



# **Organization Structure and Human Resource Master Plan**

**July 2023**

*“Prioritizing user satisfaction with honesty”  
The “PUSH”*

Copyright © Farm Machinery Corporation Limited

Published by:

Farm Machinery Corporation Limited (FMCL)

Chundudingkha, Paro

Tel: 08-272125

Website: [www.fmcl.bt](http://www.fmcl.bt)



# **Organization Structure and Human Resource Master Plan**

**July 2023**

## Table of Contents

|   |    |
|---|----|
| 1. Vision, Mission, Mandates and Core Values .....                            | 1  |
| 1.1. Vision .....   | 1  |
| 1.2. Mission .....  | 1  |
| 1.3. Mandates .....   | 1  |
| 1.4. Core Values .....  | 1  |
| 2. Organogram .....   | 2  |
| 3. Human Resource Master Plan .....   | 3  |
| 4. Terms of Reference .....   | 19 |
| 4.1 Terms of Reference for Production and Marketing Department.....           | 19 |
| 4.1.1 Terms of Reference for Manufacturing Division.....                      | 19 |
| 4.1.2 Terms of Reference for Commercial Farms Division.....                   | 20 |
| 4.1.3 Terms of Reference for Bio Input Division .....                         | 21 |
| 4.1.4 Terms of Reference for Marketing Division.....                          | 21 |
| 4.2 Terms of Reference for Administrative and Finance Department.....         | 22 |
| 4.2.1 Terms of Reference for Account and Finance Division.....                | 23 |
| 4.2.2 Terms of Reference for Administrative and Human Resources Division..... | 23 |
| 4.2.3 Terms of Reference for ICT Division .....                               | 24 |
| 4.2.4 Terms of Reference for Procurement Division .....                       | 24 |
| 4.3 Terms of Reference for Farm Mechanization Services Department.....        | 25 |
| 4.3.1 Terms of Reference for Hiring Services Division.....                    | 25 |
| 4.3.2 Terms of Reference for Training Division.....                           | 26 |
| 4.4 Terms of Reference for Regional Offices.....                              | 26 |
| 4.4.1 Terms of Reference for Manufacturing Section.....                       | 27 |
| 4.4.2 Terms of Reference for Store Section.....                               | 27 |
| 4.4.3 Terms of Reference for Account Section.....                             | 28 |
| 4.4.4 Terms of Reference for Hiring Section.....                              | 28 |
| 4.4.5 Terms of Reference Training Section .....                               | 28 |
| 5. Terms of Reference for Commercial Farms .....                              | 29 |
| 5.1 Terms of Reference for Crop Unit .....                                    | 29 |
| 5.2 Terms of Reference for Repair & Maintenance Unit.....                     | 29 |
| 5.3 Terms of Reference for Store Unit .....                                   | 30 |
| 5.4 Terms of Reference for Hiring Unit .....                                  | 30 |
| 6. Terms of Reference for Service Centers.....                                | 31 |
| 6.1 Terms of Reference for Repair & Maintenance Unit.....                     | 31 |
| 6.2 Terms of Reference PoL Unit.....  | 31 |
| 6.3 Terms of Reference for Hiring Unit .....                                  | 31 |
| 6.4 Terms of Reference for Store Unit .....                                   | 32 |

## 1. Vision, Mission, Mandates and Core Values

Compelling vision and missions are crucial for any company to provide future directions, keep the company focused and motivate the employees. Clearly defined and effective mandates are pivotal to deliver the purpose of the company while core values are principles that guide all of a company's actions.

### 1.1. Vision

Dynamic and a creative agro-based enterprise committed to offer reliable products and services at competitive price.

### 1.2. Mission

- Transform as a financially sustainable agro-based enterprise by 2026.
- Provide efficient machinery hiring services to the farming communities across the country to address labour shortage issues and enhance agricultural productivity.
- Make available adequate stock of quality machineries, tools, spare parts and other inputs.
- Develop IT based, automated and mechanized commercial farms to enhance national food security.

### 1.3. Mandates

- Hiring of farm machinery to farmers and other stakeholders throughout the country
- Sales of farm machinery, implements and spare parts
- Repair and maintenance of farm machinery
- Fabricate farm machinery, implements and spare parts
- Sales of Petroleum Oil and Lubricant (POL) and others
- Commercial and contract farming
- Agriculture land development services
- Training on farm machineries and other agriculture allied programs
- Production and distribution of Bio inputs

### 1.4. Core Values

- **Customer First:** Design and provide quality products and services in accordance to the needs of the customers.
- **Teamwork:** Inculcate the culture of team work in planning, decision making and in achieving the objectives of the company.
- **Integrity:** All employees of the company are to maintain the highest standards of integrity, and sincere in their action and commitments.
- **Partnership:** Establish strategic partnerships with allied entities for business expansion, efficient service delivery and sustainable growth of revenue streams.
- **Professionalism:** Employees are competent, possess required knowledge, upholding the principle of no job is big or small and maintaining a positive attitude and demeanor at all times.

## 2. Organogram

Organogram display the internal structure of the company, represent different relationships amongst functions, departments, divisions, sections, units, commercial farms and service centres. It illustrates a clear picture of the chain of command, flow of authority and communication at all levels (Figures 1, 2, 3 & 4).

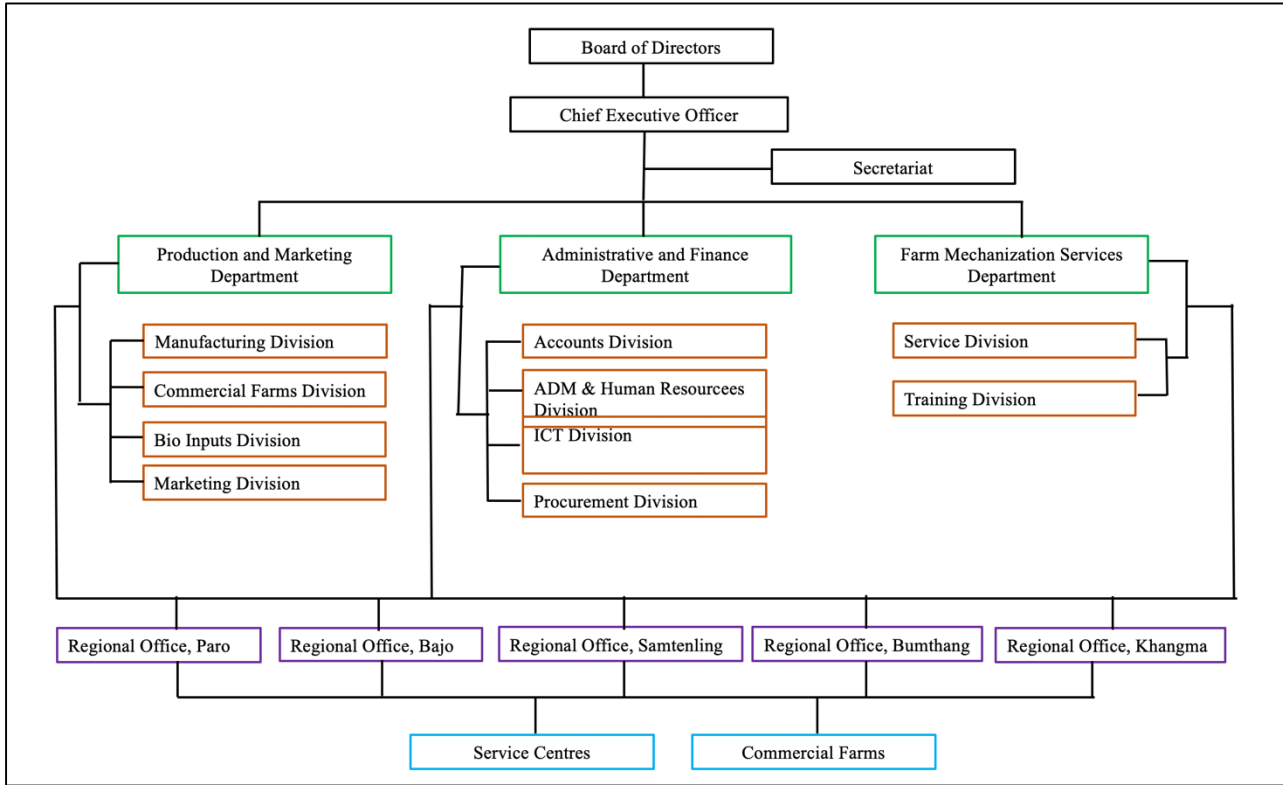


Figure 1. Organogram of Farm Machinery Corporation Limited.

