



HANDBOOK ON PROTOCOL PRACTICE

MINISTRY OF FOREIGN AFFAIRS
ROYAL GOVERNMENT OF BHUTAN
THIMPHU
2020



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MINISTRY OF FOREIGN AFFAIRS
ROYAL GOVERNMENT OF BHUTAN
THIMPHU, BHUTAN



FOREIGN SECRETARY

FOREWORD



The Ministry of Foreign Affairs (MFA) is pleased to bring out this Handbook on Protocol Practice which is being developed based on Bhutanese culture & values and international norms & best practices. The Handbook covers the protocol standards, entitlements & ceremonials for the visit of Heads of State/Government, Mission & International Organization & other dignitaries and responsibility of the Department of Protocol, MFA.

The Handbook essentially sets out basic protocol procedures to be followed and is expected to resolve frequently asked questions or issues on protocol matters with regard to the visit of Heads of State/Government and other dignitaries. The Handbook is also expected to ensure that the visit of Heads of State/Government, and other dignitaries is seamless, memorable and successful.

MFA wishes to inform that this Handbook is only a guiding document for MFA and other relevant stakeholders and in no way a legally binding document. There may also be deviation from the handbook depending on the exigencies of a visit.

The Handbook is available on the Ministry's website at www.mfa.gov.bt.

(Ambassador Kinga Singye)

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Chapter 1: Preliminary

Title

This document shall be called as the Handbook on Protocol Practice and shall be referred to as The Handbook hereafter.

Adoption

The Royal Government of Bhutan adopted the Handbook during the 80th Session of the third *Lhengye Zhungtshog* held on 23rd Day of the 10th Month of Iron Male Rat Year of the Bhutanese Calendar corresponding to the 8th Day of the December, 2020.

Application

This Handbook applies to the visit of Heads of State/Government, Mission and International Organization and other dignitaries.

Objective

The Handbook is aimed at setting a common standard for the organization of visits and ensuring effective communication and coordination among the relevant stakeholders. The Handbook is based on the Bhutanese context and international best practices.

Chapter 2: Category of Visit and Entitlement

I. Visit by Head of Delegation

State Visit

1. The Royal Government shall provide:
 - a. hospitality to the Head of Delegation, dependent(s) and other ten members of the delegation or based on the principle of reciprocity.
 - b. ceremonial motorcade and the sequence shall be as per *Annex I*.

2. The list of officials and the order of precedence for reception/see-off line at the point of entry/exit during welcome/departure ceremonies shall be as follows:
 - a. Representative of His Majesty The King;
 - b. Prime Minister;
 - c. Foreign Minister;
 - d. Minister-in-waiting;
 - e. Chief Operations Officer;
 - f. Foreign Secretary;
 - g. Secretary of relevant agency;
 - h. Chief of Police;
 - i. Heads of Mission;
 - j. Head of United Nations;
 - k. Dzongdag of concerned Dzongkhag; and
 - l. Other official(s) as deemed appropriate.
3. The list of officials and the order of precedence for reception/see-off line at the place of stay shall be as follows:
 - a. Cabinet Minister;
 - b. Government ; and
 - c. Other official(s) as deemed appropriate.
4. His Majesty The King may:
 - a. grant an audience to the visiting Head of Delegation; and/or
 - b. host a Royal banquet for the visiting Head of Delegation.
5. Prime Minister shall:
 - a. call-on the visiting head of state; and
 - b. host a state banquet in honor of the visiting head of government.

6. Visiting head of government shall call-on the Prime Minister.
7. Other call-ons and meetings shall be as per the wishes of the Head of Delegation.
8. Head of Delegation may pay tribute to His Majesty The Third King of Bhutan at the National Memorial Chorten.

