DEPARTMENT OF TRADE
Ministry of Industry, Commerce and Employment
Royal Government of Bhutan

Country Programme Documents (CPD)

"Green, Resilience, Opportunities and Wealth through Trade and Investment (Bhutan GROW)"

Phase Three of the Enhanced Integrated Framework (EIF)

05 OCTOBER 2026

BHUTAN – EIF PHASE THREE | LOGICAL FRAMEWORK (LOGFRAME)						
Country:		**Bhutan**				
Period:		**October 2026 – December 2028**				
Results Chain	**Indicator Code**	**Indicator**	**Baseline**	**Target (by Dec 2028)**	**Means of Verification**	**Assumptions**
GOAL: A diversified, competitive, and resilient trade- and investment-led economy in post-LDC driven by strengthened trade governance, increased investment, and sustainable export growth.	**G.I1**	Number of additional jobs created in the beneficiary CSMIs	0 (Baseline will be established during the initial data collection)	≥200 additional jobs created in beneficiary CSMIs by Dec 2028	NIU/DoI beneficiary monitoring records;,other reports and Publications	Beneficiary CSMIs successfully expand operations; favourable business environment and market demand are maintained; no major economic shocks or natural disasters.
	G.I2	Increase in the average income of beneficiary CSMIs	0 (Baseline will be established during the initial data collection)	≥15% average income increase among beneficiary CSMIs by Dec 2028	NIU/DoI beneficiary monitoring records;,other reports and Publications	Beneficiary CSMIs adopt improved production and business practices; stable market conditions and access to inputs are maintained.
	G.I3	Export values (USD) of supported CSMIs and Brand Bhutan firms	0 (Baseline will be established during the initial data collection)	≥10% increase in export value of supported CSMIs/Brand Bhutan firms	DoTr/DoI beneficiary monitoring records;,other reports and Publications	International and regional market access remains open; trade policies remain favourable; external demand for Bhutanese products is sustained.
	G.I4	Total value of NEW investments mobilized in the targeted firms (Brand Bhutan firms) over the course of the project.	0 (Baseline will be established during the initial data collection)	Total value of new/additional investments in USD mobilized by the targeted Brand Bhutan firms during the project period, with a target exceeding the baseline three-year investment value. (A quantified target should be established once the baseline is confirmed.)	Baseline and follow-up enterprise surveys; company financial and investment records; investment agreements/commitments; relevant administrative records; NIU/Sub-IP monitoring reports.	Targeted firms remain operational and investment-ready; access to finance and private capital remains available; project support contributes to improved competitiveness and investment opportunities; and the business and investment environment remains conducive.
OUTCOME 1:Resumed WTO accession supported by strengthened institutional capacity and trade governance, ensuring alignment with a transparent, rules-based trade environment.	**OC1.I1**	Number of WTO-aligned trade-related national laws and regulations effectively being enforced and implemented	0 laws aligned	≥6 laws reviewed & aligned	MoICE legislative tracker; WTO Working Party records; NIU progress reports	Government maintains political commitment to WTO accession; inter-agency cooperation sustained
	OC1.I2	WTO National Coordination Mechanism operational and meeting regularly	No dedicated mechanism	Mechanism established and meeting quarterly	WTO coordination meeting minutes; NIU progress reports	Adequate staffing and leadership commitment maintained
	OC1.I3	Timeline by which the relevant documents are submitted on time	None	End of 2028	WTO reports, TND Records, correspondec, NIU reports	WTO Working Party schedule maintained; counterpart availability secured
	OC1.I4	Progress in the WTO accession process based on the WTO accession process	Application prepared and MFTR completed and submitted,5 Working Party meeting,	Bilateral negotiations advanced; WTO legislative gap analysis completed; priority legal reforms initiated and completed 7 Working Party meting	DoTr/ records,other reports and Publications	Progress depends on the negotiating schedule set by WTO Members and on Bhutan's capacity to respond to Members' questions and market-access requests in a timely manner.
	OC1.15	Percentage increase in the number of users of the TBT enquiry points	0 (Baseline will be established during the initial data collection)	30% increase (≥ 80 registered/active users by 2028)	BSB/BFDA records; WTO SPS/TBT notifications database	Stakeholders are aware of and actively use the TBT Enquiry Point; the platform remains operational and user-friendly; outreach and capacity-building activities are implemented; reliable internet connectivity is maintained.
OP 1.1: WTO accession process actively supported with technical assistance for negotiations, legal review and capacity building.	**OP1.1.I1**	Number of WTO Working Party sessions participated in and supported	None	Participation in all scheduled WP sessions	WTO Working Party minutes; TND records	WTO schedules maintained; travel & participation funds available
	OP1.1.I2	Number of national legal/regulatory review reports produced	None	≥2 comprehensive legal review reports	TA consultancy deliverables; TND records	Qualified legal expertise available; counterpart cooperation ensured
	OP1.1.I3	Number of officials trained in WTO negotiations and trade law	25 official trained	≥40 officials trained (15 male and 25 female)	Training attendance records; post-training reports	Training resources and venues available; officials available for training

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OP1.2: National trade governance frameworks, inter-agency coordination mechanisms and NIU capacity strengthened.	**OP1.2.I1**	Strengthen inter-agency coordination (NTFC, WTO coordination body, trade forums) and other trade-related forums by organizing and conducting regular and need-based Technical Working Group (TWG) meetings)	None	≥4 inter-agency coordination mechanisms established & inter-agency meetings held	EIF NIU self-assessment, Meeting minutes; NIU coordination records	Adequate staffing, budget and management systems maintained
	OP1.2.I3	Number of NIU staff/governmnet officials trained in trade related (disaggregated by gender)	9 or [5 Male / 4 Female]	≥30(12 Male & 18 Female)	HR/training databases,NIU progress/monitoring reports	Adequate staffing: implement and manage trade facilation
OP 1.3: Trade facilitation, SPS/TBT enquiry points and digital trade governance systems strengthened	**OP1.3.I1**	Support & Operationalized SPS / TBT enquiry points	Partially functional	Both enquiry points fully operational and supported.	BSB records; WTO SPS/TBT notifications database	Adequate staffing at BSB; connectivity and IT support in place
	OP1.3.I2	Number of Officals/Private sectors trained on degital trade and e-commerce framework.	None	≥ 20 officials /Private sectors trained and ≥ 2 priority actions supported(8 Male and 12 Female)	MoICE/GovTech policy repository; Official letters	Cross-ministerial consensus; GovTech cooperation sustained, Continued stakeholder engagement, and availability of resources.
	OP1.3.I3	Numbe of concrete actions implemented to support the implementation of Digital and E-commerec Governace Framework	No framework in place	≥ 20 officials /Private sectors trained and ≥ 2 priority actions supported(8 Male and 12 Female)	MoICE/GovTech policy repository; Official letters	Cross-ministerial consensus; GovTech cooperation sustained, Continued stakeholder engagement, and availability of resources.
OUTCOME 2: Increased competitiveness of CSMIs (including Brand Bhutan products) through technology upgrades, value chain upgrading,capacity building and market expansion.	**OC2.I1**	Number of CSMIs demonstrating improved export readiness (certified/compliant)	~10 export-ready CSMIs	≥50 CSMIs demonstrate improved export readiness (70% women,30% youth)	EPD export registry; BSB certification records; NIU beneficiary database	Private sector appetite for export markets; international standards accessible
	OC2.12	Number of new export destination markets for Bhutanese products	~2 export destinations and increased by 20%	≥3 new export destinations and increased by 30% end of the year	Customs trade statistics; EPD export records	Market conditions stable; trade partners receptive to Bhutanese exports
	OC2.13	Number of CSMIs adopting new technologies through project support	None	≥ 5 CSMIs adopting new technologies (digital, production or processing) through project support by Dec 2028.	DoI beneficiary records;,other reports and Publications	Readiness to adopt new technology
	OC2.14	Number of Brand Bhutan products certified/upgraded for export	90 certified Product	≥100 products upgraded or newly certified	DoTr; BSB certification records	Product quality meets international standards; certification bodies accessible
	OC2.15	Number of CSMIs (including Brand Bhutan/Bhutan SEAL beneficiary) demonstrating improved compliance with international standards	~5 compliant CSMIs in priority chains	≥25 compliance with international standards	DoTr records; value chain assessment reports	Standards training effective; cost of compliance manageable;support to get the standard registered
OP2.1: Brand Bhutan scale-up supported with product upgrading, certification, and international market positioning.	**OP2.1.I1**	Number of products assessed and certified under the Brand Bhutan initiative, and number of promotional activities undertaken	Minimal structured linkages	At least 30 products assessed and certified; at least 3 promotional activities conducted	DoTr record	Continued producer participation, adequate funding, and sustained market demand for Brand Bhutan products.
	OP2.1.I2	Number of Brand Bhutan Receipents /CSMIs supported by the project to participate in international trad fair and events	2 events/year	≥ 5 international trade events and ≥ 6 buyer-seller linkages	DoTr participation records; NIU reports	Adequate budget for participation; market interest in Brand Bhutan sustained and Buyer interest in Bhutanese products; exporters meet buyer requirements.(Thiland,Japan, EU,USA,Sinagpore)
	OP2.1.I3	Number of creative industries (textiles) supported through grants to enhance export readiness, reccognized quality certification and Brand Bhutan-aligned packaging/label design, branding.	Limited support	≥ 20 CSMIs in creative industries(textiles) supported-50% Women and 50% youth	beneficiary database; DoMCIIP records	Stakeholder support
	OP2.1.I4	Number of high-potential products supported for Geographical Indication (GI) registration and export promotion.	Limited support	≥ 2products supported for GI registration	beneficiary database; DoMCIIP records	Stakeholder support
	OP2.2.I1	Number of CSMIs (including Brand Bhutan/Bhutan SEAL beneficiary) receiving enterprise development and export readiness support	Limited structured support	≥30 Brand Bhutan/Bhutan SEAL and CSMIs supported (70% on women and youths)	NIU beneficiary database; DoE/ITPFD records	Brand Bhutan /Bhutan SEAL and CSMIs willing to engage; adequate mentorship and TA capacity available

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OP2.2: CSMIs (including Brand Bhutan/Bhutan SEAL beneficiaries and entrepreneur competitiveness, export readiness and value chain integration enhanced.	**OP2.2.I2**	Number of priority value chains strengthened (agro. & handicrafts)	0 value chains systematically strengthened	≥2 value chains strengthened	Value chain assessment reports; DAMC/FCBL records; NIU progress reports	Adequate aggregation and logistics infrastructure; sector interest sustained, Empowering aggregators, standarization and labeling guideline, (completion of value chain study)
	OP 2.2.I4	Number of CSMIs (including Brand Bhutan/Bhutan SEAL beneficiary)trained in financial literacy, bookkeeping and financial management (at least 50% women participants)	None	Train 100 CSMIs(50% women and 30% youth 20% others)	List of training participants	CSMIs willing to avail the training; Readiness of the in-house officials to carry out the training
OP 2.3: Digital, green and sustainable trade practices adopted by CSMIs and promoted through market linkages.	**OP2.3.I1**	Number of CSMIs (including Brand Bhutan/Bhutan SEAL beneficiary) trained and adopting digital/e-commerce tools for trade	0 (Baseline will be established during the initial data collection)	≥20 CSMIs adopt digital trade tools	ITPFD/GovTech records; NIU beneficiary tracking	Digital infrastructure accessible
	OP 2.3.12	Number of Brand Bhutan/Bhutan SEAL beneficiaries and CSMIs trained and adopting green, climate-resilient, quality, packaging, design, and labelling practices.	Minimal	Train 60 CSMIs (40% women led CSMIs) ≥10 CSMIs adopting green practices	Training report,NIU/EPD records	Able to identify a relevant experts to carry out the training, CSMIs willing to avail the training. Green standards and incentives available; market demand for green products
	OP 2.3.13	Number of export-oriented receving investment-readines support and linked to investors through FDI-startup machmaking events.	None	≥ 3 matchmaking held/organized	report,NIU/EPD records	participation from startups, investors, and partner agencies
	OP 2.3.14	Number of exporters (CSMI,Industry) supported through market-oriented study tours to strengthen learning on procedures, compliance, and market knowledge	Expore/exchange trip -None	≥ 20 exporters participated	HR/training databases,NIU progress/monitoring reports	Able to identify a relevant experts to carry out the training, exporters willing to avail the training.
OUTCOME 3: Strengthening Bhutan's Investment Readiness: From Institutional Reform to Investible Projects	**OC3.I1**	Number of developed investment ready projects that have effectively mobilized investments	None	≥ 4 projects (2 sectors)	Project dossiers; Invest Bhutan records	Continued investor interest in priority sectors
	OC3.I2	Number of qualified investment leads generated	Ad hoc/Linited	≥ 15 leads	CRM/database; outreach reports	Effective investor targeting and outreach
	OC3.I3	Number of investment commitments/MoUs signed for the investment-ready projects	0-1	≥ 3 commitments	Signed MoUs/agreements	Stable policy environment and incentives
OP 3.1 Investment-ready projects developed in two high-priority sectors, supported by comprehensive feasibility studies, financial analyses, and market assessments, and showcased to prospective investors through a dedicated investment summit to facilitate investor engagement and partnership opportunities.	**OP 3.1.I1**	Number of investment-ready project proposals completed with feasibility, financial, and market analysis	None	4 Projects across two priority sectors	Project Document	1. Availability of reliable data and information required for feasibility, financial, and market analyses 2. Cooperation and coordination from relevant ministries, agencies, and stakeholders
	OP 3.1.I2	Number of prospective investors engaged through dedicated investment summit featuring developed investment-ready projects.	None	1 Investment Summit organized to showcase the projects wherein over 50 global investors were engaged	Project Document/Summit Report	Projects are developed
OP 3.2: Enhanced capacity of Invest Bhutan officials and key stakeholders on investment promotion, strengthened through structured training programs and exposure/exchange visits to Investment Promotion Agencies (IPA) with best practices within Southeast Asia.	**OP 3.2.I1**	Number of officials trained in investment promotion	Minimal capacity building in investment promotion.	≥ 40 Officals trained by 2027(50% Women,20% Youth,30% others) focusing on the key areas spelled out.	HR/training databases,NIU progress/monitoring reports	Continued government and institutional commitment to sustain and build on earlier capacity-building efforts supported by EIF and WAIPA.
	OP 3.2.I2	Number of international exposure visits/exchange programs completed to IPAs with best practices within Southeast Asia	Expore/exchange trip to IPA-None	Visit 2 IPAs with best practices in Southeast Asia. (for 15 officials)	HR/training databases,NIU progress/monitoring reports	Cooperation from IPAs within Southeast Asian region
	OP 3.2.I3	Number of CRM system developed and operationalized for investor tracking and engagement	None	1	CRM system	Adequate technical expertise and IT support are available for CRM development, deployment, and maintenance.

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	OP 3.2.I4	Number of successful FDI company stories documented and promoted through the "FDI in Spotlight" video series, and number of new investment opportunities promoted	None	20 short videos	Product document & Videos	Coorperation from successful FDI companies
OUTCOME 4: Enhanced industrial sustainability through investment-ready, climate-resilient Eco-Industrial Park(EIP) frameworks that promote resource efficiency, circular economy practices, and integrated value chains.	**OC4.I1**	Identification of viable anchor industries and SME-linked value chains	None	≥ 1 EIP site/anchor industry	EIP anchor industry Project document; MoICE/DoI records	Government prioritizes EIP development and approvals are timely; Anchor industry identification
	OC4.I2	Evidences of enhanced industrial sustainability	Qualitative baseline: Limited ad-hoc green practices; lack of centralized eco-management or shared infrastructure	At least 3 distinct systems established end of 2028	Annual Park Sustainability Reports.Independent mid-term and final evaluation reports DoI.	Local government maintains political will to support EIP policy frameworks.Zone management actively enforces eco-guidelines.
	OC4.I3	Percentage of enterprises in targeted EIP pilot areas adopting at least one resource-efficiency measure (energy, water, waste, or materials).	10% of enterprises	≥ 30% of enterprises	Annual enterprise survey responses.	Technical assistance and free resource audits are provided to lower the knowledge barrier for SMEs.
	OC4.I4	Percentage reduction in resource consumption among participating enterprises compared with the baseline.	0% reduction	20% average reduction across participating firms	Resource intensity tracking sheets	Firms maintain accurate production output logs alongside utility bills.
	OC4.I5	Number (or percentage) of participating enterprises implementing circular economy practices.	None	≥ 5 enterprises	Commercial contracts or MOUs for byproduct exchange (Industrial Symbiosis) DoI	A waste-exchange platform is launched and widely adopted.
OP4.1: Viable anchor industries and SME-linked value chains identified and integrated into a climate-resilient and resource-efficient Eco-Industrial Park (EIP) development framework.	**OP4.1.I1**	Anchor industry and SME-linked value chains identified through market, technical, and feasibility assessments for EIP development.	None	≥ 1 EIP site/anchor industry	EIP anchor industry Project document; MoICE/DoI records	Government prioritizes EIP development and approvals are timely; Anchor industry identification
	OP4.1.I2	Climate-resilient, resource-efficient, and risk-informed infrastructure concepts and integrated utility frameworks developed for the proposed Eco-Industrial Park (EIP).	None	≥ 1 project completed	EIP project document; Design documents	Institutional willingness to integrate climate-resilient and resource-efficient;
OP4.2: Technical and institutional capacity strengthened for the planning, development, and management of climate-resilient and resource-efficient EIP	**OP4.2.I1**	Number of technical and institutional exposure missions undertaken by IPMD officials to internationally recognized EIPs	None	Visit ≥ 2 successful EIP	Study tour report	International Eco-Industrial Park (EIP) host institutions remain willing to receive study visits and share technical knowledge
	OP4.2.I2	Number of capacity-building trainings conducted for IPMD officials on climate resilient and resource efficiency infrastructure systems for EIP	None	≥ 3 technical training programs conducted during the project period	Training attendance, reports, and certificates	Qualified international experts are available to deliver technical training
	OP4.2.I3	Number of enterprises that are supported or trained on adopting the EIP development framework	None	≥ 50 % of enterprises	Training attendance and completion records; enterprise beneficiary database; technical assistance reports; EIP	Target enterprises are willing and able to participate; the EIP framework and technical guidance are available in a timely manner;
	OP4.2.I4	Development of a climate-resilient and resource-efficient Eco-Industrial Park (EIP) framework in Bhutan.	None	≥ 1 EIP Framework developed	EIP project document; Design documents	Institutional willingness to integrate climate-resilient and resource-efficient;

BHUTAN – EIF PHASE THREE | GLOBAL WORK PLAN (October 2026 – December 2028)

Country:	**Bhutan**											
Period:	**October 2026 – December 2028**											
Output & Indicator Code	**Activity Code**	**Description of the Activity**	**Inputs**	**Timeline**			**Budget (USD)**				**Lead Entity**	**Execution Rate**
				2026	**2027**	**2028**	**FF1**	**FF2**	**EIF Total**	**Other Funding**	(To be filled annually)	(To be filled annually)
OUTCOME 1: Resumed WTO accession supported by strengthened institutional capacity and trade governance, ensuring alignment of National policies with a transparent, rules-based												
OUTPUT 1.1: WTO accession process actively supported with technical assistance for negotiations, legal review and capacity building.	OP1.1.I1.A1	Engage in WTO Working Party negotiations (bilateral & multilateral meetings, document preparation, travel)	*TA consultant; officials; meeting and travel budget*	**X**	**X**	**X**	8,000	202,000	**210,000**		DOTr	
	OP1.1.I2.A2	Review and align national laws/regulations with WTO Agreements (GATT, TFA, TBT, SPS, GATS)	*Legal TA; inter-agency task force; workshop , meeting, budget*	**X**	**X**	**X**	0	108,000	**108,000**		TND,DoTr	
	OP1.1.I3.A3	Capacity building for WTO negotiators, working committee members and key stakeholders	*Training TA; workshop facilitation; study tours*	**X**	**X**	**X**	111,000	53,000	**164,000**		TND,DoTr	
Sub Total							**119,000**	**363,000**	**482,000**			
OUTPUT 1.2: National trade governance frameworks, inter-agency coordination mechanisms and NIU capacity strengthened.	OP1.2.I1.A1	Strengthen inter-agency coordination ((NTFC, WTO coordination body, trade forums) and other trade-related forums by organizing and conducting regular and need-based Technical Working Group (TWG) meetings.	*Secretariat support; meeting logistics; TA*		**X**	**X**	30,000	38,400	**68,400**		TND,DoTr	
	OP1.2.I2.A2	Provide capacity building for NIU staff/governmnet officials in trade related (disaggregated by gender)	*NIU staff; project management TA, airfare*	**X**	**X**	**X**	210,000	27,000	**237,000**		NIU	
Sub Total							**240,000**	**65,400**	**305,400**			
OUTPUT 1.3: Trade facilitation, SPS/TBT enquiry points and digital trade governance systems strengthned	OP1.3.I1.A1	Support & Operationalized SPS / TBT enquiry points	*Equipments,TA, study tour,, meeting, consultants,airfare*		**X**		0	75,000	**75,000**		BSB/BFDA	
	OP1.3.I2.A2	Number of Officals/Private sectors trained on degital trade and e-commerce framework.	*TA, study tour,, meeting,consulants, airfare,DSA*	**X**	**X**	**X**	79,500	42,500	**122,000**		ITPFD,DoTr	
Sub Total							**79,500**	**117,500**	**197,000**			
OUTCOME 2: Increased competitiveness of CSMIs (including Brand Bhutan products) through technology upgrades, value chain upgrading,capacity building and market expansion.												
OUTPUT 2.1: Brand Bhutan scale-up supported with product upgrading, certification, and international market positioning.	OP2.1.I1.A1	Provide technical and financial support(grant) to scale up Brand Bhutan initiative (market, product upgrading, packaging, certification readiness,etc)	*TA; training facilitators; materials training/consultation fees,materials fees,venue expert fees, ,per diem*		**X**	**X**	0	153,000	**153,000**		DoTr,EPD	
	OP2.1.I2.A2	Facilitate, organize, and support the participation of Bhutanese entrepreneurs, Cottage and Small Manufacturing Industries (CSMIs), Brand Bhutan beneficiaries, and Bhutan SEAL beneficiaries in international trade fairs and Business Linkage Programmes (B2B)	*Trade fair registration; travel; promotional materials,per diem,Airfare, logistic*	**X**	**X**	**X**	0	223,600	**223,600**		DoTr,EPD	
	OP2.1.I3.A3	Number of Brand Bhutan Receipents /CSMIs supported by the project to participate in international trad fair and events	*Venue cost,material cost,TA per diem, logistic,promtion materials*	**X**	**X**	**X**	0	145,000	**145,000**		DoTr,EPD	
	OP2.1.I4.A4	Provide grant support to creative industries (textiles) to enhance export readiness, reccognized quality certification and Brand Bhutan-aligned packaging/label design,branding.	*Training fees,materials fees,venue,per diem*		**X**		0	144,000	**144,000**		DoMCIP	
	OP2.1.I4.A5	Support a few high-potential products to achieve GI status to enhance export										
Sub Total							**0**	**665,600**	**665,600**			
OP 2.2- CSMIs (including Brand Bhutan/Bhutan SEAL beneficiaries and entrepreneur competitiveness, export readiness and value chain	OP2.2.I1 A1	Provide enterprise development and export readiness support to ≥50 CSMIs (training, mentorship, business skills,business development,finacial literacy)	*Enterprise development TA; training facilitators; materials training/consultation fees,materials fees,venue expert fees, ,per diem*	**X**	**X**		0	96,000	**96,000**		DoI	
	OP2.2.I2.A2	Support CSMIs compliance with international standards and SPS/TBT requirements	*Standards/certification TA; lab fees; BSB training*	**X**	**X**		0	102,000	**102,000**		BSB	

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Output & Indicator Code	**Activity Code**	**Description of the Activity**	**Inputs**	**Timeline**			**Budget (USD)**				**Lead Entity**	**Execution Rate**
				2026	**2027**	**2028**	**FF1**	**FF2**	**EIF Total**	**Other Funding**	(To be filled annually)	(To be filled annually)
Export readiness and value chain integration enhanced.	OP2.2.I3.A3	Strengthen green and sustainable export value chains in priority sectors, including agro-products and handicrafts products	*Green trade TA; certification; equipment.consultation*		**X**	**X**	0	118,800	**118,800**		DoI	
	OP2.2.I1 A4	Conduct training programs for CSMIs on financial literacy, bookkeeping, and financial management to strengthen business planning and record-keeping, ensuring at least 50% participation of women.	*TA; training facilitators; materials training/consultation fees,materials fees,venue expert fees, per diem*	**X**	**X**		55,000	65,500	**120,500**		DoI	
Sub Total							**55,000**	**382,300**	**437,300**			
OP 2.3-Digital, green and sustainable trade practices adopted by CSMIs and promoted through market linkages.	OP2.3.I1.A1	Conduct/promote digital trade and e-commerce adoption among MSME(digital literacy, platforms, payments) and business devlopment (women/youth)	*Digital trade TA; platform fees; training*		**X**		0	90,000	**90,000**		DoEE	
	OP2.3.I2.A2	Support CSMIs to improve market access and explore new market opportunities through training on quality standards, food safety, packaging, product design, branding, and labelling requirements.	*TA; training facilitators; materials training/consultation fees,materials fees,venue expert fees, ,per diem*	**X**	**X**	**X**	0	80,000	**80,000**		DoTr,EPD	
	OP2.3.I3.A3	Number of export-oriented receving investment-readines support and linked to investors through FDI-startup machmaking events.	*TA; training facilitators; materials training/consultation fees,materials fees,venue expert fees, per diem*	**X**	**X**	**X**	0	121,000	**121,000**		DoI/EPD	
	OP2.3.I4.A4	Number of exporters (CSMI,Industry) supported through market-oriented study tours to strengthen learning on procedures, compliance, and market knowledge	*TA; training facilitators; materials training/consultation fees,materials fees,venue expert fees,per diem*		**X**		0	40,000	**40,000**		DoTr,EPD	
		Sub-Total					**0**	**331,000**	**331,000**			
OUTCOME 3: Strengthening Bhutan's Investment Readiness: From Institutional Reform to Investible Projects												
OP 3.1 Investment-ready projects developed in two high-priority sectors, supported by comprehensive feasibility studies, financial analyses, and market assessments, and showcased to prospective investors through a dedicated investment summit to facilitate investor engagement and partnership opportunities.	OP 3.1 .I1.A1	Support preparation of feasibility, financial, and market assessments for priority sector projects	*Technical consultancy expertise (feasibility and financial analysis), TA, Consultation fees, venue, per diem, expert fees*		**X**	**X**	0	90000	90000	0	DoI,MoICE	
	OP 3.1 .I2.A2	Develop investment-ready project packages (including business cases and investor briefs) aligned with investor requirements	*Investment advisory and project structuring support, TA,Consultation fees, venue, DSA per diem, expert fees*		**X**	**X**	0	95000	95000	0	DoI,MoICE	
	OP 3.1 .I3.A3	Investor Targeting for the Projects (Identify around 50 global firms seeking locations/opportunities in these projects developed). Organize Investment Summit to showcase the developed projects to potential investors	*Consultancy Fee- for investor targeting, Venue cost for event, materail cost,visa fee for investors*		**X**	**X**	0	78000	78000		DoI,MoICE	
		Sub-Total					**0**	**263,000**	263,000			
	OP 3.2 .I1.A1	Deliver structured training programmes on investment promotion (targeting, marketing, pipeline management, and investor engagement)	*Training facilitation and capacity-building resources, TA, Venue cost, material, per diem*		**X**	**X**	69,500	28,000	97,500		DoI,MoICE	