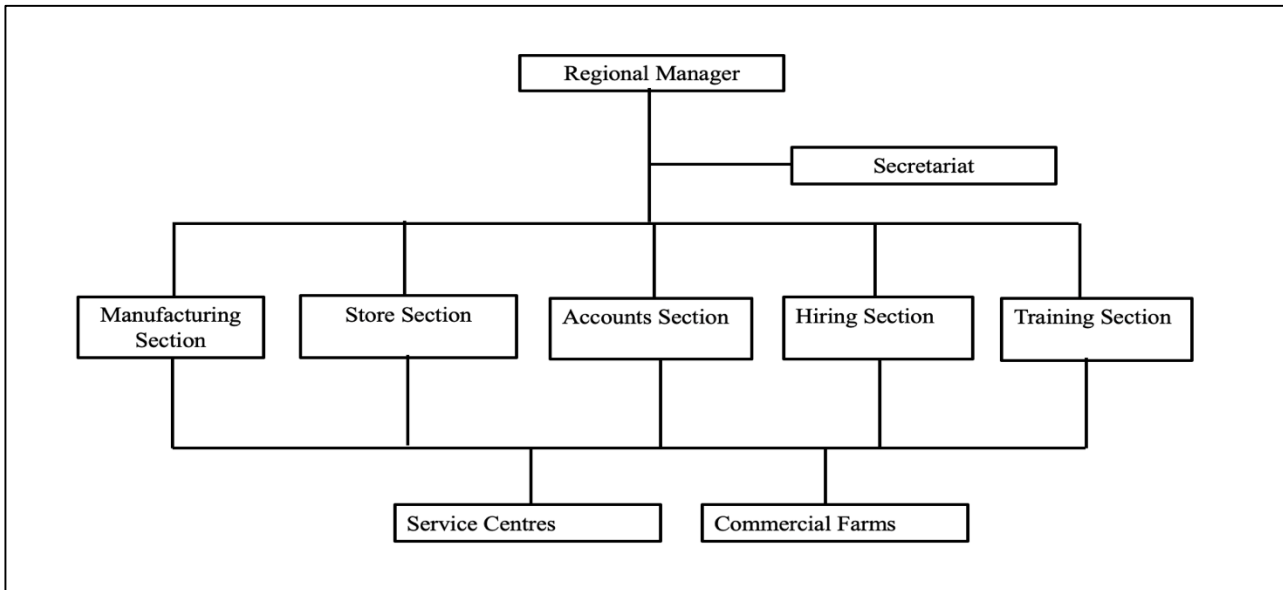


Figure 2. Organogram of Regional Offices

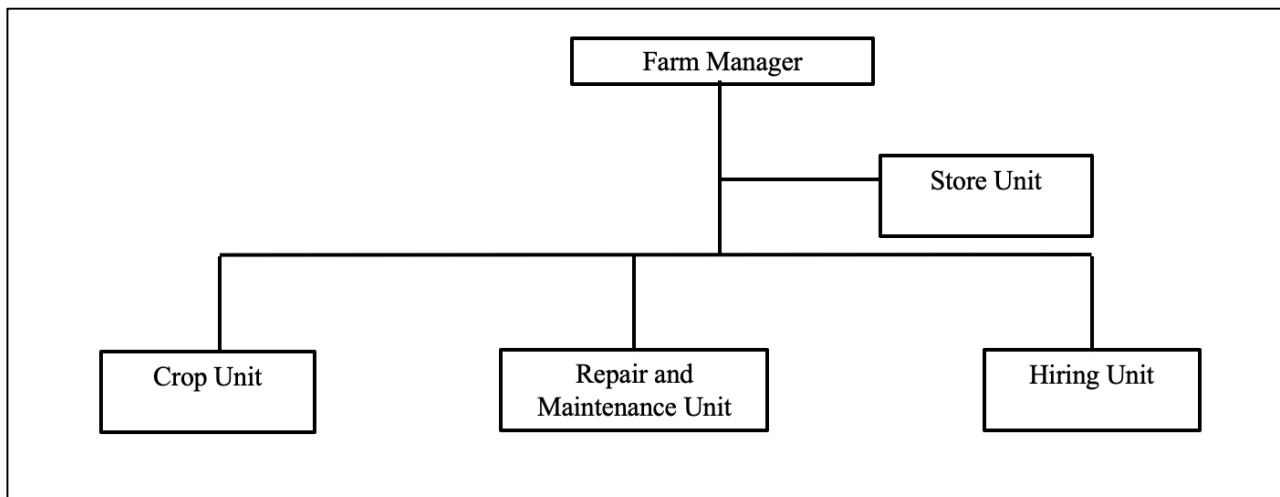


Figure 3. Organogram of Commercial Farms

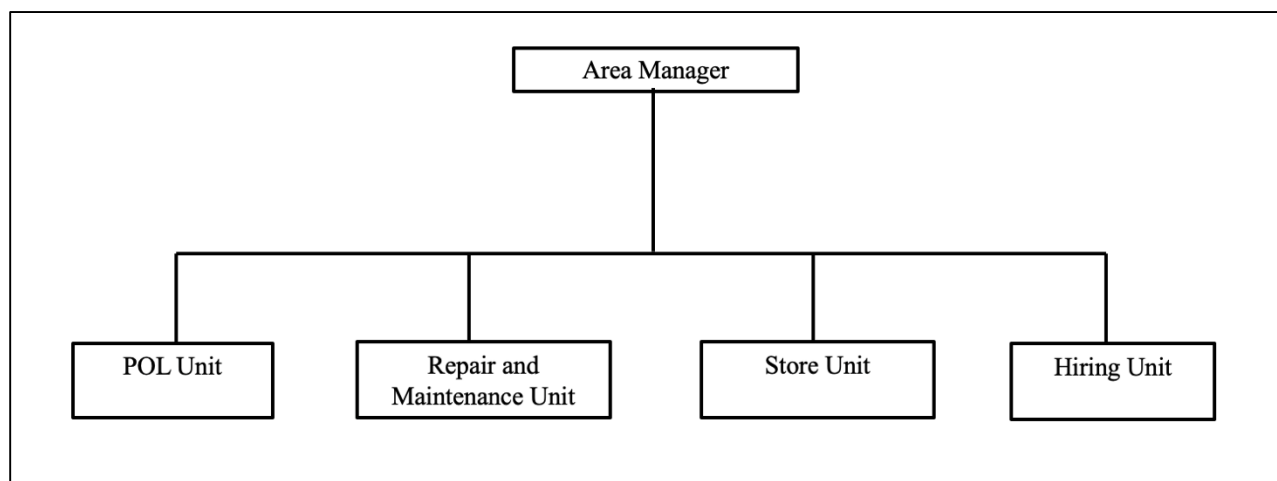


Figure 4. Organogram of Service Centres

### 3. Human Resource Master Plan

The human resource master plan is geared towards achieving the vision of a dynamic and creative agro-based enterprise committed to offer quality products and services at competitive price. Human resource plan is imperative to ensure that the right people are in the right jobs at the right time, identify future human resource needs, to avoid or minimize surplus staff and associated costs, refine recruitment process and to maintain the right size of competent pool of staff in the company.

The organization structure and human resource master plan will also bring uniformity among the Departments, Divisions, Regional Offices, Commercial Farms and Service Centres including designations and position levels. Roles and responsibilities of each entity will be clear guided by the broad terms of reference and thus, overlapping of roles and responsibilities between the entities are avoided. Further, terms of reference for individual staff under each entity will be developed and implemented.

The human resource master plan includes the human resource requirement for Office of the Chief Executive Officer, Departments, Regional Offices, Commercial Farms and Service Centres (Table 1, 2, 3, 4 & 5). Projection of human resource requirement was done considering that all the 11 existing Commercial Farms are brought under

full utilization, 13 Service Centres are fully functional equipped with adequate human resources and adequate human resources are placed in all the Regional Offices. A compact pool of staff will be maintained at the headquarter for providing necessary directions, overseeing field activities, developing strategic policies and mobilizing resources.

In general, one Elementary Service Personnel (ESP)/Farm Assistant (FA) is considered for every 5 acres of farm area and Drivers shall be recruited based on the availability of vehicles. Seasonal labourers shall be recruited based on the requirement to supplement ESPs/FAs. Further, to keep pace with the fast-changing scenario, certain level of flexibility in recruiting staff may have to be exercised upon critical scrutiny.

**Table 1. Human resource requirement/strength of the Office of the Chief Executive Officer**

| <b>Office of the Chief Executive Officer</b> |                       |   |                           |                       |               |                |
|--|-----------------------|---|---------------------------|-----------------------|---------------|----------------|
| <b>Position Title</b>                        | <b>Position Level</b> | <b>Qualification</b>  | <b>Actual Requirement</b> | <b>Existing staff</b> | <b>HR Gap</b> | <b>Remarks</b> |
| Chief Executive Officer                      | EX                    | Master's Degree, General  | 1                         | 1                     | 0             |                |
| Company Secretary                            | P5-P2                 | Minimum Bachelor's Degree in Law with 5 years' experience in relevant field | 1                         | 0                     | 1             |                |
| Internal Auditor                             | P5-P2                 | Bachelor's Degree BBA/ B.com with 5 years' experience in relevant field     | 1                         | 1                     | 0             |                |
| Audit Assistant                              | S5-S2                 | Class XII Diploma in Financial Management                                   | 1                         | 0                     | 1             |                |
| Executive Secretary                          | P5-P2                 | Bachelor's Degree, General  | 1                         | 0                     | 1             |                |
| Driver                                       | O1-O6                 | Class VIII and above, 2 years driving experience                            | 1                         | 1                     | 0             |                |
| <b>TOTAL</b>                                 |                       |   | <b>6</b>                  | <b>3</b>              | <b>3</b>      |                |

**Table 2. Human resource requirement/strength of the Departments**

| <b>2.1. Production and Marketing Department</b> |       |   |   |   |   |  |
|---|-------|---|---|---|---|--|
| General Manger                                  | M3-M1 | Bachelor's Degree, General, 10 years' experience in relevant field      | 1 | 0 | 1 |  |
| Manager (Manufacturing Division)                | P1-P3 | Bachelor's Degree, Engineering with 5years experience in relevant field | 1 | 0 | 1 |  |
| Assistant Manager                               | P5-P4 | Bachelor's Degree in Engineering  | 1 | 0 | 1 |  |
| Manager (Commercial Farm Division)              | P1-P3 | Bachelor's Degree in Agriculture, 5years' experience in relevant field  | 1 | 0 | 1 |  |
| Assistant Manager                               | P5-P4 | Bachelor's Degree in Agriculture  | 1 | 0 | 1 |  |
| Manager ( BIO Input Division)                   | P1-P3 | Bachelor's Degree in Agriculture, 5years' experience in relevant field  | 1 | 0 | 1 |  |
| Assistant Manager                               | P5-P4 | Bachelor's Degree in Agriculture  | 1 | 0 | 1 |  |



|                               |       |   |           |          |          |  |
|-------------------------------|-------|---|-----------|----------|----------|--|
| Manager (Marketing Division)  | P1-P3 | Bachelor's Degree in BBA/B.Com , 5years' experience in relevant field | 1         | 1        | 0        |  |
| Assistant Manager             | P5-P4 | Bachelor's Degree in BBA/B.com  | 1         | 0        | 1        |  |
| Office Assistant (GM Office ) | S5-S2 | Class XII Pass  | 1         | 1        | 0        |  |
| Driver (GM)                   | O1-O6 | Class VIII and above, 2 years' experience                             | 1         | 0        | 1        |  |
| <b>TOTAL</b>                  |       |   | <b>10</b> | <b>2</b> | <b>8</b> |  |

| <b>2.2. Administrative and Finance Department</b>  |       |  |           |           |           |                                     |
|--|-------|--|-----------|-----------|-----------|-------------------------------------|
| General Manger                                     | M3-M1 | Bachelor's Degree, General with 10 years' experience             | 1         | 1         | 0         |                                     |
| Manager (Account & Finance )                       | P1-P3 | Bachelor's Degree, B.com 5 years' experience in relevant field   | 1         | 2         | -1        |                                     |
| Assistant Manager                                  | P5-P4 | Bachelor's Degree in B.Com                                       | 1         | 0         | 1         |                                     |
| Accountant   | S2-S1 | Class XII with Diploma in Financial Management System            | 2         | 1         | 1         |                                     |
| Manager (Human Resource & Administration Division) | P1-P3 | Bachelor's Degree, BBA/HRM 5 years' experience                   | 1         | 2         | -1        |                                     |
| Assistant Manager                                  | P5-P4 | Bachelor's degree in BBA /HRM                                    | 1         | 0         | 1         |                                     |
| Administrative & Human Resource Assistant          | S1-S5 | Class XII Pass   | 1         | 0         | 1         |                                     |
| Manager (ICTD)                                     | P1-P3 | Bachelor's Degree, ICT 5 years' experience in relevant field     | 1         | 2         | -1        |                                     |
| Assistant Manager                                  | P5-P4 | Bachelor's Degree in ICT   | 1         | 0         | 1         |                                     |
| Manager (Procurement Division)                     | P1-P3 | Bachelor's Degree, General 5 years' experience in relevant field | 1         | 2         | -1        |                                     |
| Assistant Manager                                  | P5-P4 | Bachelor's Degree, General                                       | 1         | 0         | 1         |                                     |
| Office Assistant (GM Office )                      | S5-S2 | Class XII Pass   | 1         | 1         | 0         |                                     |
| Driver (GM)  | O1-O6 | Class VIII and above, 2 years' driving experience                | 1         | 5         | -4        | As per the availability of vehicles |
| Caretaker  | ESP   |  | 1         | 0         | 1         |                                     |
| Dispatcher   | O3-O1 | Class X Pass   | 1         | 1         | 0         |                                     |
| Sweeper  | ESP   |  | 1         | 1         | 0         |                                     |
| <b>TOTAL</b>                                       |       |  | <b>17</b> | <b>18</b> | <b>-1</b> |                                     |

| <b>2.3. Farm Mechanization Department</b> |       |  |          |          |          |                                     |
|---|-------|--|----------|----------|----------|-------------------------------------|
| General Manger                            | M3-M1 | Bachelor's Degree, general with 10 years' experience                               | 1        | 0        | 1        |                                     |
| Manager (Service Division)                | P1-P3 | Bachelor's Degree in Mechanical Engineering, 5 years' experience in relevant field | 1        | 2        | -1       |                                     |
| Assistant Manager                         | P5-P4 | Bachelor's Degree in Mechanical Engineering  | 1        | 0        | 1        |                                     |
| Manager (Training Division)               | P1-P3 | Bachelor's Degree in Mechanical Engineering, 5 years' experience in relevant field | 1        | 0        | 1        |                                     |
| Assistant Manager                         | P5-P4 | Bachelor's Degree in Mechanical Engineering  | 1        | 0        |          |                                     |
| Office Assistant (GM Office )             | S5-S2 | Class XII Pass   | 1        | 0        | 1        |                                     |
| Driver(GM)                                | O6-O1 | Class VIII and above, 2 years' driving experience                                  | 1        | 0        | 1        | As per the availability of vehicles |
| <b>TOTAL</b>                              |       |  | <b>7</b> | <b>2</b> | <b>4</b> |                                     |