Official Visit

9. The Royal Government shall provide ceremonial motorcade and the sequence shall be as per *Annex II*.
10. The list of officials and the order of precedence for reception/see-off line at the point of entry/exit shall be as follows:
 - a. Prime Minister;
 - b. Foreign Minister;
 - c. Minister-in-waiting;
 - d. Foreign Secretary;
 - e. Chief of Protocol;
 - f. Heads of Mission;
 - g. Dzongdag of concerned Dzongkhag; and
 - h. Other official(s) as deemed appropriate.
11. The list of officials and the order of precedence for the reception/see-off line at the place of stay shall be as follows:
 - a. Cabinet Minister
 - b. Government Secretary and
 - c. Other official(s) as deemed appropriate.

12. Prime Minister shall:

- a. call-on the visiting head of state; and
- b. host an official lunch/dinner in honor of the visiting Head of Delegation.

13. Visiting head of government shall call-on the Prime Minister.

Private Visit

14. Cabinet Minister or equivalent rank shall receive/see-off the head of delegation at the point of entry/exit.

15. Protocol, security and other logistical arrangements shall be facilitated as appropriate.

II. Visit by Other Dignitary

16. The visit shall take place under the aegis of the host agency.

17. The host agency shall provide or facilitate all necessary logistical arrangements including protocol services in consultation with the Ministry of Foreign Affairs.

III. Entitlement

18. The entitlement for the visit of Head of Delegation and Other Dignitary shall be as per ***Annex III.***

19. This entitlement shall be applicable only if the visit is for official purpose and hosted by the Royal Government.

Chapter 3: Ceremony for Visit of Head of Delegation

Welcome and Departure

20. A red carpet with appropriate decoration shall be laid from the base of the aircraft ladder to the Guard of Honor and Ceremonial Lounge.
21. The Chief of Protocol of the host country and the Chief of Protocol/Head of Mission of the visiting country shall enter the aircraft, introduce themselves to the Head of Delegation and request them to alight from the aircraft.
22. The Head of Delegation and his spouse shall be presented with flower bouquets.
23. A representative of His Majesty The King / Prime Minister shall receive the Head of Delegation at the foot of the aircraft ladder.
24. A Guard of Honor shall be presented to the Head of Delegation at the point of entry or Tashichhodzong.
25. The Chief of Protocol shall invite the Head of Delegation and representative of His Majesty The King / Prime Minister to the Saluting Dais for the presentation of the Guard of Honor.
26. The Commander of the Guard of Honor shall present arms to the Head of Delegation and National Anthems of the two countries shall be played. The National Anthem of the visiting country shall precede that of the host country. The Commander shall escort the Head of Delegation to inspect the Guard of Honor.
27. The Chief of Protocol shall introduce the reception line up to the Head of Delegation, usher to the Ceremonial Lounge for refreshments and escort the Head of Delegation to the ceremonial motorcade.

28. The Head of Delegation shall travel in a ceremonial motorcade to the point of exit at the time of departure. A Guard of Honor may be presented to the visiting dignitary at the point of exit. After the inspection of the Guard of Honor, the Chief of Protocol shall escort the Head of Delegation until the foot of the aircraft ladder.

Royal Audience

29. The motorcade shall be:

- a. received at the South Gate of Tashichhodzong by the Dzongdag of Thimphu Dzongkhag and Deputy Chief of Protocol.
- b. led by a *Chipdrel* procession.

30. The Head of Delegation shall:

- a. walk and follow the *Chipdrel* procession upon alighting from the vehicle at the Dzong's parking;
- b. be received by the *Aide-de-Camp* to His Majesty The King and the Chief of Protocol at the main entrance; and
- c. be escorted by the *Aide-de-Camp* to His Majesty The King and Chief of Protocol through the South Courtyard for the Royal audience.

State Banquet

31. Protocol Officers shall receive and conduct the invitees into the Reception Hall. Invitees shall wait in line at the Reception Hall for the Head of Delegation and the host.

32. The Chief of Protocol shall conduct the Head of Delegation and the host to the Reception Hall.

33. The Head of Delegation and the host shall be invited to stand on a carpet specially placed for them in the Reception Hall. National Anthems of the visiting and host countries shall be played respectively.