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Output & Indicator Code	**Activity Code**	**Description of the Activity**	**Inputs**	**Timeline**			**Budget (USD)**				**Lead Entity**	**Execution Rate**
				2026	**2027**	**2028**	**FF1**	**FF2**	**EIF Total**	**Other Funding**	(To be filled annually)	(To be filled annually)
OP 3.2 Enhanced capacity of Invest Bhutan officials and key stakeholders on investment promotion, strengthened through structured training programs and exposure/exchange visits to Investment Promotion Agencies (IPA) with best practices within Southeast Asia.	OP 3.2 .I2.A2	Facilitate exposure and exchange visits to leading Investment Promotion Agencies (IPAs) in Southeast Asia to adopt best practices	*Study tour and exposure visit support,, TA, Venue cost, material, per diem*		**X**	**X**	57,000	0	57,000		DoI,MoICE	
	OP3.2.I2.A3	CRM system developed and operationalized for investor tracking and engagement	*TA, training, venue*		**X**		0	20000	20000		DoI,MoICE	
	OP3.2.I2.A4	Number of successful FDI company stories documented and promoted through the "FDI in Spotlight" video series, and number of new investment opportunities promoted	*Fee to multi-media firms for development of short video series*		**X**	**X**	0	51600	51600		DoI,MoICE	
		Sub-Total					**126,500**	**99,600**	**226,100**			
OUTCOME 4: Enhanced industrial sustainability through increased readiness for anchor industry-led Eco-Industrial Park (EIP) development promoting resource efficiency, circular economy practices, climate resilience, and SME-integrated value chains in Bhutan												
Output 4.1: Viable anchor industries and SME-linked value chains identified and integrated into a climate-resilient and resource-efficient Eco-Industrial Park (EIP) development framework.	OP4.1.I1.A1	Anchor industry and SME-linked value chains identified through market, technical, and feasibility assessments for EIP development.	*Technical expertise in industrial planning and GIS*		**X**	**X**	0	95000	95000		DoI,MoICE	
	OP4.1.I2.A2	Climate-resilient, resource-efficient, and risk-informed infrastructure concepts and integrated utility frameworks developed for the proposed Eco-Industrial Park (EIP).	*Financial and PPP advisory expertise, TA, expert fees, consultation, Venue cost, material, per diem*		**X**	**X**	0	65000	65000		DoI,MoICE	
		Sub Total					**0**	**160,000**	160,000			
OP 4.2: Technical and institutional capacity strengthened for the planning, development, and management of climate-resilient and resource-efficient EIP	OP4.2.I1.A1	Number of technical and institutional exposure missions undertaken by IPMD officials to internationally recognized EIPs	*Climate and hazard assessment expertise, expert fees, consultation, Venue cost, material, DSA per diem*		**X**	**X**	0	50000	50000		DoI,MoICE	
	OP4.2.I2.A2	Number of capacity-building trainings conducted for IPMD officials on climate resilient and resource efficiency infrastructure systems for EIP	*Engineering and design expertise, Consultatncy fees, per diem*		**X**	**X**	49000	0	49000		DoI,MoICE	
Sub Total							**49,000**	**50,000**	**99,000**			
PROGRAMME MANAGEMENT AND OPERATIONS(PMO)												
Staffing and Human Resources												
Salary for Project Staff funded through EIF			*Project Manager and M&E Officer (National Personnel)*	**X**	**X**	**X**	60,800	0	**60,800**		NIU	
Office Supplies and Equipments Printing /others			*Operating Cost and Equipment for IP*	**X**	**X**	**X**	62,800	0	**62,800**		NIU	
Maintainance of the Ofiice space and others			*Operating Cost*		**X**	**X**	51,000	0	**51,000**		NIU	
Monitoring, Evaluation and Learning												
Midterm & Final Evaluation of Phase III			*National consultant*		**X**	**X**	0	50,000	**50,000**		NIU	
Monitoring of Past Projects			*TA,DSA per diem*	**X**	**X**	**X**	0	59,000	**59,000**		NIU	
Financial Management and Audit												
Submission of the project closure plan.						**X**			**0**		NIU	
Conduct and submit the final audit (external).			*Audit Management*		**X**	**X**	10,000	0	**10,000**		NIU	
Preparation and submission of the Project Completion Report.			*National consultant*			**X**			**0**		NIU	
Preparation and submission of the final financial report and refund of balance to the TFM, if any.									**0**		NIU	
Submission of the asset list and operational closure checklist.									**0**		NIU	
Communications									**0**		NIU	
Communications and visibility (website, newsletters, success stories,video EIF co-branding)			*Hiring charges,DSA,refreshments, material cost, consultant, digital platforms*		**X**	**X**	0	40,000	**40,000**		NIU	

BHUTAN – EIF PHASE THREE | GLOBAL WORK PLAN (October 2026 – December 2028)

Country:	**Bhutan**											
Period:	**October 2026 – December 2028**											
Output & Indicator Code	**Activity Code**	**Description of the Activity**	**Inputs**	**Timeline**			**Budget (USD)**				**Lead Entity**	**Execution Rate**
				2026	**2027**	**2028**	**FF1**	**FF2**	**EIF Total**	**Other Funding**	(To be filled annually)	(To be filled annually)
Sub Total							**184,600**	**149,000**	**149,000**			
Total Budget per Funding Facility							**853,600**	**2,646,400**	**3,500,000**			
Grand Total								**3,500,000**				

BHUTAN – EIF PHASE THREE | ANNUAL WORK PLAN 2026

Country:	**Bhutan**
Period:	**October 2026**

Output & Indicator Code	Activity Code	Description of Activity	2026 Monthly Timeline →												Budget (USD)			Source of Funding		Lead Entity
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	FF1	FF2	EIF Total	EIF	Other	
OUTCOME 1: Resumed WTO accession supported by strengthened institutional capacity and trade governance, ensuring alignment of National policies with a transparent, rules-based trade environment.																				
OP 1.1- WTO accession process actively supported with technical assistance for negotiations, legal review and capacity building.	OP1.1.I1.A1	Engage in WTO Working Party negotiations (bilateral & multilateral meetings, document preparation, travel)										**X**	**X**	**X**	0	22,200	22,200	EIF	RGoB/Partners	DoTr
	OP1.1.I2.A2	Review and align national laws/regulations with WTO Agreements (GATT, TFA, TBT, SPS, GATS)										**X**	**X**	**X**	0	7500	7,500	EIF		DoTr
	OP1.1.I3.A3	Capacity building for WTO negotiators, working committee members and key stakeholders										**X**	**X**	**X**	15000	12,500	27,500	EIF	RGoB/Partners	DoTr
Sub Total															**15,000**	**42,200**	**57,200**			
OP 1.2: National trade governance frameworks, inter-agency coordination mechanisms and NIU capacity strengthened.	OP1.2.I1.A1	Strengthen inter-agency coordination ((NTFC, WTO coordination body, trade forums) and other trade-related forums by organizing and conducting regular and need-based Technical Working Group (TWG) meetings.										**X**	**X**	**X**	0	8,400	8,400	EIF	RGoB/Partners	DoTr
	OP1.2.I2.A2	Provide capacity building for NIU staff/governmnet officials in trade related (disaggregated by gender)										**X**	**X**	**X**	6,000	0	6,000	EIF	RGoB/Partners	BSB
Sub Total															**6,000**	**8,400**	**14,400**			
OP 1.3- Trade facilitation, SPS/TBT enquiry points and digital trade governance systems strengthned	OP1.3.I1.A1	Support & Operationalized SPS / TBT enquiry points													0	0	0			DoTr
	OP1.3.I2.A2	Number of Officals/Private sectors trained on degital trade and e-commerce framework.										**X**	**X**	**X**	5,000	5,000	10,000	EIF		DoTr
Sub Total															**5,000**	**5,000**	**10,000**			
OUTCOME 2: Increased competitiveness of CSMIs (including Brand Bhutan products) through technology upgrades, value chain upgrading,capacity building and market expansion.																				
OP 2.1- Brand Bhutan scale-up supported with product upgrading, certification, and international market positioning.	OP2.1.I1.A1	Provide technical and financial support(grant) to scale up Brand Bhutan initiative (market, product upgrading, packaging, certification readiness,etc)										**X**	**X**	**X**	0	15,000	15,000	EIF	RGoB/Partners	DoTr
	OP2.1.I2.A2	Facilitate, organize, and support the participation of Bhutanese entrepreneurs, Cottage and Small Manufacturing Industries (CSMIs), Brand Bhutan beneficiaries, and Bhutan SEAL beneficiaries in international trade fairs and Business Linkage Programmes (B2B)										**X**	**X**	**X**	0	8,000	8,000	EIF	RGoB/Partners	DoTr
	OP2.1.I3.A3	Number of Brand Bhutan Receipents /CSMIs supported by the project to participate in international trad fair and events										**X**	**X**	**X**	0	5,000	5,000	EIF		DoTr
	OP2.1.I4.A4	Provide grant support to creative industries (textiles) to enhance export readiness, reccognized quality certification and Brand Bhutan-aligned packaging/label design,branding.													0	0	0			
	OP2.1.I4.A5	Support a few high-potential products to achieve GI status to enhance export																		
Sub Total															**0**	**28,000**	**28,000**			
OP 2.2- CSMIs (including Brand Bhutan/Bhutan SEAL beneficiaries and entrepreneur competitiveness, export readiness and value chain integration enhanced.	OP2.2.I1 A1	Provide enterprise development and export readiness support to ≥50 CSMIs (training, mentorship, business skills,business development, finacial literacy)										**X**	**X**	**X**	0	6,000	6,000	EIF		DoTr
	OP2.2.I2.A2	Support CSMIs compliance with international standards and SPS/TBT requirements										**X**	**X**	**X**	0	5,000	5,000	EIF		BSB
	OP2.2.I3.A3	Strengthen green and sustainable export value chains in priority sectors, including agro-products and handicrafts products													0	0	0			DoTr
	OP2.2.I4 A4	Conduct training programs for CSMIs on financial literacy, bookkeeping, and financial management to strengthen business planning and record-keeping, ensuring at least 50% participation of women.										**X**	**X**	**X**	5,000	0	5,000	EIF		DoI
Sub Total															**5,000**	**11,000**	**16,000**			
OP 2.3-Digital, green and sustainable trade practices adopted by CSMIs and promoted through market linkages.	OP2.3.I1.A1	Conduct/promote/trained digital trade and e-commerce adoption among MSME(digital literacy, platforms, payments) and business devlopment (women/youth)													0	0	0			DoTr
	OP2.3.I2.A2	Support CSMIs to improve market access and explore new market opportunities through training on quality standards, food safety, packaging, product design, branding, and labelling requirements.										**X**	**X**	**X**	0	3,000	3,000	EIF		DoTr
	OP2.3.I3.A3	Number of export-oriented receving investment-readines support and linked to investors through FDI-startup machmaking events.										**X**	**X**	**X**	0	0	0	EIF		DoTr
	OP2.3.I4.A4	Number of exporters (CSMI,Industry) supported through market-oriented study tours to strengthen learning on procedures, compliance, and market knowledge										**X**	**X**	**X**	0	0	0			
Sub Total															**0**	**3,000**	**3,000**			
OUTCOME 3: Strengthening Bhutan's Investment Readiness: From Institutional Reform to Investible Projects																				

BHUTAN – EIF PHASE THREE | ANNUAL WORK PLAN 2026

Country:	**Bhutan**																			
Period:	**October 2026**																			
Output & Indicator Code	**Activity Code**	**Description of Activity**	**2026 Monthly Timeline →**												**Budget (USD)**			**Source of Funding**		**Lead Entity**
			Jan	**Feb**	**Mar**	**Apr**	**May**	**Jun**	**Jul**	**Aug**	**Sep**	**Oct**	**Nov**	**Dec**	**FF1**	**FF2**	**EIF Total**	**EIF**	**Other**	
OP 3.1 Investment-ready projects developed in two high-priority sectors, supported by comprehensive feasibility studies, financial analyses, and market assessments, and showcased to prospective investors through a dedicated investment summit to facilitate investor engagement and partnership opportunities.	OP 3.1 .I1.A1	Support preparation of feasibility, financial, and market assessments for priority sector projects													0	0	0			
	OP 3.1 .I2.A2	Develop investment-ready project packages (including business cases and investor briefs) aligned with investor requirements													0	0	0			
	OP 3.1 .I3.A3	Investor Targeting for the Projects (Identify around 50 global firms seeking locations/opportunities in these projects developed). Organize Investment Summit to showcase the developed projects to potential investors													0	0	0			
Sub Total															**0**	**0**	**0**			
OP 3.2 Enhanced capacity of Invest Bhutan officials and key stakeholders on investment promotion, strengthened through structured training programs and exposure/exchange visits to Investment Promotion Agencies (IPA) with best practices within Southeast Asia.	OP 3.2 .I1.A1	Deliver structured training programmes on investment promotion (targeting, marketing, pipeline management, and investor engagement)													0	0	0			
	OP 3.2 .I2.A2	Facilitate exposure and exchange visits to leading Investment Promotion Agencies (IPAs) in Southeast Asia to adopt best practices													0	0	0			
	OP3.2.I3.A3	CRM system developed and operationalized for investor tracking and engagement													0	0	0			
	OP3.2.I4.A4	Number of successful FDI company stories documented and promoted through the "FDI in Spotlight" video series, and number of new													0	0	0			
Sub Total															**0**	**0**	**0**			
OUTCOME 4: Enhanced industrial sustainability through increased readiness for anchor industry-led Eco-Industrial Park (EIP) development promoting resource efficiency, circular economy practices, climate resilience, and SME-integrated value chains in Bhutan																				
OP 4.1: Viable anchor industries and SME-linked value chains identified and integrated into a climate-resilient and resource-efficient Eco-Industrial Park (EIP) development framework.	OP4.1.I1.A1	Anchor industry and SME-linked value chains identified through market, technical, and feasibility assessments for EIP development.													0	0	**0**			
	OP4.1.I2.A2	Climate-resilient, resource-efficient, and risk-informed infrastructure concepts and integrated utility frameworks developed for the proposed Eco-Industrial Park (EIP).													0	o	**0**			
Sub Total															**0**	**0**	**0**			
OP 4.2: Technical and institutional capacity strengthened for the planning, development, and management of climate-resilient and resource-efficient EIP	OP4.2.I1.A1	Number of technical and institutional exposure missions undertaken by IPMD officials to internationally recognized EIPs													0	0	0			
	OP4.2.I2.A2	Number of capacity-building trainings conducted for IPMD officials on climate resilient and resource efficiency infrastructure systems for EIP													0	0	0			
Sub Total															**0**	**0**	**0**			
PROGRAMME MANAGEMENT AND OPERATIONS(PMO)																				
Staffing and Human Resources																				
Salary for Project Staff funded through EIF		*Project Manager and M&E Officer(National Personnel)*							**X**	**X**	**X**	**X**	**X**	**X**	9600	0	9,600	EIF		NIU
Office Supplies and Equipments Printing /others		*Operating Cost and Equipment for IP*								**X**	**X**	**X**	**X**	**X**	16,800	0	16,800	EIF		NIU
Maintainance of the Ofiice space and others		*Operating Cost*													0	0	0	EIF		NIU
Monitoring, Evaluation and Learning																	0			
Midterm & Final Evaluation of Phase III		*National Consultant*													0	0	0			
Monitoring of Past Projects		*TA,DSA per diem*									**X**	**X**	**X**	**X**	0	5000	5,000	EIF		NIU
Financial Management and Audit																	0			
Submission of the project closure plan.																	0		RGOB	NIU
Conduct and submit the final audit (external).																	0		RGOB	NIU
Preparation and submission of the Project Completion Report.																	0		RGOB	NIU
Preparation and submission of the final financial report and refund of balance to the TFM, if any.		*National Consultant*															0		RGOB	NIU
Submission of the asset list and operational closure checklist.																	0		RGOB	NIU
Communications																	0			
Communications and visibility (website, newsletters, success stories,video EIF co-branding)		*Hiring charges,DSA,refreshments,material cost, consultant, digital platforms*													0		0			
Sub Total															**26,400**	**5,000**	**31,400**			
Total budget per Funding Facility															**57,400**	**102,600**	**160,000**			
Grand total															**160,000**					

BHUTAN – EIF PHASE THREE | ANNUAL WORK PLAN 2027

Country:	BHUTAN
Period:	2027

Output & Indicator Code	Activity Code	Description of Activity	2027 Monthly Timeline →												Budget (USD)			Source of Funding		Lead Entity
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	FF1	FF2	EIF Total	EIF	Other	
OUTCOME 1: Resumed WTO accession supported by strengthened institutional capacity and trade governance, ensuring alignment of National policies with a transparent, rules-based																				
OP1.1- WTO accession process actively supported with technical assistance for negotiations, legal review and capacity building.	OP1.1.I1.A1	Engage in WTO Working Party negotiations (bilateral & multilateral meetings, document preparation, travel)	X	X	X	X	X	X	X	X	X	X	X	X	8,000	119,800	127,800	EIF	RGoB/Partners	DoTr,TND
	OP1.1.I2.A2	Review and align national laws/regulations with WTO Agreements (GATT, TFA, TBT, SPS, GATS)	X	X	X	X	X	X	X	X	X	X	X	X	0	85500	85,500	EIF	RGoB/Partners	DoTr,TND
	OP1.1.I3.A3	Capacity building for WTO negotiators, working committee members and key stakeholders	X	X	X	X	X	X	X	X	X	X	X	X	76,000	24,500	100,500	EIF	RGoB/Partners	DoTr,TND
Sub Total															**84,000**	**229,800**	**313,800**			
OP1.2: National trade governance frameworks, inter-agency coordination mechanisms and NIU capacity strengthened.	OP1.2.I1.A1	Strengthen inter-agency coordination ((NTFC, WTO coordination body, trade forums) and other trade-related forums by organizing and conducting regular and need-based Technical Working Group (TWG) meetings.	X	X	X	X	X	X	X	X	X	X	X	X	20000	30,000	50,000	EIF		DoTr
	OP1.2.I2.A2	Provide capacity building for NIU staff/governmnet officials in trade related (disaggregated by gender)	X	X	X	X	X	X	X	X	X	X	X	X	129,000	0	129,000	EIF		NIU/DoTr
Sub Total															**149,000**	**30,000**	**179,000**			
OP1.3- Trade facilitation, SPS/TBT enquiry points and digital trade governance systems strengthned	OP1.3.I1.A1	Support & Operationalized SPS / TBT enquiry points	X	X	X	X	X	X	X	X	X	X	X	X	0	75,000	75,000	EIF	RGoB/Partners	BSB
	OP1.3.I2.A2	Number of Officals/Private sectors trained on degital trade and e-commerce framework.	X	X	X	X	X	X	X	X	X	X	X	X	47,500	31,500	79,000	EIF		DoTr,ITPFD
Sub Total															**47,500**	**106,500**	**154,000**			
OUTCOME 2: Increased competitiveness of CSMIs (including Brand Bhutan products) through technology upgrades, value chain upgrading,capacity building and market expansion.																				
OP2.1- Brand Bhutan scale-up supported with product upgrading, certification, and international market positioning.	OP2.1.I1.A1	Provide technical and financial support(grant) to scale up Brand Bhutan initiative (market, product upgrading, packaging, certification readiness, etc)	X	X	X	X	X	X	X	X	X	X	X	X	0	108,000	108,000	EIF	RGoB/Partners	DoTr,EPD
	OP2.1.I2.A2	Facilitate, organize, and support the participation of Bhutanese entrepreneurs, Cottage and Small Manufacturing Industries (CSMIs), Brand Bhutan beneficiaries, and Bhutan SEAL beneficiaries in international trade fairs and Business Linkage Programmes (B2B)	X	X	X	X	X	X	X	X	X	X	X	X	0	163,100	163,100	EIF		DoTr,EPD
	OP2.1.I3.A3	Number of Brand Bhutan Receipents /CSMIs supported by the project to participate in international trad fair and events	X	X	X	X	X	X	X	X	X	X	X	X	0	125,000	125,000	EIF		DoTr,EPD
	OP2.1.I4.A4	Provide grant support to creative industries (textiles) to enhance export readiness, reccognized quality certification and Brand Bhutan-aligned packaging/label design,branding.	X	X	X	X	X	X	X	X	X	X	X	X	0	144,000	144,000	EIF		DoMCIIP
	OP2.1.I4.A5	Support a few high-potential products to achieve GI status to enhance export	X	X	X	X	X	X	X	X	X	X	X	X						
Sub Total															**0**	**540,100**	**540,100**			
OP2.2- CSMIs (including Brand Bhutan/Bhutan SEAL beneficiaries and entrepreneur competitiveness, export readiness and value chain integration enhanced.	OP2.2.I1 A1	Provide enterprise development and export readiness support to ≥50 CSMIs (training, mentorship, business skills,business development, finacial literacy)	X	X	X	X	X	X	X	X	X	X	X	X	0	90,000	90,000	EIF		DoEE
	OP2.2.I2.A2	Support CSMIs compliance with international standards and SPS/TBT requirements	X	X	X	X	X	X	X	X	X	X	X	X	0	97,000	97,000	EIF		DoI
	OP2.2.I3.A3	Strengthen value chains in priority sectors (eg. agro-products, handicrafts, forest-based,etc)	X	X	X	X	X	X	X	X	X	X	X	X	0	118,800	118,800	EIF		WWF
	OP2.2.I4 A4	Conduct training programs for CSMIs on financial literacy, bookkeeping, and financial management to strengthen business planning and record-keeping, ensuring at least 50% participation of women.	X	X	X	X	X	X	X	X	X	X	X	X	50,000	65,500	115,500	EIF		DoI
Sub Total															**50,000**	**371,300**	**421,300**			
OP2.3-Digital, green and sustainable trade practices adopted by CSMIs and promoted through market linkages.	OP2.3.I1.A1	Conduct/promote/trained digital trade and e-commerce adoption among MSME(digital literacy, platforms, payments) and business devlopment (women/youth)	X	X	X	X	X	X	X	X	X	X	X	X	0	90,000	90,000	EIF		DoI
	OP2.3.I2.A2	Support CSMIs to improve market access and explore new market opportunities through training on quality standards, food safety, packaging, product design, branding, and labelling requirements.	X	X	X	X	X	X	X	X	X	X	X	X	0	71,000	71,000	EIF		DoI
	OP2.3.I3.A3	Number of export-oriented receving investment-readines support and linked to investors through FDI-startup machmaking events.	X	X	X	X	X	X	X	X	X	X	X	X	0	100,000	100,000	EIF		DoI
	OP2.3.I4.A4	Number of exporters (CSMI,Industry) supported through market-oriented study tours to strengthen learning on procedures, compliance, and market knowledge	X	X	X	X	X	X	X	X	X	X	X	X	0	40,000	40,000	EIF		DoTr
Sub Total															**0**	**301,000**	**301,000**			
OUTCOME 3: Strengthening Bhutan's Investment Readiness: From Institutional Reform to Investible Projects																				
OP3.1 Investment-ready projects developed in two high-priority sectors, supported by comprehensive feasibility studies, financial analyses, and market assessments.	OP 3.1.I1.A1	Support preparation of feasibility, financial, and market assessments for priority sector projects	X	X	X	X	X	X	X	X	X	X	X	X	0	90,000	90,000	EIF		DoI,MoICE
	OP 3.1.I2.A2	Develop investment-ready project packages (including business cases and investor briefs) aligned with investor requirements	X	X	X	X	X	X	X	X	X	X	X	X	0	70,000	70,000	EIF		
	OP 3.1.I3.A3	Investor Targeting for the Projects (Identify around 50 global firms seeking locations/opportunities in these projects developed). Organize Investment Summit to showcase the developed projects to potential investors	X	X	X	X	X	X	X	X	X	X	X	X	0	60,000	60,000	EIF		
Sub Total							X	X	X						**0**	**220,000**	**220,000**			
OP 3.2 Enhanced capacity of Invest Bhutan	OP 3.2.I1.A1	Deliver structured training programmes on investment promotion (targeting, marketing, pipeline management, and investor engagement)	X	X	X	X	X	X	X	X	X	X	X	X	60,000	0	60,000	EIF		