**Table 3. Human resource requirement/strength of the Regional Offices**

| <b>3.1. Regional Office, Paro</b> |                           |                       |   |                           |                       |                |                                     |
|-----------------------------------|---------------------------|-----------------------|---|---------------------------|-----------------------|----------------|-------------------------------------|
| <b>Office</b>                     | <b>Position Title</b>     | <b>Position Level</b> | <b>Qualification</b>  | <b>Actual Requirement</b> | <b>Existing staff</b> | <b>H R Gap</b> | <b>Remarks</b>                      |
| Office of the Regional Manager    | Manager (Regional Office) | P1-P3                 | Bachelor's Degree, General, 5 years' experience in relevant field | 1                         | 2                     | -1             |                                     |
|                                   | Administrative Assistant  | S5-S2                 | Class XII Pass  | 1                         | 0                     | 1              |                                     |
|                                   | Caretaker                 | ESP                   | Below class X   | 1                         | 1                     | 0              |                                     |
|                                   | Driver                    | O1-O6                 | Class VIII and above, 2 years driving experience                  | 3                         | 1                     | 2              | As per the availability of vehicles |
| Manufacturing Section             | Manufacturing In-Charge   | S2-S1                 | Diploma in Mechanical Engineering                                 | 1                         | 1                     | 0              |                                     |
|                                   | Technician                | S4- S3                | VTI/TTI   | 2                         | 14                    | -12            |                                     |
| Repair and Maintenance Section    | R&M In-charge             | S2- S1                | VTI/TTI   | 1                         | 1                     | 0              |                                     |
|                                   | Auto Technician           | S4- S3                | VTI/TTI   | 2                         | 3                     | -1             |                                     |

|                  |                     |        |  |           |           |           |                        |
|------------------|---------------------|--------|--|-----------|-----------|-----------|------------------------|
|                  | Electrician         | S4- S3 | TTI certificate  | 1         | 0         | 1         |                        |
| Store Section    | Store In-charge     | S4-S1  | VTI/TTI  | 1         | 1         | 0         |                        |
| Account Section  | Account Officer     | P5-P4  | Bachelor's Degree in BBA/BCom, 1 year experience in relevant field . | 1         | 1         | 0         |                        |
| Hiring Section   | Hiring Coordinator  | S2-S1  | Diploma in Mechanical Engineering                                    | 1         | 1         | 0         |                        |
|                  | Office Assistant    | S5-S2  | Class XII pass   | 1         | 0         | 1         |                        |
|                  | Operators           |        | Class VIII - X Pass and basic skills                                 | 8         | 4         | 4         | As per the requirement |
|                  | Driver              | O6-O1  | Class VIII and above, 2 years' driving experience                    | 1         | 0         | 1         |                        |
| Training Section | Training Instructor | S4-S3  | TTI certificate with experience in relevant field                    | 1         | 0         | 1         |                        |
| <b>TOTAL</b>     |                     |        |  | <b>27</b> | <b>30</b> | <b>-3</b> |                        |

| <b>3.2. Regional Office, Bajo</b> |                           |        |  |   |   |    |                                     |
|-----------------------------------|---------------------------|--------|--|---|---|----|-------------------------------------|
| Office of the Regional Manager    | Manager (Regional Office) | P1-P3  | Bachelor's Degree, General , 5 years' experience in relevant field | 1 | 1 | 0  |                                     |
|                                   | Administrative Assistant  | S5-S2  | Class XII Pass   | 1 | 1 | 0  |                                     |
|                                   | Caretaker                 | ESP    | Below class X  | 1 | 2 | -1 |                                     |
|                                   | Driver                    | O6-O1  | Class VIII and above, 2 years' experience                          | 2 | 2 | 0  | As per the availability of vehicles |
| Manufacturing Section             | Manufacturing In-Charge   | S2-S1  | Diploma in Mechanical Engineering                                  | 1 | 0 | 1  |                                     |
|                                   | Technician                | S4- S3 | VTI/TTI  | 2 | 0 | 2  |                                     |
| Repair and Maintenance Section    | R&M In-Charge             | S2- S1 | VTI/TTI  | 1 | 1 | 0  |                                     |
|                                   | Auto Technician           | S4-S3  | VTI/TTI  | 2 | 9 | -7 |                                     |
|                                   | Electrician               | S4-S3  | TTI certificate  | 1 | 0 | 1  |                                     |
| Store Section                     | Store In-charge           | S4-S1  | VTI/TTI  | 1 | 1 | 0  |                                     |
| Account Section                   | Account Officer           | P5-P4  | Bachelor's Degree in BBA/BCom, 1 year experience in relevant field | 1 | 1 | 0  |                                     |
| Hiring Section                    | Hiring Coordinator        | S2-S1  | Diploma in Mechanical Engineering                                  | 1 | 1 | 0  |                                     |
|                                   | Office Assistant          | S5-S2  | Class XII Pass   | 1 | 0 | 1  |                                     |
|                                   | Operators                 |        | Class VIII - X Pass and basic skills                               | 8 | 6 | 2  | As per the requirement              |

|                  |                     |       |   |           |           |          |  |
|------------------|---------------------|-------|---|-----------|-----------|----------|--|
|                  | Driver              | O6-O1 | Class VIII and above, 2 years driving experience  | 1         | 0         | 1        |  |
| Training Section | Training Instructor | S4-S3 | TTI certificate with experience in relevant field | 1         | 0         | 1        |  |
| <b>TOTAL</b>     |                     |       |   | <b>26</b> | <b>25</b> | <b>1</b> |  |

| <b>3.3. Regional Office, Bumthang</b> |                            |        |  |           |           |          |                                     |
|---------------------------------------|----------------------------|--------|--|-----------|-----------|----------|-------------------------------------|
| Office of the Regional Manager        | Manager (Regional Office ) | P1-P3  | Bachelor's Degree, General, 5 years' experience in relevant field  | 1         | 1         | 0        |                                     |
|                                       | Administrative Assistant   | S5-S2  | Class XII Pass   | 1         | 1         | 0        |                                     |
|                                       | Caretaker                  | ESP    | Below class X  | 1         | 1         | 0        |                                     |
|                                       | Driver                     | O1-O6  | Class VIII and above, 2 years' driving experience                  | 8         | 1         | 7        | As per the availability of vehicles |
| Manufacturing Section                 | Manufacturing In-Charge    | S2-S1  | Diploma in Mechanical Engineering                                  | 1         | 1         | 0        |                                     |
|                                       | Technician                 | S4- S3 | VTI/TTI  | 2         | 0         | 2        |                                     |
| Repair and Maintenance Section        | R&M In-Charge              | S2- S1 | VTI/TTI  | 1         | 1         | 0        |                                     |
|                                       | Auto Technician            | S4- S3 | VTI/TTI  | 2         | 8         | -6       |                                     |
|                                       | Electrician                | S4- S3 | TTI certificate  | 1         | 0         | 1        |                                     |
| Store Section                         | Store In-charge            | S4-S1  | VTI/TTI  | 1         | 1         | 0        |                                     |
| Account Section                       | Account Officer            | P5-P4  | Bachelor's Degree in BBA/BCom, 1 year experience in relevant field | 1         | 1         | 0        |                                     |
| Hiring Section                        | Hiring Coordinator         | S2-S1  | Diploma in Mechanical Engineering                                  | 1         | 1         | 0        |                                     |
|                                       | Office Assistant           | S5-S2  | Class XII Pass   | 1         | 0         | 1        |                                     |
|                                       | Operators                  |        | Class VIII - X Pass and basic skills                               | 8         | 8         | 0        | As per the requirement              |
|                                       | Driver                     | O6-O1  | Class VIII and above, 2 years' driving experience                  | 1         | 2         | -1       |                                     |
| Training Section                      | Training Instructor        | S4-S3  | TTI certificate with experience in relevant field                  | 1         | 0         | 1        |                                     |
| <b>TOTAL</b>                          |                            |        |  | <b>32</b> | <b>27</b> | <b>5</b> |                                     |

| <b>3.4. Regional Office, Samtenling</b> |                           |       |   |   |   |   |  |
|---|---------------------------|-------|---|---|---|---|--|
| Office of the Regional Manager          | Manager (Regional Office) | P1-P3 | Bachelor's Degree, General, 5 years' experience in relevant field | 1 | 1 | 0 |  |

|                                |                          |        |   |           |           |          |                                     |
|--------------------------------|--------------------------|--------|---|-----------|-----------|----------|-------------------------------------|
|                                | Administrative Assistant | S5-S2  | Class XII Pass  | 1         | 2         | -1       |                                     |
|                                | Caretaker                | ESP    | Below class X   | 1         | 1         | 0        |                                     |
|                                | Driver                   | O6- O1 | Class VIII and above, 2 years' driving experience                     | 4         | 2         | 2        | As per the availability of vehicles |
| Manufacturing Section          | Manufacturing In-charge  | S2-S1  | Diploma in Mechanical Engineering                                     | 1         | 0         | 1        |                                     |
|                                | Technician               | S4- S3 | VTI/TTI   | 2         | 1         | 1        |                                     |
| Repair and Maintenance Section | R&M In-charge            | S2- S1 | VTI/TTI   | 1         | 1         | 0        |                                     |
|                                | Auto Technician          | S4- S3 | VTI/TTI   | 2         | 9         | -7       |                                     |
|                                | Electrician              | S4- S3 | TTI certificate   | 1         | 1         | 0        |                                     |
| Store Section                  | Store In-charge          | S4-S1  | VTI/TTI   | 1         | 1         | 0        |                                     |
| Account Section                | Account Officer          | P5-P4  | Bachelor's Degree in BBA/ B.Com, 1 year experience in relevant field. | 1         | 1         | 0        |                                     |
| Hiring Section                 | Hiring Coordinator       | S2-S1  | Diploma in Mechanical Engineering                                     | 1         | 1         | 0        |                                     |
|                                | Office Assistant         | S5-S2  | Class XII Pass  | 1         | 0         | 1        |                                     |
|                                | Operators                |        | Class VIII - X Pass and basic skills                                  | 8         | 6         | 2        | Asper the requirement               |
|                                | Driver                   | O6- O1 | Class VIII and above, 2 years' driving experience                     | 1         | 0         | 1        |                                     |
| Training Section               | Training Instructor      | S4-S3  | TTI certificate with experience in relevant field                     | 1         | 0         | 1        |                                     |
| <b>TOTAL</b>                   |                          |        |   | <b>28</b> | <b>27</b> | <b>1</b> |                                     |

| <b>3.5. Regional Office, Khangma</b> |                           |        |   |   |   |    |                                     |
|--------------------------------------|---------------------------|--------|---|---|---|----|-------------------------------------|
| Office of the Regional Manager       | Manager (Regional Office) | P1-P3  | Bachelor's Degree, General, 5 years' experience in relevant field | 1 | 2 | -1 |                                     |
|                                      | Administrative Assistant  | S5-S2  | Class XII Pass  | 1 | 1 | 0  |                                     |
|                                      | Care taker                | ESP    | Below class X   | 1 | 1 | 0  |                                     |
|                                      | Driver                    | O1-O6  | Class VIII and above, 2 years' driving experience                 | 5 | 3 | 2  | As per the availability of vehicles |
| Manufacturing Section                | Manufacturing In-Charge   | S2-S1  | Diploma in Mechanical Engineering                                 | 1 | 0 | 1  |                                     |
|                                      | Technician                | S4- S3 | VTI/TTI   | 2 | 0 | 2  |                                     |
| Repair and Maintenance Section       | R&M In-Charge             | S2- S1 | VTI/TTI   | 1 | 1 | 0  |                                     |
|                                      | Auto Technician           | S4- S3 | VTI/TTI   | 2 | 7 | -5 |                                     |
|                                      | Electrician               | S4- S3 | TTI certificate   | 1 | 1 | 0  |                                     |
| Store Section                        | Store In-charge           | S4-S1  | VTI/TTI   | 1 | 1 | 0  |                                     |

|                  |                     |       |  |           |           |           |                        |
|------------------|---------------------|-------|--|-----------|-----------|-----------|------------------------|
| Account Section  | Account Officer     | P5-P4 | Bachelor's Degree, BBA/BCom, 1 years' experience in relevant field . | 1         | 1         | 0         |                        |
| Hiring Section   | Hiring Coordinator  | S2-S1 | Diploma in Mechanical Engineering                                    | 1         | 1         | 0         |                        |
|                  | Office Assistant    | S5-S2 | Class XII pass   | 1         | 1         | 0         |                        |
|                  | Operators           |       | Class VIII - X Pass and basic skills                                 | 8         | 10        | -2        | As per the requirement |
|                  | Driver              | O6-O1 | Class VIII and above, 2 years' driving experience                    | 1         | 0         | 1         |                        |
| Training Section | Training Instructor | S4-S3 | TTI certificate with experience in relevant field                    | 1         | 0         | 1         |                        |
| <b>TOTAL</b>     |                     |       |  | <b>29</b> | <b>30</b> | <b>-2</b> |                        |