34. The Chief of Protocol of the host country shall introduce Bhutanese dignitaries to the Head of Delegation. The Chief of Protocol/Head of Mission of the visiting country shall present their entourage to the host.
35. The Protocol Officers shall then conduct the invitees into the Banquet Hall.
36. The invitees shall stand behind their chairs in the Banquet Hall as per the seating plan. The Chief of Protocol shall escort the Head of Delegation and the host to their respective seats in the Banquet Hall.
37. The host shall propose a toast to the Head of Delegation and vice versa.
38. The Head of Delegation shall take leave of the host and proceed to his vehicle after the banquet.

Signing

39. The flags of the visiting and host countries shall be placed appropriately (behind or on the side). The table flags shall however be placed on the respective tables.
40. The Head of Delegation shall be seated on the right hand side of His Majesty the King/ Prime Minister.
41. The signatories shall greet each other and remain standing at the signing table in front of the Head of Delegation and His Majesty The King/Prime Minister.
42. The Master of Ceremonies shall announce the name of the document and the signatories.
43. The signatories shall take their designated seats and sign the document. The dealing officials shall assist in completing all the signing formalities.
44. The signatories shall stand, congratulate each other, exchange the signed document and pose for a photo.

Chapter 4: Organization of Visit

45. The Department of Protocol shall initiate the preparation of programme and other associated arrangements in coordination with relevant stakeholders for the visit of the Head of Delegation.

Programme

46. The Department of Protocol shall:
- a. prepare a detailed programme in the form of a booklet.
 - b. share the draft programme in advance through the mission of the visiting country and the booklet on arrival.
 - c. distribute the programme to the Bhutanese delegation and other relevant officials.
 - d. prepare a separate programme for the visiting spouse, unless otherwise agreed.
47. The content of the booklet shall include the itinerary, composition of the delegation, motorcade plan, essential telephone numbers and other information as necessary.

Transportation

48. The Department of Protocol shall provide transport during the visit. However, extension of transportation to the delegation shall depend on the composition of the delegation.
49. A separate luggage van shall be arranged for the Head of Delegation.

Security

50. The requirement and number of security arrangements shall be jointly decided by the Department of Protocol and the Royal Bhutan Police.
51. The visiting country shall seek prior approval for the use of firearms, mobile radio equipment and other security devices from relevant agency(s) through the Ministry of Foreign Affairs.

Customs and Immigration

52. The Department of Protocol shall facilitate or complete all customs and immigration formalities for the delegation.

Gift

53. The Department of Protocol shall facilitate the exchange of gift between the Head of Delegation and Royal Family Member/Head of State/Government.

Media Coverage

54. The modality of the press conferences, briefings, photo opportunities, mode of communication and interpretation shall be jointly decided by the media representatives of the visiting and host countries.

Engagements outside the capital

55. Engagements outside the capital shall be organized by the Department of Protocol in coordination with the local authorities.

Flag/Portrait

56. During the state visit, flags of the visiting and host countries and portraits of the Head of Delegation and His Majesty The King / Prime Minister shall be displayed at the point of entry/exit, place of stay, venue and other places as appropriate.

Information from the Visiting Side

57. The Department of Protocol shall obtain the following information in advance from the visiting country.

- i. Personal details of the visiting guest and spouse (if accompanying)
 - a. Name.
 - b. Designation.
 - c. Curriculum Vitae.
 - d. Blood Group.
 - e. Medical History.
 - f. Dietary Restrictions.

- ii. Composition of delegation including media and Advance Teams and interpreter (if required).
 - a. Travel Itinerary.
 - b. National Anthem and Flag:
 - c. A copy of the musical score and recording of the national anthem.
 - d. Personal standard flag (if any) and a sample of house flag, car flag and table flag.
- iii. Security and communication devices.
 - a. Names and passport details of persons carrying security and communication devices.
 - b. Details (Name, Type, Number, Serial Number, Model, Rounds of ammunition etc.) of security and communication devices.

Chapter 5: Presentation of Credentials

Presentation of Credentials by Ambassador-Designate of Mission

Order of Precedence

58. The order of precedence for presentation of credentials by ambassador-designates on the same day shall be based on the date of the agrément. In the event that the date of agrément falls on the same day, the order of precedence shall be based on alphabetical order of the sending states.

