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Building Resilient Commercial Smallholder Agriculture (BRECSA)

Revised Term of Reference and Working Modality of Sanam Jabchorps (SJs)



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Revised ToR of Sanam Jabjorpa (SJ) and Working Modality

1. Introduction

The Building Resilient Commercial Smallholder Agriculture (BRECSA) is a collaborative project between the Ministry of Agriculture and Livestock (MoAL), the World Food Programme (WFP) and the International Fund for Agriculture Development (IFAD). The project is co-funded by the Global Agriculture and Food Security Program (GAFSP) and the International Fund for Agriculture Development (IFAD). The main goal of this project is to catalyze a 30% increase in resilient commercial agriculture production and improve food and nutrition security in the four targeted Dzongkhags by 2030.

WFP is the supervising entity for technical assistance of the project and will be implemented in four dzongkhags of Sarpang, Trongsa, Tsirang and Zhemgang, covering 37 Gewogs, 539 villages and directly benefiting over 12,000 households. Tarayana Foundation will be an implementing partner under the direct supervision of WFP to provide technical services to the BRECSA project. One of the roles is to recruit 37 Sanam Jabjorpa and place them in the project gewogs. They will be agents of change at the local level.

On November 30, 2024, the Tarayana Foundation recruited 29 SJs and 8 Tarayana Field Officers as SJs in project Dzongkhags. This recruitment, however, led to confusion in the Dzongkhags and Gewogs due to concerns about potential duplication of roles with Gewog extension staff. Both the 3rd Project Steering Committee (PSC) meeting held on January 15, 2025, in Zhemgang, and the Community Mobilization workshops (January 27-29, 2025, in Tsirang for Sarpang and Tsirang Dzongkhags, and February 1-3, 2025, in Zhemgang for Zhemgang and Trongsa Dzongkhags) addressed this issue. During the community mobilization workshop, which included Dzongkhag Agriculture Officers (DAO), Dzongkhag Livestock Officers (DLO), Economic Development and Marketing Officers (EDMOs), and Gewog representatives, discussed the working modality and Terms of Reference (ToR) for the SJs. A key suggestion arising from both the PSC meeting and the workshops was the need for a clear working modality and a revised, more pragmatic ToR for the SJs.

2. Rationale

The erstwhile Ministry of Agriculture and Forest (MoAF) Agriculture Extension Strategy 2019 – 2028 highlights challenges with agricultural extension services in Bhutan, primarily due to limited staff and expertise. Each extension agent covers a large area (approximately 585 households per extension agents), hindering effective service delivery and dissemination of new technologies. Extension agents also often lack specialized training and are involved in non-extension activities. While programs like CARLEP have attempted to mitigate these issues with lead farmer models, a more strategic approach is needed.

BRECSA targets vulnerable and marginalized households and is pursuing climate-smart, food and nutrition-sensitive and commercially oriented agriculture interventions. Experience suggests that a longer-term engagement with the farmers is required to ensure proper take-up of new approaches and technologies, effective group and cooperative formation and operation, facilitation of logistics, market linkages, and field monitoring and data collection.

As a practical means of addressing the above challenges and needs, BRECSA proposes to establish a trained cadre of community mobilisers, referred to as *Sanam Jabjorpa* (SJ). At a minimum, there will be 1 *Sanam Jabjorpa* per Gewog (min 37) who will be tasked to work together with the Gewog agriculture and livestock officers.

It is envisaged that the SJs upon completion of their tenure, will be fully equipped to continue as paid service providers or pursue on- or off-farm activities of their own. It is anticipated that the *Sanam Jabjorpa* will form a core group of youth farmers or agricultural entrepreneurs upon the completion of their tenure with BRECSA.

3. Appointment of 8 Sr Field Officers as SJs

Tarayana Foundation is expected to place 1 SJ per gewog which is in line with the PDR and WFP contractual agreement with Tarayana, the Tarayana Foundation recruited 29 new SJs and appointed 8 Senior Field Officers as SJs. This means that while the 29 newly recruited SJs will be stationed full-time (24/7) in their respective Gewogs, the Field Officers will not be permanently based in the Gewogs due to their responsibilities across multiple Dzongkhags.

