

Business Opportunity Mapping Wangdue Phodrang 2023-2028



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Rationale

Although there are lots of references, reports on the Dzongkhag, there are no published references on the economic opportunities of the Dzongkhag. If such references are developed it will act as a guide to plan the activities that can actually enhance the local economy and create job opportunities. Moreover, most aspiring entrepreneurs get lost in between understanding the procedures and getting the clearances, making the ease of doing business difficult. Therefore, through this opportunity mapping we plan to provide a simple single window for the new and established business to get them started. Further we want to motivate them by providing the support and facilities from our side if they plan to start business.

Business Opportunity Mapping

Opportunity mapping is a process of identifying emerging business opportunities in each sector and hence, providing guides on how each sector can play a role in turning those opportunities into reality within a specific time period.

This can be achieved through partnerships between sectors, local government, the business community and NGOs. Its objectives are to stimulate investments that will promote sustained high growth in a local community.

The purpose of identifying the opportunities is to focus on building up the economic capacity of a local area so as to improve its economic future and the quality of life for all. It is a process by which public, business and non-governmental sector partners work collectively to create better conditions for economic growth and employment generation. Further, it will serve as a guiding document for planning the activities of the Economic Development Unit.

Stakeholders

Dzongkhag	Gewog	Private
Sector heads	Gups	Youths
	GAOs	Entrepreneurs
	Mangmi	BCCI representative
	Tshokpa	Homestay focal
	Village heads	Business owners

Methodology

1. Group discussion with the stakeholder
 - Economic profiling of each sector
 - SWOT analysis of each sector
2. Identify the most potential opportunities
 - Detail out why and how those are the most potential opportunities
 - Write all the necessary supports that are required for the identified opportunities to become a reality
 - Mention the challenges
 - Explain how it will help in employment generation
3. For ease of doing business, write all the sectoral clearances required to start various businesses.
4. Field visit to further validate the identified opportunities
 - Athang-Lopokha Tsho
 - Dangchu- Dangchu Wangchu
 - Samtengang- Samtengang lake
5. Compile the report and share/consult the draft with all the stakeholders for further validation and verification

Objective

To identify the most potential economic opportunities and develop a guide on how each sector can facilitate in turning those opportunities into reality

Dzongkhag Economic Profile

CSIs in each Gewog

Sl.No	Gewog	Production and manufacturing	Service	Contract
1	Athang	None	10 (Barber-1, Fast food restaurant-1, Operation and maintenance-1, Restaurant-6, Tailoring-1)	0
2	Bjenag	8 (Agro-5, Forestry-3)	14 (Bar-4, Logging-1, Maintenance & repair of motor vehicle-1, Operation & Maintenance of off grid system-1, Poultry-1, Restaurant-6)	0
3	Daga	5 (Mining-2, Forestry-2, Agro-1)	80 (Restaurant-39, Bar-23)	3
4	Gase Tshogom	7 (Forestry-3, Agro-2, Mining-1, Others-1)	24 (Bar-7, Restaurant-13)	1
5	Gase Tshowom	3 (Agro-3)	16 (Bar-9, Tourist hotel-1, Parlor-1, Restaurant-4)	0
6	Nahi	1 (Agro-1)	1 (Bar)	0
7	Thedtsho	20 (Agro-4, Forestry-8, Mining-3, Others-8) inclusive of Bajo Throm	460 inclusive of Bajo Throm	76 inclusive of Bajo Town
8	Ruebisa	8 (Forestry-3, Agro-2, Mining-1, Others-2)	13 (Logging-3, Restaurant-6, Hiring of earth moving equipment-2 equipment-2, Goods transport-1, Tourist standard hotel-1)	1
9	Dangchu	4 (Forestry-3, Others-1)	41 (Restaurant-21, Bar-15, Saloon-1, Tailoring-1,	1

