



# Completion Report

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Project Number: 50069-001  
Technical Assistance Number: 9270  
September 2021

## Bhutan: Enhancing Competitiveness of High-Value Agriculture and Artisan Products Value Chains

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## TECHNICAL ASSISTANCE COMPLETION REPORT

<b>TA Number, Country, and Name:</b> TA 9270-BHU: Enhancing Competitiveness of High-Value Agriculture and Artisan Products Value Chains		<b>Amount Approved:</b> \$500,000.00	
		<b>Revised Amount:</b> Not applicable	
<b>Executing Agency:</b> Queen's Project Office	<b>Source of Funding:</b> Technical Assistance Special Fund (TASF-V)	<b>Amount Undisbursed:</b> \$28,711.00	<b>Amount Used:</b> \$471,289.00
<b>TA Approval Date:</b> 9 December 2016	<b>TA Signing Date:</b> 17 January 2017	<b>TA Completion Date</b>	
		<b>Original Date:</b> 31 December 2019	<b>Latest Revised Date:</b> 31 December 2020
<b>TA Type:</b> Capacity development TA	<b>Nature of Activity:</b> Not applicable	<b>Financial Closing Date:</b> 1 March 2021	<b>Number of Extensions:</b> 1
		<b>TA Arrangement:</b> Not applicable	

### Description

Bhutan has comparative advantages in many high-value niche products. The country's trade strategy highlights high-value niche exports that promote Brand Bhutan and indicate the product's geographic origin.<sup>1</sup> Bhutan's forestry policy also highlights comparative advantages in nutraceuticals, medicinal herbs, and natural dyes, which compliment artisanal and high-value agricultural products. The One Village One Product (OVOP) initiative supported by the Queen's Project Office (QPO) has prioritized several Bhutanese agro-products based on market potential, grassroots community production, and potential for development and scaling up. However, the country has not been able to take advantage of its potential due to unaddressed critical constraints such as the (i) lack of knowledge on small-scale agro-processing and value addition; (ii) lack of laboratory analysis to quantify bioactive compounds and product quality; (iii) limited standardization and certification capacity to help micro, small, and medium-sized enterprises (MSMEs) meet high-value market standards; (iv) poor linkages between producers and buyers; (v) fragmentation in production and related supply chain resulting in high transaction costs in the end market price; and (vi) lack of finance due to limited knowledge of entrepreneurs in the areas of accessing finance and financial performance.

The Government of Bhutan requested the Asian Development Bank (ADB) for technical assistance (TA) to address these constraints through targeted interventions aimed at (i) improving business skills capacity of selected high-value agriculture (HVA) and artisan MSME clusters; (ii) upgrading production, value-adding, and marketing capacity of selected MSME clusters; and (iii) strengthening value chains from production to end markets.

### Expected Impact, Outcome, and Outputs

The expected impact of the TA was economic and export base broadened and diversified. The expected outcome was competitiveness of prioritized HVA and artisan MSME clusters in domestic and export markets enhanced. The envisaged outputs were (i) business skills capacity of selected HVA and artisan, MSME clusters improved; (ii) production, value-adding, and marketing capacity of selected cottage and small industry (CSI) upgraded; and (iii) value chains from production to end markets strengthened. Two output indicators were revised during the midterm review mission on 2–7 April 2019.

- (i) Change in output indicator 1 from "By June 2019: Five CSI clusters should have formulated and implemented business development plans, with at least 50% of the entities headed by women", to "By June 2020: Five CSI clusters have formulated the business development plans and commenced implementation and monitored, with at least 50% of the entities headed by women". The change was needed after noting that business plans typically required a minimum of 2–3 years of implementation to achieve any enterprise transformation.
- (ii) Change in indicator 3 from "At least five CSI clusters in prioritized product value chains have approved supplier schemes or participatory guarantee", to "At least five CSI clusters in prioritized product value chains have informal sales agreements, signing of memoranda of understanding, or exchange of letters of intents (LOI) completed". The change was made noting that in the country context of Bhutan, the establishment of approved supplier schemes or participatory guarantee systems is not practiced.

<sup>1</sup> In October 2014, the Department of Trade, with support from the United Nations Development Programme (UNDP) and global brand partner FutureBrand, developed the Brand Bhutan strategy which reflects the values of Bhutanese society, history, and Gross National Happiness philosophy, and recognizes the country of origin as a dimension of brand strength in export markets.

## Implementation Arrangements

The QPO was the executing agency and also acted as the implementing agency. A project steering committee with representation from the OVOP committee was formed to ensure efficient and effective implementation. A consulting firm, Ernst and Young LLP in joint venture with Handicrafts Association of Bhutan and TARAYANA Foundation, Bhutan, was engaged.

The TA was originally planned to be implemented for over 3 years from January 2017 to December 2019. However, delays in the recruitment of consultants due to multiple changes in the project officer (firm was mobilized on 2 November 2017), and the general elections in 2018 slowed down the implementation and necessitated the approval of an extension of 1 year on 13 May 2019.

The firm's contract was also extended for 11 months, from 31 December 2019 to 30 November 2020, to complete the envisaged activities. Actual consulting inputs was 37 person-months against planned inputs of 26 person-months. In general, deliverables as per the contract were achieved and the services of the firm were satisfactory.

Two review missions were conducted before the coronavirus disease pandemic. Thereafter, monthly meetings were held virtually by ADB, TA consultants, and QPO, during which implementation progress, challenges and mitigation measures were discussed. At closing, the TA utilized 94% (\$471,250) of the allocated funds. Government in-kind contribution was equivalent to \$125,000. Disbursements were made in accordance with the TA Disbursement Handbook (2010, as amended from time to time). Value adding equipment were procured and utilized as planned and turned over to the government after completion.

## Conduct of Activities

**Output 1: Business skills capacity of selected high-value agribusiness and artisan micro, small, and medium-sized enterprise clusters improved.** The output was achieved. The TA was to provide training, advisory and business development services to selected enterprise clusters to boost entrepreneurship, business planning, and the ability to access and manage finance.

**Product assessment and MSME selection.** Out of the 128 long list of product value chains, 4 were shortlisted, i.e., dairy, nettle fibre, peanuts, and candies, and grouped under 6 CSI clusters, i.e., Haa, Mongar, Thimphu and Paro, Samdrup Jongkhar, Trashy Yangtse/Pemagatshel, and Lhuntse (an extra cluster). The enterprise clusters were selected based on business readiness, sustainability and inclusiveness, potential for scale and replicability, and competitive advantage. The stakeholders meeting recognized that promotion of 128 products within 2–3 years implementation was ambitious. Hence, it was decided that a score card system will be used to identify and prioritize the products.