The primary reason for appointing Field Officers as SJs was to guide the newly recruited SJs, many of whom have limited or no prior community work experience. Given the Field Officers' extensive experience in community mobilization (ranging from 6 to 20 years), they are well-positioned to mentor and provide guidance to other SJs on BRECSA project interventions. Their mentorship and guidance will help SJs develop the necessary skills and confidence to effectively engage with the communities and implement project activities. Thus, two Field Officers are assigned to each target Dzongkhag for this purpose. Their established track record with the Tarayana Foundation and their multidisciplinary expertise are considered valuable assets to the BRECSA project. Although the Field Officers will not be present in the Gewogs full-time, they will be available as needed and are expected to ensure the successful delivery of project interventions.

4. Working Modality

4.1 Flexible work modality and community integration

Tarayana Foundation's belief in result and outcome is one of the core principles that drives its operations and shapes its approach to community development, so SJs will operate under a “work-from-home” modality allowing them flexibility and autonomy. This modality will allow SJs to be present in their communities, build relationships, and adapt to the local schedule, which is crucial for the BRECSA project, so the set office hours are not suitable for engaging with the communities. Their services in the community should be full-time (24/7) and should work even on weekends and government holidays if required. However, SJs may stay in the Gewog designated office depending on their suitability and needs, and Gewogs will support them in providing resources such as internet and printing which are crucial to carrying out the activities.

4.2 Collaboration and Liaison Role

SJs are equally part of Gewogs and Dzongkhags, so SJs must attend Gewogs and Dzongkhag planning meetings, and cooperate with the extension staff which is vital for integrating BRECSA project activities into the community development. SJs act as liaisons, ensuring that the project aligns with local priorities and leverages existing resources and networks. While not leading these planning processes, their input and participation are valuable.

4.3 Complementary roles and responsibilities

While SJs may not be available full-time in the Gewogs office, to ensure collaboration, establish common communication and align work plans with the Gewogs staff, SJ must at least visit the Gewogs office once a week/month. This will enhance strong interpersonal communication and relationships between SJs and gewogs ensuring effective implementation of project activities. Besides, SJs are placed in the gewogs to supplement and complement extension staff, so they will work closely with them, and render necessary support to the extension staff even beyond their roles and responsibilities (ToR) until SJs are critically involved in the project-related activities (*SJs primary focus and priority should be given to the project activities, and should not impact the project milestone*)

4.4 Supervision and Management

SJs will work closely with Gewog staff and communities, but their primary supervision and management rests with the Tarayana Foundation, their parent agency. Tarayana is responsible for overseeing SJ performance, providing guidance and support, conducting performance reviews, and ensuring adherence to project goals and organizational policies. This direct supervision by Tarayana ensures accountability and alignment with the Foundation's overall mission and strategic objectives, while still allowing for collaboration and coordination at the local level to achieve project milestones.

4.5 Work planning and coordination

To ensure effective coordination and transparency, SJs will create and share weekly work plans via Google Sheets with Gewog staff. These plans will detail the SJ's planned activities, facilitating Gewog staff's awareness of SJ availability, enabling collaboration and support, and promoting efficient scheduling. Regular updates to the work plans and prompt communication about any changes will further enhance coordination and ensure alignment between SJ activities and local needs, ultimately contributing to the success of the BRECSA project.

4.6 Leave

In case of leave, SJs must seek prior approval from Tarayana, and inform gewogs in their official group chat (Whatsapp).

4.7 Reporting mechanism

In line with the Record of Discussions of the Consultation Workshop on CLEAR and ARP From 17th to 18th October 2024 at MoAL conference hall, Thimphu, SJs will administratively report to Tarayana and technically to BRECSA PMU with support from WFP Technical Specialist. This dual reporting structure is to ensure organisational accountability and project implementation effectiveness.