			Automobile workshop-1, Electronic repair-1)	
10	Gangteng	8 (Forestry-5, Agro-3)	43 (Tourist standard hotels-12)	0
11	Kazhi	2 (Forestry-2, Others-1)	3 (Bar-1, Wood carving-1, Operation & maintenance-1)	0
12	Nyishog	4 (Forestry-2, Others-2)	13 (Aerial ropeway-1, Security services-1)	1
13	Phangyuel	None	9 (Bar, Hotel, Restaurant)	0
14	Phobji	4 (Forestry-2, Agro-1, Others-1)	18 (Tourist standard hotel-2, Bar-14, Logging-2)	0
15	Sephu	Sephu-4 (Forestry-2, Agro-2)	32 Bar (20), Furniture (1), Hotel & restaurant (10), Workshop (1)	1

SWOT Analysis of CSI in Dzongkhag

<p>Strength</p> <ul style="list-style-type: none"> • Ideal location to start any business • Road connectivity in all the Gewogs • All the Gewogs electrified • Network coverage in 90% of the Gewogs 	<p>Weakness</p> <ul style="list-style-type: none"> • All the service sectors are located at Bajo town so the Gewogs are deprived of some the essential services • Production and manufacturing CSIs are comparatively less compared to the service CSIs • Lack of skills and capacity • Lack of private land and the tedious procedure to get the state land
<p>Opportunities</p> <ul style="list-style-type: none"> • Services businesses can be established in the Gewogs • Skill development for the established and upcoming entrepreneurs • Create an enabling environment for doing business • Medium industries (the completion of renewable energy projects will create 	<p>Threats</p> <ul style="list-style-type: none"> • Entry of new competitors • Market availability • Sustainability

<p>the environment for establishing medium industries)</p> <ul style="list-style-type: none"> ● Outsourcing- licensing with min fee 	
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Tourism products in the Dzongkhag

Sl.No	Gewog	Products
1	Athang	Lopokha lake
2	Bjenag	Rinchenling Shedra, Dolung Goemba, Jangsa Goemba, Khotokha Valley, Dechen Japhu
3	Daga	
4	Gase Tshogom	
5	Gase Tshowom	Wind energy project
6	Nahi	Khujula Trail
7	Theedtsho	Rinchengang village
8	Ruebisa	Wind mill
9	Dangchu	Dangchu Wangchu, TBT trail, Zhabjey Lhakhang, Trakhey lhakhang
10	Gangteng	VHS, Gangtey Goemba, Gangtey Shedra, Gangtey Trail, Hotels
11	Kazhi	Baelangdra, Kathok Yoesel Samtenling monastery, Dechencholing Goemba, Lumchey Dotsona, Wangdue Goemba, etc Sha gi locho (Dangra, Komathrang, Limbe)
12	Nyishog	Samtengang lake, TBT trail, Sha ge Locho
13	Phangyuel	Reviving the Phangyul to Bajo Lkahkhang Trail via Limbukha
14	Phobji	VHS, Hotels
15	Sephu	Solar energy project

SWOT analysis on tourism in the Dzongkhag

<p>Strength</p> <ul style="list-style-type: none"> ● Landscape ● Convenient location for the travelers ● Winter residence of Black necked crane ● Presence of lots religious sites ● Diverse culture 	<p>Weakness</p> <ul style="list-style-type: none"> ● Only Gangtey and Phobjikha are a tourist destination and the rest of the gewogs are left out. ● VHS in Phobjikha are clustered and there isn't enough distance between the homestays. ● Less diverse tourism products
<p>Opportunities</p> <ul style="list-style-type: none"> ● Tourism products diversification ● Extensive promotion of existing products ● Reviving ancient culture and practises and selling as a tourism product ● Unique selling product for each Gewog to attract tourist 	<p>Threats</p> <ul style="list-style-type: none"> ● Community acceptance while reviving ancient culture and practices ● Culture degradation

Agriculture and livestock products in the Dzongkhag

Sl.No	Gewog	Livestock	Agriculture
1	Athang	Nga Dosem, Native Poultry	Ginger (33.6 MT)
2	Bjenag	Dairy	Potato (1404.66 MT), Broccoli (88 MT), Cauliflower (218.9 MT), Cabbage (198.331 MT), Persimmon (55.88 MT)
3	Daga	Piggery, Poultry	Paddy (693.2 MT), Small chili (60 MT), Ginger (16 MT)
4	Gase Tshogom	Piggery, Poultry, Dairy	Paddy (1155 MT)