BHUTAN – EIF PHASE THREE | ANNUAL WORK PLAN 2027

Country:	**BHUTAN**																			
Period:	**2027**																			
Output & Indicator Code	**Activity Code**	**Description of Activity**	**2027 Monthly Timeline →**												**Budget (USD)**			**Source of Funding**		**Lead Entity**
			Jan	**Feb**	**Mar**	**Apr**	**May**	**Jun**	**Jul**	**Aug**	**Sep**	**Oct**	**Nov**	**Dec**	**FF1**	**FF2**	**EIF Total**	**EIF**	**Other**	
officials and key stakeholders on investment promotion, strengthened through structured training programs and exposure/exchange visits to Investment Promotion Agencies (IPA) with best practices within Southeast Asia.	OP 3.2.I2.A2	Facilitate exposure and exchange visits to leading Investment Promotion Agencies (IPAs) in Southeast Asia to adopt best practices	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	45,000	0	45,000	EIF		DoI,MoICE
	OP 3.3.I3.A3	CRM system developed and operationalized for investor tracking and engagement	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	0	20,000	20,000	EIF		
	OP 3.3.I4.A4	Number of successful FDI company stories documented and promoted through the "FDI in Spotlight" video series, and number of new	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**0**	36600	36,600	EIF		
Sub Total															**105,000**	**56,600**	**161,600**			
OUTCOME 4: Enhanced industrial sustainability through increased readiness for anchor industry-led Eco-Industrial Park (EIP) development promoting resource efficiency, circular economy practices, climate resilience, and SME-integrated value chains in Bhutan																				
Output 4.1: Viable anchor industries and SME-linked value chains identified and integrated into a climate-resilient and resource-efficient Eco-Industrial Park (EIP) development framework.	OP4.1.I1.A1	Anchor industry and SME-linked value chains identified through market, technical, and feasibility assessments for EIP development.	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	0	80,000	80,000	EIF		DoI,MoICE
	OP4.1.I2.A2	Climate-resilient, resource-efficient, and risk-informed infrastructure concepts and integrated utility frameworks developed for the proposed Eco-Industrial Park (EIP).	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	0	50,000	50,000	EIF		
Sub Total															**0**	**130,000**	**130,000**			
OP 4.2: Technical and institutional capacity strengthened for the planning, development, and management of climate-resilient and resource-efficient EIP	OP4.2.I1.A1	Number of technical and institutional exposure missions undertaken by IPMD officials to internationally recognized EIPs	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	0	50,000	50,000	EIF		DoI,MoICE
	OP4.2.I2.A2	Number of capacity-building trainings conducted for IPMD officials on climate resilient and resource efficiency infrastructure systems for EIP	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	40,000	0	40,000	EIF		
Sub Total															**40,000**	**50,000**	**90,000**			
PROGRAMME MANAGEMENT AND OPERATIONS(PMO)																				
Staffing and Human Resources																				
Salary for Project Staff funded through EIF		*Project Manager and M&E Officer(National Personnel)*	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	19,200	0	19,200	EIF		NIU
Office Supplies and Equipments,Printing/others		*Operating Cost and Equipment for IP*	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	34,000	0	34,000	EIF		
Maintainance of the Ofiice space and others		*Operating Cost*	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	39,000	0	39,000	EIF		
Monitoring, Evaluation and Learning																				
Mid- term & Final Evaluation of Phase III		*National Consultant*					**X**			**X**			**X**		0	25,000	25,000	EIF		NIU
Monitoring of Past Projects		*TA,DSA per diem*					**X**			**X**			**X**		0	27,000	27,000	EIF		
Financial Management and Audit																				
Submission of the project closure plan.																			RGOB	
Conduct and submit the final audit (external).		*Audit Management*								X			**X**		5000	0	5,000	EIF		
Preparation and submission of the Project Completion Report.																			RGOB	NIU
Preparation and submission of the final financial report and refund of balance to the TFM, if any.																			RGOB	
Submission of the asset list and operational closure checklist.																			RGOB	
Communications																				
Communications and visibility (website, newsletters, success stories,video EIF co-branding)		*Hiring charges,DSA,refreshments,material cost, consultant, digital platforms*												**X**	0	30000	30000	EIF		NIU/Consultant
Sub Total															**97,200**	**82,000**	**179,200**			
Total budget per Funding Facility															**572,700**	**2,117,300**	**2,690,000**			
Grand total																**2,690,000**				

BHUTAN – EIF PHASE THREE | ANNUAL WORK PLAN 2028

Country:	**Bhutan**
Period:	**2028**

Output & Indicator Code	Activity Code	Description of Activity	2028 Monthly Timeline →												Budget (USD)			Source of Funding		Lead Entity
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	FF1	FF2	EIF Total	EIF	Other	
OUTCOME 1: Resumed WTO accession supported by strengthened institutional capacity and trade governance, ensuring alignment of National policies with a transparent, rules-based																				
OP1.1- WTO accession process actively supported with technical assistance for negotiations, legal review and capacity building.	OP1.1.I1.A1	Engage in WTO Working Party negotiations (bilateral & multilateral meetings, document preparation, travel)	X	X	X	X	X	X	X	X	X	X	X	X	0	60,000	60,000	EIF	RGoB/Partners	DoTr,TND
	OP1.1.I2.A2	Review and align national laws/regulations with WTO Agreements (GATT, TFA, TBT, SPS, GATS)	X	X	X	X	X	X	X	X	X	X	X	X	0	15,000	15,000	EIF	RGoB/Partners	DoTr,TND
	OP1.1.I3.A3	Capacity building for WTO negotiators, working committee members and key stakeholders	X	X	X	X	X	X	X	X	X	X	X	X	20,000	16,000	36,000	EIF	RGoB/Partners	DoTr,TND
		Sub Total													**20,000**	**91,000**	**111,000**			
OP1.2: National trade governance frameworks, inter-agency coordination mechanisms and NIU capacity strengthened.	OP1.2.I1.A1	Strengthen inter-agency coordination ((NTFC, WTO coordination body, trade forums) and other trade-related forums by organizing and conducting regular and need-based Technical Working Group (TWG) meetings.	X	X	X	X	X	X	X	X	X	X	X	X	10000	0	10,000	EIF		DoTr
	OP1.2.I3.A2	Provide capacity building for NIU staff/governmnet officials in trade related (disaggregated by gender)	X	X	X	X	X	X	X	X	X	X	X	X	75,000	27,000	102,000	EIF		NIU,DoTr
		Sub Total													**85,000**	**27,000**	**112,000**			
OP1.3- Trade facilitation, SPS/TBT enquiry points and digital trade governance systems strengthned	OP1.3.I1.A1	Support & Operationalized SPS / TBT enquiry points													0	0	0			
	OP1.3.I2.A2	Number of Officals/Private sectors trained on degital trade and e-commerce framework.		X	X	X	X	X	X	X	X	X	X	X	27,000	6,000	33,000	EIF		DoTr,ITPFD
		Sub Total													**27,000**	**6,000**	**33,000**			
OUTCOME 2: Increased competitiveness of CSMIs (including Brand Bhutan products) through technology upgrades, value chain upgrading,capacity building and market expansion.																				
OP2.1- Brand Bhutan scale-up supported with product upgrading, certification, and international market positioning.	OP2.1.I1.A1	Provide technical and financial support(grant) to scale up Brand Bhutan initiative (market, product upgrading, packaging, certification readiness,etc)	X	X	X	X	X	X	X	X	X	X	X	X	0	30,000	30,000	EIF	RGoB/Partners	EPD
	OP2.1.I2.A2	Facilitate, organize, and support the participation of Bhutanese entrepreneurs, Cottage and Small Manufacturing Industries (CSMIs), Brand Bhutan beneficiaries, and Bhutan SEAL beneficiaries in international trade fairs and Business Linkage Programmes (B2B)	X	X	X	X	X	X	X	X	X	X	X	X	0	52,500	52,500	EIF		EPD
	OP2.1.I3.A3	Number of Brand Bhutan Receipents /CSMIs supported by the project to participate in international trad fair and events	X	X	X	X	X	X	X	X	X	X	X	X	0	15,000	15,000	EIF		EPD
	OP2.1.I4.A4	Provide grant support to creative industries (textiles) to enhance export readiness, reccognized quality certification and Brand Bhutan-aligned packaging/label design,branding.													0	0	0			DoMCIIP
	OP2.1.I5.A5	Support a few high-potential products to achieve GI status to enhance export																		
		Sub Total													**0**	**97,500**	**97,500**			
OP2.2- CSMIs (including Brand Bhutan/Bhutan SEAL beneficiaries and entrepreneur competitiveness, export readiness and value chain integration enhanced.	OP2.2.I1 A1	Provide enterprise development and export readiness support to ≥50 CSMIs (training, mentorship, business skills,business development, finacial literacy)													0	0	0			EPD
	OP2.2.I2.A2	Support CSMIs compliance with international standards and SPS/TBT requirements													0	0	0			DOI
	OP2.2.I3.A3	Strengthen green and sustainable export value chains in priority sectors, including agro-products, handicraft products.													0	0	0			WWF
	OP2.2.I4 A4	Conduct training programs for CSMIs on financial literacy, bookkeeping, and financial management to strengthen business planning and record-keeping, ensuring at least 50% participation of women.													0	0	0			DoI
		Sub Total													**0**	**0**	**0**			
OP2.3-Digital, green and sustainable trade practices adopted by CSMIs and promoted through market linkages.	OP2.3.I1.A1	Conduct/promote/trained digital trade and e-commerce adoption among MSME(digital literacy, platforms, payments) and business devlopment (women/youth)													0	0	0			DoI
	OP2.3.I2.A3	Support CSMIs to improve market access and explore new market opportunities through training on quality standards, food safety, packaging, product design, branding, and labelling requirements.	X	X	X	X	X	X	X	X	X	X	X	X	0	6,000	6,000	EIF		DoTr
	OP2.3.I3.A3	Number of export-oriented receving investment-readines support and linked to investors through FDI-startup machmaking events.	X	X	X	X	X	X	X	X	X	X	X	X	0	21,000	21,000	EIF		DoI
	OP2.3.I4.A4	Number of exporters (CSMI,Industry) supported through market-oriented study tours to strengthen learning on procedures, compliance, and market knowledge	X	X	X	X	X	X	X	X	X	X	X	X	0	0	0			DoI
		Sub Total													**0**	**27,000**	**27,000**			
OUTCOME 3: Strengthening Bhutan's Investment Readiness: From Institutional Reform to Investible Projects																				
developed in two high-priority sectors, supported by comprehensive	OP 3.1 .I1.A1	Support preparation of feasibility, financial, and market assessments for priority sector projects													0	0	0			

feasibility studies, financial analyses, and market assessments, and showcased to prospective investors through a dedicated investment summit to facilitate investor engagement and partnership	OP 3.1 .I2.A2	Develop investment-ready project packages (including business cases and investor briefs) aligned with investor requirements	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	0	25,000	25,000	EIF		DoI,MOICE
	OP 3.1 .I3.A3	Investor Targeting for the Projects (Identify around 50 global firms seeking locations/opportunities in these projects developed). Organize Investment Summit to showcase the developed projects to potential investors	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	0	18,000	18,000	EIF		
		Sub Total													**0**	**43,000**	**43,000**			
OP 3.2 Enhanced capacity of Invest Bhutan officials and key stakeholders on investment promotion, strengthened through structured training programs and exposure/exchange visits to Investment Promotion Agencies (IPA) with best practices within Southeast Asia.	OP 3.2 .I1.A1	Deliver structured training programmes on investment promotion (targeting, marketing, pipeline management, and investor engagement)	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	9,500	28,000	37,500	EIF		
	OP 3.2 .I2.A2	Facilitate exposure and exchange visits to leading Investment Promotion Agencies (IPAs) in Southeast Asia to adopt best practices	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	12,000	0	12,000	EIF		
	OP3.2.I3.A3	CRM system developed and operationalized for investor tracking and engagement													0	0	0			DOI,MOICE
	OP3.2.I4.A4	Number of successful FDI company stories documented and promoted through the "FDI in Spotlight" video series, and number of new investment opportunities promoted													0	15,000	15,000	EIF		DOI,MOICE
		Sub Total													**21,500**	**43,000**	**64,500**			
OUTCOME 4: Enhanced industrial sustainability through increased readiness for anchor industry-led Eco-Industrial Park (EIP) development promoting resource efficiency, circular economy practices, climate resilience, and SME-integrated value chains in Bhutan																				
Output 4.1: Viable anchor industries and SME-linked value chains identified and integrated into a climate-resilient and resource-efficient Eco-Industrial Park (EIP) development framework.	OP4.1.I1.A1	Anchor industry and SME-linked value chains identified through market, technical, and feasibility assessments for EIP development.	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	0	15,000	15,000	EIF		DoI,MOICE
	OP4.1.I2.A2	Climate-resilient, resource-efficient, and risk-informed infrastructure concepts and integrated utility frameworks developed for the proposed Eco-Industrial Park (EIP).	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	0	15,000	15,000	EIF		
		Sub Total													**0**	**30,000**	**30,000**		**0**	
OP 4.2: Technical and institutional capacity strengthened for the planning, development, and management of climate-resilient and resource-efficient EIP	OP4.2.I1.A1	Number of technical and institutional exposure missions undertaken by IPMD officials to internationally recognized EIPs	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	0	0	0			
	OP4.2.I2.A2	Number of capacity-building trainings conducted for IPMD officials on climate resilient and resource efficiency infrastructure systems for EIP	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	9,000	0	9,000	EIF		
		Sub Total													**9,000**	**0**	**9,000**		0	
PROGRAMME MANAGEMENT AND OPERATIONS(PMO)																				
Staffing and Human Resources																				
Salary for Project Staff funded through EIF		*Project Manager and M&E Officer(National Personnel)*	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	29,200	0	29,200	EIF		
Office Supplies and Equipments, Printing/others		*Operating Cost and Equipment for IP*	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	14,800	0	14,800	EIF		NIU
Maintainance of the Ofiice space and others		*Operating Cost*	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	12,000	0	12,000	EIF		
Monitoring, Evaluation and Learning																				
Midterm & Final Evaluation of Phase III		*National consultant*	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	0	25,000	25,000	EIF		NIU
Monitoring of Past Projects		*TA,DSA per diem*	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	0	27,000	27,000	EIF		
Financial Management and Audit																				
Submission of the project closure plan.																			RGOB	
Conduct and submit the final audit (external).		*Audit-Mangement*	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	5000	0	5,000	EIF	RGOB	
Preparation and submission of the Project Completion Report.																			RGOB	
Preparation and submission of the final financial report and refund of balance to the TFM, if any.																			RGOB	NIU
Submission of the asset list and operational closure checklist.																			RGOB	
Communications																				
Communications and visibility (website, newsletters, success stories, video EIF co-branding)		*Hiring charges,DSA,refreshments,material cost, consultant, digital platforms*	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	0	10,000	10,000	EIF		
		Sub Total													**61,000**	**62,000**	**123,000**			
Total budget per Funding Facility															**223,500**	**426,500**	**650,000**			
Grand total																**650,000**				

BHUTAN – EIF PHASE THREE | BUDGET DETAIL

Country:	**Bhutan**
Start date:	**October 2026**
End date:	**December 2028**

Activity code	Description of the activity	Input account and title	Input Description	Funding Facility (FF1/FF2)	Unit	Year 1 (Calendar)			Year 2 (Calendar)			Year 3 (Calendar)			Total Budget	Remarks (unit cost breakdown) with details of activities for each year
						No Units	Unit Cost	Total	No Units	Unit Cost	Total	No Units	Unit Cost	Total		
OP1.1.I1.A1	Engage in WTO Working Party negotiations (bilateral & multilateral meetings, document preparation, travel)	75700 - Learning and Workshops (all inclusive) - (Output)	Covers international and domestic travel, airfare, accommodation, daily subsistence allowance (DSA), and logistics for officials participating in WTO bilateral and multilateral negotiations, including document preparation and follow-up meetings.	FF2	No of travel/heads/no of meetings/workshops conducted	4	5,550	22,200	20	5,990	119,800	10	6,000	60,000	202,000	A total budget of USD 22,200 is proposed to support Bhutan's participation in one round of WTO accession negotiations in Geneva, Switzerland. The budget will facilitate the participation of 4 officials from the WTO Accession Negotiation Team and relevant technical agencies in a five-day WTO Working Party meeting. The estimated total cost per participant is USD 5,550, comprising DSA of USD 1,650 (USD 220 per day for five days, in accordance with the Royal Government of Bhutan rates), round-trip airfare of USD 1,800 (Paro–Bangkok–Geneva–Bangkok–Paro), accommodation of USD 2,100 (USD 280 per night for five nights), Year 2 - A total budget of USD 118900 is proposed to support Bhutan's continued WTO accession negotiations through participation in two rounds of WTO Working Party meetings and related consultations in Geneva, Switzerland. The budget will support the participation of 20 officials from the WTO Accession Negotiation Team and relevant technical agencies. The estimated total cost per participant is USD 5990, comprising DSA of USD 2315 (for-5 dyas under UNOPs rate 463) round-trip airfare of USD 1435 accommodation of USD 2,400, and USD 8000 for local transportation, communication, documentation, coordination, and other meeting-related expenses. These activities will strengthen Bhutan's engagement with WTO Members, accelerate the negotiation process, and support progress toward the successful conclusion of WTO accession. Year 3 - A total budget of USD 60,000 is proposed to support the final phase of Bhutan's WTO accession process through participation in one round of final WTO Working Party negotiations and consultations in Geneva, Switzerland. The budget will support the participation of 10 officials from the WTO Accession Negotiation Team and relevant technical agencies. The estimated total cost per participant is USD 9,000, comprising DSA of USD 1,650 (USD 220 per day for five days, in accordance with the Royal Government of Bhutan rates), round-trip airfare of USD 3,750, accommodation of USD 2,100, and USD 1,500 for local transportation, communication, documentation, coordination, and other meeting-related expenses. The proposed activities will facilitate the successful conclusion of Bhutan's WTO accession negotiations and support Bhutan's transition toward implementing its WTO commitments. Across the three-year implementation period, the project will support relevant government agencies and the technial teams in advancing Bhutan's WTO accession, contributing directly to the country's efforts to secure WTO membership and integrate more effectively into the global trading system. The Royal Government of Bhutan (RGoB) will provide additional financial resources, as needed, and seek support from development partners to complement the project budget. EIF funding will serve as a catalyst to mobilize additional resources and sustain Bhutan's WTO accession process.
			Resources to conduct simultaneous, one-on-one market access negotiations with interested WTO member states to secure tariff and services agreements.	FF1	No of travel/heads/no of meetings/workshops conducted	0	0	0	1	8,000	8,000	0	0	0	8,000	
OP1.1.I2.A2	Review and align national laws/regulations with WTO Agreements (GATT, TFA, TBT, SPS, GATS)	75700 - Learning and Workshops (all inclusive) - (Output)	Hiring legal and trade experts to conduct gap analysis, draft/revise legislation, and provide technical advisory support to align national frameworks with WTO agreements (GATT, TFA, TBT, SPS, GATS).	FF2	No of consulation conducted to review the law	5	1,500	7,500	8	3,000	24,000	5	3,000	15,000	46,500	A total budget of USD 46500 is proposed to support the conduct of at least 18 consultation, validation, and technical meetings over the three-year implementation period. These meetings will involve relevant government agencies and stakeholders to review and align national laws, regulations, and procedures with the WTO Agreements, including the General Agreement on Tariffs and Trade (GATT), Trade Facilitation Agreement (TFA), Agreement on Technical Barriers to Trade (TBT), Agreement on the Application of Sanitary and Phytosanitary Measures (SPS), and the General Agreement on Trade in Services (GATS). The proposed budget provides an average allocation of USD 3,000 per consultation, comprising approximately USD 900 for venue and meeting facilities, USD 1,600 for refreshments and working lunches for participants, USD 700 for travel and transportation support, USD 400 for printing, stationery, and meeting materials, USD 900 for documentation, report preparation, interpretation (where required), and communication expenses, and USD 500 for miscellaneous and contingency costs. The number of participants will vary depending on the agenda and technical requirements of each meeting, with an estimated 10–20 participants per consultation. These consultations will facilitate stakeholder engagement, validation of findings, consensus-building, and the identification of legal and regulatory reforms required to support Bhutan's WTO accession process. In addition, an international legal/trade consultant will be engaged for a 30-day assignment at the UNOPS daily rate of USD 463. The consultant will review and consolidate Bhutan's trade-related laws, regulations, and administrative procedures; identify gaps and inconsistencies with WTO Agreements; and recommend the necessary legal and regulatory amendments to ensure compliance with WTO obligations. The consultant will work closely with the national technical team to strengthen Bhutan's legal preparedness and support the country's WTO accession process.
		71210 -International Consultants-Technical-(Output)	Hiring international experts on conduct gap analysis,draft/revise legislation and provide technical advisory support to aline national frame works with WTO agreements (GATT,TFA,TBT,SPS,GATS)	FF2	No of Cosultants/Experts	0	0	0	2	30,750	61,500	0	0	0	61,500	
OP1.1.I3.A3	Capacity building for WTO negotiators, working committee members and key stakeholders	75700 -Learning and Workshops (all inclusive) - (Output)	Costs covers international and domestic travel, airfare, accommodation, daily subsistence allowance (DSA), and logistics for officials participating for training sessions, workshops, simulation exercises, materials, facilitators, venue, and logistics to strengthen negotiation and technical capacity.	FF1	No of participants	10	1,500	15,000	38	2,000	76,000	10	2,000	20,000	111,000	A total budget of USD 1,11,000 is proposed over the three-year implementation period to organize training workshops and capacity-building programmes on WTO accession, WTO Agreements, SPS and TBT compliance, WTO notification procedures, and other priority WTO-related subjects for government officials and private sector stakeholders. The budget is based on the cost of similar capacity-building programmes previously implemented by the National Implementation Unit (NIU), relevant government agencies, and development partners. The project will train approximately 58 participants over the three-year period. Participants will be selected from government agencies involved in WTO accession and trade-related regulatory functions, as well as relevant private sector organizations. To promote institutional learning and sustainability, participants will be expected to conduct in-house knowledge-sharing sessions within their respective agencies following the completion of each training programme. Year 1 (USD 15,000): Supports the training of approximately 10 participants, at an average cost of USD 1500 per participant. The budget covers resource persons and training fees, venue, training materials, refreshments, participant travel, documentation, communication, and other logistical expenses. Year 2 (USD 76,000): Supports advanced technical training and specialized capacity-building programmes for approximately 38 participants, including participation in regional or overseas training programmes where required. The budget covers training fees, expert facilitation, airfare, accommodation, daily subsistence allowance (DSA), training materials, venue, and other logistical expenses. Year 3 (USD 20,000): Supports refresher and specialized training programmes for approximately 10 participants, focusing on strengthening technical knowledge and preparing officials for the implementation of WTO commitments. The budget covers expert facilitation, venue, participant travel, training materials, documentation, communication, and other related logistical costs. In addition, a separate allocation of USD 53,000 is proposed over the three-year implementation period to engage eight international experts (at an estimated professional fee of USD 5,300 per expert) from international organizations, regional training institutions, and specialized agencies to deliver in-country technical training, mentoring, and advisory support. The experts will provide specialized capacity-building on WTO accession negotiations, SPS and TBT disciplines, WTO notification procedures, trade in goods and services, trade
		71210 -International Consultants-Technical-(Output)	Hiring International experts- engaged on technical training on capicity building to WTO negotiator ,working committee	FF2	No of Consultants/Experts	4	3,125	12,500	4	6,125	24,500	2	8,000	16,000	53,000	
		Sub Total						**57,200**			**313,800**			**111,000**	**429,000**	
OP1.2.I1.A1	Strengthen inter-agency coordination on trade facilitation through the NTFC, WTO Coordination Body, and other trade-related forums by conducting regular and need-based Technical Working Group (TWG) meetings. The activity will also support the enhancement and operationalization of the Bhutan Trade Facilitation Network (BTFN) system to enhanced for trade facilitation initiatives.	74000 - Operating costs - Management	Technical experts engaged to prepare accession roadmap, legislative action plans, and WTO notification schedules, including stakeholder consultations.Drafting and finalizing the step-by-step negotiation and compliance roadmap.	FF1	Meetings held/no of heads attended	0	0	0	10	2,000	20,000	12	833	10,000	30,000	The proposed budget is based on the estimated cost of organizing meetings of the National Trade Facilitation Committee (NTFC) and its supporting Technical Working Groups (TWGs). The NTFC is expected to meet regularly to coordinate and oversee the implementation of trade facilitation reforms and Bhutan's WTO accession process. Each NTFC meeting is estimated to cost approximately USD 500–600, covering refreshments, meeting materials, documentation, communication, and other logistical expenses. Where meetings are held outside Thimphu, additional costs may be incurred for venue rental and logistical arrangements. Technical Working Group (TWG) meetings will be convened on a need basis to support NTFC decisions and technical discussions, with an estimated cost of USD 500 per meeting. Year 1 (USD 2,400): A total budget of USD 2,400 is proposed to support the initial NTFC and TWG meetings during the project inception period. The budget will cover meeting logistics, venue costs (where applicable), refreshments, documentation, communication, and stakeholder participation to establish effective coordination mechanisms and initiate implementation of trade facilitation activities. Year 2 (USD 36,000): A total budget of USD 36,000 is proposed. Of this amount, approximately USD 20,000 is allocated to support 12 NTFC and Technical Working Group (TWG) meetings, including meeting logistics, venue, refreshments, documentation, and coordination costs. The remaining budget will support institutional strengthening activities, including exposure visits, knowledge-sharing events, and capacity-building programmes for NTFC members and technical officials to enhance the effective functioning of the NTFC and support Bhutan's WTO accession process. Year 3 (USD 10,000): A total budget of USD 10,000 is proposed to sustain the operation of the NTFC and its Technical Working Groups. The budget will support regular coordination meetings, stakeholder consultations, technical reviews, policy discussions, documentation, communication, and logistical support required to advance trade facilitation reforms and WTO-related coordination. It will also finance the enhancement and incopration of critical field in the Bhutan Trade Facilitation Network (BTFN) system and the trade information portal to improve cross-border trade coordination, information sharing, and export facilitation.
		71400 National Personal-(Techical)	Hiring National experts to prepare accession roadmap, legislative action plans, and WTO notification schedules, including stakeholder consultations.	FF2	No of Consultants/Experts	1	8,400	8,400	2	15,000	30,000	0	0	0	38,400	
OP1.2.I3.A2	Provide capacity building for NIU staff/goverment officials in trade related (disaggregated by gender)	75700 - Learning and Workshops (all inclusive) - (Output)	Training programmes, technical sessions, and knowledge-sharing initiatives for government officials on trade related areas	FF1	No of capacity building/workshops/meetings conducted and no of participants	2	3,000	6,000	15	5,000	75,000	0	0	0	81,000	The total budget of USD 156,000 is proposed over the three-year implementation period to support overseas training programmes in priority trade-related areas, including project management, human resource development, fiduciary management, trade facilitation, and other specialized subjects relevant to the implementation of the project. The programme aims to strengthen the institutional and technical capacity of the National Implementation Unit (NIU) staff and relevant government officials through a combination of regional and international training opportunities. The programme will support a total of 32 officials over the three-year period, comprising 2 officials in Year 1, 15 officials in Year 2, and 15 officials in Year 3. The average duration of each training programme is estimated at 10 days. Based on the cost of a typical regional training programme in Bangkok, the estimated average expenditure per participant is USD 5,000, consisting of approximately USD 2,000 for tuition fees, USD 1,300 for Daily Subsistence Allowance (USD 130 per day for 10 days), USD 470 for return airfare, and USD 1,230 to cover travel insurance, visa fees (where applicable), airport transfers, training materials, administrative costs, and contingency expenses. In addition, a separate allocation of USD 81,000 is proposed over the three-year implementation period to engage international experts, regional training institutions, and specialized organizations to deliver in-country training programmes. Based on an estimated professional fee of USD 9,000 per expert/resource person, this allocation will support multiple specialized capacity-building programmes tailored to Bhutan's trade facilitation and export development priorities. Delivering training within the country will enable a significantly larger number of government officials and stakeholders to benefit from high-quality technical training while substantially reducing the costs associated with overseas participation. This approach also promotes wider knowledge dissemination, institutional learning, and sustainable capacity development across implementing agencies
			Technical Sessions: Running simulation exercises on complex trade scenarios, dispute settlements, and notification drafting.Knowledge-Sharing Initiatives: Launching institutionalized inter-ministerial working groups and digital knowledge repositories for long-term retention.	FF1	No of capacity building/workshops/meetings conducted and no of participants	0	0	0	0	0	0	15	5,000	75,000	75,000	
		71210 -International Consultants-Technical-(Output)	Techincal experts engaged on training programmes, technical sessions, and knowledge-sharing initiatives for government officiai/NIU on trade related areas	FF1	No of Consultants/Experts	0	0	0	6	9,000	54,000	0	0	0	54,000	
				FF2	No of Consultants/Experts	0	0	0	0	0	0	3	9,000	27,000	27,000	
		Sub Total						**14,400**			**179,000**			**112,000**	**305,400**	