5. PMU-WFP Coordination for SJs Support

The PMU and WFP will collaborate closely to support SJs by ensuring effective communication and alignment of work plans. To facilitate this, regular coordination will be maintained through a weekly meeting, providing a platform for discussing SJ-related work plans, reporting progress, and addressing any challenges. A shared understanding of objectives, tasks, and SJ roles and responsibilities will be established to ensure consistency in approach. Additionally, joint work planning will be undertaken to develop an agreed-upon work plan and timeline, guiding collective efforts in supporting SJs. Each meeting will also serve as an opportunity for PMU and WFP to identify ways to support one another in addressing SJ-related priorities, ensuring smooth and effective implementation of activities.

6. Functions of Sanam Jabchorpa (ToR)

Sanam Jabjorpas shall be recruited to oversee community mobilization, technology adoption, group management, logistics, market linkages, and monitoring. They will focus on women and youth for livelihoods while providing nutrition education for healthier lives. The SJ will work in close collaboration with WFP and support Gewogs RNR officials and BRECSA project staff in the seamless implementation of the project.

Key Responsibilities

The Sanam Jabjorpa shall undertake the following key responsibilities that shall cover in general but are not limited to:

སོ་ནམ་རྒྱུ་སྐྱོར་པའི་འགན་ཁུར་གཙོ་བོ་རྒྱ་འོག་ལུ་བཀོད་དེ་ཡོད།

- a) Mobilize communities to plan and support the implementation of the project activities at the field level.

རང་སོའི་ཆེད་འོག་ནང་ལུ་ ལས་འགུལ་གྱི་ལས་སྒྲུབ་ཚུ་ འཆར་གཞི་བཅུམ་ནི་དང་ ལས་སྒྲུབ་ཚུ་འགྲུབ་ཐབས་ལུ་ མི་སྡེ་ཚུ་གྲུག་དང་ལྷོགས་གྲུབ་ཅན་བཟོ་དགོ།

- b) Take a lead role in collecting annual farmers' business diary data collection and support PMU in the Annual Outcome Survey (AOS), Midline survey and end-line survey

ལོ་བསྟར་སོ་ནམ་པའི་ཚེང་འབྲེལ་ཉིན་དེབ་དོན་ལུ་ གནས་སྤྱད་ཚུ་བསྟུ་ལེན་འབད་ནི་དང་ ལས་འགུལ་འཛིན་སྐྱོང་སྡེ་མན་ལུ་ ལོ་བསྟར་གྲུབ་འབྲས་བུ་ཞིབ་བར་བཅུམས་བཟླ་ཞིབ་དང་ མཇུག་བསྟུ་བཟླ་ཞིབ་དོན་ལུ་ རྒྱབ་སྐྱོར་འབད་དགོ།

- c) Mobilize interested individuals/households who would like to join a farmer group and cooperative and facilitate registration with Gewog, Dzongkhag and finally DAMC.

སྐྱེར་པ་ཡང་ན་ཟེང་ག་འབད་རུང་ སོ་ནམ་པའི་སྡེ་ཚན་དང་ མཉམ་ལས་ཚོགས་སྡེ་ནང་ འཇུལ་ཞུགས་འབད་ནི་སྐྱོབ་ཡོད་པ་ཅིན་ ཆེད་འོག་ རྫོང་ཁག་དང་ སོ་ནམ་ཚེང་འབྲེལ་དང་མཉམ་ལས་ཚོགས་སྡེ་ལས་ཁུངས་ནང་ ཐོ་བཀོད་འབད་ནི་ལུ་ གྲོགས་རམ་འབད་དགོ།

- d) Support the formation and management of farmer groups and cooperatives, facilitate logistics and market linkages, and organize capacity-building trainings on financial management, business planning, and marketing.

