

Guiding Principles



Equitable Justice, Cooperative Effort, Moving Forward



Securing Tibet's Future
Vision Paper
The 17th Kashag
Central Tibetan Administration



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Vision Paper

Securing Tibet's Future

2026-2031



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SIKYONG (POLITICAL HEAD)
CENTRAL TIBETAN ADMINISTRATION

SIKYONG'S MESSAGE

The 16th Kashag published the Vision Paper, *Securing Tibet's Future*, to help officials, the public and all concerned understand the importance of Tibet and the Tibetan people, strategies for realising the just cause of Tibet, policies for the welfare of the Tibetan community in exile, and plans to strengthen the Central Tibetan Administration. It sought to bring everyone's collective efforts and has yielded positive results. Building on that foundation, we now present a revised paper setting out the 17th Kashag's overall position, working approaches and long-term vision for the attention of all relevant stakeholders.

Last year, the worldwide observance of the Year of Compassion, marking the 90th birthday of His Holiness the Dalai Lama, achieved outstanding results. Every Tibetan must continue to practise and spread His Holiness's teachings on compassion beyond the Year of Compassion. Compassion is widely recognised as an effective means of building world peace. It is also an unshakable source of strength for realising the just cause of Tibet and an unparalleled foundation for the dignity of the Tibetan people and the happiness of all individuals. Recognising its importance, we must sustain this practice at all times.

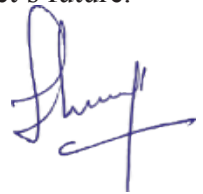
The Chinese Communist government continues to pursue policies aimed at eradicating Tibetan identity inside Tibet. It has also enacted the so-called "Law on Promoting Ethnic Unity and Progress", which came into effect on 1st July 2026. At this critical juncture, when the survival of the Tibetan people is at stake, our most urgent responsibility is to consolidate the strength of the administration and the public to confront these policies.

Under the guidance of His Holiness the Dalai Lama, the 17th Kashag will uphold the Middle-Way Policy to resolve the Sino-Tibet conflict. In all our work, we will remain committed to equitable justice grounded in laws and regulations, uniting our strength through policy implementation and cooperative effort, and moving forward towards our common goals. Our foremost objective is to sustain the Tibetan struggle until our just cause prevails. By building a united and capable community, we will sustain and strengthen that struggle.

The fundamental commitment guiding all activities of the 17th Kashag is to ensure His Holiness the Dalai Lama is not displeased and that Tibetans both inside Tibet and in exile do not lose faith in the Central Tibetan Administration. We will remain grateful to His Holiness the Dalai lama and the older generations who endured immense hardship in service of the common cause. Drawing on their experience, we will streamline and optimize future activities in a strategic manner.

The Kashag will devote its full efforts to accomplishing the activities set out in this paper, and all officials concerned must work together towards that end. We appeal to the international community to pay attention to the ways the Chinese Communist government's genocidal policies threaten not only Tibetans and other nationalities under Chinese rule but also the entire world. We urge the global community to confront these actions, heed the Tibetan people's call for truth, and support the Tibetan struggle for justice.

To realise this vision, the leadership of the Central Tibetan Administration and civil servants, and all organisations and individuals, must remember that we are political exiles with responsibilities we cannot relinquish. We must devote all our abilities and efforts to securing Tibet's future.

A handwritten signature in blue ink, appearing to be 'Shunf', located at the bottom right of the text.

EXECUTIVE SUMMARY

Our responsibility to represent the Tibetan people and secure Tibet's future has become more urgent than ever. During the tenure of the 17th Kashag, our most pressing challenge inside Tibet is confronting Beijing's comprehensive, legally masked strategy to erase Tibetan identity. The administration will make every effort to confront these policies and to develop and implement practical, effective strategies to secure the inherent rights of Tibet and the Tibetan people and fulfil our aspirations.

In recent years, the Chinese Communist government has repeatedly asserted "three conditions" concerning the reincarnation of His Holiness the Dalai Lama. In response, the free world and Tibetan Buddhist organisations have issued approximately 150 resolutions, declarations and other statements explicitly rejecting China's interference. We will continue to counter them effectively, both now and in the future.

We will strengthen and further develop the Central Tibetan Administration's Information Management System and implement a Communication Strategy that delivers clear and timely information to its intended audiences. Through these efforts, we will disseminate information as widely as possible internationally and present the facts with supporting evidence.