BHUTAN – EIF PHASE THREE | BUDGET DETAIL

Country:	**Bhutan**
Start date:	**October 2026**
End date:	**December 2028**

Activity code	Description of the activity	Input account and title	Input Description	Funding Facility (FF1/FF2)	Unit	Year 1 (Calendar)			Year 2 (Calendar)			Year 3 (Calendar)			Total Budget	Remarks (unit cost breakdown) with details of activities for each year
						No Units	Unit Cost	Total	No Units	Unit Cost	Total	No Units	Unit Cost	Total		
OP1.3.I1.A1	Support & Operationalized SPS / TBT enquiry points	72600 - Sub-grants - Output	Costs for coordination meetings, stakeholder consultations, dialogue forums, and development of SOPs and communication protocols.	**FF2**	Lumpsum	0	0	0	1	1	75,000	0	0	0	75,000	Support to Bhutan Standard Bureau, A total budget of USD 0,000 is proposed to establish and operationalize Bhutan's Technical Barriers to Trade (TBT) Enquiry Point in preparation for WTO accession. The Enquiry Point is a key WTO requirement and will enable Bhutan to respond to TBT enquiries, coordinate notifications, and provide information on technical regulations and standards. The budget includes: Physical hardware – USD 18000: Procurement of essential ICT equipment, including computers, laptops, video conferencing facilities, conference speakerphones, and an interactive display to support the operation of the Enquiry Point. Capacity development – USD 50,000: Study visits for five officials to established TBT Enquiry Points in Southeast Asia and a two-week attachment programme for the designated TBT Enquiry Point focal person to build technical and operational capacity. Awareness and outreach – USD 7000: Awareness programmes and stakeholder consultations to promote understanding and effective use of the TBT Enquiry Point by government agencies and the private sector. The proposed investment will ensure the TBT Enquiry Point is fully equipped and operational to meet Bhutan's WTO obligations and support effective implementation of the WTO TBT Agreement.
OP1.3.I2.A2	Number of Officals/Private sectors trained on degital trade and e-commerce framework.	75700 - Learning and Workshops (all inclusive) - (Output)	Development of trade databases, analytical studies, dashboards, and digital tools for data-driven policymaking.	**FF2**	No of participants	10	500	5,000	60	525	31,500	1	6000	6,000	42,500	A total budget of USD 36,500 is allocated to fund the assessment of government IT infrastructure and define the technical requirements for new data-driven policymaking tools. This funding will support the development of trade databases, analytical studies, interactive dashboards, and digital platforms designed to foster evidence-based trade policies.The programme will equip officials with the knowledge and skills required to implement the Digital Trade and E-Commerce Governance Framework, support digital trade policy development, and effectively participate in regional and international digital trade initiatives. USD 5000 assessing the government IT infracture and technical requirments for new policymaking tools
			Assessing government IT infrastructure and defining the technical requirements for new policymaking tools.	**FF1**	No of participants	10	500	5,000	0	0	0	60	300	18,000	23,000	
		71210 -International Consultants-Technical-(Output)	International experts engaged on-Development of trade databases, analytical studies, dashboards, and digital tools for data-driven policymaking.	**FF1**	No of Expert	0	0	0	2	17,500	35,000	1	9,000	9,000	44,000	A budget of USD 44,000 is proposed to engage international consultants to support the development of Bhutan's Digital Trade and E-Commerce Framework and its implementation arrangements. The consultants will provide technical guidance to relevant government agencies in translating the Digital Trade and E-Commerce Policy into a practical implementation framework, including priority actions, institutional roles and responsibilities, implementation timelines, and monitoring mechanisms. The budget provides for the engagement of international consultants for assignments of up to 60 days, with professional fees ranging from USD 8,000 to USD 9,000 per consultant, depending on the scope of work. The technical assistance will ensure that the framework and implementation plan are aligned with international best practices while reflecting Bhutan's national priorities and institutional context.
		71400 National Personal-(Techical)	National experts engaged on-Development of trade databases, analytical studies, dashboards, and digital tools for data-driven policymaking.	**FF1**	No of Expert	**0**	**0**	0	1	12,500	12,500	0	0	0	12,500	Budget of USD 12,500 is proposed to develop/ enhance the national digital platform for e-commerce to support the implementation of Bhutan's E-Commerce Policy. The platform will improve the online visibility of Bhutanese products and services, facilitate digital trade, and enhance market access for exporters and businesses. The budget will cover the design, development, customization, testing, deployment, and enhancement of the digital platform, including technical support, user training, and system improvements required for its effective implementation by the designated implementing agency. The investment will provide a practical digital solution to promote e-commerce, strengthen the digital trade ecosystem, and increase the participation of Bhutanese businesses in domestic and international markets.
			Sub Total					**10,000**			**154,000**			**33,000**	**197,000**	
	Provide technical and financial support(grant) to scale up Brand Bhutan /Bhutan SEAL initiative (product upgrading, packaging, certification readiness,etc)	72600 - Sub-grants - Output	Conduct advanced technical assessment and market positioning training for the multi-stakeholder appraisal panels.	**FF2**	Lumpsum	0	0	0	1	40,000	40,000	0	0	0	40,000	A total budget of USD 153,400 is proposed over the three-year implementation period to strengthen the Brand Bhutan Initiative through product upgrading, branding, packaging improvement, quality enhancement, value addition, and value chain development. The programme will support Bhutanese enterprises, producer groups, cooperatives, cottage and small manufacturing industries (CSMIs), and beneficiaries of the Brand Bhutan and Bhutan SEAL programmes with export potential. The proposed allocation includes: Year 1 – USD 15,000: Support for up to four applicants through pilot interventions, including the procurement of equipment and machinery on a cost-sharing basis, with grant support of up to USD 7,000–10,000 per applicant to improve product quality, productivity, and value addition. Year 2 – USD 108,000: Expansion of the grant programme to support up to nine applicants, with grants of up to USD 10,000 per applicant for product upgrading, packaging improvement, value chain enhancement, certification readiness, and market preparedness. Year 3 – USD 30,000: Support for up to three applicants, with grants of up to USD 10,000 per applicant, focusing on follow-up interventions, targeted technical assistance, and sustainability measures. The proposed allocation is indicative, and the number of beneficiaries and grant amounts may vary depending on the quality of proposals received, the level of support required, and the number of eligible applications approved. The programme is expected to improve the quality, branding, competitiveness, and export readiness of Bhutanese products while strengthening market access and export opportunities.
OP2.1.I1.A1			Training on export standards, compliance, quality management, and market requirements.	**FF2**	Lumpsum	1	15,000	15,000	1	68,000	68,000	1	30,000	30,000	113,000	
OP2.1.I2.A2	Facilitate, organize, and support the participation of Bhutanese entrepreneurs, Cottage and Small Manufacturing Industries (CSMIs), Brand Bhutan beneficiaries, and Bhutan SEAL beneficiaries in international trade fairs and Business Linkage Programmes (B2B)	75700 Learning and Workshops (all inclusive) - (Output)	Business development services, incubation, mentoring, and small grants to strengthen enterprise capacity	**FF2**	No of events held and no of participants participated	1	8,000	8,000	20	8,155	163,100	7	7,500	52,500	223,600	A total budget of USD 223,600 is proposed over the three-year implementation period to support Bhutan's participation in international trade fairs, business matching events, and B2B networking missions to promote Bhutanese products, strengthen export competitiveness, and expand market access in priority markets. The programme will facilitate participation by the Department of Trade and private sector exporters through a cost-sharing arrangement, whereby the project finances exhibition costs, logistics, product transportation, and promotional activities, while participating businesses contribute to selected incidental expenses. Year 1 – USD 8000: Supports Bhutan's participation in India and an associated business matching event. The budget covers exhibition booth rental and setup, interpreters, customs clearance, product sample transportation, promotional materials, local transportation, international airfare, DSA, B2B networking, market intelligence, and contingency costs. Year 2 – USD 163,100: Supports participation in trade fairs and B2B networking events in Singapore and Thailand. The budget covers exhibition and participation fees, booth setup, logistics, promotional activities, international travel, DSA, product sample transportation, buyer outreach, market intelligence, and administrative support. Year 3 – USD 52,500: Supports targeted trade promotion missions and B2B networking events in Singapore and Vietnam. The budget covers exhibition costs, logistics, promotional activities, international travel, DSA, product sample transportation, buyer outreach, market intelligence, and contingency expenses. The number of officials and private sector participants supported under each mission will depend on the destination, event requirements, and available budget. The project will maximize the number of beneficiaries within the approved budget while ensuring meaningful participation in high-priority trade promotion events. These activities will provide Bhutanese exporters with opportunities to showcase their products, establish and strengthen business relationships, identify new buyers and distributors, enhance market intelligence, and expand commercial linkages in key export markets, thereby improving the visibility, competitiveness, and export performance of Bhutanese products
OP2.1.I3.A3	Number of Brand Bhutan Receipents /CSMIs supported by the project to participate in international trad fair and events	75700 Learning and Workshops (all inclusive) - (Output)	Value chain analysis, upgrading interventions, productivity enhancement, and sector-specific support.	**FF2**	Nos	5	1,000	5,000	75	1,667	125,000	15	1,000	15,000	145,000	A total budget of USD 145,000 is proposed over the three-year implementation period to support the implementation and promotion of the Brand Bhutan Programme, aimed at enhancing the quality, visibility, and market competitiveness of Bhutanese products. Year 1 – USD 5,000: The budget will support the initial implementation of the programme, including verification visits to production facilities, product assessment and certification by the assessment panel, honoraria for panel members, advertisements inviting product submissions, monitoring visits, and the development of promotional and awareness materials. Year 2 – USD 125,000: The budget will support the full-scale implementation of the programme, including the assessment, certification, verification, and monitoring of approximately 416 products certified. It will also finance promotional activities, including inflight magazine advertisements, production of promotional videos, Brand Bhutan awards and recognition events, advertisements inviting product submissions, monitoring and compliance verification visits, promotional materials and digital marketing, and the establishment of a Brand Bhutan outlet at the international airport and other strategic locations to showcase and promote certified Bhutanese products to tourists and international buyers. Year 3 – USD 15,000: The budget will support certification renewals, reassessment and monitoring of certified products, verification visits, promotional activities, inflight advertisements, promotional videos, Brand Bhutan recognition events, and documentation and dissemination of programme achievements to ensure the sustainability and continued visibility of Brand Bhutan-certified products. The programme is expected to strengthen the credibility and recognition of the Brand Bhutan label, improve the market readiness of Bhutanese products, expand domestic and international market access, and contribute to increased exports and sustainable enterprise development.
OP2.1.I4.A4	Provide grant support to creative industries (textiles) to enhance export readiness, reccognized quality certification and Brand Bhutan-aligned packaging/label design,branding.	72600 - Sub-grants - Output	Assistance for certification (ISO, organic, SPS/TBT compliance),and advisory services.	**FF2**	Lumpsum	0	0	0	1	40000	40000	0	0	0	40,000	The proposed budget will support capacity building and market development initiatives aimed at enhancing the competitiveness of Bhutanese textile products in international markets, particularly in Europe, where demand for Bhutanese textiles has grown significantly. The program will provide comprehensive training on the design and development of mid – high end textile products for international markets, targeting textile entrepreneurs, designers, GI cooperatives, and artisan clusters. In second phase of training will focus on export readiness, covering product photography, export procedures, branding, marketing and sales kits, and digital marketing to strengthen professional export capabilities. To expand market access and international exposure, Bhutanese textile entrepreneurs and cooperatives will participate in major trade fairs and cultural events, including Maison&Objet in Paris, the XTANT Festival in Spain, and other relevant international exhibitions. The initiative will promote GI certified, collective mark certified, and premium Bhutanese textile products in key markets such as Europe, Japan, Australia, and other relevant markets contributing to increased exports, higher artisan incomes, and the long-term sustainability of Bhutan's textile

BHUTAN – EIF PHASE THREE | BUDGET DETAIL

Country:	**Bhutan**
Start date:	**October 2026**
End date:	**December 2028**

Activity code	Description of the activity	Input account and title	Input Description	Funding Facility (FF1/FF2)	Unit	Year 1 (Calendar)			Year 2 (Calendar)			Year 3 (Calendar)			Total Budget	Remarks (unit cost breakdown) with details of activities for each year
						No Units	Unit Cost	Total	No Units	Unit Cost	Total	No Units	Unit Cost	Total		
OP2.1.I4.A5	Support a few high-potential products to achieve GI status to enhance export		Support for innovation, product design, diversification, and pilot production aligned with market demand.	**FF2**		0	0	0	1	104,000	104000	0	0	0	104,000	sector.
		Sub Total						**28,000**			**540,100**			**97,500**	**665,600**	
OP2.2.I1 A1	Provide enterprise development and export readiness support to ≥50 CSMIs (training, mentorship, business skills,business development,finacial literacy)	72600 - Sub-grants - Output	Digital literacy training, onboarding to e-commerce platforms, digital payments, and system support.	**FF2**	Nos	20	300	6,000	25	1,600	40,000	0	0	0	46,000	A total budget of USD 96,500 is proposed over two years to strengthen the business, financial management, and export capacities of Cottage, Small and Medium Industries (CSMIs) through training, technical mentoring, and the development of practical knowledge products. Year 1 (USD 6,000): Conduct business skills and financial literacy training for 20 CSMIs (USD 4,000), covering participants' meals, accommodation, DSA, venue, and workshop logistics, and develop training toolkits and manuals (USD 2,000). Year 2 (USD 90,000):Training, Mentorship and Technical Support (USD 40,000): Deliver business skills and financial literacy training for 60 CSMIs (USD 15,000), engage technical experts for seven days (USD 17,500), and conduct a seven-day export readiness workshop for 10 CSMIs (USD 14,000), including facilitator fees, participant DSA, accommodation, meals, venue hire, and workshop logistics. Tools and Knowledge Products (USD 40,000): Develop and update training toolkits and manuals, prepare export readiness materials, print business and financial literacy guides, and produce practical knowledge products and learning resources to support CSMIs.
			Develop and update training toolkits and manuals, prepare export readiness materials, print business and financial literacy guides, and produce practical knowledge products and learning resources to support CSMIs.	**FF2**	Nos	0	0	0	50	1,429	50,000	0	0	0	50,000	
OP2.2.I2.A2	Support CSMIs compliance with international standards and SPS/TBT requirements	72600 - Sub-grants - Output	Adoption of eco-friendly technologies, sustainable production methods, and green certification support.	**FF2**	Nos	10	500	5,000	62	1,565	97,000	0	0	0	102,000	A total budget of USD 102,000 is proposed over two years to strengthen the capacity of Cottage, Small and Medium Industries (CSMIs) to comply with Sanitary and Phytosanitary (SPS) and Technical Barriers to Trade (TBT) requirements through awareness training, compliance assessment, certification support, and the development of systems and technical materials. Year 1 (USD 5,000): Initiate SPS/TBT awareness and capacity-building activities, including the development of training materials, preparatory work, and implementation support to establish the foundation for the programme. Year 2 (USD 70,000): Assessment, Training and Technical Support (USD 92,000,000): Conduct SPS/TBT awareness training programmes for approximately 80 CSMIs, undertake compliance gap assessment training for 62 CSMIs, engage technical experts to provide mentoring and advisory support, and cover participant DSA, accommodation, meals, airfare, venue hire, and workshop logistics. Certification Support, Systems and Materials (USD 5,000): Provide certification cost-sharing grants for five CSMIs and develop practical guidance materials, tools, and technical resources to support compliance with SPS/TBT requirements and improve export readiness.
OP2.2.I3.A3	Strengthen green and sustainable export value chains in priority sectors, including agro-products and handicrafts based products.	72600 - Sub-grants - Output	Business planning, investor matchmaking, financial literacy, and access to finance support.	**FF2**	Lumpsum	0	0	0	1	118,800	118,800	0	0	0	118,800	The budget is proposed based on consultations held between the National Implementation Unit (NIU) and WWF. An Integrated ESG Value Chain and Market Assessment will be undertaken to analyse market demand, map value chains, and assess environmental, social, governance (ESG), and traceability systems for selected wildlife-based and highland nature-based products, including medicinal and aromatic plants. The assessment will identify market opportunities, value chain constraints, sustainability risks, and gaps in traceability, sustainable harvesting, community benefit-sharing, and regulatory compliance. It will also assess opportunities to enhance the value chain of the incense processing unit established for the communities of Soe and Yaksa under the WWF Climate Crowd Project. The budget will support the engagement of technical experts to undertake the assessment, conduct field studies and stakeholder consultations, organize capacity-building training for community enterprises and relevant stakeholders, facilitate validation workshops, and develop practical recommendations, traceability tools, and knowledge products to strengthen sustainable resource management, improve enterprise performance, and enhance market access in line with ESG standards.
OP2.2.I4 A4	Conduct training programs for CSMIs on financial literacy, bookkeeping, and financial management to strengthen business planning and record-keeping, ensuring at least 50% participation of women.	72600 - Sub-grants - Output	Awareness campaigns, training sessions, and development of materials on sustainable practices.	**FF1**	Training, meeting ,events	10	500	5,000	125	400	50,000	0	0	0	55,000	A total budget of USD 120500 is proposed over two years to strengthen the financial management capacity and technology adoption of Cottage, Small and Medium Industries (CSMIs) through financial literacy training and matching grants. Year 1 (USD 5,000): Support foundational business capability development through financial literacy and bookkeeping training, including local consultant fees, training materials, venue hire, workshop logistics, and pilot support for selected CSMIs to adopt basic production tools or digital accounting software. Year 2 (USD 115500): Capacity Building -Conduct five additional five-day financial literacy and bookkeeping workshops for approximately 125 CSMIs, covering consultant fees, venue hire, training materials, and workshop logistics. Technology Matching Grants (USD 65,500): Provide 50% co-financing to selected CSMIs for the acquisition of advanced packaging equipment, agro-processing machinery, digital accounting systems, and other productivity-enhancing technologies to improve enterprise competitiveness. Overall, the programme will support around 200 CSMIs to strengthen financial management, improve productivity, and enhance business competitiveness through a combination of capacity building and targeted technology investments.
	Provide mactching grant for machinery, tools, and technlogy upgradation for CSMIs) to support increase production.		Administer a targeted technology-upgradation matching grant scheme to help active CSMIs acquire modern production machinery, computerized tools, and high-efficiency manufacturing technologies.	**FF2**	Machine support	0	0	0	1	65,500	65,500	0	0	0	65,500	
			Sub Total					**16,000**			**421,300**			**0**	**437,300**	
OP2.3.I1.A1	Conduct/promote/trained digital trade and e-commerce adoption among MSME(digital literacy, platforms, payments) and business devlopment (women/youth)	72600 - Sub-grants - Output	Engagement of specialized consultants to undertake technical, financial, and market feasibility analyses.	**FF2**	Nos	0	0	0	46	1,000	46,000	0	0	0	46,000	Year 2 (USD 90,000): The proposed budget will support capacity-building and digital business management interventions for participating CSMIs. This includes engaging technical experts to deliver two seven-day training programmes (USD 37,000), procuring and installing inventory management, accounting, and point-of-sale (POS) systems (USD 5,000), and providing participant support for 80 CSMIs (USD 1,000). The remaining budget will cover training materials, venue hire, accommodation, meals, DSA, workshop logistics, implementation support, and related operational costs to ensure the effective delivery of the programme.
			Technical support and subsidy inputs to cover merchant setup fees, catalog photography, and product listing optimizations on active e-commerce	**FF2**	Nos	0	0	0	44	1,000	44,000	0	0	0	44,000	
OP2.3.I2.A2	Support CSMIs to improve market access and explore new market opportunities through training on quality standards, food safety, packaging, product design, branding, and labelling requirements.	72600 - Sub-grants - Output	Strengthens the underlying certification, testing, and regulatory advisory systems to ensure compliance requirements are transparent, accurate, and aligned with	**FF2**	Nos	10	300	3,000	11	3,000	33,000	0	0	0	36,000	In the first and third years, in-country training will be conducted to enhance the capacity of Cottage and Small Manufacturing Industries (CSMIs) on basic food safety standards. The proposed budget of USD 500 per training covers honoraria for resource persons (USD 150) and venue, meals, and travel expenses for participating officials (USD 150). In the second year, participants will undergo advanced training on food safety, quality standards, packaging, product design, and labelling through an accredited institution outside Bhutan. The proposed budget of USD 3000 per participant will cover the course fee, airfare, accommodation, and other related logistical expenses.
			Deploys targeted matching grants and direct technical assistance to physically upgrade the products, safety standards, packaging, and branding profiles of individual CSMIs.	**FF2**	Nos	0	0	0	19	2,000	38,000	10	600	6,000	44,000	
OP2.3.I3.A3	Number of export-oriented receving investment-readines support and linked to investors through FDI-startup machmaking events.	72600 - Sub-grants - Output	Professional training facilitation, materials, and tools for capacity building of officials.	**FF2**	Nos	0	0	0	50	2,000	100,000	14	1,500	21,000	121,000	A total budget of USD 121,000 is proposed over three years to strengthen Bhutan's investment ecosystem by enhancing investment readiness, strengthening the entrepreneurial ecosystem, and promoting investment opportunities. Year 2 (USD 100,000): -USD 10,000 Support investment readiness through business coaching for 10 startups (USD 2,000), conduct an investment pitch training programme with supporting materials (USD 2,000), and undertake stakeholder mapping and an investment ecosystem assessment (USD 6,000).Scale up investment readiness by providing business coaching for 50 startups (USD 6,000), conducting three investment pitch training programmes with supporting materials (USD 6,000), updating stakeholder mapping and ecosystem assessments (USD 6,000), subscribing to a matchmaking platform and Customer Relationship Management (CRM) system (USD 20,000), organizing two FDI pitch events/roadshows (USD 32,000), and covering associated event logistics, participant support, promotional materials, and implementation costs (USD 20,000). Year 3 (USD 21,000): Continue investment readiness support through business coaching for 14 startups (USD 9000), conduct three investment pitch training programmes with supporting materials (USD 6,000), and update stakeholder mapping and investment ecosystem assessments (USD 6,000). Overall, the programme will support 64 startups, strengthen the investment ecosystem, improve investor readiness, facilitate business-to-investor linkages, and enhance Bhutan's capacity to attract domestic and foreign investment.
OP2.3.I4.A4	Number of exporters (CSMI,Industry) supported through market-oriented study tours to strengthen learning on	72600 - Sub-grants - Output	Funding and coordination for study tours, including travel, logistics, and institutional engagement.	**FF2**	No of participants	0	0	0	20	2,000	40,000	0	0	0	40,000	The study tour is planned for five days in India or Nepal to provide participants with practical exposure to successful investment promotion and enterprise development initiatives. The proposed budget covers airfare, local transportation, accommodation, daily subsistence allowance (DSA), and other incidental expenses associated with the study tour. The Year 2 allocation is higher to account for the relatively higher DSA rates for Nepal compared to India.
			Sub Total					**3,000**			**301,000**			**27,000**	**331,000**	