**Value chain mapping, market research, and support to preparation of business development plans.** The TA conducted value chain analysis, mapping and market research for selected products. A training workshop on CSI business planning for 18 value chain actors was conducted in Thimphu from 30–31 December 2019. Five CSI clusters were selected and prepared business development plans for each product, subsequently business plans were made for 5 CSIs.<sup>2</sup> Value chain analysis and mapping of all the selected products in the identified clusters were conducted through a field study. The gaps identified during the value chain analysis and mapping exercise were validated with all the relevant stakeholders in a stakeholder validation workshop. Based on the identified gaps, 8 training, advisory and business development services to the CSI in the selected enterprise clusters were provided to boost entrepreneurship, business planning, branding, marketing, Good Hygiene Practices (GHP) and Good Manufacturing Practices (GMP), and the ability to access and manage finance. These enterprises were also provided business development services on market research, refining product attributes, and packaging design, upgrading equipment, and determining costs and pricing strategies. In addition to the 8 trainings, 2 exposure visits to India were conducted. The first study tour from 2–6 October 2018 was conducted to explore machineries and packaging materials for HVA and related products. The second study tour conducted from 30 June to 9 July 2021 was on product standardization, marketing, and branding. End line survey confirmed that the majority of CSIs have built capacity on GHP and GMP, basic book-keeping and accounting, business planning for CSI enterprises, and new product designs and formulations. Besides, 5 CSI clusters were able to develop business development plans and commence implementation indicating the effectiveness of the training program. Feedback from each participant at the end of each training was collected and recorded in individual training reports. The summaries of sample feedback results on the marketing and branding training are shown in Appendix 7.

**Monitoring business plan implementation and business performance.** A monitoring framework was prepared for periodic monitoring of all the project progress including business planning exercise. As per the monitoring framework,

<sup>2</sup> These are: (i) CSI Crystal Moon Product (Women and Youth Group); (ii) Eusu Meripuensum Gonor Nyamlay Tshogdey; (iii) Lothuen Om Detschen; (iv) Khengrig Namsum Co-operative; and (v) Yoezer Farm Products.

monthly review of activities under the output was carried out to track progress and plan remedial actions in case of deviations. The preparation of good business plans enhanced the performance of the CSI clusters.

**Output 2: Production, value-adding, and marketing capacity of selected micro, small, and medium-sized enterprise clusters upgraded.** The output target was exceeded. The TA was to upgrade the marketing capacity and strengthen the production capacity of MSMEs through capacity building and procurement of value-adding equipment.

The TA organized 7 capacity building training workshops for the selected cluster CSI enterprises on (i) marketing and branding for priority product value chains; (ii) food safety and hygiene practices, e.g., GHP and GMP; (iii) basic book-keeping and accounting; (iv) business planning for CSI enterprises; and (v) new product design and formulation. About 194 participants (including 125 women) attended the training workshops against the target of 100. Feedback from each participant at the end of each training workshop were collected and recorded in the individual training reports. The feedback from CSI clusters indicate that the capacity development programs were effective, and the modules helped them in increasing their productivity and linking to markets. Details of the training workshops are in Appendix 3.

To strengthen production capacity, the TA also supported the procurement of value-adding equipment. The current operations of the CSI enterprises were reviewed, and new products and technologies identified for value addition. Equipment such as electric dryers, peanut roaster, peanut sheller, pouch packing machine, blister packing machine, and peanut skin peeler machines were procured and handed over to the CSI clusters to help in value addition. The equipment improved efficiency and enhanced product quality. The list of equipment is given in Appendix 4.

**Output 3: Value chains, from production to end markets, strengthened.** The output target was exceeded. The TA was to strengthen quality assurance and intellectual property, and improve communication, market accessibility and foster supplier-market and agritourism linkages.

To provide a common platform to CSI enterprises and other key value chain stakeholders, a value chain coordination forum was established. The first meeting of the coordination forum was held on 13–14 February 2020. The forum provided a platform to discuss common challenges and take coordinated actions. Some common challenges raised and discussed were (i) limited supply of surplus dairy products, packaging materials and processing equipment; (ii) lack of proper post-harvest storage and logistics infrastructure; and (iii) limited market accessibility.

The TA established marketing linkages for 24 organizations in India.<sup>3</sup> Discussions were held with 8 organizations in India (including Spencer's retail, which is the third largest retailer in India).<sup>4</sup> LOIs were received from 5 organizations to procure certified products from the CSIs (including one LOI to establish a large-scale dairy processing plant in Bhutan).<sup>5</sup> Details of the LOIs are in Appendix 5. The TA also organized 2 study tours in India to enable participants to gain exposure to marketing opportunities and learn lessons from agencies and entities supporting similar development initiatives. The QPO participated in the India International Mega Trade Fair (IMTF) held in Kolkata, India from 12–15 December 2019. The QPO procured additional processing equipment, and the individual entrepreneurs planned to aggregate with multiple CSIs to form groups with support from the Department of Cottage and Small Industries.

#### Technical Assistance Assessment Ratings

Criterion	Assessment	Rating
Relevance	The TA was consistent with the country partnership strategy for Bhutan, 2014–2018 pillar 1 advocating harnessing of new priority areas, such as CSIs to generate new sources of income and improve competitiveness. <sup>6</sup> The TA was also aligned with the government's Eleventh Five-Year Plan, 2013–2018 priority in rural economy advancement and rapid investment in selected enterprises programs to expand access into new markets, achieve inclusive social development, and accelerate green economic	<i>Relevant</i>

<sup>3</sup> The organizations were: (i) Spencer's retail, (ii) Pearl foods, (iii) CMG Agro, (iv) Manisha International, (v) Sakshi Agro, (vi) AB Commercials, (vii) Saksham Impex, (viii) Tree of Life, (ix) Rama Vision, (x) Suresh Kumar Impex, (xi) Max food, (xii) Sserenee International, (xiii) Chenab Impex (Mumbai), (xiv) Navoshivam Vyapar, (xv) Bengal Nestor's Industries Ltd., (xvi) Big Basket, (xvii) Earthy Tales, (xviii) Metro Cash and Carry, (xix) Green Earth, (xx) Sanchita's, (xxi) LComps Impex, (xxii) Lakshita Trading, (xxiii) Asha Ram & Sons Pvt. Ltd., and (xxiv) Toshali Farms.

<sup>4</sup> The organizations were: (i) Spencer's retail, (ii) Lakshita Trading, (iii) A.B. Commercial, (iv) Big Basket, (v) LComps Impex, (vi) Metro Cash and Carry, (vii) Asha Ram & Sons Pvt. Ltd., and (viii) Toshali Farms

<sup>5</sup> The organizations were: (i) Manisha International, (ii) Sanchita's, (iii) Bengal Nestor's Industries Ltd., (iv) Chenab Impex, and (v) CMG Agro.

<sup>6</sup> ADB. 2014. Bhutan: [Country Partnership Strategy, 2014–2018](#). Manila.

