

Background

The Inclusive Markets, Production, Agricultural Commercialization and Transformation (IMPACT) is an IFAD-supported initiative under the Ministry of Agriculture and Livestock, designed as a follow-on to the Commercial Agriculture and Resilient Livelihoods Enhancement Programme (CARLEP). The Project Design Report frames it as building directly on CARLEP's successes, scaling up proven practices and securing their sustainability rather than starting from a blank slate.

The project's goal is poverty reduction and improved resilience for smallholder households, with the development objective of shifting smallholder farming toward food systems that are climate-resilient, inclusive, and profitable. It runs for six years and retains CARLEP's implementation structure, with MoAL as lead implementing agency.

On financing, the total project cost is estimated at USD 26.406 million, with IFAD contributing USD 9.955 million, RGoB USD 1.580 million, target group/member participation USD 2.371 million, and banks/financial institutions USD 3.5 million, leaving a financing gap of USD 9.0 million that the design anticipates filling through IFAD13/14 replenishment or other concessional sources.

Geographically, IMPACT covers seven dzongkhags in the eastern and central regions, Lhuentse, Mongar, Pemagatshel, Samdrup Jongkhar, Trashigang, Trashigang, and Bumthang. Six of these continue CARLEP's coverage area, while Bumthang is a new addition reflecting the project's market-driven approach and its programmatic link to the IFAD-supported BRECSA project in south-central Bhutan.

On the national context that motivates the project, the Project Design Report (PDR) notes that despite Bhutan's strong economic growth and poverty reduction over the past three decades, only about 8% of Bhutan's land is arable, agriculture still employs roughly 57–69% of the population while contributing about 19.2% of GDP, and the sector faces climate vulnerability, rural-urban migration, an aging and feminizing farm workforce, weak rural infrastructure, and growing food import dependency.

The project is designed to align with Bhutan's 13th Five-Year Plan, the Food and Nutrition Security Policy 2023, and the Agri-food Sector Strategy 2034, and it ties into IFAD's Strategic Framework 2025–2031 and the Bhutan Country Strategy Note 2025–2026.

In terms of beneficiaries, the project intends to directly reach 15,500 smallholder households (about 68,200 people), with at least 50% women and 16% youth among direct target group members, plus an estimated 15,000 households benefiting indirectly. Priority value chains for upgrading include dairy, vegetables, mushrooms, buckwheat, maize, honey, and passion fruit/other annual fruits for intercropping.

1. Staff to be recruited on contract through IMPACT Loan Fund:

i. Terms of Reference (TOR): Rural Finance Expert/Enterprise Development Manager

Job Title**:	Rural Finance Expert/Enterprise Development Manager		
Division/Department:	OPM, ARDC-Wengkhar, Mongar		
Project Number:			
Duty Station:	PMU, ARDC Wengkhar, Monggar		
Expected Start Date of Assignment:		Duration:	Six years
Reporting Lines	Project Director		

Tasks and Responsibilities

Rural Finance Specialist (RFS) cum Enterprise Development Manager shall be the focal person to drive agricultural enterprise and commercialization.

He/She shall be responsible for:

- Working with the production team to bundle production with business skills, ensuring farmers understand farming as a business.
- Establish commercial partnerships between enterprises and anchor buyers (processors, retailers, exporters).
- Identify and select high-potential agri-enterprises (processors, aggregators, input suppliers) and provide tailored business development services such as business planning, financial management, marketing, and post-harvest management.
- Oversee training for producer groups/entrepreneurs on cash flow management, debt utilization, savings discipline, and investment planning.
- Conduct rapid market assessments of rural financial ecosystems, identifying gaps in credit, leasing, savings, and insurance.
- Facilitating FEBL training in collaboration with RAMCO to help build core business competencies
- Facilitate the consolidated FGs/cooperatives, women entrepreneurs, and youth-led businesses to support developing bankable proposals that are commercially/economically sound.
- Assist RAMCO in conducting MSP and B2B linkages.
- Engage with Financial Institutions and other stakeholders in developing de-risking mechanisms (e.g., loan guarantees, matching grants, credit scoring using digital data) to facilitate agricultural lending.
- Engage with Financial Institutions (FI) to advocate for enabling policies to steer

- agricultural lending
- Any other roles assigned by PSC/PD

Minimum Requirements

- Minimum of a bachelor's degree in finance, commerce, business administration/management, value chain, marketing or other relevant field.
- At least 5 years of experience in relevant fields, with a proven track record of excellent delivery.
- Excellent leadership, interpersonal, communication and presentation skills.
- Knowledge of agrifood systems transformation and project management software tools and processes.
- An excellent command of English and Dzongkha is required, as are proven writing and reporting skills, the ability to operate under pressure and good interpersonal skills.