BHUTAN – EIF PHASE THREE | BUDGET DETAIL

Country:	**Bhutan**
Start date:	**October 2026**
End date:	**December 2028**

Activity code	Description of the activity	Input account and title	Input Description	Funding Facility (FF1/FF2)	Unit	Year 1 (Calendar)			Year 2 (Calendar)			Year 3 (Calendar)			Total Budget	Remarks (unit cost breakdown) with details of activities for each year
						No Units	Unit Cost	Total	No Units	Unit Cost	Total	No Units	Unit Cost	Total		
OP 3.1 .I1.A1	Support preparation of feasibility, financial, and market assessments for priority sector projects	72600 - Sub-grants - Output	Financial and legal advisory services for PPP structuring and investment modeling.	**FF2**	No of feasibility study	0	0	0	4	22,500	90,000	0	0	0	90,000	total budget of USD 90,000 is proposed to support the preparation of feasibility studies and Detailed Project Reports (DPRs) for four priority investment projects. The proposed budget includes: Consultative meetings: USD 5,000 Consultancy services for feasibility studies and DPR preparation: USD 95,000
OP 3.1 .I2.A2	Develop investment-ready project packages (including business cases and investor briefs) aligned with investor requirements				No of feasibility study	0	0	0	4	17,500	70,000	5	5,000	25,000	95,000	
OP 3.1 .I3.A3	Investor Targeting for the Projects (Identify around 50 global firms seeking locations/opportunities in these projects developed). Organize Investment Summit to showcase the developed projects to potential investors		Resources for organizing consultations, workshops, and multi-stakeholder coordination	**FF2**	Lumpsum	0	0	0	1	60,000	60,000	1	18,000	18,000	78,000	A total budget of USD 78,000 is proposed to organize a two-day Investment Summit aimed at promoting Bhutan as an attractive investment destination, showcasing priority investment opportunities, facilitating business-to-business (B2B) networking, and strengthening linkages between domestic enterprises, potential investors, development partners, and other key stakeholders. Of the total budget, USD 78,000 is requested from the EIF, RGoB) will contribute USD 10,000 towards the organization of the event. The EIF contribution of USD 78,000 will finance the following key activities: Event management services (USD 10,500): Professional services for event planning, coordination, registration management, conference facilitation, and overall event execution. Outreach and promotional materials (USD 7,500): Design, production, and dissemination of promotional materials, investment profiles, digital marketing content, media engagement, and communication activities to maximize participation and visibility. Working lunches and refreshments (USD 52,000): Provision of working lunches, tea, and coffee for participants over the two-day summit to facilitate networking and business interactions. Event logistics and implementation support (USD 8,000): Venue arrangements, conference equipment, interpretation services (where required), participant support, branding, documentation, and other operational costs necessary for the successful delivery of the summit. The Investment Summit is expected to serve as a strategic platform to enhance investor confidence, promote high-potential sectors, facilitate investment partnerships, and strengthen collaboration between the public and private sectors. By bringing together domestic and international investors, government agencies, financial institutions, and business associations, the event will contribute to increasing investment opportunities, supporting enterprise development, and advancing Bhutan's export competitiveness and sustainable economic growth.
			Sub Total					**0**			**220,000**			**43,000**	**263,000**	
OP 3.2 .I1.A1	Deliver structured training programmes on investment promotion (targeting, marketing, pipeline management, and investor engagement)	72600 - Sub-grants - Output	Climate and environmental expertise supported by risk assessment tools and data analysis.	**FF1**	No of trainings conducted	0	0	0	20	3,000	60,000	1	9,500	9,500	69,500	Year 2: A total of 20 officials will receive training delivered by WAIPA experts through a combination of in-person sessions in Bhutan and online modules. The proposed budget will cover expert fees, venue hire, working lunches and refreshments, participant training materials, and per diem for officials travelling from other regions. Year 3: An additional 25 officials will be trained using the same delivery approach. The proposed budget will cover expert fees, venue and workshop logistics, participant materials, working lunches and refreshments, and per diem for participants travelling from outside the training location.
				FF2	No of trainings conducted	0	0	0	0	0	0	20	1,400	28,000	28,000	
OP 3.2 .I2.A2	Facilitate exposure and exchange visits to leading Investment Promotion Agencies (IPAs) in Southeast Asia to adopt best practices	72600 - Sub-grants - Output	Engineering design expertise to develop adaptable and climate-resilient infrastructure solutions.	**FF1**	No of visits/ total number of heads	0	0	0	10	4,500	45,000	6	2,000	12,000	57,000	A total budget of USD 57,000 is proposed over two years to strengthen the capacity of investment promotion officials through international study tours and exposure visits to leading investment promotion agencies in the region. Year 2 (USD 45,000): A study tour will be organized for 10 officials to the Singapore Economic Development Board (EDB) and the Malaysian Investment Development Authority (MIDA). The six-day programme (three days each in Singapore and Malaysia) will provide practical exposure to investment promotion strategies, investor facilitation, and investment attraction practices. The budget covers airfare (USD 12,000), per diem (USD 5,400), accommodation (USD 21,000), and local transfers (USD 6,600). Year 3 (USD 12,000): An additional 6 officials will undertake a study tour to the Thailand Board of Investment (BOI) and Indonesia Investment Coordinating Board (BKPM) to gain further exposure to regional best practices. The budget covers airfare (USD 3,800), per diem (USD 4,850), and local transfers and miscellaneous expenses (USD 1,350).
OP3.2.I2.A3	CRM system developed and operationalized for investor tracking and engagement	72600 - Sub-grants - Output		**FF2**	Lumpsum	0	0	0	1	20,000	20,000	0	0	0	20,000	A budget of USD 20,000 is proposed for the development and implementation of a CRM system for Invest Bhutan under the Department of Industry. The assignment may be undertaken by the World Association of Investment Promotion Agencies (WAIPA) or another equally qualified firm. The budget will cover the design, customization, deployment, and testing of the CRM system, as well as hands-on training and capacity building for Invest Bhutan officials to ensure its effective operation and long-term sustainability.
OP3.2.I2.A4	Number of successful FDI company stories documented and promoted through the "FDI in Spotlight" video series, and number of new investment opportunities promoted	72600 - Sub-grants - Output		**FF2**	Lumpsum	0	0	0	1	36,600	36,600	1	15,000	15,000	51,600	A budget of USD 51,600 is proposed to engage a professional multimedia company to produce 20 short promotional videos showcasing the success stories of the top 20 foreign direct investment (FDI) companies operating in Bhutan. Each video, with an estimated duration of 2–3 minutes, is budgeted at USD 2,000. The cost estimate is based on the Department's experience in 2025, when 15 promotional videos were produced at a negotiated rate of approximately BTN 180,000 (around USD 1,875) per video, compared to the original quoted rate of BTN 230,000. As the proposed videos will be less complex in scope, a budget of USD 2,000 per video is considered reasonable. The budget will cover scripting, filming, editing, post-production, graphics, subtitles, and delivery of high-quality promotional videos to support Bhutan's investment promotion efforts.
			Sub Total					**0**			**161,600**			**64,500**	**226,100**	
OP4.1.I1.A1	Anchor industry and SME-linked value chains identified through market, technical, and feasibility assessments for EIP development.	72600 - Sub-grants - Output	Modest catalytic funding for demonstration activities, including materials, technical supervision, and monitoring.	**FF2**	Lumpsum	0	0	0	1	80,000	80,000	1	15,000	15,000	95,000	Recruitment of International consultant/expert in partnership with local consultant. Costs include consultancy fee (Inception and Diagnotic Assessment, Market and Export Competitiveness Assessment, Anchor Industry Identification and Screening, SME and Value Chain Mapping, Technical and Feasibility Assessment) - Cost USD 75,000 in Year 2 (EIP Expert fees 10,000x4 months = USD 40,000, National consultant 5,000x4 months = USD 20,000, Airfare 2,500x2 times = USD 5,000, Accomodation and Domestic travel USD 5,000) and USD 10,000 in Year 3 (Airfare 2,500x2 times = USD 5,000, Accomodation and Domestic travel USD 5,000). Stakeholder Consultations and Validation Workshops, Project Management, Report and Final Deliverables - Cost USD 5,000 in Year 2 and USD 5,000 in Year 3. Total USD 95,000.
OP4.1.I2.A2	Climate-resilient, resource-efficient, and risk-informed infrastructure concepts and integrated utility frameworks developed for the proposed Eco-Industrial Park (EIP).	72600 - Sub-grants - Output	Environmental and circular economy expertise to analyze resource flows and efficiency opportunities.	**FF2**	Lumpsum	0	0	0	1	50,000	50,000	1	15,000	15,000	65,000	A total budget of USD 65,000 is proposed over two years to recruit an international climate-resilient infrastructure expert in partnership with a national consultant to undertake technical assessments and develop climate-resilient infrastructure concepts for the proposed industrial development. Recruitment of International consultant/expert in partnership with local consultant. Costs include consultancy fee (Inception and Baseline Assessment, Climate and Disaster Risk Assessment, Resource Efficiency and Circular Economy Assessment, Integrated Utility Demand Assessment, Climate Resilient Infrastructure Concept Design) - Cost USD 45,000 in Year 2 (Climate Resilient Infra Expert fees 8,000X3 months = USD 24,000, National consultant 5,000X3 months = USD 15,000, Airfare 2,500X2 times = USD 5,000, Accomodation and Domestic travel USD 1,000) and USD 10,000 in Year 3 (Accomodation and Domestic travel USD 5,000 and Expert fees USD 5,000). Stakeholder Consultations and Validation Workshops, Project Management, Report and Final Deliverables - Cost USD 5,000 in Year 2 and USD 5,000 in Year 3.
	Sub Total							**0**			**130,000**			**30,000**	**160,000**	
OP4.2.I1.A1	Number of technical and institutional exposure missions undertaken by IPMD officials to internationally recognized EIPs	72600 - Sub-grants - Output	Enhance the institutional and technical capacity of IPMD personnel through global knowledge-sharing, benchmarking tours, and field assessments of international EIP compliance frameworks.	**FF2**	Days	0	0	0	12	4,167	50,000	0	0	0	50,000	The budget will cover international airfare estimated at USD 1,500 per participant, Daily Subsistence Allowance (DSA) for 12 days at USD 130 per day (USD 1,560 per participant), and other logistics costs, including local transportation, visa fees, travel insurance, and administrative expenses estimated at USD 1,100 per participant. The total estimated cost per participant is USD 4,160, which will facilitate knowledge exchange, exposure to international best practices, and capacity building to support the development of Eco-Industrial Parks in Bhutan.
OP4.2.I2.A2	Number of capacity-building trainings conducted for IPMD officials on climate resilient and resource efficiency infrastructure systems for EIP	72600 - Sub-grants - Output	Measures specialized technical training delivered to the Industrial Park Management Division (IPMD) to implement green infrastructure.	**FF1**	Number	0	0	0	10	4,000	40,000	5	1,800	9,000	49,000	The budget will cover international airfare estimated at USD 1,200 per participant, Daily Subsistence Allowance (DSA) for 12 days at USD 130 per day (USD 1,560 per participant), training and expert fees estimated at USD 1,000 per participant, and other logistics costs, including local transportation, visa fees, travel insurance, and administrative expenses estimated at USD 300 per participant. The total estimated cost per participant is USD 4,060, enabling participants to acquire practical skills, exposure to international best practices, and knowledge that can be applied to support the successful development and management of eco-industrial parks in Bhutan.
			Sub Total					**0**			**90,000**			**9,000**	**99,000**	
	Salary for Project officer-funded through EIF	71300 - National personnel	Salaries and benefits for NIU staff managing implementation of the project	**FF1**	monthly	6	700	4,200	12	700	8,400	12	1,159	13,900	26,500	Salary for Finance & Operations\Admin Officer - pivotal role aligned to Gov't salary scale for position of this level. as per Gov't pay structure - monthly-Basic pay-Nu.26870,LE Nu.1720,LTC,1250,Indextion5% Nu.1030,one on fixed payment Nu.1500,50% revisionNu.10325,Housing Allowance-Nu.5045,Contract Allowance 30%-Nu.8061=Nu.55801(USD 587.37).The remaining USD 112 per month is allocated to cover employment-related benefits obligations, including annual salary increments, leave encashment, provident fund (PF) contributions, tax deducted at source (TDS), Group Insurance Scheme (GIS) contributions, and related. In year 3,the pay scale will remain same as before. The remaining USD 459 per month is allocated to cover employment-related benefits and end-of-service obligations, including annual salary increments, leave encashment, provident fund (PF) contributions, tax deducted at source (TDS), Group Insurance Scheme (GIS) contributions, and contract completion payments upon completion of the contracts.

BHUTAN – EIF PHASE THREE | BUDGET DETAIL																Remarks (unit cost breakdown) with details of activities for each year
Country:		**Bhutan**														
Start date:		**October 2026**														
End date:		**December 2028**														
Activity code	**Description of the activity**	**Input account and title**	**Input Description**	**Funding Facility** *(FF1/FF2)*	**Unit**	**Year 1** *(Calendar)*			**Year 2** *(Calendar)*			**Year 3** *(Calendar)*			**Total Budget**	
						No Units	**Unit Cost**	**Total**	**No Units**	**Unit Cost**	**Total**	**No Units**	**Unit Cost**	**Total**		
					monthly	6	900	5,400	12	900	10,800	12	1,275	15,300	31,500	he base remuneration for the Project Manager will be determined with reference to the prevailing Royal Government of Bhutan (RGoB) pay structure, while any applicable contractual allowance will be established in accordance with the relevant RGoB provisions, the terms of the individual contract and the approved project budget. Based on the prevailing RGoB pay structure, the estimated monthly remuneration is Nu. 83,832.60 (approximately USD 882 at an exchange rate of USD 1 = Nu. 95), comprising of monthly basic pay-Nu.42052,LE-Nu.2690,LTC,Nu.1250,Indextion5% Nu.1615,one on fixed payment1000,50% revision16150,Housing Allowance- Nu.6460,Contract Allowance 30%-Nu.12615.6. .The additional amount is allocated to cover employment-related benefits and end-of-service obligations as per the rule upon completion of the contracts, including, where applicable, contractual fee adjustments, Provident Fund contributions, and insurance-related cost.
	Office Supplies and Equipments, Printing/others	74000 - Operating costs - Management	Office supplies, printing, communication materials for daily operations.	**FF1**	Nos	1	7,800	7,800	1	25,000	25,000	1	14,800	14,800	47,600	The budget allocated for equipment and facilities will support the procurement, maintenance, and upgrading of office equipment and infrastructure required for the effective functioning of the National Implementation Unit (NIU) and the Department of Trade (DoT). In Year 1, the budget will be used to procure laptops,printers and essential equipment for NIU officials to strengthen the operational capacity of the NIU. In Years 2 and 3, the budget will support the procurement, maintenance and upgrading of office equipment and infrastructure, including digital IT infrastructure including software, network systems, internet connectivity and cybersecurity, office furniture and stationery.
		72220 - Equipment for IP - Managment	Computers, office furniture, IT equipment to support Ministry/NIU and project implementation	**FF1**	Pcs	3	3,000	9,000	3	3,000	9,000	0	0	0	18,000	
	Maintainance of the office space and others	74000 - Operating costs - Management	Manage and maintain physical office infrastructure, utility networks, communication pipelines, and security setups to ensure administrative continuity for the project team.	**FF1**	Nos	0	0	0	3	13,000	39,000	3	4,000	12,000	51,000	The budget will support the maintenance and refurbishment of the EIF office premises, renovation and upgrading of the conference and reference hall frequently used for NIU meetings, training sessions, and stakeholder consultations, and procurement of essential office furniture and fixtures. The cost estimates are based on past expenditure and preliminary cost calculations. Year 2: The budget will primarily cover the following activities: Maintenance and refurbishment of EIF office premises (USD 20,000): Refurbishment of cubicle office spaces, floor repairs, ceiling works, electrical wiring, plumbing, and painting. Renovation and upgrading of the conference and reference hall (USD 12,000): Improvements to acoustic arrangements, air-conditioning, flooring, ceiling, lighting, and seating to provide a functional and comfortable environment for meetings, training sessions, and stakeholder consultations. Procurement of office furniture and fixtures (USD 7,000): Procurement of essential furniture and fixtures for the conference hall and office spaces, based on previous quotations and cost calculations. Year 3: The budget will be allocated to the following activities: Minor maintenance and upkeep of the office building (USD 5,000): Routine repairs and maintenance to preserve the functionality, safety, and condition of the office premises. Upgrading of digital connectivity (USD 7,000): Improvements to digital connectivity and related infrastructure to support efficient NIU operations, virtual meetings, training activities, and stakeholder engagement.
	Midterm & Final Evaluation of Phase III	74110 - Evaluation - Management	Independent evaluations to assess project performance, outcomes, and impact.	**FF2**	Lumpsum	0	0	0	1	25,000	25,000	1	25,000	25,000	50,000	The consulting fees for 3 months is proposed at USD 25000.
	Monitoring of Project/ Past Projects	71600-Travel & Mission	Field visits, assessments, and reporting on previous interventions.	**FF2**	Field Visit	5	1,000	5,000	6	1,500	9,000	6	1,500	9,000	23,000	The total budget of USD 23,000 Is proposed over the three-year implementation period to support field monitoring and evaluation visits to project beneficiaries across Bhutan. The monitoring missions will enable project staff to assess implementation progress, verify the utilization of project support, identify implementation challenges, provide on-site technical guidance, and document project results. The duration and cost of each monitoring mission will depend on the geographical location of beneficiaries, accessibility of project sites, and travel requirements. Year 1 (USD 5,000): Three field monitoring visits will be undertaken by three officials, with each mission lasting approximately 14 days. The budget includes USD 2,520 for Daily Subsistence Allowance (DSA), including food and lodging, calculated at USD 20 per person per day (USD 20 × 14 days × 3 officials × 3 missions), with the remaining USD 480 covering local transport and other field logistics. Year 2 (USD 9,000): Four field monitoring visits will be undertaken by five officials, with each mission lasting approximately 14 days. The budget includes USD 5,600 for Daily Subsistence Allowance (DSA), including food and lodging, calculated at USD 20 per person per day (USD 20 × 14 days × 5 officials × 4 missions). The remaining USD 3,400 will cover TA, vehicle hire, fuel, local transport, communication, and other operational and logistical expenses associated with monitoring beneficiaries located across different regions of the country. The increased allocation reflects the expansion of project activities, wider geographical coverage, and the larger number of beneficiaries requiring regular field supervision. Year 3 (USD 9,000): Four field monitoring visits will be undertaken by five officials, each lasting approximately 14 days. The budget includes USD 5,600 for Daily Subsistence Allowance (DSA), including food and lodging, calculated at USD 20 per person per day (USD 20 × 14 days × 5 officials × 4 missions). The remaining USD 3,400 will cover TA, transport, vehicle hire, fuel, documentation, communication, and other logistical expenses required for final monitoring, verification of project outcomes, documentation of lessons learned, and project completion activities. These field monitoring missions are essential to ensure effective project oversight, verify project outputs and outcomes, identify implementation challenges in a timely manner, provide technical support to beneficiaries, and strengthen accountability through regular field engagement. The visits will also contribute to evidence-based reporting and the successful implementation and sustainability of the project.
		74000 - Operating costs - Management	Costs associated with administrative and logistical arrangements for monitoring and review missions by the EIF Executive Secretariat (ES)/TFM or any agencies to Bhutan	**FF2**	Mission	0	0	0	2	9,000	18,000	2	9,000	18,000	36,000	This budget is proposed based on mission of offical from EIF ES teams to Bhutan for monitoring the past and ongoing project.
	Submission of the project closure plan.			**FF2**		0	0	0	0	0	0	0	0	0	0	
	Conduct and submit the final audit (external).	74120 - Audit Managment	Serves as the primary statutory and financial closure mechanism for the project	**FF1**	Nos	0	0	0	1	5,000	5,000	1	5,000	5,000	10,000	The budget will be used for the recruitment of an external auditor, if required, to ensure compliance with EIF financial management, reporting
	Preparation and submission of the Project Completion Report.			**FF2**		0	0	0	0	0	0	0	0	0	0	
	Preparation and submission of the final financial report and refund of balance to the TFM, if any.			**FF2**		0	0	0	0	0	0	0	0	0	0	
	Submission of the asset list and operational closure checklist.			**FF2**		0	0	0	0	0	0	0	0	0	0	
	Communications and visibility (website, newsletters, success stories,video EIF co-branding)	74000 - Operating costs - Management	Covers development and maintenance of project website; design and dissemination of newsletters, brochures, and communication materials; documentation of success stories and case studies; production of videos and multimedia content; branding and visibility materials in line with EIF guidelines (logos, banners, publications); hiring of communication specialists/consultants; media outreach and stakeholder engagement activities to ensure visibility and awareness of project results.	**FF2**	Nos	0	0	0	2	15,000	30,000	2	10,000	10,000	40,000	Per minute rate of advertising in the national TV is USD 62 for each airing (source Bhutan Broadcasting Services). The rates in international media will be subject to the target market.(And for the success video, the individual videorapher will charge minimum of $500 per day)
			Sub Total					**31,400**			**179,200**			**123,000**	**333,600**	
			Total					**160,000**			**2,690,000**			**650,000**	**3,500,000**	
														FF1 Sub Total	**853,600**	
														FF2 Sub-Total	**2,646,400**	
														TOTAL PROPOSED	**3,500,000**	

BHUTAN – EIF PHASE THREE | BUDGET SUMMARY PER ACCOUNT

Country:	**Bhutan**
Start date:	**October 2026**
End date:	**December 2028**

Funding Facility	Input Account	Input Account Title	$350k Budget			Year 1 (2026)	Year 2 (2027)	Year 3 (2028)	TOTAL		Total Budget		Comments on $350k Budget
			FF1	FF2	Total						FF1	FF2	
EIFTF	75700	Learning and Workshops (all inclusive) - (Output)	24,200.00	166,000.00	190,200.00	73,700.00	622,400.00	261,500.00	**957,600.00**		298,000	659,600	$166k = FF2, $24,200 = FF1 (slightly lower by $2,400 vs Sept 350k budget figure)
EIFTF	71210	International consultants-Technical - Output	-	24,000.00	24,000.00	12,500.00	175,000.00	52,000.00	**239,500.00**		98,000	141,500	
EIFTF	71400	National personnel - Technical	-	8,400.00	8,400.00	8,400.00	42,500.00	-	**50,900.00**		12,500	38,400	Matching final summary budget Y1 from 9 Oct (took $2,400 from learning and workshops vs Sept 350k budget)
EIFTF	72100	Sub-contract - Entities	-	-	-	-	-	-	**-**				
EIFTF	72210	Equipment for beneficiaries - output	-	-	-	-	-	-	**-**				
EIFTF	74120	Audit - Management	-	-	-	-	5,000.00	5,000.00	**10,000.00**		10,000		Will rely on Gov't Audit as first option.
EIFTF	71600	Travel & Mission - Output	-	12,600.00	12,600.00	5,000.00	9,000.00	9,000.00	**23,000.00**			23,000	
EIFTF	74000	Operating costs - Management	16,400.00	-	16,400.00	7,800.00	132,000.00	64,800.00	**204,600.00**		128,600	76,000	
EIFTF	72600	Sub-grants - Output	-	77,000.00	77,000.00	34,000.00	1,650,900.00	203,500.00	**1,888,400.00**		230,500	1,657,900	NIU has advised Sub-IPs about guaranteed funding and awaiting further commitment from EIF
EIFTF	71300	National personnel - Management	12,400.00	-	12,400.00	9,600.00	19,200.00	29,200.00	**58,000.00**		58,000		Covers NIU salaries for PM and Finance Admin Officer at $900 and $700 per month respectively. Sufficient for 7 months
EIFTF	72220	Equipment for IP - Management	9,000.00	-	9,000.00	9,000.00	9,000.00	-	**18,000.00**		18,000		
EIFTF	74110	Evaluation - Management			-	-	25,000.00	25,000.00	**50,000.00**			50,000	Not expected until late 2027 at earliest
			62,000.00	**288,000.00**	**350,000.00**	**160,000.00**	**2,690,000.00**	**650,000.00**	**3,500,000.00**		**853,600**	**2,646,400**	
GRAND TOTAL									**3,500,000**				

Notes:

1. FF1 (Funding Facility 1) covers institutional development support (≤25% of total EIF allocation = ~USD 875,000).
2. FF2 (Funding Facility 2) covers catalytic trade competitiveness interventions (≥75% = ~USD 2,625,000).
3. Government financial contribution: Government financial contribution: $2,005,768 in-kind (personnel, office, vehicle, budgets of other Depts towards shared goals)
4. Co-funding target ratio: 1:10 (EIF : leveraged). Annual budgets confirmed in legal agreements.
5. Budget lines are indicative; unit costs subject to market conditions and procurement outcomes.