Criterion	Assessment	Rating
	<p>development.<sup>7</sup> The TA has remained relevant in the government's succeeding Twelfth Five-Year Plan which selected CSI development as one of the flagship programs.<sup>8</sup> It was well aligned with the QPO's development needs in the areas of value chain development and marketing of high potential agro-products, as well as ADB's Strategy 2020 (Drivers of Change 2 - Good Governance and Capacity Development),<sup>9</sup> and Strategy 2030 (Operational Priority 6 - Strengthening Governance and Institutional Capacity).<sup>10</sup></p> <p>The DMF outputs related to the CSIs were crucial and responded to the value chain's needs to promote private sector competitiveness and improve the business climate, which was a key focus of the country's Eleventh Five-Year Plan. Outcome indicators were relevant measures of improved QPO's capacity and value chain enhancement. The TA change in scope pertaining to the extension of implementation period and change in marketing schemes for CSI clusters were found to be reflecting the ground realities of TA implementation.</p> <p>The TA also adequately reflected the needs of the CSI clusters in the design of the trainings/workshops. This is demonstrated by the approved branding strategy of QPO which was crucial in promoting products under the OVOP. The TA knowledge products were timely in informing the QPO for preparation of its business plan and branding strategy while the capacity building activities were aligned with CSI clusters need for enhancing productivity of CSI clusters. Overall, the TA is rated <i>relevant</i>.</p>	
Effectiveness	<p>The TA outcome and output targets were achieved/exceeded (i) 51 out of targeted 50 CSIs have demonstrated improved domestic market share as shown in the improvement in sales; (ii) 5 CSI clusters have formulated and implemented business development plans as planned; (iii) 10 against 5 targeted HVA and artisan MSME clusters were provided with value adding equipment; (iv) 194 participants against 100 targeted participants (64.4% of women against targeted 50%) attended value-adding processes and food safety and quality requirement training; and (v) 6 against 5 targeted MSME clusters have approved supplier scheme or participatory guarantee systems. In addition, 79% out of the targeted 50% of entities were headed by women.</p> <p>The TA has helped upstream the value chain to improve business skills capacity, production, value-adding, and marketing capacity of the executing agency and 58 CSIs while strengthening the value chains of CSI products. Out of 51 CSIs, 40 showed growth in annual sales up to 200% from 2018 to 2019, i.e., 34 dairy product CSIs and 6 other products. Also, among the 51 CSIs which have shown growth, 4 out of every 5 CSIs were led by women thereby indicating achievement of higher gender equality results. Appendix 8 shows the increase in the sales of CSIs.</p> <p>The minor changes made in the DMF indicators under outputs 1 and 3 were relevant and did not affect the achievement of the outcome and outputs.<sup>11</sup> As the target outcome and outputs were fully achieved/exceeded, the TA is rated <i>highly effective</i>.</p>	<i>Highly Effective</i>

<sup>7</sup> Government of Bhutan, Gross National Happiness Commission. 2013. [Eleventh Five Year Plan, 2013–2018](#). Thimphu.

<sup>8</sup> Government of Bhutan, Gross National Happiness Commission. 2019. [Twelfth Five Year Plan, 2018–2023](#). Thimphu.

<sup>9</sup> ADB. 2008. [Strategy 2020: Working for an Asia and Pacific Free of Poverty](#). Manila.

<sup>10</sup> ADB. 2018. [Strategy 2030: Achieving a Prosperous, Inclusive, Resilient, and Sustainable Asia and the Pacific](#). Manila.

<sup>11</sup> Please refer to changes under 'Expected Impact, Outcome, and Outputs' section.



Criterion	Assessment	Rating
Efficiency	The TA achieved a disbursement rate of 94.25% without cost overrun. The TA was closed with one extension due to TA scope enhancement and delayed TA consulting firm recruitment. The enhanced scope and general elections slowed the project implementation. Through collaborative efforts from ADB, QPO and consultants, the TA achieved its envisaged objectives and was closed successfully in December 2020. Government in-kind support was provided in the form of office accommodation, human resource, and office equipment for smooth TA implementation. Government counterpart funding represented 25% of total TA funding. The TA received satisfactory attention and support from the QPO and government through tax exemption and equipment operation and maintenance cost after the TA period. The monthly progress review meetings facilitated close collaboration, timely mitigation actions, and contributed to the overachievement of envisaged targets. The TA review mission conducted in April 2019 acknowledged the need for additional consultant inputs and approved the recruitment of a stakeholder forum facilitator and a branding specialist. TA savings were reallocated to meet the cost of these additional international specialists. The TA is rated <i>efficient</i> .	<i>Efficient</i>
<b>Overall Assessment</b>	The TA is rated <i>highly successful</i> based on the ratings of <i>relevant</i> , <i>highly effective</i> , and <i>efficient</i> . The TA was well designed and aligned with the government and ADB's priorities. The outcome was achieved, and resources utilized efficiently as planned to deliver the outputs. The outcome and most of the outputs were achieved by July 2020. Mitigation actions were discussed regularly and implemented in a timely manner. Overall, the performance of ADB, QPO, implementing agencies, and consultants were highly satisfactory.	<i>Highly successful</i>
<b>Sustainability</b>	After project completion, 51 CSIs have demonstrated improved domestic market share and export performance against the target of 50 CSIs. Business development plans were formulated for all the priority products. Capacity building of selected CSIs was delivered to develop business plans and a pool of knowledge resources. Handholding support was given to 5 CSIs in formulating their business plans. These CSIs have formulated and implemented business plans. To sustain the same growth pattern even after the TA's closure, the QPO would continue its support through organizing similar and advanced capacity building activities. QPO will provide updated information to CSI clusters to make them more competitive in the market and improve market share. ADB's \$20 million loan for the Rural Finance Development Project committed in December 2020, <sup>12</sup> the \$2 million Japan Fund for Poverty Reduction funded technical assistance for Improving Market Linkages for Cottage and Small Industries approved in July 2020, <sup>13</sup> and the National CSI Development Bank established in February 2020 to cater to the financing needs of the CSIs will strengthen the project's sustainability. The TA is rated <i>likely sustainable</i> .	<i>Likely sustainable</i>

### Lessons Learned and Recommendations

Design and/or planning	Although consultations with stakeholders were conducted during the TA design phase to ensure the design's technical soundness, the TA could have undergone a more thorough assessment of consulting resources at appraisal to ensure smooth implementation of activities. While the TA could meet the targets set during the project design, the TA's specialized
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<sup>12</sup> ADB. 2020. [Report and Recommendation of the President. Rural Finance Development Project](#). Manila. The project focuses on (i) expanding collateral-based rural CSI financing through Bhutan Development Bank (BDB), Bhutan's key rural finance intermediary; (ii) extending, through BDB, non-collateral-based group loans to rural CSIs that lack assets; (iii) strengthening BDB's institutional capacity, including enhancement for rural CSI financing operations; and (iv) providing financial literacy training and business development support to rural CSIs, in particular CSIs owned by small and marginal farmers and women.