**Table 4. Human resource requirement/strength of the Service Centres**

| <b>4.1. Service Centre, Tangsibji</b> |                 |                |   |              |                |           |                        |
|---------------------------------------|-----------------|----------------|---|--------------|----------------|-----------|------------------------|
| Office                                | Position Title  | Position Level | Qualification                             | Actual Requi | Existing staff | HR Gap    | Remarks                |
| Admin                                 | Area Manager    | S4-S1          | Senior Technician/TTI/VTI with experience | 1            | 0              | 1         |                        |
| POL Section                           | POL Assistant   | O3-O1          | Class X Pass                              | 1            | 0              | 1         |                        |
| Repair and Maintenance Section        | Technician      | S4-S3          | VTI/TTI                                   | 1            | 1              | 0         |                        |
| Store Section                         | Store Assistant | S4-S1          | Class X Pass                              | 1            | 0              | 1         |                        |
| Hiring Section                        | Operator        |                | Class VIII - X pass out and basic skills  | 8            | 0              | 8         | As per the requirement |
| <b>TOTAL</b>                          |                 |                |   | <b>12</b>    | <b>1</b>       | <b>11</b> |                        |

| <b>4.2. Service Centre, Naja</b> |                 |                |   |              |                |           |                        |
|----------------------------------|-----------------|----------------|---|--------------|----------------|-----------|------------------------|
| Office                           | Position Title  | Position Level | Qualification                             | Actual Requi | Existing staff | HR Gap    | Remarks                |
| Admin                            | Area Manager    | S4-S1          | Senior Technician/TTI/VTI with experience | 1            | 1              | 0         |                        |
| POL Section                      | POL Assistant   | O3-O1          | Class X Pass                              | 1            | 0              | 1         |                        |
| Repair and Maintenance Section   | Technician      | S4-S3          | VTI/TTI                                   | 1            | 0              | 1         |                        |
| Store Section                    | Store Assistant | S4-S1          | Class X Pass                              | 1            | 0              | 1         |                        |
| Hiring Section                   | Operator        |                | Class VIII - X pass out and basic skills  | 8            | 0              | 8         | As per the requirement |
| <b>TOTAL</b>                     |                 |                |   | <b>12</b>    | <b>1</b>       | <b>11</b> |                        |

| <b>4.3. Service Centre, Yoeseltse</b> |  |  |  |  |  |  |  |
|---------------------------------------|--|--|--|--|--|--|--|
|---------------------------------------|--|--|--|--|--|--|--|

|                                |                 |       |   |           |          |          |                        |
|--------------------------------|-----------------|-------|---|-----------|----------|----------|------------------------|
| Admin                          | Area Manager    | S4-S1 | Senior Technician/TTI/VTI with experience | 1         | 1        | 0        |                        |
| POL Section                    | POL Assistant   | O3-O1 | Class X Pass                              | 1         | 1        | 0        |                        |
| Repair and Maintenance Section | Technician      | S4-S3 | VTI/TTI                                   | 1         | 0        | 1        |                        |
| Store Section                  | Store Assistant | S4-S1 | Class X Pass                              | 1         | 0        | 1        |                        |
| Hiring Section                 | Operator        |       | Class VIII - X pass out and basic skills  | 8         | 1        | 7        | As per the requirement |
| <b>TOTAL</b>                   |                 |       |   | <b>12</b> | <b>3</b> | <b>9</b> |                        |

#### 4.4. Service Centre, Ngatshang

|                                |                 |       |   |           |          |           |                        |
|--------------------------------|-----------------|-------|---|-----------|----------|-----------|------------------------|
| Admin                          | Area Manager    | S4-S1 | Senior Technician / TTI/VTI with experience | 1         | 1        | 0         |                        |
| POL Section                    | POL Assistant   | O3-O1 | Class X Pass                                | 1         | 1        | 0         |                        |
| Repair and Maintenance Section | Technician      | S4-S3 | VTI/TTI                                     | 1         | 0        | 1         |                        |
| Store Section                  | Store Assistant | S4-S1 | Class X Pass                                | 1         | 0        | 1         |                        |
| Hiring Section                 | Operator        |       | Class VIII - X pass out and basic skills    | 8         | 0        | 8         | As per the requirement |
| <b>TOTAL</b>                   |                 |       |   | <b>12</b> | <b>2</b> | <b>10</b> |                        |

#### 4.5. Service Centre, Saling

|                                |                 |       |   |           |          |          |                        |
|--------------------------------|-----------------|-------|---|-----------|----------|----------|------------------------|
| Admin                          | Area Manager    | S4-S1 | Senior Technician/TTI/VTI with experience | 1         | 1        | 0        | Degree                 |
| POL Section                    | POL Assistant   | O3-O1 | Class X Pass                              | 1         | 1        | 0        |                        |
| Repair and Maintenance Section | Technician      | S4-S3 | VTI/TTI                                   | 1         | 1        | 0        |                        |
| Store Section                  | Store Assistant | S4-S1 | Class X Pass                              | 1         | 0        | 1        |                        |
| Hiring Section                 | Operator        |       | Class VIII - X pass out and basic skills  | 8         | 1        | 7        | As per the requirement |
| <b>TOTAL</b>                   |                 |       |   | <b>12</b> | <b>4</b> | <b>8</b> |                        |

#### 4.6. Service Centre, Tangmachu

|                                |                 |       |   |           |          |          |                        |
|--------------------------------|-----------------|-------|---|-----------|----------|----------|------------------------|
| Admin                          | Area Manager    | S4-S1 | Senior Technician/TTI/VTI with experience | 1         | 1        | 0        |                        |
| POL Section                    | POL Assistant   | O3-O1 | Class X Pass                              | 1         | 1        | 0        |                        |
| Repair and Maintenance Section | Technician      | S4-S3 | VTI/TTI                                   | 1         | 1        | 0        |                        |
| Store Section                  | Store Assistant | S4-S1 | Class X Pass                              | 1         | 0        | 1        |                        |
| Hiring Section                 | Operator        |       | Class VIII - X Pass and Basic Skills      | 8         | 1        | 7        | As per the requirement |
| <b>TOTAL</b>                   |                 |       |   | <b>12</b> | <b>4</b> | <b>8</b> |                        |

| <b>4.7. Service Centre, Thrimshing</b> |                 |       |   |           |          |          |                        |
|--|-----------------|-------|---|-----------|----------|----------|------------------------|
| Admin                                  | Area Manager    | S4-S1 | Senior Technician / TTI/VTI with experience | 1         | 0        | 1        |                        |
| POL Section                            | POL Assistant   | O3-O1 | Class X Pass                                | 1         | 1        | 0        |                        |
| Repair and Maintenance Section         | Technician      | S4-S3 | VTI/TTI                                     | 1         | 0        | 1        |                        |
| Store Section                          | Store Assistant | S4-S1 | Class X Pass                                | 1         | 0        | 1        |                        |
| Hiring Section                         | Operator        |       | Class VIII - X Pass and Basic Skills        | 8         | 0        | 8        | As per the requirement |
| <b>TOTAL</b>                           |                 |       |   | <b>12</b> | <b>1</b> | <b>1</b> |                        |

| <b>4.8. Service Centre, Panbang</b> |                 |       |   |           |          |           |                        |
|-------------------------------------|-----------------|-------|---|-----------|----------|-----------|------------------------|
| Admin                               | Area Manager    | S4-S1 | Senior Technician / TTI/VTI with experience | 1         | 0        | 1         |                        |
| POL Section                         | POL Assistant   | O3-O1 | Class X Pass                                | 1         | 1        | 0         |                        |
| Repair and Maintenance Section      | Technician      | S4-S3 | VTI/TTI                                     | 1         | 0        | 1         |                        |
| Store Section                       | Store Assistant | S4-S1 | Class X Pass                                | 1         | 0        | 1         |                        |
| Hiring Section                      | Operator        |       | Class VIII - X Pass and Basic Skills        | 8         | 1        | 7         | As per the requirement |
| <b>TOTAL</b>                        |                 |       |   | <b>12</b> | <b>2</b> | <b>10</b> |                        |

| <b>4.9. Service Centre, Chuzaygang</b> |                 |       |   |           |          |          |                        |
|--|-----------------|-------|---|-----------|----------|----------|------------------------|
| Admin                                  | Area Manager    | S4-S1 | Senior Technician / TTI/VTI with experience | 1         | 0        | 1        |                        |
| POL Section                            | POL Assistant   | O3-O1 | Class X Pass                                | 1         | 0        | 1        |                        |
| Repair and Maintenance Section         | Technician      | S4-S3 | VTI/TTI                                     | 1         | 1        | 0        |                        |
| Store Section                          | Store Assistant | S4-S1 | Class X Pass                                | 1         | 1        | 0        |                        |
| Hiring Section                         | Operator        |       | Class VIII - X Pass and Basic Skills        | 8         | 3        | 5        | As per the requirement |
| <b>TOTAL</b>                           |                 |       |   | <b>12</b> | <b>5</b> | <b>7</b> |                        |

| <b>4.10. Service Centre, Kherigonpa</b> |                 |       |   |   |   |   |  |
|---|-----------------|-------|---|---|---|---|--|
| Admin                                   | Area Manager    | S4-S1 | Senior Technician / TTI/VTI with experience | 1 | 1 | 0 |  |
| POL Section                             | POL Assistant   | O3-O1 | Class X Pass                                | 1 | 1 | 0 |  |
| Repair and Maintenance Section          | Technician      | S4-S3 | VTI/TTI                                     | 1 | 0 | 1 |  |
| Store Section                           | Store Assistant | S4-S1 | Class X Pass                                | 1 | 0 | 1 |  |



|                |          |  |                                      |           |          |           |                        |
|----------------|----------|--|--------------------------------------|-----------|----------|-----------|------------------------|
| Hiring Section | Operator |  | Class VIII - X Pass and Basic Skills | 8         | 0        | 8         | As per the requirement |
| <b>TOTAL</b>   |          |  |                                      | <b>12</b> | <b>2</b> | <b>10</b> |                        |

| <b>4.11. Service Centre, Buli</b> |                 |       |                                     |           |          |          |                        |
|-----------------------------------|-----------------|-------|-------------------------------------|-----------|----------|----------|------------------------|
| Admin                             | Area Manager    | S4-S1 | Senior Technician / TTI/VTI with    | 1         | 1        | 0        | Degree                 |
| POL Section                       | POL Assistant   | O3-O1 | Class X Pass                        | 1         | 1        | 0        |                        |
| Repair and Maintenance Section    | Technician      | S4-S3 | VTI/TTI                             | 1         | 0        | 1        |                        |
| Store Section                     | Store Assistant | S4-S1 | Class X Pass                        | 1         | 0        | 1        |                        |
| Hiring Section                    | Operator        |       | Class VIII -X Pass and Basic Skills | 8         | 1        | 7        | As per the requirement |
| <b>TOTAL</b>                      |                 |       |                                     | <b>12</b> | <b>3</b> | <b>9</b> |                        |

| <b>4.12. Service Centre, Tsirang</b> |                 |       |   |           |          |           |                        |
|--------------------------------------|-----------------|-------|---|-----------|----------|-----------|------------------------|
| Admin                                | Area Manager    | S4-S1 | Senior Technician / TTI/VTI with experience | 1         | 0        | 1         |                        |
| POL Section                          | POL Assistant   | O3-O1 | Class X Pass                                | 1         | 0        | 1         |                        |
| Repair and Maintenance Section       | Technician      | S4-S3 | VTI/TTI                                     | 1         | 0        | 1         |                        |
| Store Section                        | Store Assistant | S4-S1 | Class X Pass                                | 1         | 0        | 1         |                        |
| Hiring Section                       | Operator        |       | Class VIII - X Pass and Basic Skills        | 8         | 1        | 7         | Ad per the requirement |
| <b>TOTAL</b>                         |                 |       |   | <b>12</b> | <b>1</b> | <b>11</b> |                        |

| <b>4.13. Service Centre, Lhamoizingkha</b> |                 |       |                                      |           |          |           |                        |
|--|-----------------|-------|--------------------------------------|-----------|----------|-----------|------------------------|
| Admin                                      | Area Manager    | S4-S1 | Senior Technician / TTI/VTI with     | 1         | 0        | 1         |                        |
| POL Section                                | POL Assistant   | O3-O1 | Class X Pass                         | 1         | 0        | 1         |                        |
| Repair and Maintenance Section             | Technician      | S4-S3 | VTI/TTI                              | 1         | 0        | 1         |                        |
| Store Section                              | Store Assistant | S4-S1 | Class X Pass                         | 1         | 0        | 1         |                        |
| Hiring Section                             | Operator        |       | Class VIII - X Pass and Basic Skills | 8         | 0        | 8         | As per the requirement |
| <b>TOTAL</b>                               |                 |       |                                      | <b>12</b> | <b>0</b> | <b>12</b> |                        |