BHUTAN EIF PHASE III | PROJECT MONITORING PLAN

Indicator (as per the project logframe)	Data Source (document or system from which indicator information is collected)	Means of Verification (specific evidence that allows the reported data to be checked and confirmed)	Collection Method (e.g. surveys, interviews, fieldwork, document reviews)	Frequency	Responsible Party	Use of Findings
A diversified, competitive, and resilient trade- and investment-led economy in post-LDC Bhutan, driven by strengthened WTO accession, enhanced trade governance, increased investment inflows, and expanded export competitiveness.	NSB Trade Statistics; World Bank; ADB Country Reports	NSB annual trade report; World Bank data; EIF ES reports	Secondary data review / desk research	Annual	NIU / M&E Officer	
Number of new export destinations for Bhutanese products	Customs export data; EPD export records; NSB	Customs data extracts; EPD market tracking database	Trade data analysis and documents	Annual	NIU / M&E Officer	
OUTCOME 1 - Resumed WTO accession supported by stronger institutions and trade governance to align national policies with a rules-based trade environment.						
Number of national laws/regulations reviewed and formally aligned with WTO Agreements	MoICE legislative tracker; WTO Working Party records; NIU progress reports	Official legal documents; WTO submission records; signed TND endorsements	Document review and key informant interviews (TND/OAG)	Annual	NIU / M&E Officer / TND	
WTO National Coordination Mechanism operational and meeting regularly	WTO coordination meeting minutes; NIU progress reports	Meeting minutes; attendance records; action logs	Document review / observation	Quarterly	NIU / M&E Officer / DoTr	
% of required WTO documents submitted on time	WTO records; TND correspondence files; NIU reports	WTO notification records; official submission records; TND files	Document review	Annual	NIU / M&E Officer / TND	
OUTCOME 2 -Enhanced export diversification and competitiveness of Bhutanese and Brand Bhutan products, with strengthened CSI capacity and market access.						
Number of CSIs demonstrating improved export readiness (certified/compliant)	EPD export registry; BSB certification records; NIU beneficiary database	Certification records; EPD export readiness assessments; NIU tracking sheet	Survey and database review	Annual	NIU / M&E Officer / EPD / BSB	
Value of Brand Bhutan exports (USD)	Customs export data; EPD Brand Bhutan tracking; NSB	NSB customs data; EPD export records; Brand Bhutan registry	Secondary data analysis	Annual	NIU / M&E Officer / NSB	
% of supported CSIs led by women or youth	DoI CSMI database; DoE records; NIU beneficiary tracking	Sex/age-disaggregated CSMI registration records; signed participation lists	Database review and surveys	Annual	NIU / M&E Officer / DoI	
OUTCOME 3- Strengthening Bhutan's Investment Readiness: From Institutional Reform to Investible Projects						
Number of investment-ready project proposals completed with feasibility, financial, and market analysis	Project dossiers; Invest Bhutan records; DoI files	Completed feasibility studies; investor briefs; signed project documents	Document review	Annual	NIU / M&E Officer / DoI	
Number of officials trained in investment promotion	Invest Bhutan CRM/database; investor outreach reports	Attendance, reports	Documents	Annual	NIU / M&E Officer / Invest Bhutan	
Number of international exposure visits/exchange programs completed to IPAs with best practices within Southeast Asia	Signed MoUs/agreements; DoI files; Invest Bhutan records	Tour report, pictures taken during the visits	Document review	Annual	NIU / M&E Officer / DoI	
OUTCOME 4- Enhanced export competitiveness and industrial sustainability through investment-ready, climate-resilient Eco-Industrial Park(EIP) frameworks that promote resource efficiency, circular economy practices, and integrated value chains.						
Number of EIP sites with approved investment-ready master plans (target: ≥2)	Approved master plans; MoICE/DoI/GMCA records	Officially approved and endorsed master plan documents	Document review	Annual	NIU / M&E Officer / DoI	
Amount of investment mobilised/committed for EIP development (target: ≥USD 10–20M)	MoUs; investment agreements; investor commitments	Signed investment agreements; investor commitment letters	Document review and financial tracking	Annual	NIU / M&E Officer / DoI	
Number of firms/value chains adopting circular practices within EIP frameworks (target: ≥3–5)	Project reports; firm participation records; MoUs	Firm participation records; self-assessment reports; site visits	Survey; document review; site visits	Annual	NIU / M&E Officer / DoI / MoENR	
SELECTED OUTPUT-LEVEL INDICATORS (illustrative — full tracking via NIU database)						

Indicator (as per the project logframe)	Data Source (document or system from which indicator information is collected)	Means of Verification (specific evidence that allows the reported data to be checked and confirmed)	Collection Method (e.g. surveys, interviews, fieldwork, document reviews)	Frequency	Responsible Party	Use of Findings
Number of WTO Working Party sessions participated in and supported	WTO Working Party minutes; TND records	WTO session minutes; TND participation records; travel claims	Document review	Per session	NIU / TND	
Number of national legal/regulatory review reports produced	TND data base	Reports from TND and documents review reports	Document review and post-training surveys	Per training	NIU / M&E Officer / TND	
Number of officials trained in WTO negotiations and trade law	HR Training reports, Attendance, pictures, certificate	HR Training reports, Attendance, pictures, certificate	Database review	per training	NIU / M&E Officer / EPD / BSB	
Number of functional inter-agency coordination mechanisms established or operational (e.g. WTO technical working Group)	Notifications and office orders	Notifications and office orders	Documents review	Per notice	NIU / TND	
Number of Technical working Group meetings held annually	Meeting minutes, attendance, reports	Meeting minutes, attendance, reports	Documents review	Per session	NIU / TND	
Number of NIU staff/governmnet officials trained in trade related (disaggregated by gender)	HR Training reports, Attendance, pictures, certificate	HR Training reports, Attendance, pictures, certificate	Documents review	Per training	NIU	
Support SPS / TBT enquiry points	training reports, equipments list, attendance	training reports, equipments list, attendance	Field work	Bi-Annual	BSB,TND,NIU	
Number of training, workshops, and technical consultations conduct for officials to support the development and adoption of E-Commerce M & E Framework.	HR Training reports, Attendance, pictures, certificate	HR Training reports, Attendance, pictures, certificate	Field work	Bi-Annual	ITPFD, DoTr	
Number of international experts on e-commerce and digital trade engaged for capacity building.	HR Training reports, Attendance, pictures, certificate	photos from the events, participants signed attendance	Field work	Bi-Annual	ITPFD, DoTr	
Number of officials trained on SPS/TBT compliance & notifications	HR Training reports, Attendance, pictures, certificate	HR Training reports, Attendance, pictures, certificate	Field work	Per training event	DoTr	
Number of CSMIs demonstrating improved export readiness (certified/compliant)	HR Training reports, Attendance, pictures, certificate	Certificate, reports	document review and post-training surveys	Bi-Annual	DoI,DoEE,DoTr	
Value of CSMIs exports (USD)	Customs/export clearance database; national trade statistics system; revenue authority/export records	Customs/export clearance database; national trade statistics system; revenue authority/export records	Documents review	Annual	EPD,NIU,DoTr	
% of supported CSMIs led by women or youth	Business registration records and ownership documents; beneficiary application project beneficiary database/monitoring surveys and progress reports from supported CSMIs.	Registration certificate , documents	Documents review	Annual	NIU	
Number of Brand Bhutan products certified/upgraded for export	Product certification records; export readiness assessment reports; quality testing reports; project beneficiary database/; reports from certification bodies and relevant government agencies; and progress reports from supported enterprises.	certificates	Documents review	Annual	NIU	
Number of international trade events/fairs participated for promotion	Trade fair participation records; mission reports; event registration documents; delegation/travel records;	Official participation certificates; event entry passes; mission reports; photo documentation;	field work.documents review	Per event	EPD,NIU,DoTr	
Indicator (as per the project logframe)	**Data Source (document or system from which indicator information is collected)**	**Means of Verification (specific evidence that allows the reported data to be checked and confirmed)**	**Collection Method (e.g. surveys, interviews, fieldwork, document reviews)**	**Frequency**	**Responsible Party**	**Use of Findings**
Number of buyer-seller linkages facilitated	B2B matchmaking records; databases of trade ; meeting minutes;	Reports/ records	field work.documents review	Annually	DoTr	

Number of Brand Bhutan/Bhutan SEAL beneficiary and CSMIs receiving enterprise development and export readiness support	Project beneficiary database/ training attendance sheets; advisory service records;	Signed beneficiary registration forms; training attendance sheets; certificates, reports, pictures	field work.documents review	Annually	EPD,NIU,DoTr	
Number of Brand Bhutan/Bhutan SEAL beneficiary and CSMIs demonstrating improved compliance with international standards	Project beneficiary database/ training attendance sheets; advisory service records;	Certification documents; audit compliance reports; inspection certificates; lab test results; verification checklists	field work.documents review	Annulaly	EPD,NIU,DoTr	
Number of priority value chains strengthened (eg .agro, handicrafts, forest)	Value chain assessment reports; sector studies; project progress reports; stakeholder consultation reports	Value chain analysis reports; stakeholder validation workshop reports; implementation progress reports	field work.documents review	Annulaly	DoEE/DoI	
Number of CSMIs trained in financial literacy, bookkeeping and financial management (at least 50% women participants)	Training attendance sheets; training reports; participant registers; gender-disaggregated training database	Training attendance registers; gender-disaggregated participant lists; completion certificates	field work.documents review	Per training event	DoI,DoEE,DoTr	
Number of Brand Bhutan/Bhutan SEAL beneficiary and CSMIs adopting digital/e-commerce tools for trade	E-commerce platform usage analytics; enterprise surveys; ; project monitoring reports	Reports/ enterprise digital adoption survey results	field work.documents review	Bi annually	EPD,NIU,DoTr	
Number of Brand Bhutan/Bhutan SEAL beneficiary and CSMIs adopting green and climate-resilient practices	Environmental compliance reports; ; field verification reports;	Field verification reports;	field work.documents review	Annual	EPD,NIU,DoTr	
Number of CSMIs (including Brand Bhutan and Bhutan SEAL beneficiary) trained on quality standards, food safety, packaging, design and labelling	Training records; attendance sheets; training completion certificates;	Training attendance sheets; training completion certificates; workshop reports;	field work.documents review	Per training event	EPD,NIU,DoTr	
Number of market oriented study tour for Bhutanese exporters to strengthen learning on procedures, compliance, and market knowledge.	Study tour reports; travel documents; participant lists; pictures	Study tour reports; participant lists; and feedback reports	field work.documents review	Per event	DoTr	
Number of investment-ready projects developed	Project concept notes; feasibility study reports; project pipeline/database	feasibility study reports; investment pipeline database extracts; appraisal documents	Documents review	Annually	DoI,MOICE	
Number of qualified investment leads generated	Investor tracking system/CRM; enquiry logs; IPA databases; meeting records	Reports from DOI	Documents review	Annually	DoI,MOICE	
Number of investment commitments/MoUs signed	Signed MoUs; investment agreements; official records	Signed MoUs; investment agreements; official endorsement letters;	Documents review	As and when signed + quarterly reporting	DoI,MOICE	
Number of investment-ready project proposals completed with feasibility, financial, and market analysis	Feasibility study documents; business plans; appraisal reports	Completed feasibility reports; financial models; business plans; review/appraisal reports	Documents review	Annually	DoI,MOICE	
Number of officials trained in investment promotion	Training attendance sheets; training completion certificates; HR/training records;	Training attendance sheets; certificates of completion; HR training records; workshop reports	field work.documents review	Per training event	DoI,MOICE	
Number of international exposure visits/exchange programs completed to IPAs with best practices within Southeast Asia	Exchange programme reports; travel records; mission reports; participant lists	Mission reports; travel documents; participant lists;	field work.documents review	Per visit	DoI,MOICE	
Number of CRM system developed and operationalized for investor tracking and engagement	reports; participants list	Reports and documnets	field work.documents review	annually	DoI,MOICE	
Indicator (as per the project logframe)	**Data Source (document or system from which indicator information is collected)**	**Means of Verification (specific evidence that allows the reported data to be checked and confirmed)**	**Collection Method (e.g. surveys, interviews, fieldwork, document reviews)**	**Frequency**	**Responsible Party**	**Use of Findings**
Number of successful FDI company stories documented and promoted through the “FDI in Spotlight” video series	Reports and documentary videos	Reports and documnets	field work.documents review	adhoc	DoI,MOICE	
Identification of viable anchor industries and SME-linked value chains	firm surveys; monitoring reports; sustainability compliance reports	firm compliance reports; monitoring visit reports; sustainability assessment forms	Documents review	Annually	DoI,MOICE	
Development of a climate-resilient and resource-efficient Eco-Industrial Park (EIP) framework in Bhutan.	Approved master plan documents; planning authority approval letters; files	Approved master plan documents; government approval letters; planning authority endorsement records	Documents review	Annual	DoI,MOICE	
Anchor industry and SME-linked value chains identified through market, technical, and feasibility assessments for EIP development.	firm surveys; monitoring reports; sustainability compliance reports	firm compliance reports; monitoring visit reports; sustainability assessment forms	Documents review	Annually	DoI,MOICE	

Climate-resilient, resource-efficient, and risk-informed infrastructure concepts and integrated utility frameworks developed for the proposed Eco-Industrial Park (EIP).	Approved master plan documents; planning authority approval letters; files	Approved master plan documents; government approval letters; planning authority endorsement records	Documents review	Annual	DoI,MOICE	
Number of technical and institutional exposure missions undertaken by IPMD officials to internationally recognized EIPs	Training attendance sheets; training completion certificates; HR/training records;	Training attendance sheets; certificates of completion; HR training records; workshop reports	field work.documents review	Per training event	DoI,MOICE	
Number of capacity-building trainings conducted for IPMD officials on climate resilient and resource efficiency infrastructure systems for EIP	Training attendance sheets; training completion certificates; HR/training records;	Training attendance sheets; certificates of completion; HR training records; workshop reports	field work.documents review	Per training event		

Reporting Plan

Type of Report (e.g quarterly, semi-annual)	**Report destined to whom? (key stakeholder, e.g., EIF Focal Point, NSC, EIF Executive Secretariat**	**Purpose of Report**	**Reporting Frequency**	**Person(s) Responsible**
Quarterly Financial Report	TFM and ES	To report on financial expenditure, fund utilization, and budget execution progress against approved workplan	Quarterly	NIU
Semi Annual Technical Report	MEL Team ES, & TFM	To report on technical progress of project implementation against workplan, including achievements, challenges, results, and planned activities for 6 months	Semi-Annual	NIU
Annual Technical Report	MEL Team ES, & TFM	To report on technical progress of project implementation against workplan, including achievements, challenges, results, and planned activities for 6 months	Annual	NIU
Audit Report	TFM & ES	To provide an independent assessment of financial management, compliance with rules and procedures, accuracy of financial statements, and proper use of project funds	Every after the end of RGOB financila year	RAA
Project Completion Report	TFM & ES	To document overall project implementation results, achievements against objectives, outputs delivered, challenges faced, lessons learned, and sustainability measures after project closure	Before 3 months of MOU expiry	NIU

Evaluation Plan

Type of Evaluation	**Evaluation Approach**	**When (Start and End Date)**	**Contract Type**	**Person Responsible**	**Status**
Mid Term Evaluation	Independent external evaluation with mixed-methods approach (document review, stakeholder interviews, field visits, and results assessment against logframe indicators)	25 August 2027 - 15 October 2027	National	Consultant	
Final Evaluation	Independent external impact and results-based evaluation using mixed-methods approach (quantitative + qualitative assessment, outcome and impact analysis, sustainability review)	25 August 2028- 15 October 2028	National	Consultant	

Cross-Cutting Tag Legend: G = Gender | Y = Youth | C = Climate/Green | D = Digital | Indicators tagged for cross-cutting priority tracking and sex/age disaggregation where applicable.

BHUTAN EIF PHASE III | COMMUNICATIONS AND VISIBILITY WORKPLAN (2026–2028)							
Objective	**Activity**	**Channel / Format**	**Responsible**	**Frequency**	**Timeline (Year/Quarter)**	**Budget (USD)**	**Status**
Raise Awareness	Develop targeted outreach materials for CSMIs, women entrepreneurs, and youth on export readiness, Brand Bhutan criteria, and programme support services — in Dzongkha and English.	Flyers, Social Media, SMS, Community Radio	NIU / TND/EPD/DoI/sub IPs	Bi-annual /Annual	Year 2–3		Planned
Share Updates	Publish regular EIF bulletins, progress reports, and press releases highlighting programme achievements, financial progress, key milestones, risks, and upcoming activities for stakeholders and media outreach.	Newsletter, Email, Website, WhatsApp Group,Formal Reports,Press Releases, Newspaper, Kuensel, BBS	NIU / TND/EPD/DoI/DoEE	Quartely/Bi-annual /Annual	Year 2–3		Planned
Engage Partners	Organise quarterly National Steering Committee (NSC)/Project Steering Committee (PSC) , participate in regional and international trade forums, and engage development partners to strengthen coordination, promote Bhutan's trade agenda, and mobilise co-financing for priority activities	Meetings, Presentations, Reports,Conferences, Seminars, Side Events, Panels,Briefings, Presentations,	NIU / EIF Focal Point / MoICE	Quarterly	Year 1–3	55,000	**Planned**
Promote Visibility	Ensure consistent EIF visibility in all programme outputs, events, publications, training materials, and digital content — in accordance with EIF Phase III visibility guidelines.	All channels: printing, banners, digital, reports	DoTr / NIU, MoICE	Always	Year 1–3		Planned
Knowledge Dissemination	Develop and disseminate case studies, success stories, learning briefs, and policy notes on CSMIs, Brand Bhutan beneficiaries, women and youth entrepreneurs, value chain development, WTO accession progress, export diversification, and investment readiness to contribute to EIF global knowledge products and learning platforms.	Reports, Social Media, EIF Website, Video,Policy Briefs, Learning Notes, Website	DoTr / NIU, MoICE/ Sub IPs	Bi-annual /Annual	Year 2–3		Planned

*Note *** In addition to the indicative budget, implementing partners may also utilise activity budgets for communication and visibility purposes.*

BHUTAN EIF PHASE III | RISK MATRIX (2026–2028)											
Sl.no	**Risk Description**	**Type of risk**	**Probability (Low/Med/High)**	**Impact (Low/Med/High)**	**Risk Exposure (Impact*Probability)**	**Mitigation Strategy**	**Risk Mitigation Target Implementation Date**	**Status-related Mitigation Target Implementation Date**	**Responsible Party**	**Risk Status**	**Comment**
1	Delays in WTO accession negotiations due to national decision-making processes, WTO Working Party scheduling constraints, or limited preparedness may affect the timely achievement of CPD WTO milestones.	Strategic	Low	High	High	1. Maintain flexible negotiation support that adapts to WTO schedule changes. 2. Strengthen domestic preparedness independently of international scheduling. 3. Maintain continuous NIU technical backstopping and document readiness. 4. Engage relevant agencies/ministries to proactively sustain political-level commitment.	Continuous	On track	TND,DoTr	Open	WTO schedule variations outside GoB control; domestic preparedness critical
2	Under-utilisation of allocated EIF funds due to administrative approval delays, limited staffing and technical capacity, and procurement bottlenecks may affect the timely and effective delivery of planned CPD outpu	Financial	Low	High	High	1. Ensure timely submission of requests. 2. Strengthen NIU staffing from programme launch . 5. Expeditite the budget revision with EIF ES if reallocation is needed.	Q4 2026 (staffing); Continuous (approvals)	On track	NIU / EIF Focal Point / MoF	Open	High risk given government financial management timelines; close monitoring required
3	Low participation of CSMIs, particularly women- and youth-led enterprises, due to awareness gaps, geographic barriers, compliance costs, and limited entrepreneurial confidence may affect the achievement of inclusion targets and reduce overall programme impact.	Operational	Medium	Medium	Medium	1. Conduct targeted outreach through BCCI, DoI networks, and social media. 2. Provide financial incentives (grants, subsidised training) to reduce barriers. 3. Partner with women and youth entrepreneurship networks for outreach. 4. Disaggregate data from beneficiary enrolment to track inclusion.	Year 2 – Q1 2027	Pending	NIU / EPD / DoI / BCCI	Open	Minimum targets: 30% women-led, 20% youth-led CSMIs; monitored quarterly
4	Delays in adopting WTO-aligned laws and regulatory reforms due to lengthy legislative processes, inter-agency coordination challenges, and limited legal drafting capacity may undermine trade governance objectives and affect Bhutan's WTO accession timeline.	Strategic	Medium	High	High	1. Engage policymakers early through the pogram and provide technical support . 2. Conduct continuous consultation and stakeholder sensitisation. 3. Prioritise laws with highest WTO accession relevance first. 4. Use legal review reports as evidence base for accelerating parliamentary processes.	Year 1–2	On track	NIU / TND / OAG / MoICE	Open	Legislative timeline mapping to be completed
5	Limited adoption of digital trade tools and e-commerce platforms among CSMIs, due to low digital literacy, unreliable internet connectivity, and limited trust and aviliability in digital payment systems, may reduce the effectiveness of digital trade interventions and hinder e-commerce adoption targets.	Operational	Low	High	High	2. Provide basic digital literacy and on-device training support. 3. Engage RMA and GovTech on digital payment infrastructure. 4. Work with Private sector and GovTech on user-friendly platform design.	Year 2 – Q2 2027	Pending	NIU / GovTech / RMA	Open	Connectivity constraints in rural Bhutan; phased geographic rollout recommended
6	External market shocks and demand disruptions due to geopolitical tensions, economic slowdowns, or regional supply chain disruptions may reduce export prospects and limit the effectiveness of market access and export diversification interventions.	External	Low	Medium	Medium	1. Diversify export market targets across India, Thailand, UAE, Japan, EU, Singapore. 2. Promote value addition and premium positioning to reduce price sensitivity. 3. Build market resilience through multi-market brand positioning (Brand Bhutan). 4. Maintain adaptive management processes to redirect resources if market shifts occur.	Continuous (adaptive)	Pending	NIU / EPD / DoTr / MoICE	Open	External risk; mitigation focuses on market diversification and value addition
7	Weak quality standards and certification systems, coupled with limited laboratory infrastructure, high compliance costs, and low export-readiness among CSMIs, may constrain export competitiveness and limit access to target markets.	Operational	Medium	High	High	1. Strengthen BSB/BFDA through EIF grant support (TBT programme). 2. Provide subsidised access to certification services for CSMIs. 3. Train CSMIs on packaging, labelling, and compliance requirements. 4. Facilitate mutual recognition agreements with key trading partners.	Year 1–3 (continuous)	Pending	NIU / BSB / BFDA / EPD	Open	Critical for market access of Bhutanese Products; BSB Tier 2 continuation required
8	Difficulty in recruiting and retaining qualified NIU and agency personnel due to government pay scales and competing workloads may lead to implementation delays and affect the quality of programme management and technical delivery.	Operational	Medium	High	High	1. Initiate NIU recruitment immediately at programme launch. 3. Consider sub-contracting to reduce operational burden on NIU. 4. Engage and use the governmnet staff for admisinstration and operationl related work 5. Cross-train NIU staff across functions to reduce single points of failure.	Q3 2026 (recruitment)	Pending	NIU / EIF Focal Point / RCSC	Open	RCSC approval timelines for contract positions to be mapped in advance
9	Loss of trained government officials and NIU staff due to transfers, promotions, retirements, or movement to the private sector may create institutional knowledge gaps, disrupt implementation, and weaken programme sustainability.	Operational	Low	Medium	Medium	1. Develop documented SOPs and institutional knowledge management systems. 2. Establish service obligation conditions tied to training opportunities. 3. Cross-train multiple officials in each technical area. 4. Engage RCSC proactively to manage staff continuity for key positions.	Year 1–2	Pending	NIU / EIF Focal Point / RCSC / Agencies	Open	succession planning essential
10	Changes in commitment and continuity among key stakeholders due to turnover of focal officers and leadership within agencies may reduce coordination effectiveness and delay implementation of programme activities	Operational	Low	High	High	1.Strengthen stakeholder coordination and communication. 2. Ensure proper handover and documentation during staff transitions. 3. Orient new focal officers and agency heads on programme commitments. 4. Formalise roles and responsibilities through official communication.	Year 1–3	Pending	NIU / EIF Focal Point / Agencies	Open	
11	Weak coordination among implementing agencies may lead to duplication, delays, or inconsistent delivery of outputs.	Operational	Low	High	High	1. Quartely meeting with the implementing agencies to review and update the work plan. 2. Quarterly Progress report submission	Year 1-3	Pending	NIU	Open	
12	Natural disasters, public health emergencies, or travel disruptions may affect missions, workshops, and stakeholder consultations.	External	Medium	High	High	1. Virtual delivery where possible and maintain flexibility in scheduling and budgeting.2. Revised Workplan and budget	Year 1-3	Pending	NIU	Open	
13	Limited Investor Appetite: Bhutan's small local market, landlocked geography, and strict green regulations deter foreign direct investment (FDI) and limit domestic investments.	Strategic / Investment	Medium	High	High	1.Focus on niche, high-value sectors (e.g., organic agriculture, eco-tourism, clean tech). 2. leverage fiscal incentives from the Gelephu Mindfulness City (GMC) framework to attract specialized international investors.	Year 1-3	Mid-Way of Inception Phase	NIU	Open	Critical for aligning with Bhutan's 13th Five-Year Plan targets.
14	Low Project Bankability: Small and Medium Enterprises (SMEs) fail to secure commercial financing due to strict collateral demands, weak accounting, and lack of bankable business plans.	Financial	High	High	High	Deploy technical assistance to help firms build solid financial records; launch partial credit guarantees and pool smaller local projects into unified investment	Year 1-3	Mid-Way of Inception Phase	NIU	Open	Addresses a major structural bottleneck in Bhutan's private sector.
15	Financing & Currency Fluctuation: Macroeconomic changes, regional currency shortages, and complete reliance on external donor funding disrupt trade and infrastructure projects.	Macroeconomic / Market	Medium	Medium	Medium	Establish co-financing channels with multilateral development banks; secure fixed national budget allocations and explore local currency financing to hedge against exchange rate volatility.	Year 1-3	Active	Ministry of Finance (MoF) / Royal Monetary Authority (RMA)	Open	Mitigates historical trade and currency issues in the regional corridor.