Arrival

59. The Ambassador-designate shall be received by the Deputy Chief of Protocol and Protocol Officer at the base of the aircraft.
60. The Protocol Officer shall complete all immigration, custom and other formalities.

Ceremony

61. The Chief of Protocol shall, in advance:
 - a. brief the ambassador-designate of resident and non-resident mission on the credential ceremony;
 - b. receive true copies of the letter of credence of the ambassador-designate; and
 - c. receive letter of recall of his predecessor.
62. The Ambassador-designate shall be:
 - a. accompanied by a protocol officer from his place of stay to Tashichhodzong in a convoy led by a police pilot.
 - b. received by Deputy Chief of Protocol at the Dzong's parking and proceed with the *Chhipdrel* procession.
 - c. received by the *Aide-de-Camp* to His Majesty The King and the Chief of Protocol at the main entrance of Tashichhodzong.
 - d. received by the *Zimpon* at the base of the stairs leading to the outer chamber of the Throne Room.
 - e. introduced to the officials of the Ministry of Foreign Affairs by the Chief of Protocol.
 - f. ushered to the Royal Waiting Room.
63. The officials of the Ministry of Foreign Affairs shall enter the Throne Room and take their seats on the left-hand side of the Throne.
64. The spouse of the Ambassador-designate and accompanying delegates shall be ushered by the Deputy Chief of Protocol and take their seats at the right hand side of the Throne.
65. The *Zimpon* shall report the arrival of the Ambassador-designate to His Majesty The King.

66. The Ambassador-designate shall:
- a. enter the Throne Room escorted by the Chief of Protocol.
 - b. stand facing the Throne with the Chief of Protocol to his right.
 - c. be presented to His Majesty The King by the Chief of Protocol.
 - d. present the Letter of Credence wrapped in a ceremonial scarf to His Majesty The King.
 - e. be seated on the right side of the Throne.
67. The Chief of Protocol shall be seated next to the officials of the Ministry of Foreign Affairs.
68. The *Zimpon* shall:
- a. usher the state monks to the Throne Room;
 - b. announce the traditional ceremony; and
 - c. conduct *Marchang and Zhugdrel*.
69. The state monks shall leave the Throne Room, whereas others present shall rise and remain standing after the conclusion of the traditional ceremony.
70. His Majesty The King shall:
- a. greet the Ambassador and the Ambassador shall present his accompanying delegation.
 - b. grant an audience followed by a photo opportunity.
71. The Ambassador shall:
- a. leave the Throne Room accompanied by the Chief of Protocol.
 - b. be seen-off by the *Aide-de-Camp* to His Majesty The King from the Tashichoddzong courtyard.
 - c. be escorted to his place of stay by protocol officer.

Call on

72. The Ambassador shall call on to:

- a. Prime Minister of Bhutan.
- b. Foreign Minister.
- c. Foreign Secretary.
- d. Other Ministers and officials as deemed appropriate.

Reception

73. A reception shall be hosted in honour of the Ambassador by the Foreign Minister.

Departure

74. The Ambassador shall be seen-off by the Deputy Chief of Protocol and Protocol Officer at the base of the aircraft.

75. The Protocol Officer shall complete all immigration, customs and other formalities.

Use of Flag

76. The national flags of Bhutan and the country of Ambassador-designate shall be carried /displayed during/at the:

- a. *chhipdrel* procession.
- b. main entrance of Tashichhodzong.
- c. entrance of the Throne Room.
- d. reception.

77. The national flag of the country of the Ambassador shall be flown on his car after the presentation of the credentials.

Layout

78. The layout in the throne room and the Grand Kuenray Hall shall be as per ***Annex IV***.

Presentation of Credentials by Head-Designate of International Organization

79. The Deputy Chief of Protocol shall, in advance:

- a. brief the head-designate of International Organization,
- b. receive true copies of the letter of appointment of the head-designate; and
- c. receive letter of recall of his predecessor.