Tibetan Buddhist monasteries are strongholds for preserving Tibetan language and education, and repositories of traditional knowledge, including the five major and five minor sciences. They are centres of Tibetan faith and commitment and foundations of social cohesion. They also embody cultural soft power that is difficult for external adversaries to undermine and lead the promotion of the universal values of non-violence, love and compassion. We will therefore strengthen ties with monastic institutions and Buddhist centres and provide support and assistance wherever possible.

We will work towards self-reliance for the Central Tibetan Administration and the Tibetan community in exile and strengthen compact communities in accordance with Tibetans' immediate and long-term needs. Key priorities include completing and maintaining public infrastructure; preserving our religious, cultural, and linguistic heritage; combining traditional and modern education while instilling civic values; empowering women and youth; improving healthcare and preventive care; and providing complete support for the underprivileged. We will pursue these and further social welfare initiatives with transparency, equity and effectiveness, ensuring continuity and long-term viability.

During the 16th Kashag's term, educational bodies made progress in consolidating schools within their respective networks. Building on this work, the Department of Education will assess the overall situation of schools in the exile community and hold thorough consultations with educational bodies during the 17th Kashag's term. With students' interests as the primary consideration, it will progressively implement school consolidation plans to avoid waste and duplication of resources. We will also continue to support weekend language and culture schools for Tibetans living abroad.

We will also offer moral support to organisations and individuals establishing charter schools overseas with the consent and participation of the local community. Necessary endorsements will be provided for proposals to establish "Tibet Town" communities modelled on Tibetan settlements.

Respect for international law and the laws of host countries is a fundamental commitment under the Charter of Tibetans-in-Exile. Registered organisations must make the necessary adjustments as those laws are amended.

The 16th Kashag initiated e-governance projects that remain underway. During the 17th Kashag's term, we will build human, technological and institutional capacity, improve digital and database systems, and strengthen cyber security, to begin implementation of a number of e-governance functions.

By implementing this vision for securing Tibet's future—sustaining the Tibetan struggle, strengthening the community in exile and ensuring effective administration—the 17th Kashag must be able to counter the Chinese Communist government's influence effectively.

**SIGNIFICANCE OF TIBET |
THE CHINESE COMMUNIST
GOVERNMENT'S POLICIES ON
TIBET**

WHY TIBET MATTERS ?

1. GEOPOLITICAL SIGNIFICANCE

The Tibetan Plateau began forming more than 50 million years ago and is the world's largest and highest plateau. Situated at the heart of Central Asia, Tibet covers approximately 2.5 million square kilometres, accounting for about 25 per cent of the territory of the present-day People's Republic of China. Throughout the period when Tibet served as an independent buffer state between India and China, there were no border wars between the two countries. Tibet's geographical position also meant that invasions of the Tibetan Plateau, as well as Tibetan incursions into neighbouring countries, were very rare in its history.

However, in 1951, the Chinese Communist government used military force to compel Tibet to accept the so-called Seventeen-Point Agreement. With the loss of Tibet's status as a buffer state, armed confrontations along the India–Tibet border became recurrent. This fundamentally altered the geopolitical situation of neighbouring countries, including Nepal, Bhutan and Myanmar, as well as South and Southeast Asia. Although Tibet is landlocked, its rivers flow across countries in the Indian Ocean and Pacific Ocean regions, directly linking Tibet to regional peace and security.

2. RELIGIOUS AND CULTURAL SIGNIFICANCE

Between the 8th and 13th centuries, the philosophical traditions of India's ancient Nalanda University were meticulously translated into Tibetan language and preserved. Today, interest in Tibetan Buddhism continues to grow in India, China, Mongolia, Bhutan, Nepal, Russia and other countries. Tibetan Buddhism can meet the spiritual needs of these followers, including the hundreds of millions of Buddhists in China. At a time when the world continues to suffer from its failure to learn the lessons of the wars and destruction of the last century, practicing the Buddhist values of compassion, interdependence and non-violence into practice can contribute to world peace.

3. ENVIRONMENTAL SIGNIFICANCE

Encircled by snow mountains and known as the “Roof of the World”, Tibet is situated at an average elevation of over 4,000 metres above sea level. It is of vital importance to the ecological balance of the planet and is among the most sensitive to climate change region. For millennia, Tibetans lived in harmony with nature, guided by the Buddhist understanding of the interdependence of the environment and its inhabitants. However, the Chinese Communist government's colonial and expansionist policies have led to the desertification of grasslands and forests, rising temperatures, and a sharp increase in landslides and floods, with repercussions worldwide.