BHUTAN EIF PHASE III | PRIORITISED ACTION MATRIX (PAM)

#	Priority Action	Priority Area	Source of action	Lead Institution	Timeline *(Start-end years)*	Expected Results / Identified Constraints	Indicative Budget (In Mill. USD)	Funding Secured (USD)	Source(s) of Secured Funding	Funding Gap (USD)	Status	Last Update (add the date)	Comments
STRATEGIC OUTCOME I: Resumed WTO accession supported by strengthened institutional capacity and trade governance, ensuring alignment with a transparent, rules-based trade environment													
OP1.1- WTO accession process actively supported with technical assistance for negotiations, legal review and capacity building													
1	Engage in WTO Working Party negotiations — including bilateral and multilateral meetings, document preparation, submission of memoranda, and official country positions	WTO Accession & Trade Governance	DTISU 2020 recommendations on WTO accession and LDC transition; WTO accession commitments; CPD mandate; 13FYP; and the 21st Economic Roadmap.	TND,DoTr	2026-2028	Acced to WTO and Bhutan actively participates in all scheduled Working Party sessions; negotiation documents submitted; bilateral agreements progressed.	360000	0	RGOB and EIF	-	Bhutan resume WTO accession		
2	Review and align national laws, regulations, and policy frameworks with WTO Agreements (GATT, TFA, TBT, SPS, GATS, TRIPS) through inter-agency legal task	WTO Accession & Trade Governance				comprehensive legal review reports and formally aligned by Dec 2028; inter-agency task force operational. Constraint: Legislative drafting timelines; cross-	30000	0	RGOB and EIF		Bhutan resume WTO accession		
3	Provide structured capacity building for WTO negotiators, working committee members, and key government stakeholders on negotiations, trade law, and WTO	Institutional Capacity Building				officials trained (gender-disaggregated) by Dec 2028. Constraint: Availability of qualified TA trainers; time commitments of officials.	105000	0	RGOB and EIF/ donor partners		25 officials trained through other donor partner funding.		
OP1.2- National trade governance frameworks, inter-agency coordination mechanisms and NIU capacity strengthened.													
4	Strengthen inter-agency coordination ((NTFC, WTO coordination body, trade forums) and other trade-related forums by organizing and conducting regular and need-	WTO Accession & Trade Governance	DTISU 2020 recommendations on WTO accession and LDC transition; WTO accession commitments; CPD mandate; 13FYP; and the 21st Economic Roadmap.	TND,DoTr	2026-2028	functional inter-agency coordination mechanisms established and operational; NTFC meeting quarterly. Constraint: Staffing continuity; inter-ministerial	140000	0	RGOB and EIF/ donor partners	-	NTFC Secretariat identified and designated within DoTr		
5	Provide capacity building for NIU staff/governmnet officials in trade related (disaggregated by gender)	Institutional Capacity Building		NIU ,DoTr		NIU staff and officials trained (gender-disaggregated).	212500	0	EIF	-	2 NIU officials trained on projct maangement.		OUTPUT 1.3: Trade facilitation, SPS/TBT
OP1.3-OP1.3- Trade facilitation, SPS/TBT enquiry points and digital trade governance systems strengthned													
7	Grant support to BSB/BFDA to carry out SPS/TBT related activity	Quality Infrastructure & Standards	DTISU 2020 recommendations on WTO accession and LDC transition; WTO accession commitments; CPD mandate; 13FYP; and the 21st Economic Roadmap.	BSB / BFDA	2026-2028	Both SPS and TBT enquiry points fully operational and supported; BSB equipped to process notifications and developed relevant standards .	80000	RGoB/Partners	—		BSB identified as the TBT enquiry point		
8	Conduct training, workshops, and technical consultations for officials to support the development and adoption of E-Commerce M&E Framework.	Trade Facilitation , Digital Trade & E-Commerce		ITPFD,DoTr,		Digital Trade and E-Commerce Governance Framework adopted by Dec 2027; e-commerce portal and payment systems operational. Constraint: Cross-ministerial consensus;	85000	RGoB/Partners	—		e-commerce policy in place	Aligned with Digital Drukyul initiative	
9	Develop e-Commerce M&E framework						175000						
10	Develop data privacy and server security guidelines												
11	Establish E-commerce logistic hub												
12	Establish national e-commerce portal												
13	Establish/ enhance digital payment system												
14	Support other Priority action plan to operationalise the e-commerce policy												
15	Organise training workshops and capacity-building programmes for government officials on SPS/TBT compliance requirements and WTO notification procedures.	Quality Infrastructure & Standards		TND,DoTr		officials trained on SPS/TBT compliance and notifications. Constraint: Readiness of government officials;	178000	RGoB/Partners	—				WTO SPS/TBT enquiry point strengthening
STRATEGIC OUTCOME II: InIncreased competitiveness of CSMIs (including Brand Bhutan products) through technology upgrades, value chain upgrading,capacity building and market expansion.													
OP2.1- Brand Bhutan scale-up supported with product upgrading, certification, and international market positioning.													
16	Provide technical and financial support(grant) to scale up Brand Bhutan initiative (product upgrading, packaging, certification readiness,etc)			EPD,DoTr		Brand Bhutan products certified or newly upgraded for export; guidelines updated. Constraint: Product quality compliance; certification body accessibility.	125000	EIF/RGOB	—		90 products certified.	Builds on EIF Phase II Brand Bhutan achievements	

BHUTAN EIF PHASE III | PRIORITISED ACTION MATRIX (PAM)

#	Priority Action	Priority Area	Source of action	Lead Institution	Timeline *(Start-end years)*	Expected Results / Identified Constraints	Indicative Budget (In Mill. USD)	Funding Secured (USD)	Source(s) of Secured Funding	Funding Gap (USD)	Status	Last Update (add the date)	Comments
17	Facilitate and coordinate participation of Enterprenures/CSMIs/Brand Bhutan and Bhutan SEAL beneficiaries in international trade fairs and promotional events to showcase products, build business linkages, and access new markets	Export Promotion, Private sector Development ,women economic eempowerment	DTISU 2020 recommendations on WTO accession and LDC transition; WTO accession commitments; CPD mandate; 13FYP; and the 21st Economic Roadmap.	EPD,DoTr	2026-2028	international trade events participated in; new buyer relationships established. Constraint: Travel budget; market interest in Brand Bhutan.	103000	EIF/RGOB	—			Includes presence at key regional fairs: India, Singapore, UAE, Japan	
18	Organize and facilitate business-to-business (B2B) matchmaking sessions, trade missions, and networking events to connect Bhutanese exporters with potential international buyers and establish commercial linkages.			EPD,DoTr		buyer-seller linkages facilitated; commercial agreements initiated. Constraints: exporter readiness.	105000	EIF/RGOB	—				
19	Provide grant support to creative industries (DoMCIIP) to enhance export readiness, including quality certification and Brand Bhutan–aligned branding.	Intellectual Property & Creative Industries, Youth employment		DoMCIIP		Creative industry products certified and IP-protected; DoMCIIP enterprises integrated into Brand Bhutan. Constraint: IP registration timelines; artisan enterprise capacity.	105,000	EIF/RGOB	—				Supports Bhutan's textile, arts, and craft export potential
20	Support a few high-potential products to achieve GI status to enhance export					Bhutanese products with GI status achieved or in final registration process. Constraint: Complex GI registration		EIF/RGOB			launched its National Geographical Indication (GI)		GI status enhances premium
OP2.2: CSMIs (including Brand Bhutan/Bhutan SEAL beneficiaries) and entrepreneur competitiveness, export readiness and value chain integration enhanced.													
21	Provide enterprise development and export readiness support to ≥50 CSMIs (training, mentorship, business skills,business development,finacial literacy)	CSMI Development & Competitiveness, Private sector development	DTISU 2020 recommendations on WTO accession and LDC transition; WTO accession commitments; CPD mandate; 13FYP; and the 21st Economic Roadmap.	DoI	2026-2028	CSMIs supported; 30% women-led, 20% youth-led. Constraint: Willingness of CSMIs to engage; mentorship capacity.	89000	—	—				Minimum 30% women-led and 20% youth-led CSMIs targeted
22	Support CSMIs compliance with international standards and SPS/TBT requirements	Quality Infrastructure & Standards and Capacity Development		BSB		CSMIs demonstrating improved compliance with international standards. Constraint: Cost of compliance; standards awareness.	85000	—	—				Critical for market entry into India, EU, USA,Japan, Thailand and Gulf markets
23	Strengthen green and sustainable export value chains in priority sectors, including agro-products, handicrafts, and forest-based products.	Value Chain Development		DoTr.		Priority value chains systematically strengthened. Constraint: Aggregation infrastructure; input supply reliability.	120000	—	—				Agro: Handicraft: textiles, bamboo
24	Conduct training programs for CSMIs on financial literacy, bookkeeping, and financial management to strengthen business planning and record-keeping, ensuring at least 50% participation of women.	CSMI Development & Competitiveness, women enpowerment		DoI		CSMIs trained; improved business planning and financial records. Constraint: CSMI availability; trainer expertise.	55000	50,000 (other)	—				At least 50% women participants; aligned with gender equity priority
OP2.3: Digital, green and sustainable trade practices adopted by CSMIs and promoted through market linkages.													
25	Conduct/promote digital trade and e-commerce adoption among MSME(digital literacy, platforms, payments) and business devlopment (women/youth)	Digital Trade & E-Commerce	DTISU 2020 recommendations on WTO accession and LDC transition; WTO accession commitments; CPD mandate; 13FYP; and the 21st Economic Roadmap.	GovTech	2026-2028	CSMIs adopt digital trade tools and e-commerce platforms. Constraint: Digital infrastructure accessibility; literacy levels.	50000	30,000 (other)	—				Aligned with existing e-commerce platforms
26	Support CSMIs to improve market access and explore new market opportunities through training on quality standards, food safety, packaging, product design, branding, and labelling requirements.	Value chain, Green & Sustainable Trade		DoTr		CSMIs adopting green and climate-resilient practices; green trade practices mainstreamed. Constraint: Green standards availability; market demand for green products.	100000	30,000 (other)	—				Leverages Bhutan's carbon-negative country brand identity
27	Promote export-oriented startups and entrepreneurship through investment readiness support, ecosystem strengthening, and FDI–startup matchmaking.	Quality Infrastructure & Standards		EPD,DoTr		CSMIs trained; improved compliance with packaging and labelling requirements. Constraint: Expert availability; CSMI commitment.	110,000	50,000 (other)	—				Directly linked to export readiness and market access
28	Facilitate and organize exchange visits within the region/ASEAN to share best practices and strengthen coordination for streamlined cross-border enforcement	Investment Facilitation and Promotion		DoI		CSMI investment pipeline developed; private sector financing mobilised for select enterprises. Constraint: Investor risk perception; enterprise bankability.	76,500	30,000 (other)	—				FDI-CSMI matchmaking events to be organised
STRATEGIC OUTCOME III: Strengthening Bhutan's Investment Readiness: From Institutional Reform to Investible Projects													
OP3.1: Investment-ready projects developed in two high-priority sectors, supported by comprehensive feasibility studies, financial analyses, and market assessments, and showcased to prospective investors													

BHUTAN EIF PHASE III | PRIORITISED ACTION MATRIX (PAM)

#	Priority Action	Priority Area	Source of action	Lead Institution	Timeline *(Start-end years)*	Expected Results / Identified Constraints	Indicative Budget (In Mill. USD)	Funding Secured (USD)	Source(s) of Secured Funding	Funding Gap (USD)	Status	Last Update (add the date)	Comments
29	Support preparation of feasibility, financial, and market assessments for priority sector projects	Investment Facilitation and Promotion	DTISU 2020 recommendations on WTO accession and LDC transition; WTO accession commitments; CPD mandate; 13FYP; and the 21st Economic Roadmap.	DoI	2026-2028	investment-ready project proposals with feasibility and financial analysis completed. Constraint: Data availability; inter-agency cooperation.	105000	5,000 (other)	—				
30	Develop investment-ready project packages (including business cases and investor briefs) aligned with investor requirements	Investment Facilitation and Promotion				Investment-ready dossiers for priority sector projects developed and disseminated to investors. Constraint: Investor appetite; project bankability.	75000	—	—				Linked to Bhutan Donor Roundtable mechanism
31	Investor Targeting for the Projects (Identify around 50 global firms seeking locations/opportunities in these projects developed). Organize Investment Summit to showcase the developed projects to potential investors	Investment Facilitation and Promotion				Investment-ready dossiers for priority sector projects developed and disseminated to investors. Constraint: Investor appetite; project bankability.	70000						
OP3.2:Enhanced capacity of Invest Bhutan officials and key stakeholders on investment promotion, strengthened through structured training programs and exposure/exchange visits to Investment Promotion													
31	Deliver structured training programmes on investment promotion (targeting, marketing, pipeline management, and investor engagement)	Institutional Capacity Building	DTISU 2020 recommendations on WTO accession and LDC transition; WTO accession commitments; CPD mandate; 13FYP; and the 21st Economic Roadmap.	DoI	2026-2028	officials trained in investment promotion.	75000	—	—				Building on WAIPA collaboration and regional
32	Facilitate exposure and exchange visits to leading Investment Promotion Agencies (IPAs) in Southeast Asia to adopt best practices	Institutional Capacity Building				Visited to IPAs with best practices in Southeast Asia (for 15 officials). Constraint: IPA cooperation; travel logistics.	55000	—	—				Targeted IPAs: Singapore EDB, Thailand BOI, Vietnam
33	CRM system developed and operationalized for investor tracking and engagement	Investment Facilitation and Promotion				System is established and operational, enabling systematic tracking, profiling, and engagement of current and potential investors.	20000						
34	Number of successful FDI company stories documented and promoted through the "FDI in Spotlight" video series	Investment Facilitation and Promotion				Success stories documented and promoted	40000						
STRATEGIC OUTCOME IV: : Enhanced export competitiveness and industrial sustainability through increased readiness for anchor industry-led Eco-Industrial Park (EIP) development promoting resource efficiency, circular efficiency, circular													
OP.4.1: Viable anchor industries and SME-linked value chains identified and integrated into a climate-resilient and resource-efficient Eco-Industrial Park (EIP) development framework.													
35	Anchor industry and SME-linked value chains identified through market, technical, and feasibility assessments for EIP development.	Investment Facilitation and Promotion	DTISU 2020 recommendations on WTO accession and LDC transition; WTO accession commitments; CPD mandate; 13FYP; and the 21st Economic Roadmap.	DoI	2026-2028	EIP sites with approved investment-ready master plans. Constraint: Government prioritisation of EIP development; land designation timelines.	95000	10,000 (other)	—			Potential sites: Gelephu Mindfulness City corridor; Phuentsholing industrial zone	
36	Climate-resilient, resource-efficient, and risk-informed infrastructure concepts and integrated utility frameworks developed for the proposed Eco-Industrial Park (EIP).	Investment Facilitation and Promotion				investment-ready feasibility packages developed. Constraint: Market data availability; investor-relevant information.	65000	10,000 (other)	—			Linked to Gelephu Mindfulness City EIP framework	
37	Number of technical and institutional exposure missions undertaken by IPMD officials to internationally recognized EIPs	Climate Resilience & Green Trade, Investment Facilitation and Promotion	DTISU 2020 recommendations on WTO accession and LDC transition; WTO accession commitments; CPD mandate; 13FYP; and the 21st Economic Roadmap.	DoI	2026-2028	climate risk assessments for EIP sites completed. Constraint: Adequate climate data; technical expertise availability.	70000	15,000 (other)	—			Aligned with Bhutan's climate neutrality and NDC commitments	
38	Number of capacity-building trainings conducted for IPMD officials on climate resilient and resource efficiency infrastructure systems for EIP	Climate Resilience & Green Trade, Investment Facilitation and Promotion				climate-resilient infrastructure designs developed. Constraint: Technical expertise; institutional willingness to adopt new standards.	50000	10,000 (other)	—			Bhutan's carbon-negative status as a key differentiating factor	

BHUTAN EIF PHASE III | MAPPING OF ONGOING AND PLANNED PARTNER INITIATIVES (2026–2028)

#	Title of the Initiative (Project/Programme)	Scope or Coverage	Priority Area 1	Lead Implementing Entity	Sub-Implementing Entities	EIF NIU/NIA Involvement	Timeline (start-ed years)	Main Objectives or Expected Results	Budget (USD) .	Funding Source(s)	Status	Key Achievements to Date	Contact Person *(Email address, Tel. #)*	Website	Last Update *(add the date)*
RATEGIC OUTCOME I - Resumed WTO accession supported by strengthened institutional capacity and trade governance, ensuring alignment of National policies with a transparent, rules-based Resumed WTO accession supported by stronger institutions and trade governance to align national policies with a rules-based trade environment trade environment.															
	To Accession Negotiation, Legal Alignment and Capacity Building Programme	National Level	Support WTO accession through Working Party negotiations, WTO-aligned legal and regulatory reforms, and strengthened capacity of negotiators and relevant stakeholders.	DoTr,MoICE	Line Ministries and Relevat Agencies	EIF NIU supports the related activities	2026-2029	Strengthened WTO accession readiness through effective Working Party participation, WTO-consistent legal and regulatory reforms, enhanced negotiation capacity, and improved inter-agency coordination.		UK & ADB	On Request/Dicussion				
STRATEGIC OUTCOME II: Increased competitiveness of CSMIs (including Brand Bhutan products) through technology upgrades, value chain upgrading,capacity building and market expansion.															
	Trade Expansion and Diversification Program	Policy-wide / National Exports	Economic Diversification & Regulatory Reform	Ministry of Industry, Commerce and Employment (MoICE) & MoF	1. Department of Trade,MoICE 2. Department of Industry, MOICE; 3. Bhutan Standards Bureau under MOICE; 4 . Dept. of Revenue and Customs 5. BFDA under the Ministry of Health; 6 . RMA 7. Bhutan Chamber of Commerce & Industry (BCCI),	Maximum Integration (Core program alignment)	subprogram 1 from January 2024 to October 2025 subprogram 2 from November 2025 to December 2027.	The TA will support Bhutan in strengthening trade competitiveness and private sector development, through trade reforms, institutional strengthening, and trade facilitation, contributing to lower trade costs and sustainable economic growth	$25.0M (Policy-Based Loan and Grant)	Asian Development Bank (ADB)	Ongoing	Subprogram 1 approved; national trade policy frameworks synchronized with the 13th Five-Year Plan.	trade_pmu@moice.gov.bt / adb.org		June 2026
	Sustainable Agrifood Systems & Youth Livelihoods	Rural-Urban Value Chains	Export Value Chain & Inclusive Growth	Ministry of Agriculture and Livestock (MoAL)	Department of Industry (MoICE), Youth Entrepreneurs Association	Medium Integration (Export market readiness mapping)	2024 – 2029	Double agricultural export volumes; maximize market inclusion for women and youth in clean-tech and organic agri-ventures.	$8.5M	UNDP	Ongoing	Agri-food processing centers set up across core Dzongkhags; youth startup incubation cohorts launched.	registry.bt@undp.org / undp.org/bhutan		May 2026
	Quality Control & Standards Verification Project	Laboratory Testing & Metrology	SPS Standards & Technical Barriers to Trade (TBT)	Bhutan Food and Drug Authority (BFDA)	Department of Trade (MoICE)	High Integration (SPS/TBT border compliance)	2024 – 2027	Establish internationally recognized certification pathways for organic Bhutanese exports.	$4.2M	JICA	Ongoing	Lab infrastructure upgraded; mutual recognition protocols drafted with regional trading partners.	btfda@gov.bt / jica.go.jp		April 2026
	Trade Infrastructure & Border Logistics Corridors	Dry Ports & Pasakha Industrial Hub	Physical Trade Infrastructure & Connectivity	Ministry of Infrastructure and Transport (MoIT)	Bhutan Automation, Border Management Forces	Co-Financier and Joint Technical Oversight	2024 – 2029	Expand physical trading post capacities, streamline regional transit links, and lower cross-border transport transaction costs.	$45.0M	Government of India (GoI)	Ongoing	Pasakha dry port works completed; modern integrated check post systems deployed at Southern borders.	ts_pmu@moit.gov.bt / moit.gov.bt		July 2026
STRATEGIC OUTCOME III: Strengthening Bhutan's Investment Readiness: From Institutional Reform to Investible Projects															
	Investment Project Preparation and Feasibility Support Programme	National priority sector projects (industrial, agro-processing, tourism, renewable energy, and EIP-linked investments)	Support preparation of feasibility, financial, and market assessments for priority sector projects	DoI,MoICE	Sector line ministries; technical consultants; research institutions; financial advisors		2026–2028	High-quality feasibility, financial, and market studies completed for priority projects; improved bankability and investment readiness; strengthened pipeline of investable projects	TBD (project preparation facility / TA grants)	EIF Phase III, Government of Bhutan (For the Investment Summit- the entire cost is not requested through the EIF. Almost 25 % of the cost will be supported through the RGOB funding, as this is already an approved activity under 13th FYP), Development Partners such as IFC, World Bank (Ministry has requested the IFC to provide technical support for the feasibility study/DPR. However, we have not received the confirmation on this yet).	Ongoing / Planned	Initial project scoping completed; priority sectors identified; TORs for feasibility studies prepared	TBD	TBD	
	Investment-Ready Project Packaging and Investor Brief Development Programme	National investment pipeline projects across priority sectors	Develop investment-ready project packages (business cases and investor briefs aligned with investor requirements)			EIF NIU supports standardization of investment materials, quality control, and alignment with trade and investment facilitation objectives	2026–2028	Standardized investment-ready project packages developed; bankable business cases prepared; investor briefs aligned with global investor expectations; increased investor interest	TBD			Draft investor templates developed; initial project briefs prepared for priority sectors		TBD	
	Global Investor Targeting and Investment Summit Programme	International investor outreach covering ~50 targeted global firms and annual investment promotion events	Investor targeting for projects and organization of Investment Summit to showcase opportunities			EIF NIU supports outreach coordination, event facilitation, documentation, and follow-up tracking through CRM systems	2026–2028	At least 50 global firms identified and engaged; Investment Summit organized; increased investor leads and commitments; enhanced visibility of investment opportunities	TBD (event + outreach + marketing costs)			Initial investor mapping initiated; concept note for Investment Summit prepared		TBD	
STRATEGIC OUTCOME IV: Enhanced export competitiveness and industrial sustainability through investment-ready, climate-resilient eco-industrial park frameworks that promote resource efficiency, circular economy practices, and integrated value chains.															
	co-Industrial Park Investment Readiness and Investor Facilitation Programme	Priority industrial parks and eco-industrial development projects	Private Sector Development; Trade Expansion and Diversification; Resilience and Empowerment	Department of Industry, MoICE	Relevant sector line ministries/agencies; technical consultants; financial advisors; research institutions; private sector	High Integration – support investment readiness, project structuring, investor materials, coordination and alignment with export and industrial sustainability objectives	2026-2028	Develop bankable and investment-ready eco-industrial park projects; prepare feasibility studies/business cases and investor briefs; identify and target potential investors; promote resource-efficient and circular industrial investments; strengthen integrated value chains and export-oriented production	TBD		Planned			TBD	

BHUTAN EIF PHASE III | VALUE FOR MONEY(VfM)

Value for Money Dimension	Indicator	Measurement Method	Baseline	Target	Frequency	Responsible Party	Status
ECONOMY	% of applicable procurement contracts awarded through competitive processes or supported by documented price benchmarking	Procurement records; e-GP reports; bid evaluations; quotations and market-price comparisons	To be established at inception	100% of applicable procurements	Quarterly	NIU / MoICE Finance & Procurement	Not started
Economy	% variance between approved budget and actual/contracted cost for major activities	Comparison of AWPB/activity budgets against contracted and actual expenditure; explanation of material variances	0% at inception	≤10% unexplained variance	Quarterly	NIU / Finance / Sub-IPs	Not started
Economy / Efficiency	Share of programme delivery using existing government systems, facilities, personnel and institutional structures	Review Government in-kind contributions and use of national systems/infrastructure against programme operating costs	Government contribution identified in CPD	Government contribution maintained and documented annually; avoid unnecessary parallel structures	Annual	NIU / MoICE / MoF	Ongoing
EFFICIENCY	% of annual workplan outputs/milestones delivered on time and within approved budget	AWPB progress compared with financial expenditure and milestone completion	0% at programme start	≥85%	Quarterly	NIU / Sub-IPs	Not started
Efficiency	Ratio of expenditure progress to physical/output progress	Compare cumulative expenditure (%) with cumulative output/milestone achievement (%); investigate material deviations	0% at programme start	No unexplained variance >15 percentage points	Quarterly	NIU / Finance / MEL	Not started
Efficiency	Unit cost per CSMI achieving a defined export-readiness result	Relevant programme expenditure ÷ CSMIs achieving certification/compliance/export-readiness milestone	To be established in Year 1	Baseline established in Year 1; maintained or reduced during scale-up without compromising quality	Annual	NIU / EPD / DoI	Not started
Efficiency / Effectiveness	% of capacity-development participants demonstrating application of acquired knowledge/skills	Follow-up assessment 6–12 months after training; institutional records demonstrating application	To be established	≥70% of sampled participants	Annual	NIU / relevant Sub-IP	Not started
EFFECTIVENESS	% of supported CSMIs achieving measurable improvement in productive capacity, standards compliance or market entry	Baseline/endline enterprise assessments; certification; export and market-entry evidence	0% through CPD	≥75% of supported catalytic/value-added interventions demonstrate measurable improvement[1]	Annual	NIU / DoI / EPD /MEL	Not started
Effectiveness	Additional export value generated by supported CSMIs/Brand Bhutan enterprises	Customs records, verified enterprise sales/export records and export declarations	USD 0 additional exports attributable/linked to CPD support	USD 2 million, subject to confirmation against beneficiary baseline and final logframe	Annual	EPD / DoTr / NIU/MEL	Not started
Effectiveness	Investment conversion rate: % of EIF-supported investment-ready projects progressing to substantive investor/financier engagement	Investment pipeline/CRM records; evidence of due diligence, financing negotiations, term sheets, commitments or equivalent documented stage	0%	Target to be established once the investment pipeline is validated	Semi-annual	DoI / NIU	Not started
Effectiveness	Total additional resources mobilised/leveraged to build on EIF-supported interventions, by source	Signed financing agreements, budget allocations, partner commitments and verified private investment; disaggregated by Government/development partner/private sector	USD 0 through CPD	Annual increase, with progress toward Phase Three leveraging ambition	Semi-annual	NIU / MoICE / MoF	Not started
Effectiveness	Private investment mobilised/committed for EIF-supported investment and EIP interventions	Signed financing agreements, investment commitments and other verifiable financing documentation	USD 0	USD 10–20 million for EIP development, subject to validation of pipeline and feasibility	Semi-annual	DoI / NIU	Not started
Effectiveness / Efficiency	% of EIF-supported pilots/interventions demonstrating potential for replication or scale-up	Annual assessment against agreed criteria: results, demand, unit cost, sustainability, financing potential and replicability	0%	≥50% of pilots[1]	Annual	NIU / Sub-IPs	Not started

