	Administrative	Biannually	Dept. of Multilateral Affairs
1.2.1 Number of HoS/HoG level visits exchanged	Outbound and inbound Hos/HoG visits from and to Bhutan	Administrative	Biannually	Dept. of Bilateral Affairs
1.3.1 Number of invitations for meetings received and processed a) Bilateral	Political clearances issued by MFA for participation by RGoB officials (as indicated in PM's Executive Order) with regard to ex-country engagements, clearances for RGoB officials to visit certain countries and visa clearances	Administrative	Biannually	Dept. of Bilateral Affairs
1.3.2 Number of invitations for meetings received and processed c) Multilateral	Invitations to Multilateral/intergovernmental meetings received and processed by the Ministry	Administrative	Biannually	Dept. of Multilateral Affairs
1.3.3 Number of MFA Endorsement Issued a) Bilateral	MFA Endorsement that include visa clearance, document attestation etc	Administrative	Biannually	Dept. of Bilateral Affairs
1.3.4 Number of MFA endorsement issued c) Multilateral	Scrutinize Multilateral/Intergovernmental meetings to be attended by officials and provide political oversight. Carefully review invitations and determine relevance and appropriate level of participation and ensure where necessary, appropriate protocol norms and standards are maintained	Administrative	Biannually	Dept. of Multilateral Affairs
1.4.1 Number of high-level visits with IOs exchanged/proposed/facilitated	High-level visits with International Organizations exchanged/proposed/facilitated (Regional Directors and above) by the Ministry	Administrative	Biannually	Dept. of Multilateral Affairs

Success Indicator	Description	Data Collection Methodology	Data Collection Frequency	Data Source
1.4.2 Number of substantive engagements with representatives of IOs at the political and working levels facilitated and supported in and ex-country	Substantive Engagement with representatives of International Organizations and Intergovernmental Agencies at the Political and working levels facilitated and supported in and ex-country	Administrative	Biannually	Dept. of Multilateral Affairs
1.1.4 Number of meetings/activities/events organized by DSRO	Meetings/ activities/ events organized by DSRO such as SAARC Charter Day, BIMSTEC anniversary, Coordination meeting, international conference on GNH for Colombo Plan member states	Administrative	Biannually	Dept. of SAARC & Regional Organizations
1.3.5 Percentage of invitations for meetings (National, Regional and International) on HR & IHL received and processed	Analyse invitations, provide recommendations and issue political clearance if appropriate.	Administrative	Quarterly	Policy Planning
Number of periodic intergovernmental talks with development partners held	<ol style="list-style-type: none"> <li>1. India <ol style="list-style-type: none"> <li>i. Bhutan-India Development Cooperation Talks</li> <li>ii. Small Development Project Committee Meeting</li> <li>iii. Bhutan-India Trade and Transit Meeting</li> <li>iv. Excise Duty Joint Verification Meeting</li> <li>v. Sub-Committee Meeting on Gol Assisted Projects</li> <li>vi. Project Monitoring Committee on Gol-Assisted Projects</li> <li>vii. Empowered Joint-Group Meeting on Hydropower</li> </ol> </li> <li>2. Thailand <ol style="list-style-type: none"> <li>i. Annual Political consultations</li> <li>3. Thailand <ol style="list-style-type: none"> <li>i. Annual Consultation</li> <li>4. Japan <ol style="list-style-type: none"> <li>i. Annual Consultation</li> </ol> </li> <li>5. Bangladesh <ol style="list-style-type: none"> <li>i. Commerce Secretary level Talks</li> </ol> </li> </ol> </li> </ol> </li></ol>	Administrative	Biannually	Bilateral Department



Success Indicator	Description	Data Collection Methodology	Data Collection Frequency	Data Source
2.2.1 Amount of annual funds received for Project Tied Assistance (PTA), SDP & Program Grant (PG)	Ministry will ensure proper follow-up; figures on actual amount of fund received by RGoB to be obtained from GNHC	Administrative	Biannually	Gross National Happiness Commission
2.3.1 Number of new proposal for development cooperation explored	New Development Cooperation explored in the following areas; 1. Education 2. Health 3. Agriculture 4. Economics 5. Environment	Administrative	Biannually	Dept. of Bilateral Affairs