5	Gase Tshowom	Egg, Dairy	Paddy (639.268 MT)
6	Nahi	Poultry	Paddy (761.85 MT)
7	Thedtsho	Egg, Milk	Paddy (574.87 MT), Wheat (72 MT)
8	Ruebisa	Poultry, Dairy	Paddy (1324.87 MT), Potato (2100), Chili (111.25 MT), Dollay
9	Dangchu	Milk, butter, cheese	Potato (814.39 MT), Garlic (46.57)
10	Gangteng	Dairy	Potato (4070.75)
11	Kazhi	Yak, Dairy	Chili (640 MT), Paddy (772.5 MT), Potato (480 MT)
12	Nyishog	Dairy	Paddy (1269.169 MT), Garlic
13	Phangyuel	Poultry	Small chili (112 MT), Paddy (893.570 MT)
14	Phobji	Dairy, Piggery	Potato (8001.01 MT)
15	Sephu	Yak, Dairy	Vegetables (broccoli (16.6 MT), cabbage (1004.9 MT), cauliflower (24 MT), potato (2309.99 MT), turnip (1183.5 MT))

SWOT Analysis of Agri and Livestock in Dzongkhag

Strength <ul style="list-style-type: none">● Favorable climatic conditions.● It is one of the highest rice and potato-producing Dzongkhag in Bhutan.● Market accessibility● Mega irrigation projects	Weakness <ul style="list-style-type: none">● Poor value addition- the agri and livestock products are in the raw form in the market due to which the income generated from such farming is less.● Least diverse income generation practices (Rural people only rely on single crop farming and very few of them have alternative sources of income generation)● Products are seasonal
Opportunity <ul style="list-style-type: none">● Value addition (Potato, Buckwheat, Turnip, Wool)● Reviving the fallow lands (1780 acres, Kuensel, June 2020).● Introduction of green technology in the farming practices● Mega nya dosem production	Threats <ul style="list-style-type: none">● Human-wildlife conflict when the main source of income for people are potato and paddy cultivation● Less diversified economy● Sustainability

Identifying the most potential opportunities in each sector

<u>SL.No</u>	Gewog	Opportunity	Why/How?	Critical Supports	Challenges	Stakeholders	Time frame	Employment opportunity	Remarks
1	Athang and Daga	Driftwood furniture unit	<p>There are 27 furniture units in Wangdue as of March 2021 but most of them are located at the highland Gewogs and all of them are from the regular woods. Moreover, wood- based industries are one of the highest revenue generators in Bhutan (Wangchuk, 1998) so if a furniture unit can be started from the wasted driftwood it will benefit both the environment and the person who starts such a business. The feasible place for such business can be at Daga and Athang because the Punatsangchu carrying the driftwoods exit from Daga and Athang. Such businesses will be unique and which can create attractive home décor with rustic and raw looks.</p>	Clearances to establish such business	Sustainability	Dzongkhag Administration/Gewog Administration/Forestry		Regular employment opportunity for the business owner and the workers, temporary employment for the community people for engaging in collection of the driftwoods.	

2	Highland Gewogs (Sephu, Gangtey, Phobji, Dangchu) and Central Gewogs (Kazhi, Phangyul, Bjena, Rubesa, Nyisho)	Essential services such as barber, cobbler, electronic repair	Although there are enough essential services most of them are available only at Bajo town. Further, those Gewogs do not have any such services when the population is 16,587 (PHCB,2017). 39.318% of the population has to come all the way to Bajo town to avail those essential services which are time consuming and extra expenditure to the poor people. Moreover, if such services can be started by the people staying (because most of such service providers are Indian) in those communities then it will benefit both the community and the service provider as the people in those communities can avail the same or better services without having to go all the way to Bajo.	Skill development training, Equipment support through grants	Market because people might still want to avail the services from Bajo town.	Gewog Administration/Dzongkhag Administration/MoLHR/MoEA	2 years	It will create employment opportunity for the unemployed youths staying in those Gewogs	
3		Packaging unit	Packaging materials for any products that need to be packaged are imported mostly from India which adds to the increasing cost of production. Moreover, there are no packaging units in the country so there is a potential to start one. It need not have to be on a large scale, one can start from producing the packaging material for dairy products (butter and cheese), incense and similar smaller products. Currently there are 4 MPUs and 5 incense producers who procure the packaging/wrapping materials from India. Similarly, there are pickling units at commercial level and household level so they also get the packaging materials from outside. All in all, we see	Land lease for such business, equipments/machinery support, linkages	Sustainability	Gewog Administration/Dzongkhag Administration/MoEA	with in 5 years	Employment opportunity for the who starts the business	