Core Competencies

- Results Focus
- Teamwork
- Communication
- Building Effective Relationships
- Knowledge Sharing and Continuous Improvement

Work Ethics and Professionalism

- Abide by BCSR 2023, contract terms and exhibit professionalism in all official conduct.

Recruitment Period

- The recruitment period will be for an initial term of 1 year which could be extended based on performance review and as endorsed by the PSC.

Remuneration and Salary

- Will be paid in the form of consolidated pay in Bhutanese currency equivalent to USD 600 per month, and others as per the financial norms of the Royal Government of Bhutan which will be approved and endorsed by the PSC.

Termination of contract

- The contract may be terminated by any parties by serving at least 3 month's notice. However, PSC reserves the right to terminate the contract at any time for serious breach of contract, non-performance or misconduct.

Submitted for kind directive/approval:

- Seeking approval for the recruitment of a Rural Finance Expert/Enterprise Development Manager, in line with the remuneration and salary structure attached as an annex.

ii. **Terms of Reference (TOR): M&E, KM, Youth, Gender Manager**

Job Title**:	M&E, KM, Youth, Gender Manager		
Division/Department:	OPM, ARDC-Wengkhar, Mongar		
Project Number:			
Duty Station:	PMU, ARDC Wengkhar, Monggar		
Expected Start Date of Assignment:		Duration:	Six years
Reporting Lines	Project Director		

Tasks and Responsibilities

The M&E, KM, Gender and Youth Manager shall report directly to the PD and shall be responsible for guiding, development and operation of the M&E cell of the program.

Specifically, the M&E, KM, Gender and Youth Manager is expected to:

- Set up the PME system and ensure it is implemented effectively by the key stakeholders
- Coordinate the Programme planning, such as consolidation of the AWPB, conducting, preparation and submission of Programme reports (such as Annual Progress Report, RIMS and Annual Outcome Survey (AOS)) and conducts of surveys (such as baseline, AOS, Mid-line and end-line surveys) and Programme completion report (PCR).
- Ensure timely updating of the Programme log frame including all the key indicators (outputs, outcomes and impacts) of the project .
- Responsible for timely data collection and entry, data analysis and report writing. Recommend measures to enhance program performance based on the analysis of reports.
- Coordinate all IFAD-related compliance reporting and implementation of support/supervision mission, MTR, annual reviews and completion review.
- Act as a counterpart to TAs on PME.
- Coordinate with all the component Managers, implementing units on reportorial requirements on a regular basis.
- Assist PD in the preparation and conduct of PSC meetings.
- Undertake regular visits to the field to support implementation of M&E and to identify where adaptations might be needed.
- Initiate and lead the coordination for the implementation and updating of the KM strategy for the Programme

- Facilitate the implementation and updating of the KM strategy (including action plans) for the Programme.
- Facilitate annual write shops and knowledge products publication.
- Integrate gender and youth related indicators into the M&E system and in the AOS surveys to ensure collection of gender segregated data on Programme activities and outputs
- Develop and maintain knowledge data, impacts and strategies on respective sectors serviced by the Programme, and raise awareness amongst staff.
- Assists in developing and disseminating quality knowledge products depending on the target audience and information needs. The knowledge products could be in the forms of publications, documented case stories, photo documentation, videos, charts, manuals, etc.

Minimum Requirements

- Minimum of a bachelor's degree preferably in Project Management, Statistics, Economics, Sociology, Public Administration, Development studies, and other relevant fields.
- A minimum of 5 years of experience in supporting the formulation/implementation of development projects in the relevant fields/sectors mentioned above.
- An excellent command of English and Dzongkha is required, as are proven writing and reporting skills, the ability to operate under pressure and good interpersonal skills.
- Good computer skills.

Core Competencies

- Results Focus
- Teamwork
- Communication
- Building Effective Relationships
- Knowledge on RGOB and IFAD monitoring and evaluation.