སོ་ནམ་པའི་སྡེ་ཚན་དང་ མཉམ་ལས་ཚོགས་སྡེ་ གསར་བཟོ་ནི་ལུ་རྒྱབ་སྐྱོར་དང་ འཛིན་སྐྱོང་འབད་ནི་ལུ་གྲོགས་རམ་འབད་ནི་དང་ ཚེང་འབྲེལ་འབྲེལ་ཆས་འབད་ནི་ནང་གྲོགས་རམ་འབད་ནི་ དེ་ལས་ དངུལ་འབྲེལ་འཛིན་སྐྱོང་ཚེང་འབྲེལ་འཆར་གཞི་དང་ ཚེང་འབྲེལ་གྱི་དོན་ལུ་ ལྷོགས་གྲུབ་རྒྱ་སྐྱེད་ཞབས་ཏོག་སྐྱོད་ནི་ལུ་ འགོ་འདྲན་འཐབ་དགོ།

e) Facilitate logistics, strengthen market linkages, and organize awareness-raising and knowledge-sharing campaigns on agricultural marketing initiatives, including the use of digital technologies.

ལས་ལཱ་ལག་ལེན་འཐབ་ནི་དང་ སོ་ནམ་ཚོང་འབྲེལ་ཐབས་ཤེས་གུ་ གོ་རྟོགས་དང་ ཤེས་ཡོན་རྗེས་སོར་གྱི་
ལས་རིམ་ཚུ་འགོ་འདྲེན་འཐབ་དགོ།

f) Support climate-smart agriculture, resilience-building practices, kitchen gardening, sustainable commercial farming, integrated livestock management, and improved post-harvest management strategies.

གནས་གཤམ་འགྱུར་བ་དང་འཁྲིལ་ སོ་ནམ་མཐུན་འགྱུར་ ཚོད་བསྐྱུ་ལུ་ ཡུན་བརྟན་གྱི་ཚོང་འབྲེལ་ཞིང་ལུ་
གཅིག་སྐོམ་སྐོ་ལོར་འཛིན་སྐྱོད་དང་ ལོ་ཐོག་འཛིན་སྐྱོད་ཐབས་བྱས་ཡར་དྲག་བཟོ་ནི་ཚུ་ནང་ རྒྱབ་སྐྱོར་འབད་དགོ།

g) Conduct a survey on Minimum Dietary Diversity for Women (MDDW) in the project areas.

ལས་འགུལ་གྱི་རྫོང་ཁག་བཞི་ནང་ལུ་ ཨམ་སྐུ་ཚུ་གི་དོན་ལུ་ བཞེས་སྐོ་སྐོ་མང་ཉུང་མཐའ་ ག་དེམ་ཅིག་དགོཔ་ཨིན་
ན་གུ་ བརྟག་ཞིབ་འགོ་འདྲེན་འཐབ་དགོ།

h) Organize and implement BRECSA field-level nutrition campaigns targeting agriculture and livestock extensions, schools, local governments, and communities.

ལས་འགུལ་གྱི་ རྫོང་ཁག་བཞི་ནང་ལུ་ སོ་ནང་དང་སྐོ་ལོར་རྒྱ་སྐྱོད་ སྐོ་བ་ལྷ་ ས་གནས་གཞུང་དང་ མི་སྡེ་ལུ་
དམིགས་གཏད་བསྐྱོད་དེ་ ཟས་བཅུད་ལས་རིམ་འགོ་འདྲེན་དང་ ལག་ལེན་འཐབ་དགོ།

i) Facilitate field-level nutrition education, especially for women and youths.

དམིགས་བསལ་གྱིས་ ཨམ་སྐུ་དང་ན་གཞོན་ཚུ་གི་དོན་ལུ་ ཟས་བཅུད་ཤེས་ཡོན་ འགོ་འདྲེན་འཐབ་ནི་ནང་
གྲོགས་རམ་འབད་དགོ།

j) Assist and render support to undertake qualitative behavioural research and support social behaviour change communication initiatives.