<sup>13</sup> ADB. 2020. [Technical Assistance Report. Improving Market Linkages for Cottage and Small Industries](#). Manila. The TA will help Bhutan to develop the capacity of CSIs to expose and profitably operate in domestic and international markets. It will support the government in streamlining its standardization and certification processes while implementing an integrated market access program to promote select high-end CSI products. The National CSI Development Bank, established in February 2020, will cater to the financing needs of MSME.

	consulting fund could have been more. Also, a higher amount could have been envisaged to implement the business development plans. Further, to be able to monitor market- and entity-level business performance indicators, it is recommended to develop a robust project monitoring system for future projects.
Implementation and/or delivery	Close coordination between ADB, consultants and the executing and implementing agencies is critical to ensure smooth implementation and delivery of expected outcome and outputs. The TA benefited from regular monthly progress review and monitoring meetings that enabled prompt actions to address implementation issues.
Management of staff and consultants	The TA mobilized a consulting firm comprising an international expert as team leader overseeing execution of the TA in close collaboration with the project management unit with support from other international and national experts. While consultants managed to deliver the outputs, the scattered and intermittent requirement of inputs from the experts made it challenging for the team to devote their time to the TA continuously. In the future, planning for sufficient resources upfront for the inputs including experts/consultants would allow fewer disruptions to TA implementation.
Knowledge building	The TA could have focused on knowledge building through practical learning and through interactive tools using information and communication as most of the participants were farmers and illiterate. In future, based on the target participants and their literacy levels, appropriate budget could be provisioned in addition to conventional training/workshops.
Stakeholder participation	Regular monthly meetings with the consulting firm and QPO throughout the implementation period proved necessary and critical for resolving issues in a timely manner. Such regular meetings improved the quality of results. The project ownership by the executing agency during processing and implementation was key to the TA's success.
Replication and/or scaling up	Although there is huge demand for some niche products from Bhutan, CSIs' capacity constraints and raw material scarcity have restricted commercial scale production. Thus, at this juncture, opportunities for scaling-up are limited. To ensure sustainable growth of CSIs in Bhutan, lessons from the TA in terms of consolidation of producers' groups and whole of sector approach in improving productivity and market linkages must be taken.
Post-TA financial resources	After the TA closure, the CSIs would need support and monitoring at proper intervals to sustain the same growth pattern as during TA implementation. QPO will remain committed and continue to organize similar and advanced capacity building activities.

### Follow-up Actions

The QPO should provide continued support to the CSI clusters, and the results achieved under the TA should be sustained. In follow-up actions, ADB is supporting the Department of Cottage and Small Industries to promote selected domestic and export-oriented CSI products using "Made in Bhutan" and "Grown in Bhutan" labels of the Brand Bhutan strategy under TA 6537-BHU: Improving Market Linkages and For Cottage and Small Industries (footnote 13). The TA will focus on three types of products in which women's involvement is strong: (i) high-end agricultural products (peanuts, dehydrated fruits, honey, and red rice); (ii) medicinal and aromatic plants (Sichuan pepper and caraway); and (iii) textiles and crafts (tourist souvenirs, including traditional paintings using natural pigments, home decor, scarves, and shawls). Agro-based products under the One Gewog One Product initiative are supported by the QPO.

**Prepared by:** Tshewang Norbu

**Designation and Division:** Portfolio Management Specialist, Bhutan Resident Mission

## DESIGN AND MONITORING FRAMEWORK

<b>Impact</b> Economic and export base broadened and diversified. <sup>a</sup>		
<b>Results Chain</b>	<b>Performance Indicators with Targets and Baselines</b>	<b>Achievements</b>
<b>Outcome</b>  Competitiveness of prioritized HVA and artisan CSI clusters in domestic and export markets enhanced	By 2019: About 50 CSIs should have demonstrated improved domestic market share and export performance (2016 baseline: 0)	<b>Exceeded.</b> The TA built the capacities of 58 CSIs, out of which 51 showed improvement in annual sales between mid-line and end-line survey: (i) mid-line (Dec 2018): 39 CSIs with 1039 members; and (ii) end-line (May 2020): 58 CSIs with 1215 members. <sup>b</sup> The increase in CSI sales is in Appendix 8.
<b>Outputs</b>  1. Business skills capacity of selected HVA and artisan CSI clusters Improved          2. Production, value adding, and marketing capacity of selected MSME clusters upgraded	<p>1a. By June 2020: Five CSI clusters have formulated the business development plans and commenced implementation and monitored, with at least 50% of the entities headed by women</p> <p>2a. At least five HVA and artisan CSI clusters have procured value-adding equipment (2016 baseline: 0)</p> <p>2b. At least 100 participants from CSIs, comprising at least 50% women, trained in value- adding processes and food safety and quality requirements, among others (2016 baseline: 0)</p>	<p>1a. <b>Achieved.</b> The TA formulated business development plans for 4 priority product value chains and facilitated the implementation of the plans by providing hand-holding support to 5 CSI enterprises (Thimphu-1, Sarpang-2, Haa-1, and Mongar-1) for the preparation of their business plan. During project execution, the capacities of 58 CSIs were built, of which 79% were headed by women.</p> <ul style="list-style-type: none"> <li>- Mid-line (Dec 2018): 0 business plans and 41.03% CSIs headed by women.</li> <li>- End-line (May 2020): 5 business plans and 79.0% CSIs headed by women.</li> </ul> <p>2a. <b>Exceeded.</b> Ten against 5 targeted HVA and artisan MSME clusters have procured value adding equipment. QPO procured 10 equipment (i) projector (to support the QPO in conducting workshops for CSI enterprises); (ii) electric dryer (3); (iii) peanut roaster (2); (iv) peanut sheller; (v) pouch packing machine; (vi) blister packing machine; and (vii) peanut skin peeler.</p> <ul style="list-style-type: none"> <li>- Mid-line (Dec 2018): 1 equipment procured (Wi-Fi projector).</li> <li>- End-line (May 2020): 10 equipment procured.</li> </ul> <p>2b. <b>Exceeded.</b> 194 participants out of targeted 100 participated (64.4% of women against a target of 50%) in the 6 capacity building workshops conducted from April 2019 to December 2019. The workshops covered the following topics: (i) Marketing and Branding for the priority product value chains; (ii) Food safety and hygiene practices, covering Good Hygiene Practices (GHP) and Good Manufacturing Practices (GMP); (iii) Basic book-keeping and accounting; and (iv) Business planning for CSI enterprises.</p> <ul style="list-style-type: none"> <li>- Mid-line (Dec 2018): 0 participants.</li> <li>- End-line (May 2020): 194 participants.</li> </ul>

Results Chain	Performance Indicators with Targets and Baselines	Achievements
3. Value chains, from production to end markets, strengthened	3a. At least five CSI clusters in prioritized product value chains have informal sales agreements, signing of memoranda of understanding, or exchange of letters of intents (LOI) completed (2016 baseline: 0)	<p>3a. <b>Exceeded.</b> Six against 5 targeted MSME clusters have approved supplier scheme or participatory guarantee systems. The TA connected with 24 organizations for establishing marketing linkages during the project implementation. Out of these 24 organizations, the TA carried out advanced level of discussion with 9 organizations in India (including Spencer's retail, which is the third largest retailer in India. By the conclusion of the TA, LOIs had been received from 5 organizations to procure certified products from the CSIs (including 1 LOI to establish a large-scale dairy processing plant in Bhutan).</p> <ul style="list-style-type: none"> <li>- Mid-line (Dec 2018): 0 LOIs received.</li> <li>- End-line (May 2020): 5 LOIs received.</li> </ul>

### Key Activities with Milestones

#### 1. Business skills capacity of selected HVA and artisan MSME clusters improved

- 1.1 Conducted product assessment and MSME selection (May 2018).
- 1.2 Conducted value chain mapping and market research for each selected product cluster (March 2019).
- 1.3 Prepared business development plans for each selected MSME cluster (July 2019).
- 1.4 Reviewed the status of business plan implementation and business performance (September 2019, December 2019, March 2020, June 2020, and August 2020).