Known as the “Third Pole” and the “Water Tower of Asia”, Tibet holds the largest reserves of glaciers and ice fields outside the North and South Poles. The unique diversity of wildlife and flora dependent on Tibet’s ecosystem are important not only to Tibet but also for the surrounding region and the future of the planet. Tibet’s major rivers are directly or indirectly linked to the lives of approximately two billion people in India, Pakistan, Nepal, Bangladesh, Myanmar, Laos, Cambodia, Thailand, Vietnam and China. The Chinese government’s construction of large and medium-sized cascade-type dams and other projects on these rivers pose serious risks of floods, droughts, and water and food insecurity in downstream countries.

THE CHINESE GOVERNMENT’S EXTREME POLICIES AND A COMMON WAY FORWARD FOR TIBET AND CHINA

1. THE THREAT OF GENOCIDE AGAINST THE TIBETAN NATION

In 2011, certain officials and so-called advisers of the Chinese Communist government began advocating the so-called “Second-Generation Ethnic Policy”, calling for the withdrawal of the autonomous rights of ethnic groups in order to erase their distinct identities. The government progressively put these proposals into practice, despite repeated reports by the United Nations and international organisations exposing the ulterior intent of these policies. In March 2026, the Chinese government introduced the so-called “Law on Promoting Ethnic Unity and Progress”, under whose guise it began openly implementing these genocidal policies on 1st July 2026.

Following are the harmful objectives and measures of the so-called law:

a. Eliminating The Use Of The Tibetan Language And Script

The Chinese Communist government has forcibly placed approximately one million Tibetan children in colonial boarding schools, imposing Chinese-language education and Chinese identity, and coercing loyalty to the Chinese Communist Party. This deprives Tibetan children of the right to grow up in their own culture and learn their mother tongue, going so far as to ban private Tibetan-language classes during summer and winter holidays. The so-called law further makes Mandarin the mandatory medium of instruction from preschool onwards and systematically eliminates the use of Tibetan in government institutions, severely restricting its use and threatening its survival.

b. Falsifying History And Ethnic Identity

The Chinese Communist government will conduct various propaganda campaigns on the “history of the development of the Chinese nation” among all ethnic groups. Under the banner of “ethnic

unity”, it will further intensify control and surveillance over Tibetans’ daily lives, gatherings and expression of opinions. This provides legal pretexts for criminalising even the slightest efforts by Tibetans to preserve their culture.

c. Forcing Cultural Change At The Grassroots

The so-called law mandates the “reform of customs and practices” in traditional ceremonies such as weddings and funerals and requires village rules and regulations to incorporate “fostering a strong sense of community for the Chinese nation”. Through these measures, the Chinese Communist government seeks to subsume Tibet’s distinctive culture, traditions and customs within Chinese culture.

d. Sinicising Tibetan Buddhism

The Chinese Communist government has long exercised absolute control over the property, administration and education system of Tibetan monasteries, while relentlessly politicising the recognition of reincarnation of lamas. The so-called law further requires religious institutions to “adhere to the orientation of Sinicising religion”. This means that Tibetan Buddhism, which has maintained its authentic religious identity for over a thousand years, will be turned into an instrument of Communist Party ideology and the government’s political agenda.

e. Engineering Demographic Assimilation

The so-called law calls for “promoting an integrated social environment” and “implementing specific measures in housing construction and population management”. It also requires stronger service platforms for migration between regions, support for people seeking employment or starting businesses in other regions, and cross-regional university admissions between ethnic regions and other regions. Further measures encourage officials to work at the grassroots in ethnic regions and promote youth exchanges between regions. Through these administrative measures and the promotion of inter-ethnic marriage, the government seeks to reduce Tibetans to a minority in their own homeland.

f. Technological Surveillance

By incorporating all ethnic affairs into the “social governance system”, the government subjects individuals to continuous surveillance through “technological support”. This includes artificial intelligence surveillance, electronic identity tracking, facial recognition, global positioning systems, DNA profiling, iris scanning and grid-based social management. These technologies enable the monitoring and control of every aspect of an individual’s daily life and movements.

g. Economic Inducement And Political Intimidation

The so-called law makes all economic and social development programmes conditional on “fostering a strong sense of community for the Chinese nation” and “safeguarding national unity and opposing separatism”. By clearly combining economic inducement with political intimidation, the so-called law clearly subjects Tibetans to forced assimilation into the dominant Chinese society.

h. Political Vetting Of Tibetan Officials

Officials, organisations or individuals who fail to implement the so-called law strictly, or who violate it, are to be held accountable and face criminal penalties. Political vetting applies throughout the training, selection, appointment, deployment and management of officials. This makes Tibetan officials targets of criminal prosecution: the so-called law creates grounds for treating even a “failure to implement strictly” as a crime, in addition to acts deemed harmful to ethnic unity. Tibetan officials are thus compelled to live under the constant threat of this so-called law.