Work Ethics and Professionalism

- Abide by BCSR 2023, contract terms and exhibit professionalism in all official conduct.
- Recruitment Period
- The recruitment period will be for an initial period of 1 year which could be extended based on performance as decided and endorsed by the PSC.

Remuneration and Salary

- Will be paid in the form of consolidated pay in Bhutanese currency equivalent to USD 600 per month, and others as per the financial norms of the Royal Government of Bhutan which will be approved and endorsed by the PSC.

Termination of contract

- The contract may be terminated by any parties by serving at least 3 month's notice. However, PSC reserves the right to terminate the contract at any time for serious breach of contract, non-performance or misconduct.

Submitted for kind directive/approval:

- Seeking approval for the recruitment of an M&E, KM, Youth, and Gender Manager, in line with the remuneration and salary structure attached as an annex.

Officials to be deputed from the Ministry:

i. Terms of Reference (TOR): Project Director

Job Title**:	Project Director		
Division/Department:	OPM, ARDC-Wengkhar, Mongar		
Project Number:			
Duty Station:	PMU, ARDC Wengkhar, Monggar		
Expected Start Date of Assignment:		Duration:	
Reporting Lines	PPD Chief/PSC Chair		

Tasks and Responsibilities

The PD will coordinate project management and ensure that implementation is realized according to the conditions of the FA and based on the PDR for IMPACT. The PD will oversee the establishment of efficient administrative, financial and technical management procedures to serve National, Dzongkhag and Gewog implementation needs. The Project Director (PD) will also ensure the M&E requirements are developed and implemented in a timely fashion.

In particular, the Project Director shall be responsible to:

- Ensure the business of the project is conducted in an efficient manner through:
 - Supervision and monitoring of project implementation;
 - Provision of guidance and capacity building for PMU staff;
 - Installation and maintenance of appropriate systems and procedures (M&E, administrative, financial, operations and others); and Installation of check and balance and control mechanism for PMU operations;
- Develop close working relationships with all project participants and stakeholders to ensure integration of program interventions congruent with program goals, purpose and objectives. The responsibility involves sensitization of program entities, keeping open lines of communication, initiating quick response mechanisms and effective control systems.

- Maintain close liaison with the PSC to facilitate the resolution of program issues and with the IFAD Focal Officers at the MoAL for proper coordination and facilitation at the national level.
- Ensure timely preparation of Statements of Expenditure (SOEs) and Withdrawal Applications (WAs) to ensure sufficient resources for program operations; this includes maintaining close liaison with the MoF, IFAD, and MoAL.
- Facilitate and support the conduct of missions, reviews, meetings, and other programme activities in a manner that promotes joint learning, encourages constructive reflection, and identifies opportunities to further strengthen project implementation and enhance development impact.
- Facilitate the conduct of annual audits and respond to audit queries in a timely manner.
- Ensure timely preparation of the AWPB by seeking inputs from all the stakeholders and presenting to approval bodies in a timely manner for review and approval.
- Ensure the timely preparation and submission of Annual Work Plans and Budgets (AWPBs) and procurement plans for review and approval by the approving bodies. In addition, ensure the timely preparation and submission of progress reports and any other reports or documentation as required.
- Ensure compliance with the provisions of the Loan Financing Agreement.
- Others as the PSC may require.

Submitted for kind directive/approval:

- Seeking approval to appoint the Interim Project Director as the formal Project Director for the duration of the project implementation period.

ii. Finance Officer/Accounts Officer

The Finance Officer/Accounts Officer will be responsible for the Finance and Accounts of IMPACT.

Specifically, the FO shall:

- Be responsible for the proper implementation of payments including co-signatory of the programme account.
- Facilitate preparation of Annual Budget for OPM and Dzongkhags for timely submission to the Ministry of Finance.
- Monitor & ensure timely release of funds to the Implementing Units/Entities.
- Prepare WA and submit to the MoF.
- Monitor the financial transactions of the implementing units/entities and ensure that the financial disbursements are made in compliance with RGoB financial rules and Regulations and as per the provisions of the Loan/grant Financing Agreement.
- Assist and provide guidance to the entities on the financial reporting system.
- Prepare financial reports and liaise with the M & E for inclusion of financial reports in the progress reports.
- Facilitate Audit in auditing the OPM accounts.
- Liaise with the IFAD focal officer at the MoF on submission of WA and Statement of Expenditure (SoE) to IFAD and
- Others as PD/PSC may assign

Submitted for kind directive/endorsement:

- As approved by the Ministry of Finance, the Finance Officer/Accountant will be managed under the Regional Cluster Finance Service (based in the old DFO Office), and the same focal person assigned for the CARLEP project will also be responsible for the implementation of the IMPACT project.

iii. PROCUREMENT OFFICER (PO)

The PROCUREMENT Officer (PO) will be responsible for Finance, Accounts and Procurement section of IMPACT.