#### 2. Production, value-adding, and marketing capacity of selected MSME clusters upgraded

- 2.1 Prepared training and demonstration program for enterprise-linked farmers (March 2019).
- 2.2 Prepared needs-based capacity building plans for individual enterprises (March 2019).
- 2.3 Identified value-adding equipment and financing contribution (March 2019).
- 2.4 Procured value-adding equipment (September 2018 to September 2020).

#### 3. Value chains, from production to end markets, strengthened

- 3.1 Established value-chain cluster stakeholder coordination forums (November 2017 to February 2020).
- 3.2 Agreed on product specifications, quality standards, and assurance system at each forum (February 2020 to September 2020).
- 3.3 Completed agreed brand and certification arrangements (January 2019).
- 3.4 Agreed among producers, processors, and buyers on pricing and payment (February 2020 to September 2020).
- 3.5 Agreed on target production and marketing plans at each forum (September 2019).
- 3.6 Participated in a regional international trade expo of high-value, sustainable food products and packaging (December 2019).
- 3.7 Reviewed value-chain performance and agreements at each forum (November 2017, June 2018, February 2020, September 2020, and November 2020).

### Actual Inputs

Asian Development Bank: \$500,000

CSI = cottage and small industry, HVA= high-value agriculture, MSMEs = micro, small, and medium-sized enterprises, QPO = Queen's Project Office.

<sup>a</sup> Defined by project.

<sup>b</sup> In the absence of data specific to increase in market share, increased sales of CSI clusters within the same market segments is an alternative indicator to demonstrate improved domestic market share and export performance.

Source: Asian Development Bank.

**TECHNICAL ASSISTANCE COST BY ACTIVITY**  
(\$'000)

Item	Amount <sup>a</sup>		Actual
	Original <sup>b</sup>	Revised <sup>c</sup>	
1. Consultants	324.0	0.0	378.0
2. Goods	80.0	0.0	73.0
3. Training, seminars and/or conferences	30.0	0.0	17.0
4. Studies	10.0	0.0	0.0
5. Miscellaneous TA administration	20.0	0.0	3.0
6. Contingency	36.0	0.0	0.0
<b>Total</b>	<b>500.0</b>	<b>0.0</b>	<b>471.0</b>

TA = technical assistance.

<sup>a</sup> Financed by the Asian Development Bank's Technical Assistance Special Fund-V.

<sup>b</sup> Original estimated cost in the TA report.

<sup>c</sup> No revised estimates.

Source: Asian Development Bank estimates.

## WORKSHOPS AND SEMINARS CONDUCTED BY THE TECHNICAL ASSISTANCE

<b>A. In-country Training and Workshops</b>					
<b>Date</b>	<b>Workshop Title</b>	<b>Workshop Objectives</b>	<b>Attendees</b>	<b>Organizations</b>	<b>No. of Participants</b>
6–7 April 2019	Food Safety and Hygiene Practices (GHP and GMP)	The expected outcome of this workshop was to improve the commercial aptitude of the target members through an increased understanding of: (i) the principles and basics of GHP and GMP; (ii) benefits of GHP and GMP compliance; (iii) use and applicability; (iv) do's and don'ts to ensure compliance with GHP and GMP; and (v) BAFRA guidelines on food safety and hygiene.	ADB officers, dairy value chain actors, government officers, TA consultants	ADB, CSIs, DLO, TA consultants, QPO	29
22–23 May 2019	Food Safety and Hygiene Practices (GHP and GMP)	Same as above.	Government officers, peanut value chain actors, TA consultants	CSIs, DLO, TAC, QPO	23
24–25 May 2019	Basic Bookkeeping and Accounting	The workshop aimed to improve understand on the following: (i) the need for bookkeeping and accounting; (ii) basic principles of bookkeeping and accounting for beginners; (iii) maintaining basic accounts and ledgers; and (iv) shared live cases/success stories.	All value chain actors, government officers, TA consultants	CSIs, DLO, TA consultants, QPO	27
12–13 September 2019	Marketing and Branding	Through the workshop, the participants were briefed on: (i) the need for marketing and branding; (ii) different avenues available for marketing and branding for the prioritized CSI clusters; (iii) the competitive advantage of prioritized OGOP products in various CSI clusters; (iv) importance of target market and customer while defining the marketing strategy; and (v) focus pointers to consider while undertaking marketing for dairy products.	Government officers, TA consultants, value chain actors (peanut, candy, and nettle fibre)	CSIs, TA consultants, QPO	49
16–17 September 2019	Marketing and Branding	Same as above.	Government officers, TAC, value chain actors (dairy)	CSIs, DLO, TAC, QPO	24

Date	Workshop Title	Workshop Objectives	Attendees	Organizations	No. of Participants
30–31 December 2019	Business Planning for CSIs	The workshop was to orient the CSIs, identified by the executing agency (QPO), about business planning before working with them (on an individual basis) for the preparation of their business plan. The workshop was also planned to help TA consultants assess and identify which CSIs were in a better position to prepare their business plans first.	All value chain actors, government officers, TA consultants	CSIs, TA consultants, QPO	18
5 November 2020	New Product Designs and Formulations	The workshop aimed to understand product specifications and recipes for the target members. The discussions were on: (i) the existing product range and product formulations of priority products; (ii) the domestic market for priority products; (iii) gaps and constraints in the value chains of the priority products; (iv) opportunities present in the value chains of the priority products; (v) potential solutions to address identified constraints; and (vi) capacity development needs.	Government officers, TA consultants, value chain actors (peanut, candy)	CSIs, TA consultants, QPO	14
10 November 2020	New Product Designs and Formulations	Same as above.	Government officers, TA consultants, value chain actors (dairy, whey drinks)	CSIs, DLO, TA consultants, QPO	10
Total Participants					194
B. External Trainings					
Date	Workshop Title		Attendees	Organizations	No. of Participants
2–6 October 2018	Study tour to India to explore machineries and packaging materials for Agriculture and related products		Government officers, TA consultants	TA consultants, QPO	3
30 June–9 July 2019	Farmers' study tour to India on product standardization, marketing and branding		All value chain actors, government officers, TA consultants	CSIs, DLO, farmers, TA consultants, QPO	10
Total Participants					13

ADB = Asian Development Bank, BAFRA = Bhutan Agriculture and Food Regulatory Authority, CSI = cottage and small industry, DLO = District Livestock Office, GHP = Good Hygiene Practices, GMP = Good Manufacturing Practices, OGOP = One Gewog One Product, QPO = Queen's Project Office.  
Source: Asian Development Bank.

**LIST OF EQUIPMENT PURCHASED**

<b>SL No.</b>	<b>Item</b>	<b>Number</b>
1	Projector	1
2	Peanut Sheller Machine	1
3	Blister Packaging Machine	1
4	Peanut Roaster Machine	2
5	Pouch Packaging Machine	1
6	Peanut Skin Peeler Machine	1
7	Electric Dryer	3
<b>Total Items</b>		<b>10</b>







SL No. = serial number.

Source: Asian Development Bank.