i. Dismantling Autonomous Rights

The so-called law declares that arrangements for ethnic affairs are to be maintained and improved through “the unified leadership of the Communist Party, administration by the government in accordance with the law, coordination led by the United Front Work Department, primary responsibility assumed by ethnic affairs departments, concerted cooperation among departments, and the joint participation of society as a whole”. This disregards and tramples upon the nominal rights of ethnic autonomous regions, guaranteed by the Constitution of the People’s Republic of China and the Law on Regional National Autonomy.

j. Extending Extraterritorial Jurisdiction

The so-called law declares that “any organisation or individual outside China that undermines the implementation of this so-called law or engages in ethnic separatist activities will be held legally accountable”. This extends the so-called law’s jurisdiction to anyone who expresses solidarity with Tibetans or other nationalities under Chinese rule, as well as those who criticise the so-called law, subject to being held accountable across national borders.

In short, whether this so-called law succeeds in achieving its objectives within a specific period of time depends on how Tibetans inside and outside Tibet resist this sinister strategy and the extent to which the international community supports the truth and the just cause of the Tibetan people.

2. THE MIDDLE-WAY POLICY - A COMMON WAY FORWARD FOR TIBET AND CHINA

The goal of the Middle-Way Policy is to secure the all conditions necessary to preserve and promote the distinctive identity of Tibet and the Tibetan people constituting their religion, culture, language, customs and way of life and safeguarding the natural environment of the high Tibetan Plateau.

Although Tibet was historically an independent country, the Middle-Way Policy provides a mutually beneficial basis for maintaining China's sovereignty while securing genuine self-governance for all Tibetans. It would enable Tibetans to benefit from China's economic development and Chinese people to benefit from Tibet's Buddhist philosophy, fostering mutual harmony and contributing to social stability.

Realizing the vision of Tibet as a Zone of Peace would resolve border disputes for Tibet's neighbouring nations, establishing unhindered trade, tourism, and religious and cultural exchange. Crucially, it would foster peace and stability across South and Southeast Asian countries, while preserving the ecology of the Tibetan Plateau—benefiting not only adjacent nations but contributing to global ecological balance and mitigating climate change.

The Chinese Communist government's current policies offer no indication of an opening for a mutually agreed solution. Nevertheless, guided by the vision of His Holiness the Dalai Lama and the aspirations of the Tibetan people, the 17th Kashag will continue to pursue the Middle-Way Policy unanimously adopted by the Tibetan Parliament-in-Exile. Adapting to changes in international politics and conditions in China and in Tibet, it will continue to seek a lasting and mutually beneficial solution for the Sino-Tibet conflict through non-violence and dialogue.

Until the Chinese government demonstrates genuine goodwill, the Central Tibetan Administration will resolutely continue its international advocacy campaigns for the cause of Tibet.

SECTION 1

REALISING THE JUST CAUSE OF TIBET

1. THE HISTORY OF SINO-TIBETAN CONTACTS

After arriving in exile in 1959, efforts were made to restore Tibet's independence. However, taking into account international dynamics, reality inside Tibet, and conditions in China, His Holiness the Dalai Lama formulated a policy in 1973 focused on preserving the identity of Tibet and securing the well-being of Tibetan people, rather than seeking independence.

In 1979, the then Chinese leader Deng Xiaoping proposed that any issue other than Tibet's independence could be discussed. This coincided with limited liberalisation in China and a brief period of respite in Tibet, during which fact-finding delegations were able to visit Tibet on successive missions. However, contacts were severed in 1989.

Between 2002 and 2010, nine rounds of Sino-Tibetan dialogue took place, during which the Tibetan position was presented in writing to the Chinese government. However, the Chinese Communist leadership lacked the political will to resolve the Sino-Tibet conflict resulting in a stalled dialogue process after the 2008 Beijing Olympic Games.

Regardless of the Chinese Communist government's temporary outlook and mind-set, resolving the Sino-Tibet conflict through peaceful negotiations remains our fundamental commitment. Our primary responsibility is to create fresh momentum and opportunities for dialogue.

2. KEY OPERATIONAL STRATEGIES

A. STRENGTHENING THE PERMANENT STRATEGY COMMITTEE

Immediately upon the commencement of the 16th Kashag's term, a Permanent Strategy Committee was established under the leadership of the Sikyong comprising of experienced advisers, Kalons and Secretaries of relevant departments, and special invitees.

