

Terms of Reference for Secretary-General (SG) of Bhutan Chamber of Commerce & Industry (BCCI) 2026



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Foreword

In exercise of the power vested by the Executive Committee during the Emergency Executive Committee Meeting held on 26 October 2026, the Terms of Reference (ToR) for the position of Secretary General(SG) of the Bhutan Chamber of Commerce & Industry (BCCI) is hereby endorsed and approved.

The approved Terms of Reference of SG shall come into force with effect from 1 December 2026.

Tenzin Jamtsho
Interim President
Bhutan Chamber of Commerce & Industry

1. Brief background

As the business evolves, the organization continues with its enthusiastic resolution to provide, promote and strengthen the private sector development in the country in line with the statutory mandates of the Royal Government to actively engage the private sector as the development partner in pursuit of national economic development.

The BCCI is the only national organization of this kind providing an appropriate forum for the members of the private sector in the Kingdom to express their opinions, participate in the nation building and to solicit timely support from the government agencies. Over the years, it has gradually transformed the roles and responsibilities of organization into an effective facilitator for private sector growth and development. Therefore, the organization aspires for a competent, dynamic and proactive leadership in the position of a Secretary General (SG) with ability to manage and lead the organization to higher echelon of accomplishments. The leadership of the SG should enable the organization to align its core mandates with the growing demand for efficient and effective roles and responsibilities to tackle the challenges of changing times.

Article 7.1.3(g) of the BCCI Charter 2021 empowers the Organization to review and define the roles and responsibilities of the SG. In line with the evolving leadership vision and priorities, there is a need to review and strengthen the SG's roles and responsibilities, while expanding the Organization's functions to effectively respond to the changing needs and aspirations of the private sector.

2. Objectives of the ToR

The main objectives of the ToR are as follows:

- 2.1 Put in place a comprehensive ToR similar to the ToRs for the SG of the Chamber of Commerce & Industry in other countries as well as the ToRs of CEOs of corporate bodies, CSOs and NGOs in Bhutan;
- 2.2 Align the ToR with the mandates and functions of the BCCI to make it more relevant, contextual and responsive to the emerging needs;
- 2.3 Empower the SG to discharge his duties and responsibilities most effectively and efficiently;
- 2.4 The SG to carry out his duties and responsibilities in transparent and professional manner;
- 2.5 Make the duties and responsibilities of the SG clearer, responsive, dynamic and futuristic.

3. Chapter I: Rules of Construction

In this ToR, unless the context indicates otherwise, the singular shall include plural and the masculine gender shall include the feminine gender.

4. **Chapter II: Supersession**

This ToR shall supersede the provisions of the existing rules, regulations, circulars, guidelines or notifications concerning the duties and responsibilities of the SG which are inconsistent with this ToR.

5. **Chapter III: Interpretation**

The authority to interpret this ToR shall vest with the Executive Management (EM), which, if warranted, may issue such instruction and clarification from time to time as may be necessary to give effect to this ToR.

6. **Chapter IV: Amendment**

This ToR may be amended in part, or in whole, by the EC at its own discretion or based on the recommendation made by the EM.

7. **Chapter V: Terms of Reference**

7.1 **Core competencies**

The SG shall have the following core competencies:

- 7.1.1 **Visionary:** Shall have attributes to build vision for the institution and the private sector.
- 7.1.2 **Inspirational:** Shall have qualities to take on board and inspire the staff of the organization, thus excelling in service delivery to its members and other stakeholders.
- 7.1.3 **Strategic:** Shall be strategic in capitalizing the strength and opportunities for the organization and tackling weaknesses and threats professionally. He shall also be strategic in optimal utilization of the organization's resources and forging sustainable relationship with stakeholders towards achieving the private sector development goals.
- 7.1.4 **Tactical:** Shall be tactical in dealing with demanding situation.
- 7.1.5 **Focused:** Shall be focused on vision and mission statements to take the organization to greater heights.
- 7.1.6 **Persuasive:** Shall have persuasive quality to motivate the staff and convince stakeholders by persuasion rather than by intimidation.

- 7.1.7 **Likeable:** Shall display quality of approachability, staff & people-centric, emotional intelligence, etc, which would drive the staff, members and other stakeholders in private sector development efforts.
- 7.1.8 **Decisive:** Shall be capable of making quick and right decisions which are in the interest of staff and organization, members and the private sector development goals. He shall also be capable of standing by his decisions.
- 7.1.9 **Open to feedback:** Shall be open to feedback from stakeholders and act cautiously on the feedback which would bring positive impact for the organization and its stakeholders.
- 7.1.10 **Interpersonal skills:** Shall have prerequisite interpersonal skills that would strengthen teamwork and team spirit in the organization.
- 7.1.11 **Conflict management:** Shall have abilities and wisdom to resolve issues and conflicts.
- 7.1.12 **Decision making:** One of the core competencies for the SG/CEO is the ability to make good decisions or lead a good decision-making process.
- 7.1.13 **Flexibility:** He must be rationally flexible in his decision-making process based on the circumstances of the organization and staff.