**Table 5. Human resource requirement/strength of the Commercial Farms**

| <b>5.1. Nyselphu Farm</b>      |                       |                       |   |                   |                       |               |                                     |
|--------------------------------|-----------------------|-----------------------|---|-------------------|-----------------------|---------------|-------------------------------------|
| <b>Office</b>                  | <b>Position Title</b> | <b>Position Level</b> | <b>Qualification</b>                              | <b>Actual Req</b> | <b>Existing staff</b> | <b>HR Gap</b> | <b>Remarks</b>                      |
| Farm Admin                     | Farm Manager          | S2-S1                 | Diploma in Agriculture/CNR                        | 1                 | 1                     | 0             |                                     |
|                                | Office Assistant      | O1-S5                 | Class XII Pass                                    | 1                 | 0                     | 1             |                                     |
|                                | Store In-Charge       | S4-S1                 | VTI/TTI   | 1                 | 0                     | 1             |                                     |
|                                | Driver                | O6-O1                 | Class VIII and above, 2 years' driving experience | 0                 | 0                     | 0             | As per the availability of vehicles |
| Crop Section                   | Farm Assistant/ESP    | O6-O1                 | Class X Pass & below X                            | 1                 | 2                     | -1            | 1 ESP/FA for 5 acres                |
| Hiring Section                 | Operator              |                       | Class VIII -X Pass and Basic Skills               | 8                 | 0                     | 8             | As per the requirement              |
| Repair and Maintenance Section | Auto Technician       | S4-S3                 | VTI/TTI   | 1                 | 0                     | 1             |                                     |
| <b>TOTAL</b>                   |                       |                       |   | <b>13</b>         | <b>3</b>              | <b>10</b>     |                                     |

| <b>5.2. Thimphu Farm (Dechenphu &amp; Tendrelthang)</b> |                    |       |  |           |          |           |                                     |
|---|--------------------|-------|--|-----------|----------|-----------|-------------------------------------|
| Farm Admin  | Farm Manager       | S2-S1 | Diploma in Agriculture/CNR                       | 1         | 1        | 0         |                                     |
|   | Office Assistant   | O1-S5 | Class XII Pass                                   | 1         | 0        | 1         |                                     |
|   | Store In-Charge    | S4-S1 | VTI/TTI  | 1         | 0        | 1         |                                     |
|   | Driver             | O1-O6 | Class VIII and above, 2 years driving experience | 1         | 0        | 1         | As per the availability of vehicles |
| Crop Section  | Farm Assistant/ESP | O6-O5 | Class X Pass & below X                           | 5         | 1        | 4         | 1 ESP/FA for 5 acres                |
| Hiring Section  | Operator           |       | Class VIII -X Pass and Basic Skills              | 8         | 1        | 7         | As per the requirement              |
| Repair and Maintenance Section                          | Auto Technician    | S4-S3 | VTI/TTI  | 1         | 0        | 1         |                                     |
| <b>TOTAL</b>  |                    |       |  | <b>18</b> | <b>3</b> | <b>15</b> |                                     |

| <b>5.3. Phuntshothang Farm</b> |                     |       |   |            |           |           |                                     |
|--------------------------------|---------------------|-------|---|------------|-----------|-----------|-------------------------------------|
| Farm Admin                     | Farm Manager        | S2-S1 | Diploma in Agriculture/CNR                        | 1          | 1         | 0         |                                     |
|                                | Office Assistant    | O1-S5 | Class XII Pass                                    | 1          | 1         | 0         |                                     |
|                                | Store In-Charge     | S4-S1 | VTI/TTI   | 1          | 0         | 1         |                                     |
|                                | Driver              | O6-O1 | Class VIII and above, 2 years' driving experience | 1          | 1         | 0         | As per the availability of vehicles |
| Crop Section                   | Farm Assistant /ESP | O6-O1 | Class X Pass & below X                            | 105        | 10        | 95        | 1 ESP/FA for 5 acres                |
| Hiring Section                 | Operator            |       | Class VIII - X Pass and Basic Skills              | 8          | 12        | -4        | As per the requirement              |
| Repair and Maintenance Section | Auto Technician     | S4-S3 | VTI/TTI   | 1          | 2         | -1        |                                     |
| POL Section                    | POL Assistant       | O3-O1 | Class X Pass                                      | 1          | 2         | -1        |                                     |
| <b>TOTAL</b>                   |                     |       |   | <b>118</b> | <b>29</b> | <b>91</b> |                                     |

| <b>5.4. Nitchula Farm</b>      |                     |       |   |           |          |           |                                     |
|--------------------------------|---------------------|-------|---|-----------|----------|-----------|-------------------------------------|
| Farm Admin                     | Farm Manager        | S2-S1 | Diploma in Agriculture/CNR                        | 1         | 0        | 1         |                                     |
|                                | Office Assistant    | O1-S5 | Class XII Pass                                    | 1         | 0        | 1         |                                     |
|                                | Store In-Charge     | S4-S1 | VTI/TTI   | 1         | 0        | 1         |                                     |
|                                | Driver              | O6-O1 | Class VIII and above, 2 years' driving experience | 0         | 0        | 0         | As per the availability of vehicles |
| Crop Section                   | Farm Assistant /ESP | O6-O5 | Class X Pass & below X                            | 40        | 2        | 38        | 1 ESP/FA for 5 acres                |
| Hiring Section                 | Operator            |       | Class VIII - X Pass and Basic Skills              | 8         | 2        | 6         | As per the requirement              |
| Repair and Maintenance Section | Auto Technician     | S4-S3 | VTI/TTI   | 1         | 0        | 1         |                                     |
| <b>TOTAL</b>                   |                     |       |   | <b>52</b> | <b>4</b> | <b>48</b> |                                     |

| <b>5.5. Kana Farm</b> |                  |       |                            |   |   |   |  |
|-----------------------|------------------|-------|----------------------------|---|---|---|--|
| Farm Admin            | Farm Manager     | S2-S1 | Diploma in Agriculture/CNR | 1 | 1 | 0 |  |
|                       | Office Assistant | O1-S5 | Class XII Pass             | 1 | 0 | 1 |  |

|                                |                     |       |  |           |          |           |                                     |
|--------------------------------|---------------------|-------|--|-----------|----------|-----------|-------------------------------------|
|                                | Store In-Charge     | S4-S1 | VTI/TTI  | 1         | 1        | 0         |                                     |
|                                | Driver              | O6-O1 | Class VIII and Above driving 2 years' experience | 0         | 0        | 0         | As per the availability of vehicles |
| Crop Section                   | Farm Assistant /ESP | O6-O5 | Class X Pass & below X                           | 20        | 4        | 16        | 1 ESP/FA for 5 acres                |
| Hiring Section                 | Operator            |       | Class VIII - X Pass and Basic Skills             | 8         | 0        | 8         | As per the requirement              |
| Repair and Maintenance Section | Auto Technician     | S4-S3 | VTI/TTI  | 1         | 0        | 1         |                                     |
| <b>TOTAL</b>                   |                     |       |  | <b>32</b> | <b>6</b> | <b>26</b> |                                     |

| <b>5.6. Gangtokha Farm</b>     |                       |       |  |           |           |          |                                     |
|--------------------------------|-----------------------|-------|--|-----------|-----------|----------|-------------------------------------|
| Farm Admin                     | Farm Manager          | S2-S1 | Diploma in Agriculture/CNR                                     | 1         | 0         | 1        |                                     |
|                                | Office Assistant      | O1-S5 | Class XII Pass   | 1         | 0         | 1        |                                     |
|                                | Store In-Charge       | S4-S1 | VTI/TTI  | 1         | 0         | 1        |                                     |
|                                | Driver                | O6-O1 | Class VIII and above, 2 years' driving experience              | 0         | 0         | 0        | As per the availability of vehicles |
| Crop Section                   | Farm Assistant /ESP   | O6-O5 | Class X Pass & below X   | 4         | 8         | -4       | 1 ESP/FA for 5 acres                |
| BIO Section                    | Technical advisor     | M3-M1 | Bachelor's Degree in agriculture /relevant experience 10 years | 1         | 0         | 0        |                                     |
|                                | Laboratory Technician | S2-S1 | Diploma in Agriculture   | 2         | 1         | 1        |                                     |
|                                | Laboratory Assistant  | O1-S5 | Class XII Pass, Science  | 2         | 2         | 0        |                                     |
| Hiring Section                 | Operator              |       | Class VIII - X Pass and Basic Skills                           | 8         | 4         | 4        | As per the requirement              |
| Repair and Maintenance Section | Auto Technician       | S4-S3 | VTI/TTI  | 1         | 0         | 1        |                                     |
| <b>TOTAL</b>                   |                       |       |  | <b>21</b> | <b>15</b> | <b>5</b> |                                     |

| <b>5.7. Lomtshekha Farm</b> |                  |       |                            |   |   |   |  |
|-----------------------------|------------------|-------|----------------------------|---|---|---|--|
| Farm Admin                  | Farm Manager     | S2-S1 | Diploma in Agriculture/CNR | 1 | 1 | 0 |  |
|                             | Office Assistant | O1-S5 | Class XII Pass             | 1 | 0 | 1 |  |
|                             | Store In-Charge  | S4-S1 | VTI/TTI                    | 1 | 1 | 0 |  |

|                                |                     |       |   |           |          |           |                                     |
|--------------------------------|---------------------|-------|---|-----------|----------|-----------|-------------------------------------|
|                                | Driver              | O1-O6 | Class VIII and above, 2 years' driving experience | 0         | 0        | 0         | As per the availability of vehicles |
| Crop Section                   | Farm Assistant /ESP | O6-O5 | Class X Pass & below X                            | 8         | 3        | 5         | 1 ESP/FA for 5 acres                |
| Hiring Section                 | Operator            |       | Class VIII - X Pass and Basic Skills              | 8         | 0        | 8         | As per the requirement              |
| Repair and Maintenance Section | Auto Technician     | S4-S3 | VTI/TTI   | 1         | 0        | 1         |                                     |
| <b>TOTAL</b>                   |                     |       |   | <b>20</b> | <b>5</b> | <b>15</b> |                                     |

| <b>5.8. Membrang Farm</b> |                    |       |   |           |          |           |   |
|---------------------------|--------------------|-------|---|-----------|----------|-----------|---|
| Farm Admin                | Farm Manager       | S2-S1 | Diploma in Agriculture/CNR                        | 1         | 0        | 1         |   |
|                           | Office             | O1-S5 | Class XII Pass                                    | 1         | 0        | 1         |   |
|                           | Store In-Charge    | S4-S1 | VTI/TTI   | 1         | 0        | 1         |   |
|                           | Driver             | O1-O6 | Class VIII and above, 2 years' driving experience | 0         | 0        | 0         | As per the availability of vehicles                               |
| Crop Section              | Farm Assistant/ESP | O6-O5 | Class X Pass & below X                            | 3         | 0        | 3         | 1 FA for 5 acre, rest as per the requirement in the seasonal time |
| Hiring Section            | Operator           |       | Class VIII - X Pass and Basic Skills              | 8         | 0        | 8         | As per the requirement  |
| Repair and Maintenance    | Auto Technician    | S4-S3 | VTI/TTI   | 1         | 0        | 1         |   |
| <b>TOTAL</b>              |                    |       |   | <b>15</b> | <b>0</b> | <b>15</b> |   |

| <b>5.9. Phebthang Farm</b> |                     |       |   |    |   |    |                                     |
|----------------------------|---------------------|-------|---|----|---|----|-------------------------------------|
| Farm Admin                 | Farm Manager        | S2-S1 | Diploma in Agriculture/CNR                        | 1  | 2 | -1 |                                     |
|                            | Office Assistant    | O1-S5 | Class XII Pass                                    | 1  | 0 | 1  |                                     |
|                            | Store In-Charge     | S4-S1 | VTI/TTI   | 1  | 0 | 1  |                                     |
|                            | Driver              | O6-O1 | Class VIII and above, 2 years' driving experience | 0  | 0 | 0  | As per the availability of vehicles |
| Crop Section               | Farm Assistant /ESP | O6-O5 | Class X Pass & below X                            | 11 | 4 | 7  | 1 FA for 5 acres,                   |
| Hiring Section             | Operator            |       | Class VIII - X Pass and Basic Skills              | 8  | 2 | 6  | As per the requirement              |