Success Indicator	Description	Data Collection Methodology	Data Collection Frequency	Data Source
2.3.2 Number of new regional agreements/MoUs/MoAs/Protocols negotiated or signed or ratified	<p>Negotiating/Signing/ratification of the following agreements/MoUs/MoAs and conventions:</p> <ol style="list-style-type: none"> <li>1. SAARC Motor-vehicle Agreement</li> <li>2. SAARC Youth Charter</li> <li>3. SAARC Railways Agreement</li> <li>4. BBIN Motor Vehicle Agreement</li> <li>5. Establishment of SAARC Environment and Disaster Management Centre</li> <li>6. MoU on BIMSTEC Technology Transfer Facility</li> <li>7. MoU on BIMSTEC Grid Interconnection</li> <li>8. BIMSTEC Convention on Combating international terrorism, transnational organized crime and illicit drug trafficking</li> <li>9. BIMSTEC Convention on Mutual Legal Assistance on Criminal Matters</li> <li>10. BIMSTEC Convention on Extradition of Fugitive Offenders</li> <li>11. BIMSTEC Convention on Transfer of Sentenced Persons</li> <li>12. SAARC Convention on Trafficking of Women and Children</li> <li>13. Agreement on Establishment of Asian Forest Cooperation Organization (AFoCO)</li> </ol>	Administrative	Biannually	Dept. of SAARC and Regional Organizations
2.4.1 Number of Intergovernmental negotiations participated in by MIFA	Intergovernmental negotiation participated in by the Ministry	Administrative	Biannually	Dept. of Multilateral Affairs

Success Indicator	Description	Data Collection Methodology	Data Collection Frequency	Data Source
2.5.1 Number of interactions/meetings with foreign entities/investors conducted or facilitated	<ol style="list-style-type: none"> <li>Number of meetings held by Embassies and Missions with foreign entities/entities</li> <li>Number of interactions/meetings between businesses facilitated by MFA</li> </ol>	Administrative	Biannually	Dept. of Bilateral Affairs & Embassies and Missions abroad
2.6.1 Number of tourism Promotional events organized/facilitated	Promotional events organized by Embassies and Missions abroad and facilitated by MFA	Administrative	Biannually	Dept. of Bilateral Affairs, Embassies and Mission abroad as well as Dept. of Protocol and Hospitality Services
4.1.4 Timeline by which Archival system for the ministry will be finalized and implemented	Archival system will be developed on TIKA funding	Administrative	Biannually	ICT Unit
4.1.5 Timeline by which land for MFA Secretariat is located	MFA is currently functioning without a proper secretariat building of its own, the Ministry is at present housed in the National Assembly Complex. In order to strive towards this end, an important first step is to have a land allocated for this purpose.	Administration and Finance Division under Secretariat Services	Biannually	AFD
Number of relevant training availed by officers/staff	Training that are conducted on cost sharing basis between host government/organization and RGoB/MFA both in country and ex country	Administrative	Annually	Human Resource Development & Management Section, AFD
Percentage of implementation status of HRD Masterplan	Implementation status of MFA's HRD Masterplan	Administrative	Biannually	Human Resource Development & Management Section, AFD

Success Indicator	Description	Data Collection Methodology	Data Collection Frequency	Data Source
Number of cases facilitated (visa, tax exemption, duty free cards, CD number, etc)	Processing visa, tax exemption, duty free cards, CD number etc for international community facilitated by CMSD	Administrative	Quarterly	Protocol and Hospitality Department
Percentage of budget utilized	This SI measures the variance between revised budget and expenditure of an agency for a fiscal year.	Through analysis of annual budget and expenditure	Annually	MYRB
5.1.1 Number of Diplomatic, non Diplomatic and special cards issued	Diplomatic and non-diplomatic cards issued to the residents of the international community such as resident embassies and missions, UN and its specialized agencies, SDC etc	Administrative	Biannually	Department of Protocol and Hospitality Services
percentage of non ICT staff trained.	This success indicator measures the percentage of staffs other than ICT professional provided with training on basic ICT skills. This will reduce the turn around time of providing basic troubleshooting services. The training will be provided by ICT Division	Administrative records on training (s) conducted	Biannually	Ministries/Age ncies/Thromdes s/Dzongkhags
Acceptable downtime of LAN and internet connectivity per incidence	This success indicator measures the minimum downtime of LAN and internet connectivity in Ministries/Agencies/Thromde/Dzonk ghag administration office. If the downtime is caused by incidents which are out of ICT Division's control, ICT Division should maintain a record of such incidences and provide periodic report to DITT. This downtime does not include the travel time for ICT officers working in Dzongkhag need to travel to gewogs/CC to rectify connectivity issues.	Ministries/Agencies/Thromdes/Dzongkhag records	Monthly	Ministries/Age ncies/Thromdes s/Dzongkhags