Specifically, the PO shall:

- Review the procurement Procedures laid out in the PIM and suggest necessary changes to the PM to ensure cost effective and transparent procurement system in the project.
- Prepare & update the procurement plan for the Project, facilitate PM to get no objection from IFAD and approval from PSC and update it periodically.
- Prepare required documents for the procurement of goods, works, and services including drafting of tender invitations/bids notices, contract documents (Terms of References, Expressions of Interests, Requests for Proposals, Request for Quotations etc.), specifications, bill of quantities, cost estimates, work schedules, evaluation criteria etc.
- Provide support to procurement & evaluation committee for pre-qualification, short-listing, organization of pre-bid meetings, preparing answers/clarifications/modifications and bid opening.
- Examine bids/proposals; (i) organize technical evaluation committees meeting, and participate as appropriate; and (ii) prepare evaluation reports.
- Identify the potential members of the external evaluation panel of bids and proposals, if so required.
- Act as Secretary of the evaluation panel, provide copies of all bids (including those disqualified or otherwise rejected) to the committee, as requested, and minute the decisions of the meeting
- Assist in negotiating with bidders, as and when required, and prepare contract documents, for approval by the concerned authority and the IFAD.
- Ensure that all decisions on procurement of goods, works and services or the awarding of competitive or partial grants are fully documented and made available, as requested, through annual reports or such other format as may be deemed appropriate.
- Ensure quality of procured services through assessment of previous performances of specialist/service provider candidates.
- Regularly update procurement plan in IFAD'S end-end procurement system
- Ensure the sustainability of post project completion while procuring goods.
- Conduct periodic monitoring visit of Corridor Offices and implementing partners as well as the service providers to track the progress and procedures as agreed on approved procurement plan
- Update consolidated register of contracts and contract monitoring on regular basis.
- Take overall responsibility of contract management.
- Organize the negotiation meetings with the suppliers of goods and services
- Prepare the table of milestones for ensuring the timely delivery on each

- procurement and monitor it regularly
- Any other tasks as directed by the PD

Submitted for kind directive/approval:

- **Option 1:** As approved by the Ministry of Finance, the Procurement Officer will be managed through the existing centralized Cluster Service Management.
- **Option 2:** Recruitment on a contractual basis through:
 - The Project financing: This will require amendment of the project financing agreement, as there is no provision of hiring of procurement under the existing agreement.
 - The RGOB financing
- **Option 3:** To assign an additional procurement role to the Rural Finance Expert to be recruited on a contractual basis.

iv. Agriculture Component Manager

The Agriculture Component Manager (ACM) shall be the focal person for the agriculture component under IMPACT. He/She will be responsible for the planning, implementation, monitoring, and evaluation of all activities related to agriculture development.

Specifically, the ACM shall:

- Coordinate, in conjunction with the ARDC-Wengkhar and the programme area (PA) Dzongkhags, the lead farmer approach including training and the monitoring and evaluation of the overall system.
- Assist the OPM in technical review and clearance of proposals and requirements developed by the PA Dzongkhags, RAMCO and ARDC Wengkhar.
- Technical backstopping and implementation support. to the PD, RAMCO, ARDC Wengkhar and Dzongkhag staff.
- Based on the observation and evaluation of the agriculture program, recommend to OPM the measures to enhance its performance.
- Assist and facilitate the conduct of various farmers training to be conducted by the Dzongkhags as and when requested.
- Coordinate with other focal persons to ensure integration of above activities with the rest of program operations.
- Monitor the implementation of the planned agriculture activities in the PA on a quarterly basis and report and suggest to the OPM the progress and gaps in the field.
- Support the PMU in programme supervision.
- Other responsibilities that the PD/PSC may assign.