## LETTERS OF INTENT RECEIVED

### 1. Chenab Impex Pvt. Ltd.

					
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26-08-2019

To,  
Mrs. Pema Lhaden  
Program Officer  
Program Management Unit, OGOP  
Queen's Project Office  
Thimphu, Bhutan

Subject: Letter of Intent (LOI) for procurement of foods and beverages from the Queen's Project Office (QPO) in Bhutan

Dear Ma'am,


With reference to the telephonic discussion that we had on 22 August 2019 with Ernst and Young regarding the procurement of *foods and beverages* from QPO in Bhutan, I would like to submit this LOI to express our keen intention to proceed further with the procurement.


With this letter, M/S. Chenab Impex. Pvt. Ltd. would like to express our intent to procure the following commodities from your organization:

S. No.	Commodities	Estimated Volume Requirement
1.	Foods of all types such as dried, processed – other than Fresh	As per demand
2.	Beverages – of all types	As per demand

This LOI is being submitted to request QPO to send us the samples/ price details/ quotation to initiate the aforesaid procurement from Bhutan, *provided the commodities meet the standards as per pre-disclosed quality specification requirements – as per FSSAI, BIS, APEDA and relevant Indian Quality Standards.* Note that the received price details would be considered as tentative. The final price and volume of commodity to be procured would be decided during the signing of the purchase agreement.

We request the Royal Government of Bhutan (RGoB)/ concerned authority to facilitate Chenab Impex Pvt. Ltd. to obtain necessary licences / permission / registrations / approvals / clearances etc. as per the existing policies / rules and regulations of the RGoB and Government of India. We further request RGoB/ concerned authority to help Chenab Impex Pvt. Ltd. to avail incentives, (if any) under various schemes announced by the government, wherever applicable.

  
 Thanking you,  
 Sincerely,  
 Anil Chandhok  
 Director



## 2. Bengal Nestor's Industries Limited



# BENGAL NESTOR'S INDUSTRIES LIMITED

Corporate Office: 17/1E, Alipore Road, Ground Floor, Kolkata – 700 027

Phone No: +91 33 46036987, Email: info@nestors.in

### Letter of Intent (LOI)

11-07-2019

To,  
Mrs. Pema Lhaden  
Program officer  
Program Management Unit, OGOP  
Queen's Project Office  
Thimphu, Bhutan

Subject: Letter of Intent (LOI) for setting up of an Integrated Dairy Clusters at in Bhutan.

Dear Ma'am,

With reference to the meeting that we had on 3<sup>rd</sup> July 2019 regarding setting up of an Integrated Dairy Clusters plant in Bhutan, We would like to submit this LOI to express our keen intention to proceed further with the proposition.

With this letter, M/S. Bengal Nestor's Industries Limited intends to establish the following project(s) in Bhutan:

S. No.	Project Name	Estimated Project Cost (in Rs.)	Estimated Project Duration	Expected Year of Commencement
1.	Integrated Dairy Cluster	51.91 Crores	One year from the date of project financial closure & possession of Land	2020

The establishment of the said Integrated Dairy Clusters would create 50 nos. direct and 12600 nos. indirect jobs for the skilled and unskilled labour in Bhutan and help the farmer/farmer groups/co-operatives/CSIs increase their incomes.

This LOI is being submitted to request the Royal Government of Bhutan (RGoB)/ concerned authority to facilitate Bengal Nestor's Industries Limited to obtain necessary licences / permission / registrations / approvals / clearances etc. as per the existing policies / rules and regulations of the RGoB. We further request RGoB/concerned authority to help Bengal Nestor's Industries Limited to avail incentives, (if any) under various schemes announced by the government, wherever applicable, including facilitation for land acquisition, identification of farmers/farmer groups/co-operatives/CSIs for vendor empanelment and creation of backward linkage infrastructure.

Thanking you,

Sincerely,

For Bengal Nestor's Industries Ltd,

Prashant Jalan  
(Managing Director)

\*Disclaimer: The proposed employment numbers given above are based on our experience in India, it may vary depending on the circumstances & ground realities.

### 3. Manisha International Pvt. Ltd.



## MANISHA INTERNATIONAL PVT. LTD.

**Head Office :** 1A, First Floor, Khasra No. 275, Western Marg, Saidulajab  
New Delhi-110030 (India), E-mail : sales@mipl.biz  
Tel. : +91 11 40523435, 29536601, 29536605, Fax : +91 11 29536602

### Letter of Intent (LOI)

16<sup>th</sup> July 2019

To,  
Mrs. Pema Lhaden,  
Program Officer, OGOP,  
The Queens Project Office  
Thimpu, Bhutan.

Subject: Letter of Intent (LOI) for procurement of OGOP products (as per attached sheet) from the Queen's Project Office (QPO) in Bhutan.

Dear Sir/Ma'am,

With reference to the meeting on 8<sup>th</sup> July 2019 and the subsequent discussions that we had on 16<sup>th</sup> July 2019 regarding the procurement of OGOP products from Queen's Project Office (QPO) in Bhutan, I would like to submit this LOI to express our keen intention to proceed further with the procurement.

With this letter, M/S Manisha International Pvt Ltd intends to procure the following commodities from your organization: (as per list attached)

This LOI is being submitted to request Queen's Project Office (QPO) to send us the *EX WORKS* prices to initiate the aforesaid procurement from Bhutan, believing that the quality parameters will be as per samples submitted. Please note that the received price details would be considered as indicative only. The final price and volume of commodity to be procured would be decided during the signing of the purchase agreement.

We request the Royal Government of Bhutan (RGoB) and the concerned authority to facilitate the Queen's Project Office (QPO) to obtain necessary licences / permission / registrations / approvals / clearances etc. as per the existing policies / rules and regulations of the RGoB and Government of India. We further request RGoB and/or the concerned authority to help the Queen's Project Office (QPO) and Manisha International Pvt Ltd to avail incentives, (if any) under various schemes announced by the government, wherever applicable.

Thanking you,

Sd/- Manisha International Pvt. Ltd.

Ratul Agarwal,

Director

Manisha International Pvt Ltd

Director

Attached: List of products from OGOP for which prices are invited.

Product	Product Category
Cardamom	Spices/Condiments
Cardamom Special	Spices/Condiments
Sichuan Pepper	Spices/Condiments
Garlic Fried	Spices/Condiments
Oriental Chives	Spices/Condiments
Dried Parsely	Spices/Condiments
Dried Rosemary	Spices/Condiments
Dried Onion Chives	Spices/Condiments
Dried Thyme	Spices/Condiments
Dried Bamboo	Spices/Condiments
Dalle Paste/Garlic	Spices/Condiments
Turmeric Powder	Spices/Condiments
Pepper Powder	Spices/Condiments
Chilli Powder	Spices/Condiments
Ginger Powder	Spices/Condiments
Dried Thyem	Spices/Condiments
Dried Parsley	Spices/Condiments
Dried Bamboo	Spices/Condiments
Khamti White Rice	Rice
Sorbang White Rice	Rice
Dumja White Rice	Rice
Rice No.11 White Rice	Rice
Khangma Marp Rice	Rice
Tan Tsheri Rice	Rice
Khangma Brown Rice	Rice
Yundrocholing white Rice	Rice
Walnut	Dryfruit
Kidney Beans	Miscellaneous
Sweet Buckwheat Flour	Flour
Bitter Buckwheat Flour	Flour
Quinoa	Miscellaneous
Moong Dhal	Pulses
Peanut and peanut products	Miscellaneous
Pear Candy	Candy
Amla Candy	Candy
Ginger Candy	Candy
Papaya Candy	Candy
Banana Candy	Candy
Wild Apple Candy	Candy
Carrot Candy	Candy
Peach Candy	Candy
Orange Peel Candy	Candy
Pineapple Candy	Candy
Guava Candy	Candy