Success Indicator	Description	Data Collection Methodology	Data Collection Frequency	Data Source
Percentage compliance to e-GIF standards	This success indicator measures and ensures that Ministries/Agencies/Thromdes/dzongkhags comply to e-GIF standards in all ICT related activities.	records of e-GOV review meetings	Biannually	Ministries/Agencies/Thromdes/dzongkhags
Employees sensitized on the following Ethics and Integrity Management Tools- Gifts, Conflicts of Interest, Code of Conduct, Asset Declaration and Grievance Redress Mechanism	<p>This indicator will measure the proportion of employees sensitized through face to face sensitization program on the above mentioned Ethics and Integrity Management Tools.</p> <p>The indicator will assess both the proportion of employees sensitized and the level of awareness created among the employees on the tools. Of the total weightage (100 percent), 40 percent is assigned on the delivery part and 60 percent on the level of awareness created. Further 40 percent weightage is apportioned as: 1) No. of tools sensitized – 5 tools (10%); 2) Mode of Delivery - face to face sensitization program (10%);3) Duration - one day or more (10%); and 4) Percent of employees sensitized – 80 &amp; above (10%). The agencies will report on the above weightage (40 percent) using the standard form developed by ACC.</p>	Supporting documents from the agencies Questionnaire based desk survey	Annually	All agencies that sign APA.

**Section 5: Requirements from other Ministries, Agencies & Dzongkhags**

Organisation Name	Relevant Success Indicator	Requirement from the Organisation	Justification for the Requirement	Requirement detail	Impact (If Not Met)
All Ministries	1.1.2 Number of Regional and Multilateral meetings attended by RGoB at Summit Level	National level implementation with regard to the subject matter of the meeting. Guidance on technical issues and domestic priorities, status of national level implementation. Identification of challenges faced and particular needs and concerns. Adequate and timely logistical and organisational support, including programming support, as may be required to realize objectives. Timely and accurate reporting on developments and trends within the multilateral and regional framework. Timely transmission of invitation along with recommendation.	Multilateral and Regional issues are cross cutting in nature. What is presented at the international and regional level must be an accurate reflection of the national situation. Therefore, inputs from concerned departments and divisions, which are directly responsible for national level implementation and management of related policies, are of utmost importance. To ensure that RGoB multilateral and regional engagement and policies , while reflecting national priorities, are in keeping with international trends and developments.	Share and submit necessary and relevant information as and policy advice in areas of competence as and when required. Reports, inputs, analysis and recommendations.	Objectives will not be achieved and information may not accurately or comprehensively reflect national situation and policies.

Organisation Name	Relevant Success Indicator	Requirement from the Organisation	Justification for the Requirement	Requirement detail	Impact (If Not Met)
All Ministeries	1.1.1 Number of Regional and Multilateral Meetings hosted by RGoB	National level implementation with regard to the subject matter of the meeting. Guidance on technical issues and domestic priorities, status of national level implementation. Identification of challenges faced and particular needs and concerns. Adequate and timely logistical and organisational support, including programming support, as may be required to realize objectives. Timely and accurate reporting on developments and trends within the multilateral and regional framework. Timely transmission of invitation along with recommendation.	Multilateral issues are cross cutting in nature. What is presented at the international and regional level must be an accurate reflection of the national situation. Therefore, inputs from concerned departments and divisions, which are directly responsible for national level implementation and management of related policies, are of utmost importance. To ensure that RGoB multilateral and regional engagement and policies , while reflecting national priorities, are in keeping with international trends and developments	Share and submit necessary and relevant information as and policy advice in areas of competence as and when required. Reports, inputs, analysis and recommendations	Objectives will not be achieved and information may not accurately or comprehensively reflect national situation and policies.