Submitted for kind Directive/Approval:

- Seeking approval to assign the CARLEP Agriculture Focal, Mr. Ugyen Wangdi (EID 200208062), as the Agriculture Component Manager for the IMPACT Project to be housed at the PMU.

v. Livestock Development Component Manager

The Livestock Component Manager (LCM) shall be the focal person for the livestock program component under IMPACT. He/She will be responsible for the planning, implementation, monitoring and evaluation of all activities related to livestock development.

Specifically, the LCM shall:

- Guide and assist in planning and development of annual work plan and budget of PA Dzongkhags related to livestock development.
- Facilitate technical review and clearance of proposals and requirements developed by the PA Dzongkhags and RLDC Kanglung, RAMCO and ARDC Wengkhar through OPM.
- Technical backstopping to the PD, RAMCO, RLDC Kanglung, ARDC Wengkhar and Dzongkhag staff and implementation support.
- Initiate, in conjunction with the PA Dzongkhags, the facilitation of the establishment of the farmer groups, including the formulation of training design and the monitoring and evaluation of the overall system.
- Based on the observation and evaluation of the livestock program, recommend to the OPM, the measures to enhance its performance.
- Assist and facilitate the conduct of various farmers' training to be conducted by the Dzongkhags.
- Coordinate with other focal persons to ensure integration of above activities with the rest of program operations.
- Monitor the implementation of the planned livestock activities in the PA on a quarterly basis and report and suggest to the OPM the progress and gaps in the field.
- Support the PMU in programme supervision.
- Other technical responsibilities that the PD/PSC may assign.

Submitted for kind Directive/Approval:

- Seeking approval to assign a dedicated Livestock Component Manager for the IMPACT Project to be housed at the PMU.

vi. Marketing Component Manager

The CM for marketing shall be the focal person for the marketing program component under IMPACT. He will be responsible for the planning, implementation, monitoring and evaluation of all activities related to value chain development and marketing.

Specifically, the MCM shall:

- Ensure liaison between the PMU and the programme implementing partners mainly RAMCO and the PA Dzongkhags
- Support the PMU in programme supervision.
- Guide and assist in planning and development of annual work plan and budget of RAMCO related to value chain development and marketing.
- Technical backstopping to the PD, ARDC Wengkharr, RLDC Kanglung and Dzongkhag staff and implementation support.
- Assist the OPM in technical review and clearance of proposals related to value chain development and marketing developed by the PA Dzongkhags, ARDC Wengkharr and RLDC Kanglung.
- Initiate, in conjunction with the PA Dzongkhags, strengthening the existing farmers groups and establishment of new farmer groups including the formulation of training design and the monitoring and evaluation of the overall system.
- Initiate and undertake relevant studies on value chain and disseminate the information to the farmers, farmers' groups, value chain enterprises, aggregators and others.
- Based on the observation and evaluation of the marketing program, recommend to the PMU measures to enhance its performance.
- Assist and facilitate the conduct of various farmers' training to be conducted by the Dzongkhags.
- Any other roles assigned by PD.

Submitted for kind Directive/Approval:

- Seeking approval to assign a dedicated Marketing Component Manager for the IMPACT Project to be housed at the PMU.
- In addition, seeking approval for retaining the ESP Personnel, Ms. Sangay Zangmo, who was recruited by the CARPLEP Project on a contract basis as part of the RGoB contribution. In addition to her ESP role, she will also shoulder the responsibility of Office Assistant for the IMPACT Project.

Annexure 1

Remuneration and salary fixation for M&E, Gender, KM Manager and Rural Finance Expert cum Enterprise Development Manager

As allowed by clause 4.4.1.3 (b) of the Bhutan Civil Service Rules and Regulations (BCSR) 2023, the following salary structure and other remuneration is being proposed:

Remuneration for PMU Staff					
SL No	Position Title	Position Level	USD	Daily Allowance (BTN)	Travel Allowance (BTN/KM)
3	M&E, KMC, and Gender	P3 A Equivalent	600	1500	16
4	Rural Finance Expert, Enterprise Development Manager	P3 A Equivalent	600	1500	16

The amount of salary fixed is as per the maximum project cost allocated for the PMU staff in the cost-tables.

****Since the salary is pegged to the USD, it will be subject to exchange rate fluctuations; however, it shall not fall below Nu. 49,800 as per the PDR.***