80. The Head-designate shall be:

- a. accompanied by a Protocol Officer from his place of work to the Ministry of Foreign Affairs.
- b. received by the relevant Head of Department and Deputy Chief of Protocol.

81. Senior officials of the Ministry of Foreign Affairs, state monks and accompanying officials of the Head-designate shall stand in line in the Ceremony Hall till the arrival of the Foreign Minister.

82. Officials of the Ministry of Foreign Affairs shall be seated on the left-hand side of the Foreign Minister.

83. The accompanying officials shall be seated on the right-hand side of the Foreign Minister.

84. The Deputy Chief of Protocol shall announce the arrival of the Head-designate to the Foreign Minister.

85. The Head-designate shall:

- a. enter the Ceremony Hall escorted by the Deputy Chief of Protocol.
- b. stand facing the Hall with the Deputy Chief of Protocol to his right.
- c. be presented to the Foreign Minister by the Deputy Chief of Protocol.
- d. present the Letter of Appointment wrapped in a ceremonial scarf to the Foreign Minister.
- e. be seated on the right side of the Foreign Minister.

86. The Deputy Chief of Protocol shall:
- a. announce the traditional ceremony.
 - b. conduct *Marchang* and *Zhugdrel*.
87. The state monks shall leave the Hall, whereas others present shall rise and remain standing after the conclusion of the traditional ceremony.
88. The Foreign Minister shall greet the Head of International Organization. The Head shall then introduce accompanying officials to the Foreign Minister.
89. The Deputy Chief of Protocol shall introduce the officials of the Ministry of Foreign Affairs to the Head of International Organization.
90. The Foreign Minister and the Head shall exchange brief remarks and leave the Ceremony Hall.
91. The Head shall be:
- a. seen-off by relevant Head of Department and Deputy Chief of Protocol.
 - b. accompanied by Protocol Officer from the Ministry of Foreign Affairs to his place of work.

Reception

92. A reception shall be hosted in honour of the Head of International Organization by the Foreign Secretary.

Use of Flag

93. The national flag of Bhutan and the flag of the International Organization shall be displayed in/at the:
- a. Ceremonial Hall.
 - b. reception.

94. The flag of the respective International Organization shall be flown on his car after the presentation of the credentials.

Layout

95. The layout in the Ceremony Hall shall be as per ***Annex V***.

Chapter 6: Miscellaneous

Routine and Farewell Visits by Ambassador and Head of International Organization.

96. Protocol Officer shall receive and see off the Ambassador and Head of International Organization from the VIP lounge during routine visit.
97. Deputy Chief of Protocol and Protocol Officer shall receive and see off the Ambassador and Head of International Organization from the Ceremonial Lounge during farewell visit.

Responsibility of Department of Protocol

98. The responsibilities of the Department of Protocol for the purpose of this handbook shall be as detailed in ***Annex VI***.

Chapter 7: Rules of Construction and Amendment

99. In this Handbook, unless the context indicates otherwise, the singular shall include plural and the masculine shall include feminine.
100. Amendment to this Handbook and its annexes shall be effected by the Department of Protocol.

Chapter 8: Definition

101. Unless the context otherwise requires, the terms used in this Guidelines shall have the following meanings assigned as hereunder:

- i. **Agency:** Ministry/organization other than the Ministry of Foreign Affairs.
- ii. **Ceremony:** Ceremonial event at the time of welcome/ departure/ Royal Audience/ State Banquet/signing/Presentation of Credentials.
- iii. **Chief Operations Officer:** Head of Royal Bhutan Army.
- iv. **Chief of Police:** Head of Royal Bhutan Police.
- v. **Dependent:** Spouse and children of Head of Delegation.
- vi. **Dignitary:** Official other than the head of delegation listed in the **Entitlement Chart**.
- vii. **Document:** Agreement or memorandum of understanding signed during the state or official visit.
- viii. **Head:** Person appointed as resident coordinator of the UN systems in Bhutan, country representative, resident representative and head of international or regional organization.
- ix. **Head of Delegation:** Visiting King/Queen/Crown Prince and Head of State/Government.
- x. **International Organization:** The United Nations and its specialized agencies, other international and regional organizations.
- xi. **Mission:** Resident and non-resident Embassy and Consulate.
- xii. **Official Visit:** Visit by Head of Delegation attending multilateral and regional conferences/meetings/seminars/summits/forum, etc.