|                                |                 |       |         |           |          |           |  |
|--------------------------------|-----------------|-------|---------|-----------|----------|-----------|--|
| Repair and Maintenance Section | Auto Technician | S4-S3 | VTI/TTI | 1         | 0        | 1         |  |
| <b>TOTAL</b>                   |                 |       |         | <b>23</b> | <b>8</b> | <b>15</b> |  |

| <b>5.10. Wangrey Farm</b>      |                     |       |   |           |          |           |                                     |
|--------------------------------|---------------------|-------|---|-----------|----------|-----------|-------------------------------------|
| Farm Admin                     | Farm Manager        | S2-S1 | Diploma in Agriculture/CNR                        | 1         | 0        | 1         |                                     |
|                                | Office Assistant    | O1-S5 | Class XII Pass                                    | 1         | 0        | 1         |                                     |
|                                | Store In-Charge     | S4-S1 | VTI/TTI   | 1         | 0        | 1         |                                     |
|                                | Driver              | O6-O1 | Class VIII and above, 2 years' driving experience | 0         | 0        | 0         | As per the availability of vehicles |
| Crop Section                   | Farm Assistant /ESP | O6-O5 | Class X Pass & below X                            | 17        | 0        | 17        | 1 ESP/FA for 5 acres                |
| Hiring Section                 | Operator            |       | Class VIII - X Pass and Basic Skills              | 8         | 1        | 7         | As per the requirement              |
| Repair and Maintenance Section | Auto Technician     | S4-S3 | VTI/TTI   | 1         | 0        | 1         |                                     |
| <b>TOTAL</b>                   |                     |       |   | <b>29</b> | <b>1</b> | <b>28</b> |                                     |

| Service Centre |                    |             |            | Farm Details  |                    |              |  |
|----------------|--------------------|-------------|------------|---------------|--------------------|--------------|--|
| SL No          | Service Centre     | Dzongkhag   | Region     | Region        | Farm               | Area (Acre)  | Remarks                                |
| 1              | Tangsibji FMSC     | Trongsa     | Bajo       | RFMCL-        | Wangrey Farm       | 48.0         |  |
| 2              | Tangmachu FMSC     | Lhuntshe    | Khangma    | Bumthang      | Phebthang Farm     | 54.00        |  |
| 3              | Ngatshang FMSC     | Mongar      | Khangma    | RFMCL-Bajo    | Gangtokha Farm     | 18.95        |  |
| 4              | Saling FMSC        | Mongar      | Khangma    |               | Lomtshekha Farm    | 40.00        | Farm Development on halt               |
| 5              | Yoseltse FMSC      | Samtse      | Paro       |               | Kana Farm          | 118.00       |  |
| 6              | Naja FMSC          | Paro        | Paro       | RFMCL-Khangma | Phuntshothang Farm | 622.00       |  |
| 7              | Lhamoizingkha FMSC | Dagana      | Paro       |               | Membrang Farm      | 17.00        | Received with Registration certificate |
| 8              | Chuzaygang FMSC    | Sarpang     | Samtenling | RFMCL-Paro    | Nitchula Farm      | 200.00       |  |
| 9              | Buli FMSC          | Zhemgang    | Samtenling |               | Nyselphu Farm      | 4.05         |  |
| 10             | Tsirang FMSC       | Tsirang     | Samtenling |               | Tendrelthang Farm  | 25.00        |  |
| 11             | Thrimshing FMSC    | Tashigang   | Khangma    |               | Dechenphug Farm    | 23.00        |  |
| 12             | Khenrigoenpa FMSC  | Pemagatshel | Khangma    |               |                    |              |  |
| 13             | Panbang FMSC       | Zhemgang    | Samtenling |               | <b>Total</b>       | <b>1,170</b> |  |

## **4. Terms of Reference**

### **4.1 Terms of Reference for Production and Marketing Department**

The Production and Marketing Department is responsible for overseeing and managing the production and marketing plans, programs activities of the company. The overall roles and responsibilities involve strategic planning, resource mobilization and allocation, team management, and ensuring the efficient execution of production and marketing plan and developing relevant strategies and policy documents.

- Develop and implement strategic plans for the Production and Marketing Departments, aligning them with the overall company's objectives.
- Oversee and manage the day-to-day operations of the production and marketing teams, ensuring efficient workflow and adherence to quality standards.
- Monitor and analyze market trends, consumer behavior, and competitor activities to identify opportunities and risks. Make recommendations for adjustments in marketing strategies as needed.
- Collaborate with the marketing and sales team to develop effective marketing campaigns, promotions, and product launches to drive sales and increase market share.
- Manage the production and marketing budget, including resource allocation, cost control, and optimization of production processes.
- Ensure the availability of necessary production resources, including raw materials, equipment, and man- power, to meet production targets and timelines.
- Foster a culture of continuous improvement, innovation, and quality consciousness within the production and marketing departments.
- Establish and maintain strong relationships with suppliers, vendors, and other external stakeholders.
- Lead and develop a high-performing team by setting clear objectives, providing guidance, conducting performance evaluations, and offering professional development opportunities.
- Ensure compliance with regulatory requirements, industry standards, and ethical guidelines in all production and marketing activities.
- Collaborate with cross-functional department such as Administrative & Finance Department, and Farm Mechanization Service Department to drive coordinated efforts and achieve Company's objectives.
- Prepare regular reports and presentations on production and marketing performance, including key metrics, challenges, and recommendations for improvement.

#### **4.1.1 Terms of Reference for Manufacturing Division**

The Manufacturing Division is responsible for overseeing and managing the manufacturing operations of the company. The division shall provide leadership, guidance, and support to the manufacturing team to ensure efficient and effective implementation of production plans and targets. The Manufacturing Division shall be accountable for overseeing production targets, maintaining quality standards, developing relevant strategies, policy documents and overseeing human resources plans of the division.

- Develop and implement manufacturing strategies to optimize production efficiency, reduce costs, and improve product quality.
- Lead the assessments of spare parts, tools and machine requirements and in developing annual production plans, expenditure requirement and revenue projections.
- Coordinate preparation and publication of physical and financial reports of the Division.
- Oversee and monitor manufacturing operations, including production planning, scheduling, and resource allocation.
- Ensure compliance with regulatory standards, industry best practices, and company policies and

procedures.

- Identify and implement process improvements to enhance productivity, minimize waste, and streamline manufacturing processes.
- Oversee and coordinate production activities of the Regional Manufacturing Section.
- Establish and maintain performance metrics and key performance indicators (KPIs) to track manufacturing performance and drive continuous improvement.
- Lead and develop a high-performing manufacturing team, providing guidance, training, and performance feedback to ensure a skilled and motivated workforce.
- Conduct regular safety audits and promote a culture of safety within the manufacturing environment, ensuring compliance with all health and safety regulations.
- Monitor and control manufacturing costs, budgets, and expenditures, striving to achieve cost targets and optimize resource allocation.
- Stay updated on industry trends, technological advancements, and regulatory changes relevant to the manufacturing field, and propose innovative solutions to enhance manufacturing capabilities.

#### **4.1.2 Terms of Reference for Commercial Farms Division**

The Commercial Farm Division is responsible for overseeing and managing the operations of the Commercial Farming of the company. The overall role and responsibilities involve strategic planning, resource management, team leadership, and ensuring efficient and profitable operation of commercial farming activities, developing relevant strategies, policy documents and overseeing human resources plans of the division.

- Develop and implement strategic plans for the Commercial Farming Division, aligned with the company's overall objectives and market trends.
- Oversee and manage the day-to-day operations of the commercial farm division, including crop cultivation, equipment utilization, and farm maintenance.
- Develop and monitor budgets, financial targets, and cost control measures for the Commercial Farm Division, ensuring optimal resource allocation and efficiency.
- Coordinate preparation and publication of physical and financial reports of the Division.
- Identify and evaluate market opportunities, trends, and customer needs to plan need based cultivation crops.
- Collaborate with sales and marketing teams to develop pricing strategies, promotional campaigns, and distribution channels to maximize product sales and market share.
- Ensure compliance with relevant agricultural regulations, environmental standards, and health and safety guidelines in all farming operations.
- Monitor and analyze key performance indicators (KPIs) related to crop yields, cost per unit, and other relevant metrics to identify areas for improvement and implement corrective actions.
- Develop and maintain strong relationships with suppliers, vendors, contractors, and other stakeholders to ensure the availability of necessary inputs, equipment, and services for farming operations.
- Lead and develop a high-performing team of farm managers, supervisors, and farm workers by providing guidance, training, and professional development opportunities.
- Implement sustainable agricultural practices, resource conservation techniques, and responsible land management to minimize environmental impact and promote long-term sustainability.
- Stay informed about the latest advancements in agricultural technology, equipment, and best practices. Evaluate and recommend investments in new technologies or process improvements that can enhance productivity and efficiency.
- Prepare regular reports and presentations on the performance of the commercial farm division, including financial results, operational achievements, challenges, and recommendations for improvement.



### **4.1.3 Terms of Reference for Bio Input Division**

The Bio Input Division is responsible for overseeing and managing the operations of the Bio Input Division of the company. The roles and responsibilities involve strategic planning, product development, sales and marketing, quality control, and ensuring the efficient production and distribution of Bio inputs, developing relevant strategies, policy documents and overseeing human resources plans of the division.

- Develop and implement strategic plans for the Bio Input Division, aligned with the company's overall objectives and market trends in the agricultural sector.
- Conduct market research to identify customer needs, trends, and competitive landscape. Use this information to guide product development, pricing strategies, and marketing initiatives.
- Collaborate with relevant agencies to develop and assess quality and efficacy of the product, marketing the products and for compliance with regulatory standards.
- Oversee the production process of Bio inputs, ensuring adherence to quality control measures, production schedules, and cost efficiency.
- Develop and implement effective sales and marketing strategies to promote bio inputs, expand market penetration, and achieve sales targets.
- Establish and maintain strong relationships with distributors, retailers, agricultural consultants, and farmers to drive sales and gather market intelligence.
- Provide technical support and training to sales teams and customers regarding the benefits, application methods, and proper usage of bio inputs.
- Monitor and analyze key performance indicators (KPIs) related to production volume, sales revenue, customer satisfaction, and market share. Take appropriate actions to address performance gaps and achieve company's objectives.
- Collaborate with the supply chain and logistics teams to ensure timely and efficient delivery of bio inputs to customers, managing inventory levels and minimizing wastage.
- Stay updated on the latest advancements and research in bio technologies, industry trends, and regulatory requirements. Apply this knowledge to drive innovation and maintain a competitive edge.
- Develop and manage the division's budget, ensuring efficient allocation of resources and cost control measures.
- Prepare regular reports and presentations on the division's performance, including sales performance, production metrics, quality control, and market trends.

### **4.1.4 Terms of Reference for Marketing Division**

The Marketing Division is responsible for developing and implementing effective marketing strategies, managing brand positioning, driving customer engagement, and ensuring the successful promotion and sales of products or services. This division plays a critical role in generating revenue, enhancing brand visibility, and in developing relevant strategies, policy documents and overseeing human resources plans of the division.

- Develop and implement comprehensive marketing strategies that align with the company's overall goals and objectives.
- Conduct market research and analysis to identify customer needs, market trends, and competitive landscape. Utilize these insights to develop marketing strategies and campaigns.
- Define target customer segments, develop customer personas, and tailor marketing messages and tactics to effectively reach and engage these audiences.
- Manage brand positioning, ensuring consistent messaging and visual identity across all marketing channels and materials.
- Oversee the development and execution of marketing campaigns, including advertising, digital marketing, social media, content marketing, and public relations.

- Collaborate with cross-functional teams, such as product development, sales, and operations, to ensure marketing efforts are aligned with business objectives and product/service launches are effectively supported.
- Manage the marketing budget, allocate resources effectively, and monitor return on investment (ROI) of marketing activities.
- Utilize marketing analytics and data to measure the effectiveness of marketing campaigns, identify areas for improvement, and make data-driven decisions.
- Stay informed about industry trends, emerging technologies, and best practices in marketing. Incorporate innovative and effective marketing strategies into the division's initiatives.
- Develop and maintain strong relationships with media outlets, advertising agencies, vendors, and other relevant external stakeholders.
- Monitor and manage the company's online presence and reputation through effective digital marketing strategies and online reputation management.
- Lead and manage a team of marketing professionals, providing guidance, coaching, and performance evaluations.

