



## TERMS OF REFERENCE

Executive Director (ED), Pelsung – Guardians of Prosperity

- Ensure Pelsung operates in compliance with applicable laws, regulations, and institutional requirements.
- Uphold safeguarding, duty-of-care, and ethical standards across all activities.
- Identify and manage institutional risks, including operational, reputational, and programmatic risks.
- Prepare reports, updates, and briefings for the Board as required.

This role is not limited to maintaining existing programs or structures. The Executive Director is expected to actively shape, scale, and strengthen Pelsung as a national institution, anticipating future needs rather than reacting to them.

### 1. Background

Pelsung – Guardians of Prosperity is a national youth development and innovation institution established to support Bhutan's long-term prosperity by identifying, developing, and deploying young Bhutanese talent in service of national priorities, including the Gelephu Mindfulness City (GMC) vision.

Pelsung operates as a high-intensity, immersive platform that combines leadership development, applied learning, innovation, and real-world deployment through structured programs such as the Immersion Program, Differentiated Pathways (Innovate, Build, Sustain), the Vanguard Program, and the Innovation Lab.

As the institution enters its next phase of growth and consolidation, Pelsung seeks a full time **Executive Director** to lead the organisation, build a strong Secretariat, and steward its mandate with professionalism, integrity, and strategic clarity.

### 2. Purpose of the Role

The Executive Director is the **chief executive and institutional leader** of Pelsung. The Executive Director is responsible for determining the organisational structure, staffing composition, sequencing of hires, and internal systems required for Pelsung to operate at full scale. The ED is expected to build, adapt, and evolve the Secretariat as institutional needs emerge, within approved budgets and governance frameworks.

The ED is responsible for:

- translating Pelsung's national mandate into a coherent institutional strategy,
- building and leading a capable Secretariat,
- ensuring high-quality program delivery and innovation outcomes, and
- representing Pelsung to government, partners, and stakeholders.



The role requires a leader who can **build systems, lead people, manage complexity, and make high-stakes judgement calls in conditions of evolving national landscape and institutional mandates.**

### 3. Key Responsibilities

#### 3.1 Strategic Leadership & Institutional Development

- Provide overall strategic direction for Pelsung in alignment with national priorities and the organisation's mandate.
- Develop and update Pelsung's medium-term strategy, annual plans, and institutional priorities.
- Design and refine the organisational structure, roles, and systems required for a functioning Secretariat.
- Ensure coherence across programs, pathways, and innovation activities.
- Identify strategic risks and opportunities and propose mitigation or growth strategies.

#### 3.2 Organisational Leadership & Secretariat Management

- Lead, supervise, and support Deputy Directors and Heads of Units across Programs, Innovation Lab, Partnerships, and Operations.
- Build a high-performing organisational culture grounded in professionalism, accountability, and public service.
- Oversee human resource management, including recruitment, performance management, staff development, and discipline.
- Ensure effective internal coordination and decision-making across divisions.
- Serve as the final escalation point for operational, personnel, and programmatic issues.
- The ED holds ultimate accountability for the effective functioning of Pelsung as an organisation, including operations, logistics, systems, internal controls, and delivery timelines. This includes ensuring that strategy translates into executable plans and that institutional bottlenecks are identified and resolved.

#### 3.3 Programmatic Oversight & Quality Assurance

- The ED provides executive oversight rather than day-to-day program management, delegating operational leadership to program heads while retaining accountability for quality and outcomes, to all Pelsung programs, including:
  - Immersion Program
  - Differentiated Pathways (Innovate, Build, Sustain)
  - Vanguard Program
  - Innovation Lab
- Ensure programs are pedagogically sound, relevant, and impactful.
- Uphold standards for participant welfare, safeguarding, discipline, and learning integrity.
- Use monitoring and evaluation data to guide continuous program improvement.
- Approve major program design changes and cohort-level decisions.



### 3.4 Innovation & Ecosystem Engagement

- Provide strategic leadership to the Innovation Lab and ensure it delivers viable, high-quality prototypes and pilots.
- Foster an ecosystem of mentors, experts, institutions, and partners supporting Pelsup projects.
- Ensure innovation activities are aligned with national development needs and GMC priorities.
- Support pathways from prototype to deployment, employment, or enterprise where appropriate.

