



NEW EXECUTIVE SPOTLIGHT

DEPARTMENT OF BIOMEDICAL ENGINEERING, NATIONAL MEDICAL SERVICES, MOH



TASHI PENJORE
DIRECTOR (ES)
JULY 1, 2026

KEY STRATEGIC AREAS

- Ensure 24/7 technical support and maintain critical medical equipment functionality above 92%.
- Strengthen biomedical engineering capacity through in-country and international collaborations.
- Enhance management of oxygen and medical gas pipeline systems (MGPS).
- Ensure compliance with BFDA, WHO, IEC, and other regulatory standards.
- Improve service contracts, spare parts management, and needs-based equipment procurement.
- Strengthen the online medical equipment inventory and maintenance management system.
- Leverage AI, IoT, and data analytics to enhance equipment maintenance and management.
- Develop a national Health Technology Management (HTM) Blueprint to improve clinical care quality.

PROFESSIONAL EXPERIENCES AND ACHIEVEMENTS

- Over 25 years in the civil service across construction, environment, and health sectors.
- Managed the parking development at Changlingmithang for Bhutan's 2008 Centenary Celebration — CDCL's first project.
- Led environmental assessment initiatives, including environmental flow studies for Bhutan's rivers.
- Standardised medical equipment procurement, adopting over 50 IEC 60601 safety standards via the Bhutan Standards Bureau.
- Ensured effective medical equipment management during COVID-19, including timely installation and maintenance.
- Supported the setup of Breast Clinics at Gyaltsuen Jetsun Pema Wangchuck Mother and Child Hospital (GJPWMCH), Thimphu, and Gyalsuung Hospitals.
- Led medical equipment planning for GJPWMCH, Mongar, RCID, and other new hospitals.
- Introduced an online medical equipment inventory system within ePIS.



NEW EXECUTIVE SPOTLIGHT

CLINICAL DEPARTMENT, JIGME DORJI WANGCHUCK NATIONAL REFERRAL HOSPITAL

KEY STRATEGIC AREAS

As Medical Director of Jigme Dorji Wangchuck National Referral Hospital (JDWNRH), Dr. Phub Tshering provides strategic leadership for Bhutan's tertiary referral and teaching hospital, overseeing clinical governance, quality improvement, patient safety, service delivery, and institutional performance.

Strategic Priorities:

- Strengthening clinical governance through evidence-based decision-making and continuous quality improvement.
- Improving patient-centred care through better access, shorter waiting times, and enhanced patient experience.
- Building resilient healthcare systems through disaster preparedness and risk management.
- Optimising referral pathways and specialised services to improve efficiency and reduce costs.
- Developing high-performing teams through leadership development and collaboration.
- Promoting innovation and digital transformation in healthcare delivery.
- Strengthening public trust through transparency and compassionate care.
- Advancing sub-specialised and preventive health services.
- Contributing to national health policy and sustainable health system development.



DR. PHUB TSHERING
MEDICAL DIRECTOR
FEB 1, 2026

PROFESSIONAL EXPERIENCES AND ACHIEVEMENTS

Dr. Phub Tshering is the Medical Director of the Jigme Dorji Wangchuck National Referral Hospital and the country's only Head & Neck Oncosurgeon. He is also an Associate Professor of Otolaryngology at Khesar Gyalpo University of Medical Sciences of Bhutan.

His career combines clinical excellence, academic leadership, and executive management.

Key Achievements Include:

- Established and pioneered Head & Neck Oncosurgery services in Bhutan.
- Reduced ex-country referrals for head and neck cancer surgery, saving costs and improving access to specialised care.
- Led hospital-wide initiatives in clinical governance, patient safety, and institutional quality.
- Authored Bhutan's first published research on Head & Neck Cancer, with further contributions to international journals.
- Co-investigator, later Principal Investigator, of the Population-Based Bhutan Cancer Registry.
- Contributes to national health policy and reforms through evidence-informed leadership.
- Advocates for cancer awareness and preventive healthcare through public and digital platforms.
- Balances executive leadership with active clinical practice, teaching, and mentorship.