BHUTAN EIF PHASE III | VALUE FOR MONEY(VfM)							
Value for Money Dimension	**Indicator**	**Measurement Method**	**Baseline**	**Target**	**Frequency**	**Responsible Party**	**Status**
EQUITY	% of supported CSMIs that are women-led	Beneficiary database and verified ownership/leadership information	To be established at beneficiary selection	≥30%, consistent with CPD commitment	Semi-annual	NIU / DoI / EPD	Not started
Equity	% of supported CSMIs that are youth-led	Beneficiary database and verified ownership/leadership information	To be established at beneficiary selection	≥20%, consistent with CPD commitment	Semi-annual	NIU / DoI / EPD	Not started
Equity / Effectiveness	% of women- and youth-led supported CSMIs achieving defined productive capacity/export/market-entry results	Compare outcome achievement among women/youth-led beneficiaries with the overall beneficiary cohort	To be established	No material outcome gap compared with overall supported beneficiary cohort	Annual	NIU / Sub-IPs	Not started

BHUTAN EIF PHASE III | VALUE FOR MONEY(VfM) MAPPING

Value for Money Dimension (Economy/Efficiency/ Effectiveness/Equity)	Indicator	Measurement Method	Baseline	Target	Frequency	Responsible Party	Status
OUTCOME 1: Resumed WTO accession supported by strengthened institutional capacity and trade governance, ensuring alignment of National policies with a transparent, rules-based							
Economy / Efficiency / Effectiveness	Number of national laws/regulations reviewed and formally aligned with WTO Agreements	Review of legal gap analysis reports, endorsed amendments, and official records of adopted laws/regulations aligned with relevant World Trade Organization Agreements	0 laws/regulations reviewed and aligned	national laws/regulations reviewed and aligned with WTO Agreements	Semi-Annual	TND,DoTr	Not Started
Efficiency / Effectiveness	WTO National Coordination Mechanism operational and meeting regularly	Review of official notification establishing the mechanism, meeting minutes, attendance records, and action follow-up reports	Coordination mechanism not formally operational or meeting irregularly	Mechanism formally established and meeting at least quarterly (minimum 4 meetings per year)	Quarterly	TND,DoTr	
Efficiency / Effectiveness	% of required WTO documents submitted on time	Comparison of submission deadlines against official transmission records to the World Trade Organization Secretariat	0% of required documents submitted on time	100% of required accession documents submitted by agreed		TND,DoTr	
OUTCOME 2: Increased competitiveness of CSMIs (including Brand Bhutan products) through technology upgrades, value chain upgrading,capacity building and market expansion.							
Effectiveness	Number of CSIs demonstrating improved export readiness (certified/compliant)	Review of certification records (e.g., quality, organic, SPS/TBT compliance), export readiness assessments, and business support reports confirming that supported Cottage and Small Industries (CSIs) meet required	0 CSIs certified/compliant and export-ready	At least 30 supported CSIs demonstrate improved export readiness and obtain relevant	Semi-Annual	EPD,DoTr	Ongoing
Effectiveness / Economy	Value of Brand Bhutan exports (USD)	Analysis of export sales records, customs data, and verified company reports for products marketed under the Brand Bhutan initiative	USD 0 in additional Brand Bhutan export value generated through the project	At least USD 2,000,000 in Brand Bhutan exports generated by supported firms	Annual	EPD,DoTr	Ongoing
Equity	% of supported CSIs led by women or youth	Review of beneficiary registration forms and ownership/management profiles to determine the proportion of project-supported CSIs that are women-led or youth-led	0% of supported CSIs are women- or youth-led (project baseline)	At least 40% of supported CSIs are led by women or youth entrepreneurs	Semi-Annual	EPD,DoTr	
OUTCOME 3: Strengthening Bhutan's Investment Readiness: From Institutional Reform to Investible Projects							
Effectiveness / Efficiency	Number of investment-ready project proposals completed with feasibility, financial, and market analysis	Review of finalized project concept notes and feasibility packages containing technical, financial, and market assessments validated by the implementing agency	0 investment-ready project proposals completed	At least 10 investment-ready project proposals completed and validated	Semi-Annual	Department of Industry in coordination with Department of Trade and relevant sector agencies	Ongoing
Efficiency / Effectiveness	Number of officials trained in investment promotion	Training attendance sheets, completion certificates, and post-training reports documenting government officials who successfully complete investment promotion and investor servicing training	0 officials trained	At least 50 government officials trained in investment promotion and facilitation	Semi-Annual	Department of Industry	Ongoing

BHUTAN EIF PHASE III | VALUE FOR MONEY(VfM) MAPPING

Value for Money Dimension (Economy/Efficiency/ Effectiveness/Equity)	Indicator	Measurement Method	Baseline	Target	Frequency	Responsible Party	Status
Efficiency / Effectiveness	Number of international exposure visits/exchange programs completed to IPAs with best practices within Southeast Asia	Approved mission reports, travel documentation, and knowledge-sharing reports from exchange visits to leading Investment Promotion Agencies (IPAs) in	0 exposure visits completed	At least 3 international exposure visits/exchange programs completed	Annual	Department of Industry in collaboration with regional partner organizations	Planned
OUTCOME 4: Enhanced export competitiveness and industrial sustainability through increased readiness for anchor industry-led Eco-Industrial Park (EIP) development promoting resource efficiency, circular economy practices, climate resilience, and SME-integrated value chains in Bhutan							
Effectiveness / Efficiency	Number of EIP sites with approved investment-ready master plans	Review of officially endorsed Eco-Industrial Park (EIP) master plans, including site assessments, infrastructure designs, environmental and financial analyses, and government approval records	0 EIP sites with approved investment-ready master plans	At least 2 EIP sites with approved investment-ready master plans	Annual	Department of Industry in coordination with relevant local authorities and technical partners	Ongoing
Effectiveness / Economy	Amount of investment mobilised/committed for EIP development (USD)	Verification of signed commitment letters, financing agreements, investor memoranda, and official records confirming public and private investment commitments for EIP development	USD 0 mobilised or committed	USD 10–20 million in investment mobilised or committed for EIP development	Semi-Annual	Department of Industry with support from Department of Trade and investment partners	Ongoing
Effectiveness / Equity / Efficiency	Number of firms/value chains adopting circular practices within EIP frameworks	Review of technical assistance reports, firm action plans, and verification of implemented resource-efficiency, waste reuse, recycling, or industrial symbiosis practices	0 firms/value chains adopting circular practices within EIP frameworks	At least 3–5 firms or value chains adopting circular economy practices within EIP frameworks	Annual	Department of Industry in collaboration with participating firms and technical partners	Planned
Output Indicators							
Efficiency / Effectiveness	Number of WTO Working Party sessions participated in and supported	Review of official WTO Working Party meeting records, mission reports, and participation documentation	0 sessions supported	At least 6 Working Party sessions participated in and supported	Annual	Department of Trade	Ongoing
Effectiveness	Number of national legal/regulatory review reports produced	Review of completed legal gap analysis and regulatory assessment reports	0 reports produced	At least 5 review reports produced	Semi-Annual	Department of Trade	Ongoing
Efficiency / Effectiveness	Number of officials trained in WTO negotiations and trade law	Training attendance records, certificates, and post-training reports	0 officials trained	At least 50 officials trained	Semi-Annual	Department of Trade	Ongoing
Efficiency / Effectiveness	Number of functional inter-agency coordination mechanisms established or operational (e.g., WTO Technical Working Group)	Government orders, terms of reference, meeting minutes, and action tracking records	0 mechanisms operational	At least 1 coordination mechanism fully operational	Annual	Department of Trade	Ongoing
Efficiency	Number of Technical Working Group meetings held annually	Meeting minutes, attendance sheets, and annual reports	0 meetings held	At least 4 meetings held annually	Quarterly	Department of Trade	Ongoing
Efficiency / Equity	Number of NIU staff/government officials trained in trade-related topics (disaggregated by gender)	Training attendance sheets with sex-disaggregated participant data	0 staff trained	At least 60 officials trained (minimum 40% women)	Semi-Annual	National Implementation Unit and Department of Trade	Ongoing
Effectiveness	Support SPS/TBT enquiry points	Review of technical assistance reports, equipment delivery records, and operational reports from enquiry points	SPS/TBT enquiry points operating with limited support	SPS and TBT enquiry points fully supported and functional	Annual	Bhutan Standards Bureau	Ongoing

BHUTAN EIF PHASE III | VALUE FOR MONEY(VfM) MAPPING

Value for Money Dimension (Economy/Efficiency/ Effectiveness/Equity)	Indicator	Measurement Method	Baseline	Target	Frequency	Responsible Party	Status
Efficiency / Effectiveness	Number of training, workshops, and technical consultations conducted for officials to support development and adoption of the E-Commerce M&E Framework	Training reports, attendance records, and workshop proceedings	0 events conducted	At least 8 trainings/workshops/consultations conducted	Semi-Annual	Department of Trade	Ongoing
Efficiency	Number of international experts on e-commerce and digital trade engaged for capacity building	Consultancy contracts, mission reports, and technical outputs delivered	0 experts engaged	At least 3 international experts engaged	Annual	National Implementation Unit	Planned
Efficiency / Effectiveness	Number of officials trained on SPS/TBT compliance and notifications	Training records, certificates, and participant evaluations	0 officials trained	At least 40 officials trained	Semi-Annual	Bhutan Standards Bureau	Ongoing
Effectiveness	Number of CSMIs demonstrating improved export readiness (certified/compliant)	Certification records, compliance audits, and export readiness assessments	0 CSMIs export-ready	At least 30 CSMIs certified/compliant	Semi-Annual	Department of Industry	Ongoing
Effectiveness / Economy	Value of CSMIs exports (USD)	Customs records, audited sales reports, and export declarations	USD 0 additional exports	At least USD 2 million in exports generated	Annual	Department of Trade	Ongoing
Equity	% of supported CSMIs led by women or youth	Beneficiary database and ownership profiles	0	At least 40% women- or youth-led CSMIs supported	Semi-Annual	Department of Industry	Ongoing
Effectiveness	Number of Brand Bhutan products certified/upgraded for export	Product certification and packaging upgrade reports	0 products upgraded	At least 20 products certified/upgraded	Semi-Annual	Department of Industry	Ongoing
Efficiency / Effectiveness	Number of international trade events/fairs participated in for promotion	Participation reports, exhibitor records, and event reports	0 events attended	At least 6 international trade events/fairs participated in	Annual	Department of Trade	Planned
Effectiveness	Number of buyer-seller linkages facilitated	Signed business agreements, meeting records, and matchmaking reports	0 linkages facilitated	At least 50 buyer-seller linkages facilitated	Semi-Annual	Bhutan Exporters Association	Ongoing
Effectiveness	Number of Brand Bhutan/Bhutan SEAL beneficiaries and CSMIs receiving enterprise development and export readiness support	Beneficiary records and technical assistance reports	0 beneficiaries supported	At least 100 beneficiaries supported	Semi-Annual	Department of Industry	Ongoing
Effectiveness	Number of Brand Bhutan/Bhutan SEAL beneficiaries and CSMIs demonstrating improved compliance with international standards	Certification records and compliance assessments	0 beneficiaries compliant	At least 40 beneficiaries improve compliance	Semi-Annual	Bhutan Standards Bureau	Ongoing
Effectiveness	Number of priority value chains strengthened (e.g., agro, handicrafts, forest)	Value chain assessment and intervention reports	0 value chains strengthened	At least 5 priority value chains strengthened	Annual	Department of Industry	Ongoing
Efficiency / Equity	Number of CSMIs trained in financial literacy, bookkeeping and financial management (at least 50% women participants)	Training attendance sheets with gender-disaggregated data	0 CSMIs trained	At least 100 CSMIs trained (minimum 50% women)	Semi-Annual	Department of Industry	Ongoing
Effectiveness	Number of Brand Bhutan/Bhutan SEAL beneficiaries and CSMIs adopting digital/e-commerce tools for trade	Digital adoption assessments and beneficiary surveys	0 beneficiaries adopting tools	At least 50 beneficiaries adopting digital tools	Semi-Annual	Department of Trade	Ongoing
Effectiveness / Equity	Number of Brand Bhutan/Bhutan SEAL beneficiaries and CSMIs adopting green and climate-resilient practices	Verification reports and beneficiary self-assessments	0 beneficiaries adopting practices	At least 40 beneficiaries adopting green practices	Annual	Department of Industry	Ongoing

BHUTAN EIF PHASE III | VALUE FOR MONEY(VfM) MAPPING

Value for Money Dimension (Economy/Efficiency/ Effectiveness/Equity)	Indicator	Measurement Method	Baseline	Target	Frequency	Responsible Party	Status
Efficiency / Effectiveness	Number of CSMIs (including Brand Bhutan and Bhutan SEAL beneficiaries) trained on quality standards, food safety, packaging, design and labelling	Training reports and attendance sheets	0 CSMIs trained	At least 120 CSMIs trained	Semi-Annual	Bhutan Standards Bureau	Ongoing
Efficiency / Effectiveness	Number of market-oriented study tours for Bhutanese exporters	Approved mission reports and participant feedback	0 study tours conducted	At least 3 study tours conducted	Annual	Department of Trade	Planned
Effectiveness	Number of investment-ready projects developed	Completed concept notes and investment dossiers	0 projects developed	At least 10 investment-ready projects developed	Semi-Annual	Department of Industry	Ongoing
Effectiveness	Number of qualified investment leads generated	CRM records and investor outreach reports	0 qualified leads generated	At least 50 qualified investment leads generated	Quarterly	Department of Industry	Ongoing
Effectiveness / Economy	Number of investment commitments/MoUs signed	Signed MoUs and commitment letters	0 commitments signed	At least 10 investment commitments/MoUs signed	Annual	Department of Industry	Planned
Effectiveness / Efficiency	Number of investment-ready project proposals completed with feasibility, financial, and market analysis	Review of completed project proposals containing technical feasibility, financial models, and market assessments validated by relevant agencies	0 proposals completed	At least 10 investment-ready project proposals completed	Semi-Annual	Department of Industry	Ongoing
Efficiency / Effectiveness	Number of officials trained in investment promotion	Training attendance sheets, certificates, and post-training evaluation reports	0 officials trained	At least 50 officials trained in investment promotion and investor	Semi-Annual	Department of Industry	Ongoing
Efficiency / Effectiveness	Number of international exposure visits/exchange programs completed to Investment Promotion Agencies (IPAs) with best practices in Southeast Asia	Approved mission reports, travel documentation, and knowledge-sharing reports	0 exposure visits completed	At least 3 exposure visits/exchange programs completed	Annual	Department of Industry	Planned
Effectiveness / Efficiency	Number of EIP sites with approved investment-ready master plans	Officially endorsed Eco-Industrial Park (EIP) master plans and government approval records	0 EIP sites with approved master plans	At least 2 EIP sites with approved investment-ready master plans	Annual	Department of Industry	Ongoing
Effectiveness / Economy	Amount of investment mobilized/committed for EIP development (USD)	Signed financing agreements, investment commitments, and MoUs	USD 0 mobilized	USD 10–20 million mobilized or committed	Semi-Annual	Department of Industry	Ongoing
Effectiveness	Number of firms/value chains adopting resource-efficient and circular practices within EIP frameworks	Technical assistance reports, adoption verification, and monitoring visits	0 firms/value chains adopting practices	At least 3–5 firms or value chains adopting circular practices	Annual	Department of Industry	Planned
Efficiency / Effectiveness	Number of EIP master plans and site selection studies completed	Final study reports and endorsed site selection analyses	0 studies completed	At least 2 EIP master plans and site selection studies completed	Annual	Department of Industry	Ongoing
Effectiveness	Number of investment-ready feasibility packages developed	Completed feasibility packages including technical, financial, environmental, and market assessments	0 feasibility packages developed	At least 2 investment-ready feasibility packages developed	Annual	Department of Industry	Ongoing
Efficiency / Equity	Number of stakeholder consultations conducted	Consultation reports, attendance records, and meeting minutes	0 consultations conducted	At least 10 stakeholder consultations conducted	Quarterly	Department of Industry	Ongoing
Effectiveness	Number of climate risk assessments conducted for EIP sites	Completed climate vulnerability and risk assessment reports	0 climate risk assessments completed	At least 2 climate risk assessments completed	Annual	Department of Industry	Ongoing
Effectiveness	Number of climate-resilient infrastructure designs developed	Engineering design reports integrating climate adaptation measures	0 climate-resilient designs developed	At least 2 climate-resilient infrastructure designs developed	Annual	Department of Industry	Planned

BHUTAN EIF PHASE III | VALUE FOR MONEY(VfM) MAPPING

Value for Money Dimension (Economy/Efficiency/ Effectiveness/Equity)	Indicator	Measurement Method	Baseline	Target	Frequency	Responsible Party	Status
Effectiveness	Number of pilot interventions initiated	Approved workplans, procurement records, and implementation reports	0 pilot interventions initiated	At least 3 pilot interventions initiated	Semi-Annual	Department of Industry	Planned
Effectiveness	Number of circular resource/water management models developed	Technical design documents and operational concepts	0 models developed	At least 2 circular resource/water management models	Annual	Department of Industry	Planned
Effectiveness	Number of pilot circular systems implemented	Commissioning reports and implementation verification records	0 circular systems implemented	At least 2 pilot circular systems implemented	Annual	Department of Industry	Planned
Effectiveness / Equity	Number of firms/clusters adopting or engaged in pilots	Participation agreements, monitoring reports, and adoption verification	0 firms/clusters engaged	At least 10 firms or clusters adopting or participating in pilot initiatives	Semi-Annual	Department of Industry	Ongoing

***Economy**: Describe how inputs will be procured or mobilized cost-effectively without compromising quality.*
***Efficiency:** Outline how resources will be managed to maximize outputs and outcomes relative to inputs.*
***Effectiveness:** Demonstrate how proposed interventions will achieve measurable results aligned with national priorities and EIF objectives.*
***Equity:** Explain how interventions will promote inclusive benefits, with attention to women, youth and MSMEs.*

BHUTAN – EIF PHASE THREE | Composition of the National Trade Facilitation Committee (NTFC)

Sl.#	Designation	Ministry/Agency	Responsibility
1	Hon'ble Lyonpo	Ministry of Industry, Commerce and Employment (MoICE)	Chairman
2	Secretary,	MoICE	Vice Chair
3	Director	Department of Trade,MoICE	Member Secretary
4	Director General	Department of Revenue & Customs,Ministry of Finance	Member
5	Director	Bhutan Food & Drug Authority, Ministry of Health	Member
6	Director	Department of Argiculture Marketing and Cooperative,Ministry of Agriculture and Livestock	Member
7	Director	Bhutan Standard Bureau,MoICE	Member
8	Director	Department of Economic and Tech Diplomacy, Ministry of Foreign Affairs and External Trade	Member
9	President	Bhutan Chamber of Commerce and Industry	Member
10	President	Bhutan Exporters Association	Member
11	President	Association of Bhutan Industries	Member
12	Chief Executive Officer	Bhutan Association of Women Entrepreneurs	Member

The NTFC may include other relevant agencies depending on the need for deliberations on sector specific issues.

BHUTAN – EIF PHASE THREE |Summary of the Royal Government of Bhutan's financial and in-kind contributions to the programme.

1. Human Resources

**Exchang Rate($)@Nu.95*

Desigination	Salary Per Month (Nu)	Salary Annual (Nu)	Annual Salary in USD	Anuual Salary (in USD) calculated based on the percentage of involvement in project implement	Percentage	Remarks
Secretary	120,000	1,440,000	15,158	3,032	20	Approximately one working day per week will be allocated to the Secretary's role as Chair of the National Steering Committee (NSC), providing strategic oversight, policy direction, and high-level guidance
Director	80,000	960,000	10,105	4,042	40	Approximately two working days per week will be devoted to serving as the EIF Focal Point, providing strategic leadership, technical guidance, and oversight of the National Implementation Unit (NIU). The role includes coordinating with senior management, supervising project implementation, reviewing progress, approving key project decisions, ensuring alignment with national priorities, facilitating coordination with relevant stakeholders, and reporting to higher management. The position also provides overall governance and strategic oversight of the project while delegating day-to-day operational management to the NIU team.
NIU Coordinator	60,000	720,000	7,579	4,547	60	Approximately three working days per week will be allocated to the day-to-day management of the National Implementation Unit (NIU), providing overall programme coordination, implementation oversight, stakeholder engagement, progress monitoring, and reporting to management. The role includes supervising project implementation, reviewing progress, facilitating timely decision-making, ensuring alignment with national priorities and project objectives, coordinating with implementing partners and stakeholders, and providing strategic and operational guidance to ensure the effective delivery of project activities.
Chief Finanace Officer	75,000	900,000	9,474	1,895	20	Approximately one working day per week for financial oversight guidance and financial approvals
)eputy Chief Finance Office	65,000	780,000	8,211	1,642	20	Approximately one working day per week for budget releases, financial oversight, audit coordination, guidance and financial approvals
Human Resource Officer	65,000	780,000	8,211	1,642	20	Approximately one working day per week will be devoted to staffing, Human Resource Officer administration, personnel management, and HR approval processes
Accountant	45,000	540,000	5,684	3,411	60	Approximately three working days per week will be allocated to financial management, including transaction processing, account reconciliations, financial reporting to NIU as and when needed, and necessary follw up with MoF on fund.
Administrative Officer	45,000	540,000	5,684	3,411	60	Approximately three working days per week will be allocated to administrative and logistical support, including coordination, documentation, procurement assistance, travel arrangements, and other operational activities required for effective project implementation.

BHUTAN – EIF PHASE THREE |Summary of the Royal Government of Bhutan's financial and in-kind contributions to the programme.

1. Human Resources

**Exchang Rate($)@Nu.95*

Desigination	Salary Per Month (Nu)	Salary Annual (Nu)	Annual Salary in USD	Anuual Salary (in USD) calculated based on the percentage of involvement in project implement	Percentage	Remarks
Driver	25,000	300,000	3,158	2,211	70	Approximately four working days per week will be devoted to official travel and field support, including transporting project staff and officials for project implementation, field monitoring, stakeholder consultations, site visits, and coordination with relevant agencies.
Procurment	60,000	720,000	7,579	3,032	40	Approximately two working days per week will be dedicated to processing procurement approvals, managing tendering processes through the e-GP system, and providing procurement-related guidance and technical support.
Legal	60,000	720,000	7,579	1,516	20	Approximately one working days in a week, reflecting periodic engagement on reviewing the policies, administrative rules and regulation reforms
Total				**30,379**		
Grand Total Annual Salary of 13 officials for 3 Year in USD				**91,137**		

2. FINANCIAL CONTRIBUTION (RGOB Budget)

Agency	Annual Budget from RGoB(Nu.)	Annual Budget (In USD)	Remarks
Investment,DoI	5,000,000	52,632	Support investment promotion, investor facilitation, investment policy implementation, capacity building, promotional events, and operational costs related to investment facilitation.
DoTr	16,000,000	168,421	Support the implementation of trade facilitation initiatives, Bhutan's WTO accession process, export promotion and market access activities, trade awareness and outreach programmes, implementation of trade agreements, and other emerging trade-related priorities and activities.
CSI	1,500,000	15,789	Support entrepreneurship development, business advisory services, capacity building, market linkages, product development, promotion of Cottage and Small Industries (CSI), enterprise competitiveness, value addition, and other current and emerging MSME related activities.
BSB	1,500,000	15,789	support development and implementation of standards, conformity assessment, testing, certification, quality infrastructure, and awareness programmes
BFDA	1,500,000	15,789	Support food safety and regulatory compliance, inspections, certification, laboratory testing, SPS capacity building, and export certification services.
DOMCIIP	1,500,000	15,789	Support intellectual property (IP) awareness and protection, promotion of geographical indications (GIs), creative industry development, media and communication initiatives, and capacity building to strengthen branding, market access, and the export of GI-certified and indigenous Bhutanese products.
Total	27,000,000	284,211	
Grand Total budget for 3 year from RGOB in USD		**852,632**	

3.OTHERS

Particular	Monthly Budget from RGoB in Nu.	Yearly Budget from RGoB in Nu.	Anuual budget in USD calculated based on the percentage of Usage	Percentage	Remarks
office space	150,000	1,800,000	90,000	10	Office space for the National Implementation Unit (NIU) including the space for EIF Focal point,NIU Coordinator including meeting space and

BHUTAN – EIF PHASE THREE |Summary of the Royal Government of Bhutan's financial and in-kind contributions to the programme.

1. Human Resources

**Exchang Rate($)@Nu.95*

Desigination	Salary Per Month (Nu)	Salary Annual (Nu)	Annual Salary in USD	Anuual Salary (in USD) calculated based on the percentage of involvement in project implement	Percentage	Remarks
utilities	150,000	1,800,000	90,000	10	Government contribution towards utilities, including electricity, water, internet, telephone, office maintenance, and other operational services required for the NIU.	
Vehicles	80,000	960,000	48,000	50	The government pool vehicle is used to support project implementation, including field monitoring, stakeholder consultations, official travel, supervision missions, and other project-related activities as and when required. The RGoB will bear the costs of vehicle maintenance, fuel, insurance, and other operating expenses as an in-kind contribution to the projec	
Vehicles	80,000	960,000	48,000	10	The cost-sharing of the designated government vehicle used by the Director/EIF Focal Point for project-related travel, supervision, stakeholder engagement, and official meetings.	
Vehicles	80,000	960,000	48,000	10	As a Chair of NSC, providing strategic oversight,policy direction and high-level guidance purpose government vehicles are strictly designated for that 10% are used for NIU.	
Office fruniture, equipments	50,000	600,000	30,000	20	Office furniture, computers, printers, communication equipment, and other office assets in the department is used for the effective functioning of the NIU	
Total			**354,000**			
Grand Total budget for 3 year from RGOB in USD			**1,062,000**			
Grand Total budget (1+ 2 + 3) for 3 year from RGOB in USD			**2,005,768**			