སློབ་ལམ་གྱི་ བྱམས་བཅོམ་ཞིབ་འཇོལ་འགོ་འདྲེན་འཐབ་ཅི་ལུ་ རྒྱབ་སྐྱོར་དང་ མི་སྡེ་སློབ་ལམ་འགྱུར་བཅོས་བཅད་
སློབ་ཐབས་ཤེས་ནང་ རྒྱོགས་རམ་འབད་དགོ།

- k) Support WFP nutritionists and relevant Dzongkhag health officials when designing, producing, and testing nutrition education and communication materials.

ཟས་བཅུད་ཤེས་ཡོན་དང་བཅད་སློབ་མཁོ་ཆས་ བཟོ་སྐྱུན་དང་ བརྟག་དཔྱད་འབད་བའི་སྐབས་ འཛམ་གླིང་ཟ་སློབ་
ལམ་འཛིན་གྱི་ ཟས་བཅུད་མཁུག་མཚོག་དང་ འབྲེལ་ཡོད་ རྫོང་ཁག་གསེ་བའི་འགོ་དཔོན་ཚུ་ལུ་ རྒྱོགས་རམ་དང་
རྒྱབ་སྐྱོར་འབད་དགོ།

- l) Assist in establishing and maintaining home garden, and nutrition model gardens for demonstration.

ཚོང་བསྐྱེལ་ར་དང་ འགྲེམས་སྟོན་གྱི་དོན་ལུ་ ཟད་བཅུད་དཔེ་བཤད་ལྷུ་ར་བཟོ་ནི་ནང་ལུ་ རྒྱབ་སྐྱོར་འབད་
དགོ།

- m) Assist the technical experts in assessing the suitability of adopting new technology and mechanization for modern farming practices.

དེང་སང་ཞིང་ལཱ་གི་དོན་ལུ་ འཕུལ་རིག་དང་ འཕུལ་སྐྱུར་ཚུ་ འོས་འབབ་བརྟག་ཞིབ་འབད་ནི་ནང་ འཕུལ་རིག་
མཁུག་མཚོག་ཚུ་ལུ་རྒྱོགས་རམ་འབད་དགོ།

- n) Support Dzongkhag EDMOs, and RAMCO officials in conducting market linkages, B2B, Buyer-Seller meetings, Agri-food fairs and the application of digital marketing platforms to ensure a sustainable market for produces of FGs, Coops and commercial farmers.

སོ་ནམ་སྡེ་ཚན་ མཉམ་ལས་ཚོགས་སྡེ་དང་ ཚོང་འབྲེལ་སོ་ནམ་པ་ཚུ་གི་ ཐོན་བསྐྱེད་ཚུ་ ཡུན་བརྟན་གྱི་ཚོང་ལམ་
བཟོ་ཐབས་ལུ་ རྫོང་ཁག་གི་ དཔལ་འབྱོར་གོང་འཕེལ་དང་ཚོང་འབྲེལ་འགོ་དཔོན་ ལུང་ཕྱོགས་སོ་ནམ་ཚོང་འབྲེལ་
དང་མཉམ་ལས་ཚོགས་སྡེ་ལས་ཁུངས་ཀྱི་ འགོ་དཔོན་ཚུ་ལུ་ ཚོང་འབྲེལ་འབྲེལ་བ་བཟོ་ནི་ ཉམ་མི་དང་ཚོང་པ་གི་ཞལ་

འཛུམས་འགོ་འདྲན་འཐབ་ནི་ སོ་ནམ་འགྲེམས་སྟོན་དང་ ཚོང་འབྲེལ་དོན་ལུ་འཕྲུལ་རིག་ལག་ལེན་ཚུ་ནང་ རྒྱབ་སྐྱོར་འབད་དགོ།

- o) Ensure timely implementation of the Annual Work Plan and Budget (AWPB) and provide necessary inputs for its preparation.