Organisation Name	Relevant Success Indicator	Requirement from the Organisation	Justification for the Requirement	Requirement detail	Impact (If Not Met)
All Ministeries	1.1.3 Number of Regional and Multilateral Meetings attended by RGoB at Ministerial level	National level implementation with regard to the subject matter of the meeting. Guidance on technical issues and domestic priorities, status of national level implementation. Identification of challenges faced and particular needs and concerns. Adequate and timely logistical and organisational support, including programming support, as may be required to realize objectives. Timely and accurate reporting on developments and trends within the multilateral and regional framework. Timely transmission of invitation along with recommendation.	Multilateral issues are cross cutting in nature. What is presented at the international and regional level must be an accurate reflection of the national situation. Therefore, inputs from concerned departments and divisions, which are directly responsible for national level implementation and management of related policies, are of utmost importance. To ensure that RGoB multilateral and regional engagement and policies , while reflecting national priorities, are in keeping with international trends and developments	Share and submit necessary and relevant information as and policy advice in areas of competence as and when required. Reports, inputs, analysis and recommendations	Objectives will not be achieved and information may not accurately or comprehensively reflect national situation and policies.
GROSS NATIONAL HAPPINESS COMMISSION	2.2.1 Amount of annual funds received for Project Tied Assistance (PTA), SDP & Program Grant (PG)	Regular and timely updates on funds received from development partners	External funds are routed through GNHC and MFA's role in the process is minimal	Data	Inaccurate reflection of progress made with regard to the particular SI



Organisation Name	Relevant Success Indicator	Requirement from the Organisation	Justification for the Requirement	Requirement detail	Impact (If Not Met)
CABINET SECRETARIAT	1.5.1 Timeline by which SOP for Interagency coordination for Foreign Policy is developed	Timely approval of the SoP	Any change in mechanisms for coordination in the conduct of Bhutan's Foreign Policy will require approval of the highest decision making body in the executive	Approval	Objective will not be met
CABINET SECRETARIAT	4.1.5 Timeline by which land for MFA Secretariat is located	Approval	MFA is currently housed in the National Assembly complex and have been repeatedly requested to vacate the space in order to make room for the National Assembly Secretariat. The construction of a Central Secretariat has been discussed several times however none of these discussions have materialized. The issue of allocation of land compounded by lack of funding are two major obstacles. Towards this end, if a land is allocated at the earliest and this issue is resolved, the Ministry can start to explore different funding possibilities for construction.	Land	Objective will not be met

Organisation Name	Relevant Success Indicator	Requirement from the Organisation	Justification for the Requirement	Requirement detail	Impact (If Not Met)
NATIONAL STATISTICS BUREAU	4.1.5 Timeline by which land for MFA Secretariat is located	Approval	MFA is currently housed in the National Assembly complex and have been repeatedly requested to vacate the space in order to make room for the National Assembly Secretariat. The construction of a Central Secretariat has been discussed several times however none of these discussions have materialized. The issue of allocation of land compounded by lack of funding are two major obstacles. Towards this end, if a land is allocated at the earliest and this issue is resolved, the Ministry can start to explore different funding possibilities for construction.	Land	Objective will not be met

Organisation Name	Relevant Success Indicator	Requirement from the Organisation	Justification for the Requirement	Requirement detail	Impact (If Not Met)
Thimphu Thromde	4.1.5 Timeline by which land for MFA Secretariat is located	Approval	MFA is currently housed in the National Assembly complex and have been repeatedly requested to vacate the space in order to make room for the National Assembly Secretariat. The construction of a Central Secretariat has been discussed several times however none of these discussions have materialized. The issue of allocation of land compounded by lack of funding are two major obstacles. Towards this end, if a land is allocated at the earliest and this issue is resolved, the Ministry can start to explore different funding possibilities for construction.	Land	Objective will not be met

**Whereas,**

I, the Minister, Ministry Of Foreign Affairs , commit to the Prime Minister, the Government and the people of Bhutan to deliver the results described in this Annual Performance Agreement.

I, the Prime Minister, commit to the Minister, Ministry Of Foreign Affairs , on behalf of the Government and the people of Bhutan, to provide the necessary fund and resources for delivery of the results described in this Annual Performance Agreement.

**SIGNED:**



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Tshering Tobgay  
Prime Minister of Bhutan

1.8.17

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Date



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Damchoe Dorji  
Minister

1 August, 2017

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Date