## 4. Sanchita's

<b>SANCHITA'S</b>	F042 CITY CENTRE, SALT LAKE KOLKATA-700064 INDIA
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To,

Mrs. Pema Lhaden, Program Officer,  
Program Management Unit, OGOP, Queen's Project Office,  
Thimphu, Bhutan

Subject: Letter of Intent (LOI) for setting up of a Bhutanese theme restaurant along with a section for OGOP (One Gewog One Product) products for sale at SALT LAKE, KOLKATA, INDIA

Dear Sir/Ma'am,

With reference to the meeting that we had on 2 July 2019 regarding setting up of a Bhutanese theme restaurant along with a section for OGOP products for sale at SALT LAKE, KOLKATA in India, I would like to submit this Letter Of Intent to express our keen intention to proceed further with the proposition. The establishment of the said Bhutanese theme restaurant in India would enable commercialization of Bhutanese products in the Indian food market and would also help the OGOP associated farmer/farmer groups/co-operatives/CSIs to increase their incomes.

This Letter of Intent is being submitted to request the Royal Government of Bhutan (RGoB), the Queen's Project Office and/or the concerned authority to facilitate SANCHITA'S to obtain necessary licenses / permission / registrations / approvals / clearances etc. as per the existing policies / rules and regulations of the RGoB. We further request RGoB and/or the concerned authority to help SANCHITA'S to avail incentives, (if any) under various schemes announced by the government, wherever applicable, including facilitation for identification of farmers/farmer groups/co-operatives/CSIs for vendor empanelment and other relevant functions.

19-08-2019

Sincerely,

**Sanchita's**  
F042, City Centre 1

SANCHITA GUPTA  
PROPRIETOR  
FOR  
SANCHITA'S

## 5. CMG AGR

**Letter of Intent (LOI)**

16-09-2019

To,  
 Mrs. Pema Lhaden  
 Program Officer  
 Program Management Unit, OGOP  
 Queen's Project Office  
 Thimphu, Bhutan

Subject: Letter of Intent (LOI) for procurement of commodities from the Queen's Project Office (QPO) in Bhutan

Dear Ma'am,

With reference to the telephonic discussion that we had on 16 September 2019 with Ernst and Young Private Limited regarding the procurement of below commodities from QPO in Bhutan, I would like to submit this LOI to express our keen intention to proceed further with the procurement.

With this letter, M/S. CMG Agro Pvt. Ltd. would like to express our intent to procure the following commodities from your organization:

SI #	Commodities	Specific detailed required
1	Khamti White Rice	Pack size
2	Sorbang White Rice	Pack size
3	Dumja White Rice	Pack size
4	Rice No.11 White Rice	Pack size
5	Khangma Marp Rice	Pack size
6	Tan Tsheri Rice	Pack size
7	Khangma Brown Rice	Pack size
8	Yundrocholing white Rice	Pack size
9	Walnut	Pack size
10	Peanut Butter	Pack size and product origin
11	Kidney Beans	Pack size
12	Quinoa	Pack size
13	Moong Dhal	Pack size
14	Sichuan Pepper	Pack size
15	Olive Pickle	Pack size and product origin
16	Oyster Mushroom Pickle	Pack size and product origin

This LOI is being submitted to request QPO to send us the samples/ price details/ quotation to initiate the aforesaid procurement from Bhutan. Note that the received price details would be



considered as tentative. The final price and volume of commodity to be procured would be decided during the signing of the purchase agreement.

We request the Royal Government of Bhutan (RGoB)/ concerned authority to facilitate CMG Agro Pvt. Ltd. to obtain necessary licences / permission / registrations / approvals / clearances etc. as per the existing policies / rules and regulations of the RGoB and Government of India.

We further request RGoB/ concerned authority to help CMG Agro Pvt. Ltd. to avail incentives, (if any) under various schemes announced by the government, wherever applicable.

Thanking you,

Sincerely,



Vishal Gupta  
Director

## ASSET TURNOVER CERTIFICATE

### 2/2: CERTIFICATE OF TURNOVER/DISPOSAL OF TECHNICAL ASSISTANCE EQUIPMENT AND VEHICLES PURCHASED

ASIAN DEVELOPMENT BANK



This is to certify that the equipment and vehicles listed below were turned over to the recipient government/agency or disposed of in accordance with ADB's instruction.

ITEM/DESCRIPTION	QUANTITY	UNIT
Utility Van (Toyota Hiace Bus with ambulance base)	1	1

Equipment received by:

Pema Lhaden, Queens Project Office

Confirmed by:

Tshewang Norbu, Portfolio Management Specialist

Date: \_\_\_\_\_

Date: 23/3/21

Note: Consultants normally submit this certificate with their final claims, within a week or two of completing the assignment. At the latest, this certificate must be submitted within 90 days of completion for a consulting firm or within 60 days of completion for an individual consultant.



2/2: CERTIFICATE OF TURNOVER/DISPOSAL OF TECHNICAL ASSISTANCE EQUIPMENT AND VEHICLES PURCHASED

ASIAN DEVELOPMENT BANK



This is to certify that the equipment and vehicles listed below were turned over to the recipient government/agency or disposed of in accordance with ADB's instruction.

ITEM/DESCRIPTION	QUANTITY	UNIT
Wifi Projector	1	1

Certified by

Amit Bajaj, Representative of Consultant

Equipment received by

Pema Lhaden, Queens Project Office

Date: \_\_\_\_\_

Confirmed by:

Mio Oka, Director, SAER

Date: **18 March 2021**

Note: Consultants normally submit this certificate with their final claims, within a week or two of completing the assignment. At the latest, this certificate must be submitted within 90 days of completion for a consulting firm or within 60 days of completion for an individual consultant.

## 2/2: CERTIFICATE OF TURNOVER/DISPOSAL OF TECHNICAL ASSISTANCE EQUIPMENT AND VEHICLES PURCHASED

ASIAN DEVELOPMENT BANK



This is to certify that the equipment and vehicles listed below were turned over to the recipient government/agency or disposed of in accordance with ADB's instruction.

ITEM/DESCRIPTION	QUANTITY	UNIT
Peanut Sheller Machine	1	1
Peanut Roaster Machine	2	2
Pouch Packing machine	1	1
Blister Packaging machine	1	1
Electric Food Dryer	3	3
Peanut Skin Peeler	1	1

Equipment received by:

Pema Lhaden, Queens Project Office

Confirmed by:

Tshewang Norbu, Portfolio Management Specialist

Date: \_\_\_\_\_

Date: 23/3/2021

Note: Consultants normally submit this certificate with their final claims, within a week or two of completing the assignment. At the latest, this certificate must be submitted within 90 days of completion for a consulting firm or within 60 days of completion for an individual consultant.