- xiii. Point of entry/exit:** A place in the territory of Bhutan where the Head of Delegation and other dignitaries arrive and depart during the visit.
- xiv. Prime Minister:** Prime Minister of Bhutan.
- xv. Private Visit:** Visit by present/former King/Queen/Crown Prince and Head of State/Government for reason(s) other than official purpose(s).
- xvi. Royal Government:** Royal Government of Bhutan.
- xvii. State Visit:** Any formal visit by or at the level of King/Queen/Crown Prince and Head of State/Government.

CEREMONIAL MOTORCADE FOR STATE VISIT

The composition and sequence of the motorcade for the State Visit of Head of Delegation is as follows:

1. Advance Pilot.
2. Press Van.
3. Pilot.
4. Chief of Protocol of Visiting and Host Countries.
5. Outriders.
6. Uniform Security.
7. VVIP.
8. Uniform Security.
9. Visiting Security.
10. VVIP Spare Car.
11. Protocol Officer.
12. Prime Minister.
13. Minister-in-waiting.
14. Ambassador of Visiting Country.
15. Ambassador of Host Country.
16. Delegation.
17. Ambulance.
18. VVIP Luggage Van.
19. Tail Car.

CEREMONIAL MOTORCADE FOR OFFICIAL VISIT

The composition and sequence of the motorcade for the Official Visit of Head of Delegation is as follows:

1. Pilot.
2. Chief of Protocol.
3. Uniform Security.
4. VVIP.
5. Uniform Security.
6. Spare car.
7. Minister-in-waiting.
8. Ambassador of Visiting Country.
9. Ambassador of Host Country.
10. Delegation.
11. Ambulance.
12. VVIP Luggage Van.
13. Tail Car.