མེད་འོག་དང་རྫོང་ཁག་གི་ ལོ་བསྟར་ལཱ་གི་འཆར་གཞི་དང་འཆར་དུལ་ཚུ་ བཟོ་ནི་ནང་ རྒྱུགས་རམ་འབད་ནི་ དང་ ལས་སྐྱ་ཚུ་འཆར་གཞི་དང་འཕྲིལ་སྟེ་ ལག་ལེན་འཐབ་ཡོད་པ་ངེས་བརྟན་བཟོ་དགོ།

- p) Prepare progress reports on interventions, identifying necessary actions taken and providing recommendations for improvement.

ངེས་པར་དུ་ དང་ལེན་འབད་ཡོད་པའི་ལས་སྐྱ་དང་ ལེགས་བཅོས་འབད་དགོཔ་ཚུ་ རྒྱབ་སྐྱོན་བྱིན་ཐོག་ལས་ རྒྱབ་འབྲས་སྟན་ལུ་ ག་སྒྲིག་འབད་དགོ།

- q) Collect data on lead farmers, persons with disabilities (PWD), women-headed households, and other key indicators in close coordination with Gewogs and Dzongkhags.

མེད་འོག་དང་རྫོང་ཁག་ཚུ་དང་གཅིག་ཁར་ མཉམ་འབྲེལ་ཐོག་ལས་ སོ་ནམ་པ་ཏྲག་ཤོས་ དབང་པོ་སྐྱོན་ཅན་ ཟ་ཚང་གི་ནང་མི་གཙོ་བོ་ཅན་ཨམ་སྐུ་དང་ སོ་སོ་བརྟེན་སྟོན་གཙོ་བོ་གི་ གནས་སྐྱད་ཚུ་བསྟུ་ལེན་འབད་དགོ།

- r) Support Gewog RNR officials and Social Inclusion and Nutrition Officer (SINO) in social inclusion activities by implementing, monitoring and reporting.

མི་སྡེ་གྲུལ་གཏོགས་ཀྱི་ལས་སྐྱ་ཚུ་ ལྷོ་རྒྱུག་དང་གནས་ཚུལ་བསྟུ་ལེན་འབད་ཐོག་ལས་ འབྲེལ་ཡོད་འགོ་དཔོན་ཚུ་ལུ་ རྒྱབ་སྐྱོར་འབད་དགོ།

- s) Undertake field monitoring and data collection to populate the BRECSA Management Information System (MIS) with data for measuring project indicators and informing real-time adaptive management.

ལས་འགུལ་གྱི་ འཛིན་སྐྱོང་བརྟེན་དོན་རིམ་ལུགས་ནང་ལུ་ ཁག་ཆེ་བའི་གནས་སྡེ་ཚུ་ དུས་དང་དུས་སུ་ ལས་
འགུལ་གྱི་ཁ་སྲུག་ལས་ ཞུ་བ་འབད་བའི་སྐབས་ འཇུག་ཤོར་མེད་པར་སྦྱོང་དགོ།

- t) Collaborate with Dzongkhag and Gewog officials to align efforts and amplify project activities.

ལས་འགུལ་གྱི་དམིགས་ཡུལ་གྲུབ་ཐབས་ལུ་ རྫོང་ཁག་དང་རྟེན་འཛིན་གྱི་འགོ་དཔོན་ཚུ་དང་ གཞིག་ཁར་ མཉམ་
འབྲེལ་འབད་དགོ།

- u) Work closely with the PMU and WFP technical assistance (TA) team for technical planning, monitoring, and reporting while reporting administratively to the Tarayana Foundation.

ལས་འགུལ་གྱི་འཛིན་སྐྱོང་སྡེ་ཚན་དང་ འཛམ་གླིང་ཟུང་སྦྱོང་ལས་འཛིན་གྱི་ མཁམ་མཚོག་ཚུ་དང་གཞིག་ཁར་ འཆར་
གཞི་བརྩམ་ནི་ ལྷ་ལྡོག་འབད་ནི་དང་ གནས་ཚུལ་བསྐྱེད་འབད་ནི་ལུ་ མཉམ་འབྲེལ་འབད་དགོ།

Overview of BRECSA Working Modality / Approach