NEW EXECUTIVE SPOTLIGHT

Office of the Prime Minister (Director), Cabinet Secretariat



PHUNTSHO NORBU
DIRECTOR
MAY 2026

KEY STRATEGIC AREAS

- Strengthen whole-of-government coordination to ensure timely implementation of national priorities, effective inter-agency collaboration, and resolution of cross-sectoral bottlenecks.
- Establish a lean, agile, and delivery-focused Prime Minister’s Office that translates high-level engagements, Cabinet decisions, and strategic priorities into measurable outcomes for the nation.
- Enhance delivery support and implementation monitoring through simple tracking tools, structured follow-through mechanisms, and coordinated oversight of priority national initiatives.
- Improve decision support systems through concise strategic briefs, continuity mechanisms, and timely coordination to support informed decision-making at the highest level of government.
- Promote transparent, responsive, and results-oriented governance through regular communication of progress, institutional accountability, and citizen-focused service delivery.
- Ensure effective and citizen-centric public service delivery by identifying and addressing service delivery pain points, improving user experience, streamlining processes, and promoting responsive, accessible, and efficient governance across government institutions

PROFESSIONAL EXPERIENCES AND ACHIEVEMENTS

- Over 20 years of experience in public service, with extensive expertise in diplomacy, international relations, strategic coordination, and policy development.
- Served in key leadership and diplomatic roles under the Ministry of Foreign Affairs and External Trade, including Acting Director of the Department of Economic and Tech Diplomacy, and diplomatic postings to Bhutan’s Permanent Missions in New York and Geneva, as well as the Embassy in New Delhi.
- Played a significant role in advancing Bhutan’s international engagements and strategic foreign policy initiatives, including contributing to Bhutan’s graduation from the Least Developed Country category and the drafting of Bhutan’s first Foreign Policy in 2019.
- Demonstrated strong experience in multilateral negotiations, economic diplomacy, inter-governmental coordination, and representing Bhutan in high-level international forums and bilateral engagements.



NEW EXECUTIVE SPOTLIGHT

DEPARTMENT OF JUSTICE, OFFICE OF THE ATTORNEY GENERAL



PHUNTSHO GYELTSHEN DORJI
DIRECTOR
MAY 1, 2026

KEY STRATEGIC AREAS

- Drive justice sector reforms to strengthen the rule of law, enhance public trust, and ensure fair and timely delivery of justice services.
- Strengthen evidence-based legal decision-making through improved research, case management, policy analysis, and strategic planning.
- Institutionalize a performance and accountability framework to promote professionalism, integrity, transparency, and results-oriented service delivery.
- Leverage digital technologies to improve efficiency, accessibility, case tracking, and citizen-centric justice services.
- Foster collaboration with government agencies, judicial and law enforcement institutions, and relevant stakeholders to ensure coordinated implementation of justice sector reforms.

PROFESSIONAL EXPERIENCES AND ACHIEVEMENTS

- OAG staff from 2009–2023; awarded Meritorious Promotion in 2017.
- Advised the Royal Government on legal and policy matters; represented the State in key cases.
- Chaired the Justice Sector Working Committee Secretariat (2021–2023); led implementation of Bhutan's Justice Sector Strategic Plan.
- Spearheaded Bhutan's UNCAC compliance review and international anti-corruption reporting.
- Legal Officer for Bhutan's COVID-19 Vaccination Coordination Team; vetted vaccine procurement documents.
- Eminent Lawyer, Civil Society Organization Authority — advised on governance and regulatory compliance.
- Legal Advisor to the National Anti-Doping Committee and Youth Development Fund.
- Led legal resource cataloguing across OAG, National Assembly, and National Council libraries.
- Represented Bhutan in international legal forums across nine countries including the UK, USA, and Switzerland.
- Recipient of the AusAID Scholarship and Magna Cum Laude in PGDNL.