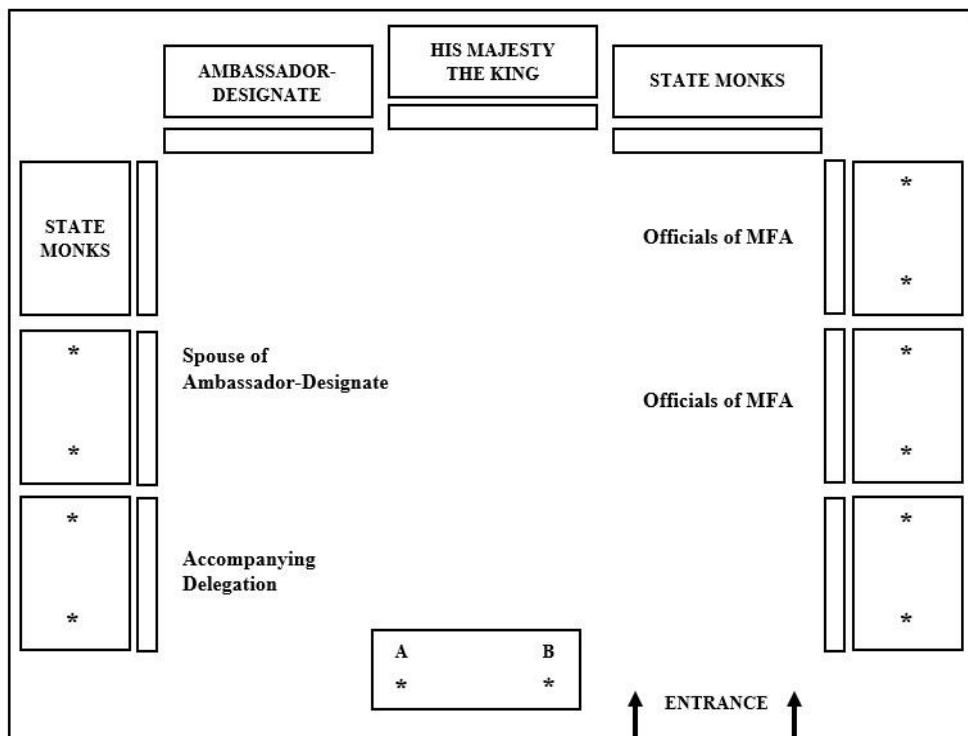
HOSPITALITY ENTITLEMENT CHART

Sl#	Visitor	Accommodation	Meals	Transportation	Police Pilot	Protocol Officer	Personal Security Officer	Backup Vehicle	Ceremonial Lounge	VIP Lounge
1	Foreign Royal Family	*	*	*	*	*	*	*	*	*
2	Guest of the Royal Family.	*	*	*	*	*	*	*	*	*
3	Head of State/Government.	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No
4	Minister and equivalent post.	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No
5	Deputy Minister.	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	No
6	Vice Minister.	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	No
7	Guest of the Prime Minister.	*	*	*	*	*	*	*	No	Yes
8	Former Head of State/Government.	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No
9	Secretaries to the Government.	No	*	Yes	No	Yes	No	No	No	Yes
10	Ambassadors for PoC and farewell.	No	*	Yes	On the day of PoC	Yes	No	No	Yes	No
11	Ambassadors on routine visit.	No	*	Yes	No	Yes	No	No	No	Yes
12	Non-accredited Ambassadors (Head of Missions).	No	*	*	No	*	No	No	No	Yes
13	Heads of International Organization.	No	*	*	No	*	No	No	*	*
14	Special Envoys.	*	*	Yes	*	Yes	*	*	*	*
15	Honorary Consul General.	No	*	No	No	No	No	No	No	Yes
16	Employees & Members of Friendship Association.	No	*	No	No	No	No	No	No	Yes

* As per the directives/ appropriateness/ reciprocity.

LAYOUT

A) Presentation of Credentials in the Throne Room

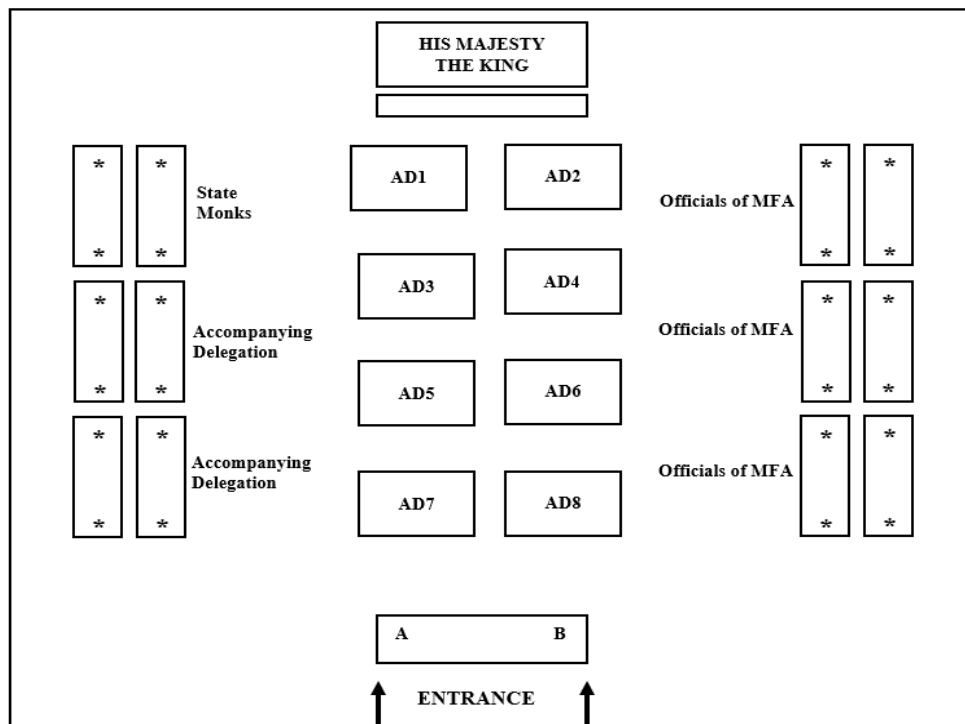


A=Ambassador-Designate

B=Chief of Protocol

B) Presentation of Credentials in the Grand Kuenrey Hall

(*Minimum of four Ambassador-designates for PoC in the Grand Kuenrey Hall)