7.2 Duties and Responsibilities

7.2.1 Overall, In-charge

- 7.2.1.1 He shall be the in-charge of the organization/BCCI responsible for originating all strategies, policies, plans and programs and then make onward submission to the EM and EC
- 7.2.1.2 Report to the EM and EC
- 7.2.1.3 Provide directives to the Heads of Departments and regional offices and shall ensure that they report to him
- 7.2.1.4 Execute the plans, programs, policies and directives issued by the EM and EC

7.3 Leadership

- 7.3.1 Provide leadership to his staff, clients and stakeholders at all times.

- 7.3.2 Provide clearly delineated guidance and directions on his own and also when sought by the peers and subordinates.
- 7.3.3 Foster a strong, dynamic and stable leadership to lead the staff and the organization for achievement of annual targets.
- 7.3.4 Build a strong team spirit and ensure the collective ownership of decisions in the organization.
- 7.3.5 Avoid wasteful expenditures.
- 7.3.6 Ensure equity, justice and fairness within the organization.

7.4 Human Resource Development and Management

- 7.4.1 Establish framework for staff development (personal and organizational skills, knowledge and abilities)
- 7.4.2 Direct the HR Division to conduct job analysis, planning personnel needs, recruiting the right people for the job, orienting and training, managing wages and salaries, providing benefits and incentives, evaluating performance, resolving disputes, and communicating with all staff at all levels with prior approval of the EM.
- 7.4.3 Provide training opportunities to staff as per the training rules and regulations in vogue to acquire new skills required to be applied at the work-place.
- 7.4.4 Attract the best talents from the job market and retain and propose for rewarding the performers to the EC through the HRC.
- 7.4.5 Review and propose for revision of the internal service rules and regulations periodically to address human resource issues in the organization.
- 7.4.6 Uphold the principles of equity, justice and fairness in managing the human resources.
- 7.4.7 Create a conducive work environment for the staff and work towards ensuring desired professional growth and development within the organization.
- 7.4.8 Put in place appropriate human resource succession plans for the professional growth of the organization.
- 7.4.9 Enhance the image and credibility of the organization through staff motivation.

7.5 Management and Administration

- 7.5.1 Oversee proper management and administration of staff and resources of the organization
- 7.5.2 Administer proper decorum and disciplines within the organization.
- 7.5.3 Conduct quarterly staff meeting for proper coordination and dissemination of directives of the EC and AGM to the staff.
- 7.5.4 Ensure smooth coordination among the staff, EM, EC and AGM.
- 7.5.5 Formulate and circulate the EC and Annual General Meeting (AGM hereafter) agenda items well on time in consultations with the EM.
- 7.5.6 Seek prior views/advice from the EM before any issues are being escalated to the EC and AGM.
- 7.5.7 Ensure that the record of the minutes of meetings reflecting the decisions are maintained and implemented, accordingly submit ATR to the EM.

7.6 Finance and Accounts

- 7.6.1 Ensure maintenance of credible internal control systems relating to finance and accounts to prevent risks posed by internal and external factors.
- 7.6.2 Ensure timely disbursement of expenditure and salary for the staff
- 7.6.3 Ensure preparation and submission of the annual budget, financial statements and reports duly routed through the EM for review and consideration by the EC for onward submission to the AGM for endorsement.
- 7.6.4 Ensure maintenance of proper books of accounts and financial reports for each financial year.
- 7.6.5 Attend audit memos and ensure remedial measures on the audit objections raised.

7.7 Responsibility of Institutional Linkage

- 7.7.1 With due approval of EM, ECM and AGM, wherever necessary and relevant, establish the institutional linkages with other Chamber of Commerce and Industries in the region and around world, wherever appropriate based on the requirement of the organization.
- 7.7.2 Strengthen the institutional linkages and collaborations with the stakeholders/members and the relevant agencies within the country in due consultation with EM/ECM.

7.8 Delegation of Power

- 7.8.1 Delegate duties and responsibilities to the Departments, Divisions and staff as deemed appropriate and necessary
- 7.8.2 Delegate the administrative and other powers, duties and responsibilities to the departments/divisions concerned and make them responsible and accountable through internal control mechanism.
- 7.8.3 Enter into contracts and sign instruments for and on behalf of the organization as per the delegation of power.
- 7.8.4 Monitor the duties and responsibilities delegated to the departments, divisions, and regional offices.

7.9 Coordination and Oversee Annual Fee Collection and Fund Raising

- 7.9.1 Plan and coordinate timely collection of AMF from the business license holders
- 7.9.2 Explore and recommend fund raising programs for the organization
- 7.9.3 Carry-out effective fund-raising programs as approved by the EC

7.10 Compliance with Rules, Regulations and Laws of the Kingdom

- 7.10.1 Comply with rules, regulations and laws relevant of the Kingdom

7.11 Communication

- 7.11.1 Ensure timely communication of directives to the departments, divisions and regional offices for compliance, implementation of decisions/directives and uniform understanding of directives and issues.
- 7.11.2 Provide right information to clients and stakeholders, where required
- 7.11.3 Act as an interface between the organization and clients and stakeholders at regular intervals.
- 7.11.4 Act as the media spokesperson for the organization as directed or delegated by the President.