The committee developed strategies toward resolving the Sino-Tibet conflict and submitted proposals for implementation. The Kashag took decisions on these proposals, and the respective departments carried them forward. Building on this successful initiative, the 17th Kashag will provide the committee with the necessary resources and support to ensure its activities are more effective and efficient.

B. ENGAGING CHINESE PEOPLE AND AFFECTED GROUPS

For several decades, the Central Tibetan Administration has engaged with overseas Chinese communities through discussions and consultative meetings. Mongols, Uyghurs, Manchus, Hongkongers and Taiwanese facing repression and intimidation by the Chinese Communist government have also participated in these activities, deepening mutual understanding and friendship. Building on this experience, we will strengthen joint activities with these groups. In particular, we will explore and implement a range of approaches to inform the Chinese public about the realities of the Tibet and expose the Chinese Communist government's repressive actions.

C. SECURING RECOGNITION OF TIBET'S HISTORICAL STATUS

Drawing on authoritative historical records and international law, historians have demonstrated that the Chinese Communist government's repeated claim of Tibet being "an inseparable part of China since ancient times" is unfounded.

The United States' *Promoting a Resolution to the Tibet-China Dispute Act of 2024* also rejects this claim and makes clear that Tibet is an unresolved international issue that must be resolved in accordance with international law.

We will urge other free and democratic nations to recognise and support Tibet's historical status and its standing under international law in line with the United States' position. At the same time, we will emphasise that Tibetans are not only victims of the Chinese Communist government's atrocities but also crucial partners in encouraging positive change in China.

D. COUNTERING THE CHINESE GOVERNMENT'S INTERFERENCE IN THE REINCARNATION OF HIS HOLINESS THE DALAI LAMA

Contradicting its atheist and agnostic stand, the Chinese Communist government, solely for its political gains, is meddling in the fundamental doctrines of reincarnation, fabricating the history and process of recognising His Holiness the Dalai Lama's reincarnation, and disseminating false narratives to the international community and within China.

Through propaganda, meetings and other means, the government imposes its wishes on Tibetan monasteries and monastic colleges, schools, farmers and nomads. Having forcibly disappeared the 11th Panchen Lama Tenzin Gedhun Yeshe Trinley Phuntsok Pal Sangpo, it has been using its own appointee, Panchen Gyaltsen Norbu, as an instrument. All Tibetans and followers of Tibetan Buddhism must counter these deceptive intentions and actions and prepare now to prevent such interference in the future.

Over 38 free countries have supported our position on the reincarnation of His Holiness the Dalai Lama. Building on this support, we will continue to expose the Chinese Communist government's schemes to the international community and urge it never to accept or endorse them. We will also continue our efforts to secure the release of political prisoners, foremost among them the 11th Panchen Lama.

E. COUNTERING THE CHINESE GOVERNMENT'S INFILTRATION AND DECEPTION

The exile Tibetan community is a primary target of the Chinese Communist government's infiltration and deception efforts to weaken the Tibet struggle and sow disunity through various manipulative actions, including attempts to tarnish and slander the reputation of His Holiness the Dalai Lama and his entourage, employing schemes to impair the functioning of the Central Tibetan Administration, and efforts to instigate divisions within the exile community based on regional, sectarian, and political affiliations.

Furthermore, they lure and manipulate followers of Dolgyal (Shugden) and a few witless Tibetans to fulfil PRC agenda and objectives. The Central Tibetan Administration in general—and the Task Force on Political Crises in particular—will promptly counter these actions, while the Tibetan public must also collaborate to counter these threats.

F. STRENGTHENING TIBETAN ADVOCACY

We will develop strategies for cooperation with Tibet advocacy campaigners, parliamentary support groups for Tibet, Tibetan associations and umbrella organisations, and other non-governmental organisations within the jurisdiction of Offices of Tibet.

We will strengthen efforts to provide Voluntary Tibet Advocacy Group (V-TAG) members with advocacy materials, develop their skills and sustain their motivation. Each member will also be encouraged to involve as many non-Tibetan friends and acquaintances as possible in the expanded V-TAG+ initiative. Kashag will draft and finalise policy documents on major issues for implementation by the relevant entities.

SECTION 2

WELFARE OF THE TIBETAN COMMUNITY IN EXILE

The second major responsibility entrusted to the Central Tibetan Administration by the Charter of Tibetans-in-Exile is to provide suitable welfare services to Tibetans living in exile, particularly in India, Nepal and Bhutan, and in other countries.