#### **4.2 Terms of Reference for Administrative and Finance Department**

The Administrative and Finance Department is responsible for overseeing and managing the administrative and financial functions of the company. The roles and responsibilities involve providing strategic direction, ensuring compliance with financial regulations, Procurement Rules and regulation, optimizing operational efficiency, and maintaining effective administrative processes, developing relevant strategies, policy documents and overseeing human resources plans of the company.

- Develop and implement administrative and financial strategies aligned with the company's goals and objectives.
- Oversee and manage the day-to-day administrative and financial operations, including budgeting, financial reporting, payroll, procurement, facilities management, and compliance with legal and regulatory requirements.
- Provide leadership and guidance to the administrative and finance teams, promoting a culture of teamwork, accountability, and professional development.
- Develop and monitor the annual budget, ensuring efficient allocation of resources, tracking expenses, and providing regular financial reports to the executive team and stakeholders.
- Establish and maintain effective internal controls, financial policies, and procedures to safeguard company assets, prevent fraud, and ensure compliance with applicable laws and regulations.
- Manage banking relationships, cash flow, and working capital requirements, ensuring the organization's financial stability and liquidity.
- Coordinate and oversee financial audits, tax filings, and other external financial reporting requirements.
- Develop and implement cost-saving initiatives, efficiency improvements, and process optimization strategies across administrative and financial functions.
- Ensure proper maintenance and security of company records, financial data, contracts, and other important documents.
- Collaborate with other departments to support their administrative, procurement, ICT, HR and financial needs, providing guidance on budgeting, financial analysis, and resource allocation.
- Stay informed about changes in financial regulations, accounting standards, procurement rules & regulation and Service Rules & Regulation, update policies and procedures accordingly to ensure compliance and efficient financial management.
- Provide strategic financial analysis, forecasts, and recommendations to support decision-making and business planning.

#### **4.2.1 Terms of Reference for Account and Finance Division**

The Account and Finance Manager is responsible for overseeing and managing the financial operations of the company. The roles and responsibilities involve in maintaining accurate financial records, ensuring compliance with relevant laws and regulations, and providing financial analysis and reporting to support strategic decision-making.

- Develop and implement financial policies, procedures, and internal controls to safeguard the organization's assets and ensure compliance with accounting standards and regulations.
- Manage and supervise the day-to-day accounting functions, including accounts payable, accounts receivable, general ledger, payroll, and financial reporting.
- Ensure accurate and timely recording of all financial transactions, including revenue, expenses, assets, and liabilities.
- Prepare and present financial statements, management reports, budgets, and forecasts to senior management and stakeholders.
- Conduct financial analysis, including variance analysis, trend analysis, and cost analysis, to identify areas of improvement and provide recommendations for cost reduction and revenue enhancement.
- Coordinate and assist in the annual budgeting process, working closely with the department heads to develop realistic and achievable financial targets.
- Monitor cash flow and manage working capital to ensure efficient and effective use of financial resources.
- Maintain strong relationships with external stakeholders, including auditors, banks, regulatory bodies, and tax authorities.
- Stay updated on changes in accounting regulations and best practices and ensure compliance with relevant laws and standards.
- Provide leadership and guidance to the finance team, fostering a culture of teamwork, continuous learning, and professional development.
- Support senior management in strategic decision-making by providing financial insights, forecasts, and recommendations.

#### **4.2.2 Terms of Reference for Administrative and Human Resources Division**

The Administrative and Human Resource is responsible for managing and overseeing the administrative and human resource functions of the company. They play a vital role in maintaining efficient operations, managing employee relations, and ensuring compliance with relevant policies, procedures, and regulations.

- Develop and implement administrative policies, procedures, and systems to support the smooth operation of the company.
- Manage office facilities, including maintenance, security, and procurement of supplies and equipment.
- Oversee travel arrangements, logistics, and coordination of events and meetings.
- Ensure compliance with health and safety regulations and promote a safe working environment.
- Implement and maintain efficient record-keeping systems for administrative documents, contracts, and correspondence.
- Develop and implement human resource policies, procedures, and practices in line with applicable laws and regulations.
- Manage the recruitment and selection process, including job postings, screening, interviewing, and onboarding of new employees.
- Administer employee benefits programs and ensure accurate and timely payroll processing.
- Oversee performance management processes, including goal setting, performance evaluations, and employee development plans.

- Develop and deliver training programs to enhance employee skills and knowledge.
- Handle employee relations, including conflict resolution, disciplinary actions, and grievance procedures.
- Maintain employee records and ensure compliance with data protection regulations.
- Monitor and ensure compliance with employment laws and regulations.

#### **4.2.3 Terms of Reference for ICT Division**

The ICT Division is responsible for overseeing the organization's information and communication technology (ICT) systems and implementing effective monitoring and evaluation frameworks.

- Develop and implement the company's ICT strategy, policies, and procedures in alignment with organizational goals.
- Oversee the selection, implementation, and maintenance of ICT systems, including hardware, software, networks, and telecommunications.
- Ensure the security, integrity, and availability of ICT infrastructure and data through regular backups, disaster recovery plans, and security measures.
- Provide technical support and training to the staff on the effective use of ICT systems and tools.
- Stay updated on emerging ICT trends and recommend innovative solutions to improve operational efficiency and effectiveness.
- Manage relationships with ICT vendors, service providers, and consultants.
- Develop and monitor the ICT budget and expenditure.
- Design and implement a comprehensive monitoring and evaluation framework to measure the company's progress towards its goals and objectives.
- Develop and manage data collection and management systems to ensure accurate and timely data collection, analysis, and reporting.
- Conduct regular monitoring visits, surveys, and assessments to gather data and feedback on program implementation.
- Analyze and interpret data to identify trends, patterns, and areas for improvement.
- Prepare and present M&E reports to senior management and highlighting key findings, achievements, and challenges.
- Support program teams in setting targets, developing indicators, and monitoring program performance.
- Provide technical guidance and training to staff on M&E methodologies and tools.

#### **4.2.4 Terms of Reference for Procurement Division**

The Procurement Division is responsible for managing the company's procurement processes, including the sourcing, purchasing, and contract management of goods, services, and works. The Division ensures compliance with procurement policies, procedures, and regulations while achieving value for money and meeting the company's needs.

- Develop and implement procurement strategies, policies, and procedures in alignment with organizational goals and applicable regulations.
- Collaborate with internal stakeholders to assess procurement needs, develop procurement plans, and identify suitable procurement methods.
- Conduct market research and analysis to identify potential suppliers, products, and services.
- Identify cost-saving opportunities, evaluate supplier capabilities, and negotiate contracts and agreements.
- Manage the end-to-end procurement process, including requisition, evaluation, negotiation, and award of contracts.

- Prepare and issue procurement documents, such as requests for proposals (RFPs), invitations to bid (ITBs), and requests for quotations (RFQs).
- Review and evaluate supplier proposals, conduct due diligence, and recommend contract award decisions.
- Ensure compliance with procurement procedures, regulations, and ethical standards.
- Maintain accurate procurement records, including contract documentation, supplier information, and procurement reports.
- Develop and maintain relationships with suppliers, ensuring effective communication, timely delivery, and quality of goods and services.
- Monitor supplier performance, including contract compliance, delivery schedules, and service levels.
- Address and resolve issues, disputes, and claims arising from supplier relationships.

### **4.3 Terms of Reference for Farm Mechanization Services Department**

The Farm Mechanization Service Department is responsible for providing farm machineries, equipment and earth moving machineries hiring services to the farmers/client and overseeing the training programs on farm machineries and other agriculture related trainings. The Department plays a crucial role in promoting mechanized farming practices, improving agricultural productivity, and ensuring the efficient utilization of farm machineries, equipment and earth moving machineries.

- Develop and implement strategies and plans for the farm machineries, equipment and earth moving machineries hiring service and training program.
- Identify the machinery and equipment needed for various agricultural operations and ensure their availability for hiring.
- Monitor the Division's performance, establish key performance indicators (KPIs), and develop action plans for continuous improvement.
- Maintain accurate records of machinery usage, maintenance, and repair.
- Coordinate with farmers to understand their machinery requirements and provide appropriate recommendations.
- Establish transparent pricing and billing mechanisms for machinery hiring services.
- Monitor and evaluate the performance of the hiring service division, identifying areas for improvement and implementing necessary changes.
- Assess the training needs and design training modules accordingly.
- Lead and manage a team responsible for the hiring service division, providing guidance, support, and training as necessary.
- Provide guidance on the selection and operation of suitable machinery for different agricultural activities.

#### **4.3.1 Terms of Reference for Hiring Services Division**

The Hiring Service Division is responsible for overseeing the hiring of machineries, equipment and other resources to customers and is also responsible in managing the Division's operations, ensuring customer satisfaction, optimizing machineries utilization, develop relevant strategies, policy documents and overseeing human resources of the Division.

- Develop and implement strategies, policies, and plans for the Hiring Service Division, aligning them with the company's goals and objectives.
- Identify market trends, customer needs, and opportunities to expand the Hiring Service Division's offerings.
- Manage the scheduling and logistics of machinery deployment to farmers, ensuring timely and efficient delivery.

- Develop and manage the Division's budget, including monitoring costs, pricing strategies, and revenue generation.
- Identify customer needs and develop appropriate hiring packages, pricing structures, and service level agreements.
- Conduct regular customer satisfaction assessments and implement measures to improve customer experience.
- Maintain accurate records of available machinery, equipment, and resources for hiring.
- Monitor the condition and performance of machinery and equipment, conducting regular inspections and maintenance checks.
- Implement and enforce safety protocols for the operation and maintenance of machinery and equipment.
- Collaborate with agricultural extension services and farmer organizations to reach a wider audience for training programs.

#### **4.3.2 Terms of Reference for Training Division**

The Training Division plays a critical role in the company by developing and implementing comprehensive training programs to enhance the knowledge and skills as per the requirement. The division is responsible to ensure the effective design, delivery, and evaluation of training initiatives that align with the company's strategic objectives.

- Develop and implement strategies and plans for the Training Division, ensuring the provision of high- quality training programs.
- Identify customer' training needs and develop appropriate training modules and programs.
- Collaborate with customers to understand their specific training requirements and provide appropriate recommendations.
- Coordinate the scheduling and logistics of training programs, ensuring timely and efficient delivery.
- Oversee the development of training materials, including manuals, presentations, and practical exercises.
- Monitor the performance and effectiveness of training programs, gathering feedback from customers and making improvements as necessary.
- Manage the training services budget, including monitoring costs and optimizing revenue generation.

#### **4.4 Terms of Reference for Regional Offices**

The Regional offices are responsible for overseeing the operations and performance of a region in the company. The regional offices are responsible in managing teams, implementing strategies, and ensuring the achievement of regional objectives and targets.

- Develop and implement regional strategies, targets, and action plans aligned with the company's overall objectives.
- Monitor market trends, customer needs, and competitors' activities to identify opportunities and make in- formed decisions.
- Collaborate with senior management and other regional managers to ensure consistency in strategy implementation and sharing of best practices.
- Monitor and report on the progress of regional objectives, highlighting challenges and proposing solutions for improvement.
- Lead, manage, and develop a team of staff within the region, providing guidance, support, and training as necessary.
- Set clear objectives and performance expectations for the regional team members, conducting regular performance evaluations and providing constructive feedback.
- Monitor and evaluate the operational performance of the region, ensuring efficient and effective

delivery of services or products.

- Identify and implement process improvements and operational efficiencies to enhance productivity and customer satisfaction.
- Monitor key performance indicators (KPIs) and metrics to measure the regional performance against targets.
- Develop and implement action plans to address performance gaps and drive continuous improvement.
- Monitor customer satisfaction levels and take appropriate measures to address concerns or issues promptly.
- Manage the financial resources allocated to the region, including budget planning, monitoring, and cost control.
- Review financial reports and analyze financial performance against targets, taking corrective actions as necessary.