NEW EXECUTIVE SPOTLIGHT

DEPARTMENT OF HUMAN SETTLEMENT, MINISTRY OF INFRASTRUCTURE AND TRANSPORT



WANGDA DORJI

DIRECTOR

MAY 2026

KEY STRATEGIC AREAS

- Enhance collaboration with Dzongkhags, Thromdes and key stakeholders to promote participatory planning, delineate clear roles, delegate functions, authority and accountability.
- Harmonise policies, regulations, codes and standards for urban planning and building construction.
- Introduce innovative planning tools and techniques to garner support from landowners.
- Prioritise and enable investment in 20 Dzongkhags, Thromdes and Yenlag Throms.
- Rationalise organisational structure and clarify roles across the Department, Dzongkhags, RoIDs and Thromdes for urban planning and development.
- Resolve buffer or no-construction issues, rationalise property values and standardise attic and basement provisions to ensure the planning process severely impacts no one.
- Decentralise approvals and introduce undertaking systems for drawing scrutiny.
- Implement priority projects (Government office complex, transport infrastructures, and parks in Thimphu) with expert input and set quality benchmarks.
- Build capacity, optimise human resources and strategise a faster planning process through expert pooling and targeted intervention.

PROFESSIONAL EXPERIENCES AND ACHIEVEMENTS

- 15 Years of experience in delivering key transformative urban projects to promote sustainable, resilient and liveable human settlements in Bhutan.
- Managed multidisciplinary teams to implement integrated urban development projects, including transportation and mobility, green infrastructure and open spaces, regional and Local Area Planning, affordable housing and urban governance.
- Successfully implemented key urban projects in Samdrup Jongkhar Thromde, including that of old town revitalisation, Thromde Office Buildings, Performance ground, Structure Plans and Local Area Plans, Recreational Parks and open spaces.
- Led national urban planning and construction policy initiatives, including the Southern Central Regional Plan, review of the Thimphu Structure Plan and Paro Valley Development Plan, and implementation of Local Area Plans for Autsho, Mongar, and Nganglam. Currently overseeing Local Area Plans for the National Capital Region and transport, mobility, and green infrastructure projects in Thimphu and Paro.

NEW EXECUTIVE SPOTLIGHT

ROYAL CIVIL SERVICE COMMISSION



Towards an Enlightened Entrepreneurial Bureaucracy



NORBU WANGCHUK
DIRECTOR
APRIL 2026

KEY STRATEGIC AREAS

- Drive the Commission's reform agenda to build an enlightened, entrepreneurial bureaucracy.
- Strengthen agile and data-driven decision-making through HR analytics, streamlined processes, and enhanced strategic planning and foresight.
- Institutionalise a robust Performance Management System to promote meritocracy, accountability, and a results-driven culture.
- Leverage digital technologies and automation (including robotics) to enhance efficiency, transparency, predictability, and user-centric service delivery.
- Engage proactively with agencies and key sectors to align and drive effective implementation of the reform agenda.

PROFESSIONAL EXPERIENCES AND ACHIEVEMENTS

- Rated OUTSTANDING consistently throughout 17 years of service.
- Recipient of Meritorious Promotion in July 2015.
- Led the transformation of the Inspection Division into a robust enforcement institution.
- Conducted the first-ever nationwide immigration inspection in 2010-2011.
- Pioneered the introduction of the electronic visa (eVisa) system in 2014 and led a comprehensive visa policy reform in 2015.
- Mainstreamed protection and care principles into immigration policies and procedures as the NCWC focal person.
- Safeguarded electoral media integrity by serving as Deputy Media Arbitrator during the 2013 National Elections.
- Served as a core member of the automation team, driving digital transformation of immigration services, including the Border Management System, Immigration Services Portal and eGates at Phuentsholing and Paro International Airport.



NEW EXECUTIVE SPOTLIGHT

DEPARTMENT OF SUPPORT SERVICES

JIGME DORJI WANGCHUCK NATIONAL REFERRAL WANGCHUCK



SHERAB ZANGPO

DIRECTOR

**OCTOBER 1
2025**



Enhancing Access, Capacity, and Service Excellence at JDWNRH

Strategic Focus Areas

- Decentralize services via Thromde Health Centers to reduce JDWNRH congestion.
- Raise public awareness and engage stakeholders to promote decentralized care.
- Build workforce capacity through expanded nursing and specialist programs.
- Upgrade medical equipment and hospital infrastructure.
- Improve PMS, collaboration, and staff well-being.