1. SOCIAL COHESION

To build the foundations of a united community, the Central Tibetan Administration will carry out all social welfare activities fairly and equitably, without discrimination on the basis of regional or religious affiliation. Our fellow Tibetans must also unite their strength and work together on programmes that promote social cohesion. The administration will respond promptly through institutional channels to the Chinese Communist government's attempts to divide our community through infiltration and deception. The public must remain vigilant to discern truth from falsehood.

The following key measures will be implemented:

A. SAFEGUARDING AND SUSTAINING DEMOCRATIC PRACTICE

The Kashag is firmly committed to fulfilling its democratic responsibilities in accordance with the division of powers and duties set out in the Charter, and to maintaining accountability, responsibility and answerability to the Tibetan Parliament-in-Exile and the general public. We will uphold the democratic traditions and practices of the separation of powers and checks and balances, and work towards a vibrant and smoothly functioning democracy. Our community's ability to keep pace with changing times, and the Central Tibetan Administration's ability to maintain its relevance and legitimacy, are fundamental to the administration's continued existence.

B. ENSURING TRANSPARENCY IN ADMINISTRATION

The administrative activities and decisions will be executed based on laws, regulations, guidelines, and directives, rather than individual discretion. We will periodically compile and publish reports on the Central Tibetan Administration's overall financial position and ensure that all concerned are informed about community programmes. Through financial planning, forecasting and digitisation, we will continue to make all administrative activities transparent, except for matters requiring institutional confidentiality.

C. STRENGTHENING RELATIONS BETWEEN THE ADMINISTRATION AND THE PUBLIC

Through e-governance, visits and community programmes, the Kashag will communicate the Central Tibetan Administration's long-term vision to the public, assess people's well-being and needs, and implement a range of support programmes. During visits, we will continue to meet

separately with young people to develop future leaders, help them realise their abilities and encourage them to assume greater responsibilities in the community.

We will also continue to recognise and encourage the organisations and individuals who voluntarily contribute to the Tibetan struggle and the welfare of our community.

D. PROVIDING ADDITIONAL CARE FOR THOSE IN NEED

In accordance with the vision of His Holiness the Dalai Lama, providing additional care for the poor and destitute, elderly and chronically ill people without caregivers, children who have lost one or both parents, and people with special needs is a core responsibility of the administration. Therefore, we will review the destitute list, build new care facilities for the elderly and those with special needs, and improve the conditions of existing old-age homes. The administration and the community will also work together to relieve the hardship of those affected by natural disasters or unforeseen emergencies.

E. EMPOWERING WOMEN AND YOUTH

We will continue to promote respect for women and their dignity throughout the community, in accordance with international law. We maintain zero tolerance for sexual harassment and abuse of women and children. We will review and implement the guidelines for the Internal Complaints Committees (ICC) established in settlements, schools and workplaces to ensure their effective functioning.

To empower women and youth, we will continue training that enables them to obtain remote work, provide low-interest and interest-free capital for starting small businesses, and sustain life skills and vocational training programmes.

F. RELATIONS WITH ORGANISATIONS AND OTHER BODIES

When engaging with autonomous and independent offices of the Central Tibetan Administration, non-governmental organizations, affiliated autonomous and semi-autonomous bodies, and cooperative entities, we will observe the applicable laws, regulations and procedures, respect each institution's distinct status, and work together in a spirit of mutual respect and cooperation.

The Central Tibetan Administration, will not intervene in the adjudication of disputes within or between non-governmental organisations unless all parties request mediation and undertake to accept the administration's settlement. In view of the particular circumstances of Tibetan associations and umbrella organisations, however, the respective Offices of Tibet will seek to mediate internal disputes.

2. PROTECTING TIBETAN IDENTITY AND SUSTAINING THE COMMUNITY

The Chinese Communist government's policy of eradicating the Tibetan people poses an increasingly grave threat to the preservation of Tibetan identity. Our language, religion and culture are the foundations of our identity. We will therefore draft and adopt relevant policies and implement them progressively.

We will also continue to provide equal opportunities for basic education, without discrimination, to students from the Himalayan region who share our religion, culture and language.

A. BUILDING AND SUSTAINING COMPACT TIBETAN COMMUNITIES

Providing housing for Tibetans without homes or land is intended to strengthen compact Tibetan communities and sustain the Tibetan struggle over the long term. The relocation of the 1,855 households registered with the Department of Home has begun and is being actively followed through. As changing circumstances give rise to land-related issues in the settlements, the Kashag will deliberate, decide, and accordingly implement these actions.