#### **4.4.1 Terms of Reference for Manufacturing Section**

- Develop production plans and schedules in alignment with overall production targets within the section.
- Coordinate with other departments, such as planning, procurement, and maintenance, to ensure the availability of raw materials, equipment, and resources required for production within the section.
- Monitor and oversee the execution of production processes to ensure adherence to established procedures, quality standards, and productivity targets.
- Identify opportunities for process optimization, waste reduction, and productivity improvements.
- Lead and manage staff, including operators, technicians, and support staff within the section.
- Assign tasks and responsibilities to team members, ensuring efficient utilization of skills and resources.
- Implement and maintain quality control measures, including inspection procedures, testing protocols, and documentation systems.

#### **4.4.2 Terms of Reference for Store Section**

- Maintain accurate and up-to-date inventory records of farm machinery and equipment.
- Regularly monitor stock levels and reorder or replenish inventory as necessary.
- Conduct regular physical inventory checks to reconcile with the records.
- Provide product information, advice, and guidance to customers to help them make informed purchasing decisions.
- Generate sales orders, prepare invoices, and handle payment transactions.
- Provide product demonstrations to customers, showcasing the features and proper usage of the equipment.
- Display and showcase farm machinery and equipment effectively in the store to maximize visibility and appeal.
- Ensure the store is well-organized, clean, and properly maintained.
- Implement and enforce store policies and procedures, including safety regulations and security measures.
- Maintain accurate sales records, financial reports, and documentation related to inventory, sales, and customer interactions.
- Collaborate with other departments, such as finance and procurement, - to streamline administrative processes.

#### **4.4.3 Terms of Reference for Account Section**

- Oversee the financial operations of the Regional Office, including budgeting, financial planning, - and fore- casting.
- Monitor financial transactions, expenditures, and revenue streams to ensure accuracy and compliance with policies and procedures.
- Coordinate with the headquarters or central finance department to ensure timely and accurate financial re- porting.
- Prepare and review the regional office's annual budget in coordination with department heads and senior management.
- Monitor budget utilization and expenditure, identifying areas of cost-saving opportunities or budget adjustments.
- Develop and implement cost control measures and strategies to optimize financial resources.
- Prepare accurate and timely financial reports, including income statements, balance sheets, cash flow statements, and other financial statements.
- Manage the accounts payable function, ensuring accurate and timely payment of invoices and expenses.
- Oversee accounts receivable processes, including invoicing, collections, and reconciliations.
- Monitor and analyze accounts receivable aging, taking necessary actions to minimize outstanding balances.
- Coordinate and facilitate internal and external audits of the Regional Office's financial records.

#### **4.4.4 Terms of Reference for Hiring Section**

- Implement policies, guidelines and procedures for hiring services.
- Monitor rental revenues, expenses, and profitability of the farm machinery hiring services.
- Handle inquiries from customers regarding available hiring machineries, rental terms, pricing and issues promptly and professionally.
- Provide guidance to customers on selecting the appropriate machinery and equipment for their specific needs.
- Coordinate rental contracts, ensuring all necessary documentation is completed accurately.
- Maintain positive relationships with customers, ensuring high levels of customer satisfaction.
- Coordinate regular maintenance and servicing to ensure optimal performance and safety of the hiring machineries.
- Monitor machineries performance and conduct periodic inspections to ensure safety and compliance.
- Provide hands-on training on equipment operation, safety practices, and maintenance.
- Assess and certify operators' proficiency in handling farm machinery and equipment.
- Maintain records of operator certifications and training activities.

#### **4.4.5 Terms of Reference Training Section**

- Conduct training sessions and workshops for farm machinery operators and technicians.
- Provide guidance and support to trainees during practical sessions, ensuring their safety and proper equipment usage.
- Evaluate trainee performance, provide constructive feedback, and assess the effectiveness of the training programs.
- Emphasize the importance of safety protocols, risk mitigation, and proper equipment handling during training sessions.



- Ensure training materials and resources adhere to safety standards and compliance requirements.
- Maintain accurate and up-to-date records of training activities, including attendance, evaluations, and certifications.
- Prepare comprehensive training reports, highlighting the progress, effectiveness, and impact of the training programs.

## **5. Terms of Reference for Commercial Farms**

- Conduct market research to identify current trends, demand, and potential customers for the farm's products.
- Monitor and evaluate the performance of crop, repair and maintenance, store, and hiring sections under the Commercial Farms.
- Plan and implement agricultural practices and techniques for optimal crop production within the farms.
- Oversee crop selection, planting, cultivation, and harvesting activities.
- Monitor and manage crop health, pest control, and disease prevention measures.
- Optimize irrigation and water management strategies.
- Collaborate with the crop section team to achieve production targets and quality standards.
- Manage the inventory of spare parts and equipment needed for repair and maintenance.
- Prepare and manage the Commercial Farm budget, including crop production, repair & maintenance, store, and hiring section.
- Provide regular financial reports and analysis to senior management of the Commercial Farm.
- Provide leadership, guidance, and support to the crop, repair and maintenance, store, and hiring sections to foster a positive work environment and promote teamwork and collaboration.
- Monitoring and maintenance of farm infrastructure and equipment.

### **5.1 Terms of Reference for Crop Unit**

- Determine the suitable timing and sequence of crop planting and harvesting considering factors such as soil conditions, climate, and market demand.
- Select appropriate crop varieties and seeds for cultivation.
- Manage planting, irrigation, fertilization, and pest control activities.
- Monitor crop growth and health, taking necessary actions to prevent diseases and optimize yields.
- Implement sustainable farming practices to conserve resources and minimize environmental impact.
- Develop crop rotation plans to optimize soil fertility and reduce the risk of pests and diseases.
- Ensure proper field preparation, including land leveling, weed control, and soil amendment.
- Supervise and coordinate harvesting activities, ensuring proper handling and storage of harvested crops.
- Monitor and manage storage conditions, including temperature, humidity, and ventilation.
- Keep updated records of crop production, inputs usage, and compliance documentation.
- Prepare and manage budgets for crop-related activities, including inputs, labor, and equipment.
- Optimize resource utilization, ensuring cost-effective crop production.

### **5.2 Terms of Reference for Repair & Maintenance Unit**

- Provide repair and maintenance services to external clients for their equipment and machinery.
- Maintain a 24/7 availability for emergency service calls and dispatch technicians accordingly.
- Ensure effective communication with clients regarding repair progress and estimated completion

times.

- Build and maintain strong relationships with clients, ensuring their satisfaction with repair and maintenance services.
- Collaborate with the sales and marketing teams to attract new clients and expand the customer base.
- Develop revenue projections and budgets for the repair and maintenance section.
- Monitor and analyze financial performance, including revenue generation, expenses, and profitability.
- Develop pricing structures and cost estimates for maintenance and repair services offered to clients.
- Ensure accurate and timely invoicing and collection of payments from clients and depositing the revenue.
- Provide guidance and recommendations to clients on the selection and purchase of appropriate spare parts.

### **5.3 Terms of Reference for Store Unit**

- Maintain accurate and up-to-date inventory records of farm machinery and equipment.
- Regularly monitor stock levels and reorder or replenish inventory as necessary.
- Conduct regular physical inventory checks to reconcile with the records.
- Provide product information, advice, and guidance to customers to help them make informed purchasing decisions.
- Generate sales orders, prepare invoices, and handle payment transactions.
- Provide product demonstrations to customers, showcasing the features and proper usage of the equipment.
- Display and showcase farm machinery and equipment effectively in the store to maximize visibility and appeal.
- Ensure the store is well-organized, clean, and properly maintained.
- Implement and enforce store policies and procedures, including safety regulations and security measures.
- Maintain accurate sales records, financial reports, and documentation related to inventory, sales, and customer interactions.
- Collaborate with other departments, such as finance and procurement, - to streamline administrative processes.

### **5.4 Terms of Reference for Hiring Unit**

- Implement policies, guidelines and procedures for hiring services.
- Monitor rental revenues, expenses, and profitability of the farm machinery hiring services.
- Handle inquiries from customers regarding available hiring machineries, rental terms, pricing and issues promptly and professionally.
- Provide guidance to customers on selecting the appropriate machinery and equipment for their specific needs.
- Coordinate rental contracts, ensuring all necessary documentation is completed accurately.
- Maintain positive relationships with customers, ensuring high levels of customer satisfaction.
- Coordinate regular maintenance and servicing to ensure optimal performance and safety of the hiring machineries.
- Monitor machineries performance and conduct periodic inspections to ensure safety and compliance.
- Provide hands-on training on equipment operation, safety practices, and maintenance.
- Assess and certify operators' proficiency in handling farm machinery and equipment.
- Maintain records of operator certifications and training activities.

## **6. Terms of Reference for Service Centers**

- Provide overall management and supervision of the Service Centre operations
- Monitor and evaluate the performance of the PoL, Store, Hiring, and Repair & Maintenance unit.
- Manage inventory and ensure adequate stock levels for efficient operations.
- Implement proper storage and handling procedures to maintain product quality.
- Maintain accurate records of stock levels, receipts, and dispatches.
- Ensure timely servicing, repairs, and maintenance of machinery to the customer's.
- Manage the inventory of spare parts and equipment needed for repair & Maintenance.
- Prepare and manage the budget for the Service Centre, including PoL procurement, inventory, hiring, and repair and maintenance expenses.
- Provide regular financial reports and analysis to senior management of the Service Centre.
- Provide leadership, guidance, and support to the Service Centre team and foster a positive work environment and promote teamwork and collaboration.

### **6.1 Terms of Reference for Repair & Maintenance Unit**

- Provide repair and maintenance services to external clients for their equipment and machinery.
- Maintain a 24/7 availability for emergency service calls and dispatch technicians accordingly.
- Ensure effective communication with clients regarding repair progress and estimated completion times.
- Build and maintain strong relationships with clients, ensuring their satisfaction with repair and maintenance services.
- Collaborate with the sales and marketing teams to attract new clients and expand the customer base.
- Develop revenue projections and budgets for the repair and maintenance section.
- Monitor and analyze financial performance, including revenue generation, expenses, and profitability.
- Develop pricing structures and cost estimates for maintenance and repair services offered to clients.
- Ensure accurate and timely invoicing and collection of payments from clients and depositing the revenue.
- Provide guidance and recommendations to clients on the selection and purchase of appropriate spare parts.

### **6.2 Terms of Reference PoL Unit**

- Maintenance of daily sales report of POL items.
- Ensure smooth supply of POL items.
- Propose revision of POL items rates as and when required.
- Ensure timely collection and deposit of revenue.
- Facilitate management with correct information related to POL.
- Ensure effective and efficient bill settlement.
- Implementation of strategies, SOP and guidelines related to POL.

### **6.3 Terms of Reference for Hiring Unit**

- Implement policies, guidelines and procedures for hiring services.
- Monitor rental revenues, expenses, and profitability of the farm machinery hiring services.
- Handle inquiries from customers regarding available hiring machineries, rental terms, pricing and

issues promptly and professionally.

- Provide guidance to customers on selecting the appropriate machinery and equipment for their specific needs.
- Coordinate rental contracts, ensuring all necessary documentation is completed accurately.
- Maintain positive relationships with customers, ensuring high levels of customer satisfaction.
- Coordinate regular maintenance and servicing to ensure optimal performance and safety of the hiring machineries.
- Monitor machineries performance and conduct periodic inspections to ensure safety and compliance.
- Provide hands-on training on equipment operation, safety practices, and maintenance.
- Assess and certify operators' proficiency in handling farm machinery and equipment.
- Maintain records of operator certifications and training activities.

#### **6.4 Terms of Reference for Store Unit**

- Maintain accurate and up-to-date inventory records of farm machinery and equipment.
- Regularly monitor stock levels and reorder or replenish inventory as necessary.
- Conduct regular physical inventory checks to reconcile with the records.
- Provide product information, advice, and guidance to customers to help them make informed purchasing decisions.
- Generate sales orders, prepare invoices, and handle payment transactions.
- Provide product demonstrations to customers, showcasing the features and proper usage of the equipment.
- Display and showcase farm machinery and equipment effectively in the store to maximize visibility and appeal.
- Ensure the store is well-organized, clean, and properly maintained.
- Implement and enforce store policies and procedures, including safety regulations and security measures.
- Maintain accurate sales records, financial reports, and documentation related to inventory, sales, and customer interactions.
- Collaborate with other departments, such as finance and procurement, - to streamline administrative processes.

Published by:  
Farm Machinery Corporation Limited  
Chundudingkha, Paro  
Tel # 08-272125  
Website: [www.fmcl.bt](http://www.fmcl.bt)

*Electronic publication*