7.12 Annual Target Setting and Signing

- 7.12.1 Set annual targets for the departments/divisions and monitor them in a timely manner.
- 7.12.2 Facilitate to achieve the targets to take organization to higher level of performance
- 7.12.3 Sign an Annual Compact with the President based on the annual targets set out in approved work plan.
- 7.12.4 Sign Annual Compact with departments and regional offices
- 7.12.5 Ensure that the departments and regional office execute the annual targets

7.13 Client and Stakeholder Centric Service

- 7.13.1 Ensure to provide prompt and timely services to customers and stakeholders

7.14 Risk Management

- 7.14.1 Ensure proper management and control of risks associated with finances and resources of the organization.
- 7.14.2 Create awareness on exposure to risks and to take suitable actions to identify and monitor such risks.
- 7.14.3 Resolve any risks and issues on time upon detection

7.15 Additional Duties and Responsibilities

Execute any other tasks assigned by the EM, EC and AGM from time to time.

7.16 Code of Conduct & Ethics

The SG shall comply with the code of conduct and ethics specified herein, not limited to provisions specified under Chapter 18 of the BCCI Service Rules & Regulations 2022. He shall:

- 7.16.1 Maintain confidentiality regarding the organization's affairs. He shall not divulge any information to anyone of confidential in nature directly or indirectly unless he is required to do so by law.
- 7.16.2 Ensure the highest standard of integrity, honesty, fortitude, selflessness, loyalty & patriotism and endeavor to maintain professional excellence.
- 7.16.3 Render services to the clients with due respect, courtesy and sincerity
- 7.16.4 Ensure transparency, efficiency and accountability in the service of the organization.
- 7.16.5 Ensure creativity and cooperation within the organization and judicious use of its resources
- 7.16.6 Avoid all forms of discrimination and restrain from unfair dispensation of any special favour or privilege to anyone
- 7.16.7 Not accept any favour or benefits, gifts or donations, which may be construed as adversely affecting the performance of his duties
- 7.16.8 Maintain apolitical and non-partisan status in the interest of the organization.
- 7.16.9 Not indulge in any activity that adversely affects the organization
- 7.16.10 Not attempt to coerce, order or advise an individual to pay, lend or contribute anything of value to a party, committee, agency or person whose activities are prejudicial to the organization
- 7.16.11 Not engage in any activity that will cause conflict of interest with his official duties and responsibilities
- 7.16.12 Not misuse official position and authority for taking undue personal advantage of any form with any subordinate or colleague
- 7.16.13 Not do any business or engage in any other employment which has conflicting interest with his official duties and responsibilities

7.16.14 At all times, abide by this code of conduct & ethics, rules & regulations in vogue and laws of the Kingdom

7.16.15 Cherish and promote the Bhutanese spiritual, social and cultural values such as *Tha Damtsi, Ley Jumdrey* and *Driglam Namzhag*

7.17 Rights and Remuneration Package

7.17.1 The remuneration and other perks for the SG shall be as follows:

- | | |
|--|----------------------|
| a) Basic Salary: | Nu. 80,000 per month |
| b) Contract Allowance (30% of Basic Salary): | Nu. 24,000 per month |
| c) Chamber Allowance (30% of Basic Salary): | Nu. 24,000 per month |
| d) House Rent Allowance (20% of Basic Salary): | Nu. 16,000 per month |
| e) Communication Allowance: | Nu. 6,000 per month |
| f) Office vehicle with driver will be provided | |

7.17.2 In addition to above, the SG shall be entitled for other benefits as per BCCI SRR 2022

7.18 Term of Employment

On contract employment, initially for a period of 3 years and possibility of one-term renewal based on performance, subject to the candidate not having reached the prescribed age of superannuation.

7.19 Accountability

7.19.1 Be responsible, accountable and answerable to the President, EC and AGM based on the nature of his duties and responsibilities

7.19.2 Be accountable for memos served by the statutory auditors and any other statutory authorities / bodies.

7.19.3 Breach of the above condition is subjected to impose action by the EC.

8. Criteria of SG

The following broad eligibility criteria for selection of SG shall be applied which, shall be reviewed and adopted by the EC from time to time.

- 8.1 Minimum academic qualification of Bachelor's degree from a recognized university through regular(full time) program/ Master's degree through regular full-time program in relevant field will be desirable.
- 8.2 The candidate must have a minimum of fifteen (15) years of clean and continuous professional service, including at least five (5) years of service at the General Manager level or above or in an equivalent position in an incorporated public or private sector company and P1-A level &above for civil servants.
- 8.3 Excellent communication and written skills in Dzongkha and English languages.
- 8.4 Applicants shall not be more than 57 years of age as of the application submission deadline.
- 8.5 Recommendation from two referees;
- 8.6 Audit clearance certificate, if employed, to be produced upon selection only;
- 8.7 Security clearance certificate;
- 8.8 No objection certificate from the employer, if already employed.

9. Termination of Contract

The Secretary General shall be removed from service at any time during his tenure by the EC serving a month's notice. The SG shall be terminated if he fails to adhere to clause 6.8 of BCCI Service Rules and Regulation 2022.

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