Professional Experiences and Achievements

- *19 years of experience in HR management, administration, and policy reform.*
- *Led the national rollout of Managing for Excellence (MaX) and strengthened civil service well-being.*
- *Managed international donor projects with strong financial oversight.*
- *Provided strategic leadership as Chief HR and Chief Program Officer.*
- *Enhanced labour market intelligence and institutionalized career guidance programs.*



DEPARTMENT OF AIR TRANSPORT
MINISTRY OF INFRASTRUCTURE AND TRANSPORT

NEW EXECUTIVE
SPOTLIGHT



SITHAR DORJI



DIRECTOR

APRIL 1
2025-

Strategic Leadership and Vision for Bhutan’s Air Transport Sector

Strategic Focus Areas

Review and update terminal operation manuals, set up information desks, and standardize VVIP handling by 2025.

Develop master plans for Paro and domestic airstrips and upgrade airports for international connectivity by 2029.

Resolve ICAO safety concerns and establish a Safety Management System to ensure regulatory compliance by 2026.

Address skill gaps through re-skilling, up-skilling, and cross-domain training to build a future-ready workforce by 2026.

Implement smart technologies like AI, biometrics, and automation to enhance airport efficiency and passenger experience by 2028.

Professional Experiences and Achievements

led operationalization of domestic airports (Gelephu, Bumthang, and Yonphula), marking a major milestone in Bhutan’s domestic air transport growth.

Architected Bhutan’s civil aviation (air transport) policy, laying the foundation for a safe, sustainable, and globally aligned aviation sector.

Spearheaded a regulatory framework that significantly reduced ICAO audit findings and ensured international compliance.

Played a key role in transitioning Air Traffic Services from IMTART to DoAT at Paro International Airport, enhancing national sovereignty and operational oversight.



**NEW EXECUTIVE
SPOTLIGHT**

Forests for Prosperity: Bhutan's Sustainable Growth Vision Professional Experiences and Achievements

Strategic Focus Areas



KARMA TENZIN
DIRECTOR



**SEPTEMBER
, 2024-**

- Maintain 60% forest cover while balancing conservation and sustainable growth within the GNH framework.
- Generate USD 20 million annually by 2025 through the implementation of a Forest Resource Utilization Plan, sawmill upgrades, and carbon credit sales.
- Establish a National Framework for Nature-Based Solutions by 2026 to enhance ecotourism and Payment for Ecosystem Services, engaging communities and the private sector.
- Launch a comprehensive biodiversity framework by 2028 to monitor species and habitats, fostering strategic partnerships and complying with international commitments.
- Master of Science in Natural Resources from Cornell University, New York, USA
- Awarded the Stewardship Award for significant seizures of illegal wildlife contraband, including red sandalwood.
- Led the national rollout of the SMART tool, now used in all field offices, and established the Forest Protection and Surveillance Unit, resulting in a record seizure of 10 tiger skins.
- Guided efforts in Bumdeling Wildlife Sanctuary, leading to the rediscovery of Ludlow's Swallowtail, Bhutan's national butterfly, last recorded in 1933.
- Oversaw the second National Forest Inventory, successfully enumerating 159 plots across 19 Gewogs in Punakha and Wangdue.

**DEPARTMENT OF FOREST AND PARK SERVICES
MINISTRY OF ENERGY AND NATURAL RESOURCES**



NEW EXECUTIVE
SPOTLIGHT

DEPARTMENT OF ENVIRONMENT & CLIMATE CHANGE
MINISTRY OF ENERGY & NATURAL RESOURCES



SONAM TASHI



DIRECTOR

AUGUST 1
2024-

Building on Bhutan's Environment and Carbon Neutrality brand

Strategic Focus Areas

Accessing climate finance through the Bhutan Climate Fund and a Carbon Markets Strategy by December 2024.

Establish waste-free zones in identified municipalities, national highways, major rivers, and trekking routes by Q4 2024.

Spin Bhutan's air quality and natural capital into economic opportunities

Complete the review of environmental compliance requirements to reduce turnaround time for environmental clearances by Q3 of FY.

Professional Experiences and Achievements

led non-formal development plan of 13 FYP as the economic cluster secretariat.

Represents Bhutan in Article 6 (carbon market) negotiations under the Paris Agreement.

