



1. Background

The Commercial Agriculture and Resilient Livelihoods Enhancement Programme (CARLEP) aims to increase commercialization and market access of smallholder farmers, youth, and women-led enterprises in Eastern Bhutan. Through a collaboration with Regional Offices and Dzongkhag Agriculture and Livestock Sectors, CARLEP has been promoting several high-value agricultural commodities including avocado, kiwi, tomato, mushroom, and onion, through various support mechanisms.

In addition, CARLEP has facilitated and supported the formation and growth of farmer groups, cooperatives, and youth/women-led small and medium enterprises (SMEs). Notable among these are:

1. Samsara Organic Mushroom Farm
2. Doksum Peanut Processing Unit
3. Nanong Tshatsi Buram Processing Unit
4. Pema Olo Commercial Dairy Farm
5. Zhongar Nazhen Detshen (Dairy Processing Plant)

To strengthen competitiveness, ensure market sustainability, and improve value chain integration, the Regional Agricultural Marketing and Cooperatives Office (RAMCO) of Mongar who has been working closely with CARLEP in outreaching the marketing related supports and guidance to the farmers in Eastern Bhutan seeks to engage a consultancy firm to undertake a comprehensive market assessment and competitive potential study, and to develop a robust Competitive and Sustainable Marketing Plan for the promoted commodities and enterprises.

2. Objectives of the Assignment

2.1. Overall Objective:

To assess the market potential, competitiveness, and sustainability of CARLEP-promoted commodities and enterprises, and to develop a practical and implementable marketing plan.

2.2. Specific Objectives:

- Assess the current market trends, opportunities, and constraints for avocado, kiwi, tomato, mushroom (oyster), and onion at local, regional, and national levels.
- Analyze the competitiveness potentials of CARLEP-supported groups, cooperatives, and youth/women-led SMEs (listed above).
- Identify production, marketing, and organizational gaps that limit competitiveness and sustainability.
- Recommend market linkage strategies.
- Develop a comprehensive marketing plan with short, medium, and long-term strategies for ensuring competitiveness, profitability, and sustainability.

3. Scope of Work

The consultancy firm will be required to carry out the following tasks:

A. Market Assessment

- Conduct demand-supply analysis for avocado, kiwi, tomato, mushroom, and onion.
- Identify market size, growth potential, and consumer preferences.



- Map major competitors, and pricing trends.
- Explore potential for import substitution and export opportunities.
- Assess distribution channels, marketing practices, and logistics.

B. Enterprise/Group/Cooperative Competitiveness Study

- Profile each selected enterprise/group/cooperative:
 1. Samsara Organic Mushroom Farm
 2. Doksum Peanut Processing Unit
 3. Zhongar Nazhoen Detshen (Dairy Processing Plant)
 4. Pema Olo Commercial Dairy Farm
 5. Tshatsi Buram Processing Unit
- Assess production capacity, production cost, cost structures, and market positioning.
- Evaluate organizational management, financial sustainability, governance practices, group functionality and maturity (grade into either weak, intermediate & matured).
- Identify gaps in skills, technologies, and infrastructure.
- Examine opportunities for women/youth empowerment and job creation.

C. Competitive Potential & Analysis

- Analyze the stakeholders, linkages, and efficiency.
- Identify critical bottlenecks, transaction costs, and coordination issues.
- Recommend strategies for strengthening backward (input supply) and forward (market) linkages.
- Assess potential for branding, certification, and organic/niche market penetration.

D. Development of Competitive & Sustainable Marketing Plan

- Develop tailored marketing strategies for each commodity and enterprise.
- Provide branding, packaging, and product differentiation recommendations.
- Propose market linkage mechanisms (buyers, aggregators, wholesalers, processors, retailers).
- Suggest institutional and policy support measures for sustainability.
- Prepare a time-bound action plan with clear roles, milestones, and performance indicators.

4. Methodology

The consultant is expected to adopt a participatory and evidence-based approach, including:

- Desk review of existing literature, reports, and secondary data.
- Field visits and key informant interviews with farmers, groups, cooperatives, SMEs, traders, and relevant government/private stakeholders.
- Focus group discussions with beneficiaries (including women and youth groups).
- Market surveys in selected locations.
- Marketing analysis tools and competitive benchmarking.

5. Deliverables and Outputs

The consultant shall deliver the following outputs:

Telephone: +975-4-641322/641227/641233

Fax: +975-4-641252

E-mail: ramco@moaf.gov.bt

Market Information System log in to: www.agrimarket.gov.bt



1. Inception Report (within 2 weeks of contract signing):

Work plan, methodology, data collection tools, and stakeholder engagement plan.

2. Draft Market Assessment & Competitive Potential Report (covering commodities and enterprises).

3. Final Report consisting of:

- Market assessment (commodities)
- Competitive potential study (enterprises/groups/coops)
- Opportunities and constraints
- Practical recommendations

Competitive and Sustainable Marketing Plan with:

- Commodity/enterprise-specific marketing strategies
- Branding, packaging, and promotion guidelines
- Market linkage action plan
- Implementation framework (short, medium, long term)
- Monitoring and evaluation indicators

All reports shall be submitted in both hard copy and soft copy (editable format).

4. Duration of the Assignment

The assignment is expected to be completed within 8 weeks (56 Days) from the date of contract signing. A detailed work schedule should be proposed by the consultancy firm in their technical proposal.

5. Team Composition and Qualifications

The consultancy firm is expected to field a multi-disciplinary team with the following expertise:

- Team Leader / Agribusiness & Market Development Expert – minimum master's degree in Agribusiness, Agricultural Economics, or related field; 10+ years of relevant experience.
- Value Chain & Marketing Specialist – strong experience in value chain analysis, marketing strategy, and enterprise development.
- Agri-Economist / Statistician – skilled in market surveys, data analysis, and demand forecasting.
- Gender & Youth Specialist – experience in inclusive enterprise development, particularly youth/women entrepreneurship.
- Local Field Researchers/Enumerators – for data collection and ground consultations.



6. Reporting & Coordination

- The consultancy will report to the RAMCO management focal for further validation and endorsement.
- Regularly coordinate with RAMCO and relevant stakeholders.
- Draft outputs must be shared for review before finalization.

7. Payment Schedule (Indicative)

Deliverable/Milestones	Timeline and Duration	Payment (% of Contract Value)	Remarks
Inception Report (work plan, methodology, tools, stakeholder engagement plan)	Week 2 (14 days)	20%	Upon submission and approval of the Inception Report by the board of committees (RAMCO, CARLEP, Dzongkhags Agri & Livestock Sector Representatives)
Draft Market assessment and Competitive and Potential Report (commodities + enterprises)	Week 7 (35 days)	40%	Upon submission and acceptance of draft report by the board of committees
Final Report on Competitive and Sustainable Marketing Plans (incorporating feedback and findings)	Week 8 (14 days)	40%	Upon submission and approval of the final report by the board of committees
Total Project Completion Duration		8 weeks (56 days)	

8. Proposal Submission Requirements

Interested consultancy firms must submit:

- Technical Proposal: Understanding of ToR, methodology, work plan, team composition, relevant experience.
- Financial Proposal: Detailed budget breakdown including professional fees, travel, and logistics.
- Firm Profile and Relevant Experience: Evidence of similar assignments undertaken.
- CVs of proposed experts.