### 3.5 Partnerships & External Relations

- Represent Pelsung in engagements with government agencies, GMCA, private sector partners, CSOs, academic institutions, and international organisations.
- Oversee partnership strategy, including negotiation and approval of MoUs and strategic collaborations.
- Maintain credibility, trust, and professionalism in all external engagements.
- Serve as Pelsung's principal spokesperson in high-level or sensitive contexts.

### 3.6 Financial Oversight & Resource Management

- Oversee budgeting, financial planning, and resource allocation in collaboration with Finance & Admin.
- Ensure prudent financial management, transparency, and accountability.
- Approve major expenditures and resource reallocations within delegated authority.
- Support resource mobilisation efforts, including partnerships, grants, or co-funding arrangements where applicable.

3.7 Governance, Risk & Compliance - The Executive Director is ultimately responsible for ensuring that Pelsung operates lawfully, ethically, safely, and with institutional integrity.

## 4. Reporting & Authority

- The Executive Director reports to the **Board of Pelsung**.
- The ED has executive authority over all Secretariat staff and operations, within approved policies and budgets.
- The ED has authority to define, revise, and assign portfolios to Deputy Directors and Heads of Units, and to recommend the creation, merger, or discontinuation of roles as institutional needs evolve.
- Deputy Directors and Heads of Units report directly to the ED.
- The ED will be accountable to the Board for institutional performance, including program quality, organisational effectiveness, financial stewardship, staff performance, and progress against agreed strategic priorities and indicators.



## 5. Required Qualifications & Experience

### *Essential*

- Bachelors degree in public policy, management, development studies, education, economics, engineering, or a related field.
- At least **10 years of progressively responsible professional experience**, including senior leadership or management roles.
- Demonstrated experience building or leading organisations, programs, or complex initiatives.
- Strong understanding of Bhutan's development context, public institutions, or comparable national systems.
- Proven ability to manage multidisciplinary teams and work across sectors.

### *Desirable*

- Masters degree in public policy, management, development studies, education, economics, engineering, or a related field.
- Experience in youth development, innovation, education, or talent-focused initiatives.
- Experience engaging with government, multilateral institutions, or large public programs.
- Familiarity with program design, monitoring & evaluation, or innovation ecosystems.
- Exposure to institution-building or start-up-like environments within the public or social sector.

## 6. Competencies

- Strategic thinking and systems-level reasoning
- Leadership, judgement, and decision-making under uncertainty
- Strong people management and communication skills
- Integrity, professionalism, and public-service ethos
- Ability to balance vision with execution
- Comfort operating in high-visibility, high-trust roles

## 7. Contract & Duration

- The position is a **full-time senior executive role**.
- Contract terms, remuneration, and tenure will be commensurate with the seniority and responsibility of the position and aligned with applicable frameworks.

## 8. Application Process

Interested candidates are requested to submit the following:

### 1. Curriculum Vitae

Including contact details for **at least two referees**.



## **2. Integrity Vetting Report from ACC and Security Clearance Certificate from RBP**

### **3. Video Statement of Interest (8–10 minutes)**

Applicants should submit a recorded video responding to the following prompts:

- Why Pelsung, and why now?
- How do you lead people and build institutions?
- What is your vision for Pelsung over the next 2–3 years?
- In your first year as Executive Director, what would you prioritise building, and what would you deliberately delay or say no to? Why?
- How would you address the challenge of meeting differential needs of Pelsups?

The video format is intended to help assess leadership presence, clarity of thought, and communication ability.

Applications due: **14 January 2026**

Interviews and Shortlisting by 30 Jan 2026

Applications should be emailed to:

[external@innovateforgmc.bt](mailto:external@innovateforgmc.bt)

(CC: [gpenjor@nlcs.gov.bt](mailto:gpenjor@nlcs.gov.bt), [fumblypd@gmail.com](mailto:fumblypd@gmail.com))

Shortlisted candidates may be invited for interviews and further assessment.