Represented the 46 Least Developed Countries in global carbon market negotiations (Article 6) from 2021 till graduation in 2023.

Member of international organizations that promote the development of carbon markets- Climate Action Data Trust and Climate Market Club.

First Bhutanese to represent the Asia Pacific group in the Clean Development Mechanism's (CDM) Executive Board.

Article 6.4.2 negotiations under the Paris Agreement from 2022 and also the CDM Trust Fund Review.

High-Level Taskforce member of ICIMOD from Bhutan to guide ICIMOD engagements in regional member countries.



NEW EXECUTIVE
SPOTLIGHT

Elevating
Excellence

Bhutan's Brand in Sustainable Tourism

DEPARTMENT OF TOURISM
MINISTRY OF INDUSTRY, COMMERCE AND EMPLOYMENT



DAMCHO RINZIN

DIRECTOR

AUGUST 1
2024-



Strategic Focus Areas

Promote Bhutan as the destination for Unique experience with the Industry and local community.

Expand the Bhutan Believe marketing reach in 3-5 potential key source markets by December 2024.

Initiate at least 3 new partnership.

Improve operational efficiency for tourism services by Q4 2024.

Launch reward programs to create attractive tourist destination.

Implement 3-4 motivational programs for employees by the end of the year.

Professional Experiences and Achievements

Successfully built a positive image and increased global visibility for Bhutan through various publications, establishing Bhutan as a leader in sustainable, high-value tourism.

Created the previous tourism brand 'Happiness is a place,' making it one of the most loved and preferred tourism brands through innovative campaigns and promotions.

Secured reputable tourism awards and generated preferred mentions for Bhutan on top platforms by collaborating with relevant partners.



NEW EXECUTIVE SPOTLIGHT

DEPARTMENT OF AGRICULTURE MARKETING & CORPORATIVES
MINISTRY OF AGRICULTURE & LIVESTOCK



TASHI DORJI



DIRECTOR

AUGUST 1
2024-

Connecting Producers to market

Strategic Focus Areas

Establish new domestic markets and strengthen market efficiency by aggregating demand and aligning supply chains within next 1-2 years.

Strengthen market infrastructures and logistic infrastructures within the 13th plan period.

Enhance exports by 100% and diversify export markets for RNR produces and products by the end of the 13th plan period.

Enhance and diversify post harvest products.

Improve and integrate existing digital platforms for products marketing and export within the next 2 years.

Ensure collaboration with key stakeholders to support the agricultural sector's growth and sustainability.

Professional Experiences and Achievements

Instituted and professionalized 1199 Contact Center: Established and enhanced the 1199 Contact Center.

Overseen the integration of 10 services through the Integrated Citizen Services Project.

Lead for National Policy for Persons with Disabilities in Bhutan: Successfully lead the development with stakeholders and securing the approval of policy from the Cabinet of Ministers in 2019.

Founding member and Board Director of the Evaluation Association of Bhutan (EAB) from 2013 to 2021



NEW EXECUTIVE
SPOTLIGHT

Digital Transformation for Public Service Efficiency and
Economic Growth

DEPARTMENT OF DIGITAL TRANSFORMATION
GOVERNMENT TECHNOLOGY AGENCY



KUENGA ZAM

DIRECTOR

AUGUST 1
2024-



Strategic Focus Areas

Achieve 95% online service accessibility and inclusion by the end of 13 FYP.

Increase user satisfaction on online services from 4.1 to over 4.5 by the end of 13FYP.

Achieve a 10% reduction in government operating expenses by the end of 2029.

Conduct comprehensive reviews of existing processes to identify areas for improvement by Q2 2024.

Implement recommended changes from the process reviews to enhance operational efficiency by Q3 2024.

Professional Experiences
and Achievements

Successfully developed and implemented the Zhiyog Electronic System (ZES), a web-based HR management system.

Streamlined and automated HR manual processes, significantly improving efficiency for the HR fraternity.

Rolled out best practices in software development, including design thinking, DevOps, and Agile methodologies for the IT projects lead by me.

Introduced rigorous code-level evaluation and acceptance, setting new quality assurance standards within government for the IT projects lead by me.