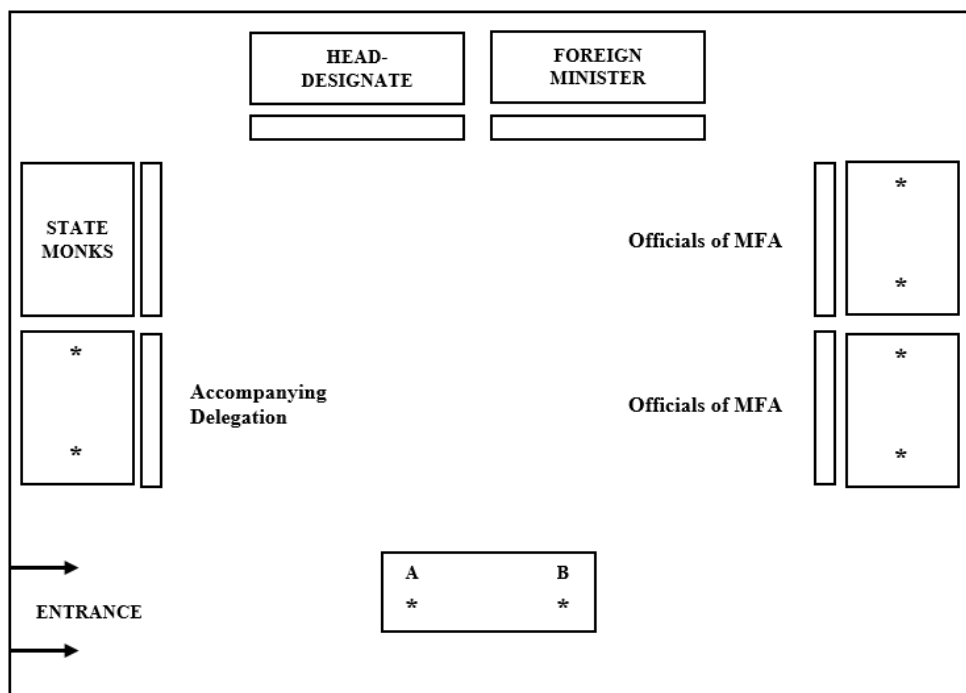
AD= Ambassador-Designate

A=Ambassador-Designate

B=Chief of Protocol

LAYOUT

Presentation of Credentials in the ceremony hall



A= Head-Designate

B= Deputy Chief of Protocol

RESPONSIBILITIES OF DEPARTMENT OF PROTOCOL

1. Inform all relevant stakeholders (Department of Air Transport, Department of Immigration, Department of Revenue and Customs, Relevant Ministry/ Dzongkhag(s), Royal Bhutan Police, Department of National Properties, Dzong Maintenance Division, Department of Culture, Bhutan Power Corporation, Thimphu Thromde, Ministry of Health, etc.) in written communication about the visit and their required services.
2. Draft and finalize the program for the visit in consultation with relevant stakeholders.
3. Requisition of vehicles.
4. Ensure driver's code of conduct and cleanliness & condition of vehicle.
5. Arrive two hours prior to the arrival of head of delegation and dignitary.
6. Receive and see-off head of delegation and dignitary at the point of entry/ exit.
7. Ensure all arrangements at the airport (Lounge, Refreshments), place of stay and venue for events are in place.
8. Seek appointments for and accompany during call-ons and meetings of head of delegation and dignitary.
9. Reconfirm flight schedule.
10. Receive, usher and see-off head of delegation, dignitary and guests during events hosted by the Ministry of Foreign Affairs.
11. Distribute invitation cards and confirm the list of invitees.
12. Ensure correct seating and table plans.

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