B. SUPPORTING MONASTIC AND RELIGIOUS INSTITUTIONS

Monasteries and monastic colleges within the purview of the Department of Religion and Culture, Central Tibetan Administration sustain their own livelihoods and administration, while the administration provided limited support. The department will continue its existing assistance and, according to need, guide these institutions in seeking grants from India's central and state governments.

We will follow through on the Tibetan digital library project, the Pilgrimage App (Nekhor App), non-sectarian discussions of the major Buddhist texts, and programmes promoting awareness of Tibetan language and culture.

We will participate in Buddhist gatherings in India and around the world and strengthen relations between the Sanskrit and Pali traditions in accordance with the vision of His Holiness the Dalai Lama.

We will also work towards establishing institutions in major Indian cities modelled on Tibet House in New Delhi. To strengthen relations and cooperation among Tibetan Buddhist centres, we will maintain contact with local centres and help convene meetings.

C. PROMOTING HEALTHY SETTLEMENTS

To promote the physical and mental well-being of Tibetan communities in India, Nepal and Bhutan, we will strengthen the provision of preventive and curative services through Tibetan traditional and allopathic medical systems. We will continue and strengthen joint research on Tibetan and allopathic medicine; maternal and child health programmes; environmental sanitation and water hygiene; medical care support; assistance for former political prisoners and their families, people in need, civil servants and retirees; and programmes for people with special needs. We will also follow through on additional construction projects and encourage the establishment of centres for physical and mental well-being rooted in Buddhist and Sowa Rigpa traditions.

D. CREATING OPPORTUNITIES FOR SUSTAINABILITY

To sustain the Tibetan community in exile and the Tibetan struggle, we will strengthen ongoing efforts by the local settlement officers, including self-reliance programs, agriculture, animal husbandry programmes, infrastructure development, vocational training and job placement for youth, the effective management of old people's homes, allowances for older people and students, and care for people in need. We will build on this foundation to implement initiatives that create opportunities for sustainability, including tourism, community-managed revolving funds and the expanded youth support programme (YES+). We will continue to follow up on the implementation of the Government of India's *Tibetan Rehabilitation Policy 2014* and pursue lawful resolution of disputed ownership of land within the Central Tibetan Administration's remit.

We will assess the situation of handicraft settlements and cooperatives, formulate future activities and operating arrangements, and progressively undertake joint programmes. Working with cooperatives and other relevant business organisations, we will seek to create as many local business opportunities as possible.

3. PROMOTING TIBETAN EDUCATION AND LANGUAGE

We will sustain our education system that combines traditional and modern learning with ethical conduct, nurturing a new generation capable of contributing to Tibet, the Tibetan people and the world at large. The Central Tibetan Administration will provide guidance, coordination and support in the following key areas:

A. CONSOLIDATING TIBETAN SCHOOLS IN INDIA

Tibetan schools in India must be consolidated progressively in accordance with the realities of the exile community and what is practicable for each educational body. Drawing on data on births and current student enrolment in India, and on the actual circumstances and needs of the schools, the

Department of Education will hold open and thorough discussions with the relevant educational bodies about future school requirements. A jointly agreed plan will guide and accelerate phased consolidation, avoiding waste and duplication and delivering tangible benefits for students' education.

B. SUSTAINING THE BASIC EDUCATION POLICY FOR TIBETANS-IN-EXILE

In accordance with the Tibetan Basic Education Policy, efforts will be made to conduct all subjects up to the upper primary level in Tibetan language using modern instructional tools and technology to help students appreciate the value of traditional education and culture. Provide scholarships according to administrative and community needs, while continuing an inclusive education policy for Tibetan, Himalayan, local, and special-needs students without discrimination, providing necessary facilities for students with special needs as much as possible.

C. PROMOTING THE USE AND DEVELOPMENT OF TIBETAN LANGUAGE AND SCRIPT

The Central Tibetan Administration, its offices and associated bodies will prioritise the use of Tibetan language in correspondence, announcements and meetings. We will support Tibetan-language learning and continue assistance for traditional Tibetan crafts and arts. We will also support the development of reliable Tibetan-language software for technological and artificial intelligence systems, and encourage and assist the production and dissemination of Tibetan-language films, animations and short videos on social media platforms popular among young people. We will encourage everyone to take responsibility for using Tibetan signage and banners in Tibetan populated areas for commercial and public spaces.

SECTION 3

STRENGTHENING THE CAPACITY OF THE CTA

Strengthening institutional capacity requires clarity of vision, objectives and responsibilities. Sound planning and effective implementation are essential to achieving strong results. This requires institutional systems that comply with the laws of the host country, efficient administration, capable civil servants, and effective monitoring of programmes and evaluation of results.