## PARTICIPANTS' FEEDBACK ON THE TRAINING AND WORKSHOPS

Report on the Training Workshop for Marketing and Branding for Peanut, Candy and Nettle Fibre Value Chain Actors

### 3. Participant feedback and key learnings for TAC

#### 3.1 Participant Feedback

At the end of the workshop, the participants were given a feedback form to assess their perception of the workshop. Three key questions were asked as part of the feedback form, to assess their satisfaction with the content, clarity and relevance of the training. Majority of the participants were satisfied with the content and clarity and found the training relevant to their businesses. The questions and the response data from the feedback forms is summarized below:

1. Participants' feedback on the satisfaction with the content of the training: Almost all the participants (95.7%) were satisfied with the training content.

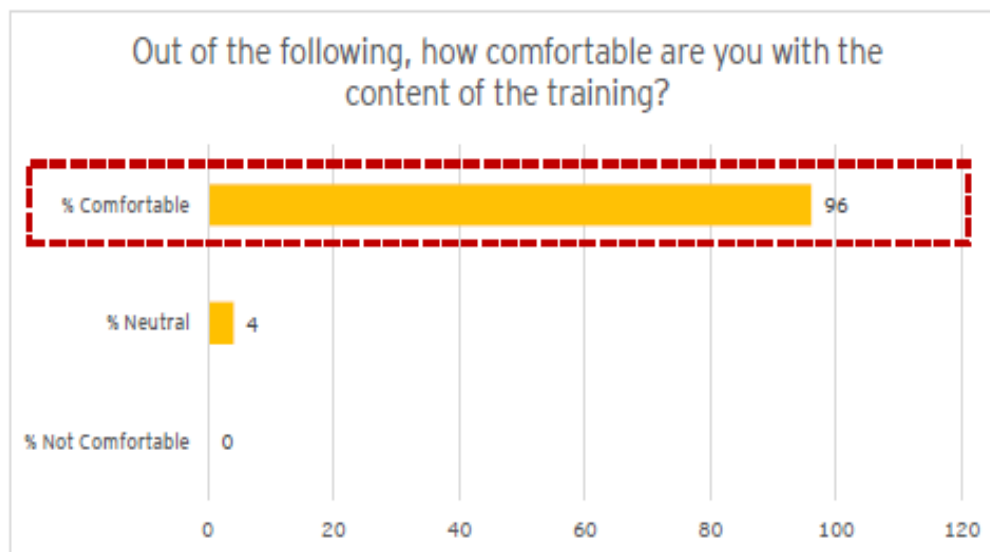


Figure 2: Participant satisfaction with training content

2. Participants' feedback on the understanding of the concepts covered in the training: More than half (60.9%) and about one-third of the participants (32.6%) mentioned that they have developed "Excellent" and "Good" understanding respectively of the concepts covered in the training.

Report on the Training Workshop for Marketing and Branding for Peanut, Candy and Nettle Fibre Value Chain Actors

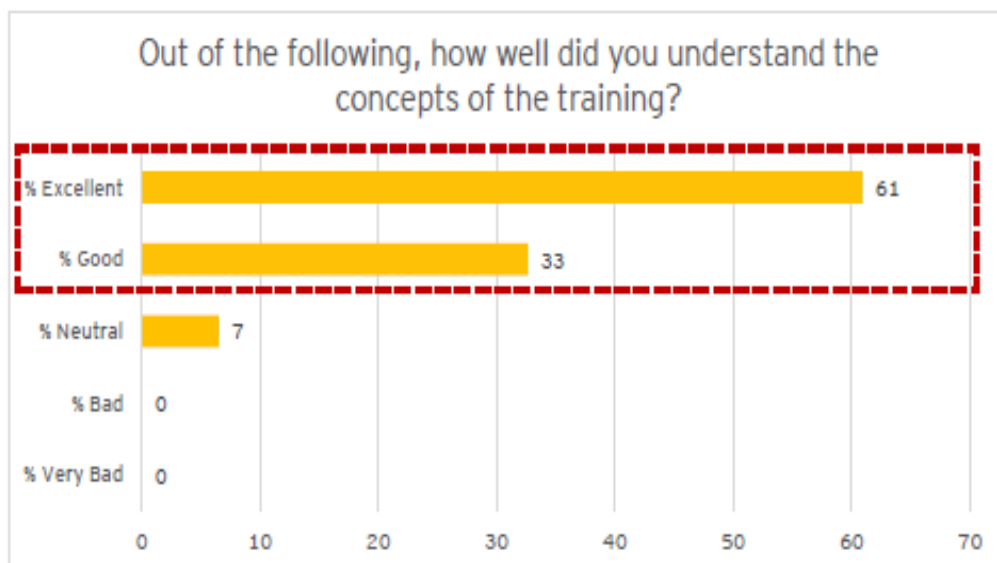


Figure 3: Participant satisfaction with training clarity

3. Participants' feedback on the usefulness of the training to their business: All the participants (100%) confirmed that the training was relevant to their business.

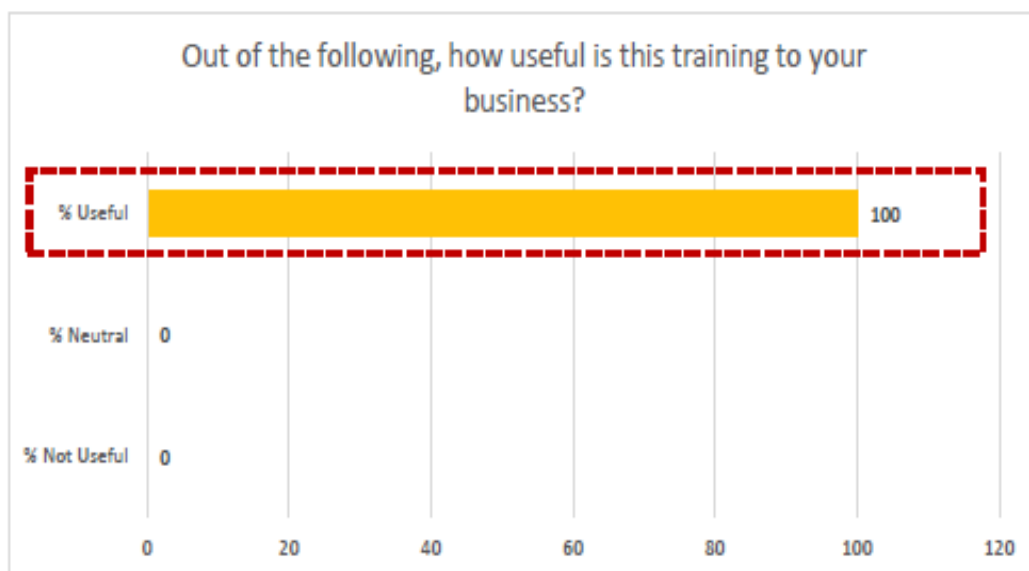


Figure 4: Participant satisfaction with training relevance

## COTTAGE AND SMALL INDUSTRY SALES PERFORMANCE