1. PROGRAMME PLANNING, IMPLEMENTATION AND FOLLOW-UP

To ensure financial transparency and a sound system of accountability in accordance with the laws of the host country, the Kashag has submitted reports to the Tibetan Parliament-in-Exile covering the Central Tibetan Administration's overall financial position, funds, permanent funds and budgetary condition over the past 20 years. These reports have made the administration's financial position and its development over time transparent.

Efforts to broaden sources of revenue, sound planning of short- and medium-term programmes through both bottom-up and top-down approaches to public needs, effective implementation and rigorous monitoring have laid a foundation for progress towards self-reliance and sustainable development.

We will strengthen the credible data collection and analysis, streamline target achievement, and improve the monitoring of activities and evaluation of results.

2. STRENGTHENING INSTITUTIONAL CAPACITY

E-GOVERNANCE AND DIGITISATION

The previous Kashag launched e-governance initiatives focused on administration, public welfare and Tibet advocacy. Alongside continuing work on the e-filing system, digital library and digital archives, we will take the following steps to support faster, more convenient and quality decision-making:

1. Establish an Institutional Development Index Data Management (IDI-DM) system to manage all institutional databases and standalone software applications, together with a Statistics Section serving the Central Tibetan Administration.
2. Continue the development of Artificial Intelligence (AI) assisted Rules Database, Personnel Database, Personal Assistant, Project Tracking Portal, Budget Database, and

as they become fully operational, facilitate sharing and common usage within Central Tibetan Administration

3. Adopt an information technology policy and progressively develop service platforms that meet the public's needs.

3. DEVELOPING THE CAPACITY OF CIVIL SERVANTS

Under the established division of responsibilities, the Public Service Commission provides general training and the administration provides training related to officials' work. Beginning with orientation on laws and regulations, the Kashag will strengthen all civil servants' practical skills in AI and information technology. Experts will be invited to give specialised talks, senior officials will share their experience with junior colleagues, and periodic transfers will provide opportunities to gain new experience. Training tailored to the operational needs of departments will also be provided progressively.

VISION DELIVERY

This vision document will enable the Central Tibetan Administration and all stakeholders to understand the operational direction for the duration of this Kashag's term. By explaining programmes and implementation strategies, it will help each department fulfil their responsibilities and work collaboratively.

Within the framework of this Vision Paper, a separate document on Kashag's overall position and working approaches has been finalized. Accordingly, each office must ensure proper execution and follow-up.

APPEAL

Under the wise and compassionate leadership and guidance of His Holiness the Dalai Lama, together with the collective efforts of the Tibetan administration and the Tibetan people, governments and parliaments around the world—particularly those of India and the United States, Tibet Support Groups, and organisations and individuals committed to truth and justice, the non-violent Tibetan struggle for truth has been sustained and the survival of Tibetan national identity preserved to this day. We must continue to unite our strength to confront the Chinese Communist government's implementation of genocidal policies against the Tibetan people and ensure the long-term stability of Tibetan settlements. We therefore appeal for increased support to realise the visions of the Central Tibetan Administration and the Tibetan community.

1. TO GOVERNMENTS, PARLIAMENTS, THINK TANKS AND THE MEDIA IN FREE AND DEMOCRATIC COUNTRIES

- a. Recognise the Sino-Tibet conflict as an unresolved conflict under international law, rather than an internal matter of China.
- b. Support Sino-Tibetan dialogue without preconditions on the basis of the mutually beneficial Middle-Way Policy.
- c. Oppose the Chinese Communist government's genocidal policies.
- d. Expose and refuse to accept the Chinese Communist government's politically motivated plans concerning the future reincarnation of His Holiness the Dalai Lama.
- e. Prepare robust measures to counter potential state interference in the future reincarnation of His Holiness the Dalai Lama, particularly through state appointed proxies such as Gyaltsen Norbu and other co-opted Tibetan religious figures.

- f. Demand the immediate release of the 11th Panchen Lama and all Tibetan political prisoners.
- g. Recognize Tibetans as partners in transforming China positively and not merely as victims of Chinese oppression.
- h. Prevent environmental destruction in the guise of development through adoption of resolutions, statements, research, and dissemination of information. We seek your support in appeals made by the Tibetans for the just cause of Tibet.

2. TO DONOR ORGANISATIONS

To safeguard Tibet's struggle for freedom and the survival of the Tibetan people's distinct identity, we appeal for continued financial support to sustain the Tibetan struggle until our just cause prevails.