			a market in starting such a business.						
4	Dangchu Gewog	Dangchu Wangchu Hot Stone Bath	<p>Dangchu Wangchu is believed to have been revealed by the 2nd Je Khenpo Sonam Oezer in the 17th Century. It is widely believed that Dangchu Wangchu spring water has medicinal properties curing several diseases including cancer.</p> <p>Under the initiative of the Dzongkhag Administration, Dangchu Menchu currently has seven bathrooms, Seven guest rooms, a common kitchen and three public toilets. The service will be open to the public from 2021. After the onset of Dangchu Wangchu hot stone bath service, it has recorded approximately 200 visitors weekly. Looking at the visitors trend and significance of the site, it would prove to be a hotspot for a small business set up. Further one can come up with exciting package services apart from regular hot stone baths, as the place is packed with historical events and sacred places.</p>	Improvement of gewog road connectivity.	Bad road condition till GC	DAW/Gewog Administration		This might result in community development and employment generation.	
5	Nyisho Gewog	Samtengang Lake/Luetshokha	<p>Samtengang Lake or Luetshokha Tsho is considered one of the oldest lakes in Nyisho gewog. Apart from the enthralling stories behind its existence, the place offers a glimpse of unexplored authentic traditional beauty of our country, boasting some of the most beautiful forests, remote historical & religious sites. The Samtengang Lake is best suited for trekking and camping sites, it will provide an opportunity to set</p>	Uplift the existing Samtengang lake by providing amenities like sidewalk railing.	Drying up the lake.	DAW/Gewog Administration/TC B		Employment generation if one takes up camping business.	

			up campground business inclusive of exciting packages.						
6	Athang	Lopokha lake	Lopokha lake has the potential to become a tourist attraction because Lopokha lake is one of the most visited lakes by the locals due to its historic story and its beautiful looks. Most of the people visit the lake for leisure. Likewise, White Bellied Heron is also said to be spotted near the lake so there is huge scope for community development that will come along with the development of the lake.	Need to improve the road (Black topping), support people developing VHS, develop amenities by the lake	Distance	DAW/TCB/Gewog Administration		The communities can develop VHS and small businesses creating employment opportunities	
7	Phangyue l Gewog	Reviving Ski Lift	The old ropeway from Chuzomsa to Khotokha was first developed by the Swiss Government in collaboration with RGoB during the early 80s. It was initially started to transport timber, necessities of the Khotokha people, prior to road connectivity. Therefore, if this ropeway can be revived it can be used to take tourism to Gewogs other than Phobji and Gangtey.	Clearances, cost sharing, recommendation for funding support from relevant agencies (TCB)	Cost of establishment	Dzongkhag Adm, Gewog Adm, TCB,			

8	Thedtsho	Guided bird watching which could be taken up by youths as the river has quite a number of migratory birds	Wangdue Dzongkhag is home to many species of birds including Spotted Forktail at Guru Uzha, Kazhi, Spot-winged Starling in Wangdue - Tsirang Highway, Oriental Cuckoo at Nobding, Hill Partridge at Athang, Jigme Singye Wangchuck National Park. And the rare Black-Necked Crane, which breeds in Tibet and then migrates over the Himalayas to Bhutan during the winter months. The Cranes can be spotted in Phobjikha Valley. There are more than 465 species of birds observed so far as per research. Although there is availability of varieties of bird species in the dzongkhag, a field guide is required for the travelers, especially those who have keen interest in birding. Coming up with a guided bird watching business idea initially would further attract visitors who are interested in exploring the natural habitats, its flora and fauna apart from bird watching.	Support interested youth in training/attachment with RSPN to learn details about birds species	Lack of knowledge about bird species	DAW/TC B/Gewog Administration/RSPN	The interested youth can take part in studying about bird species to create employment as field guide for bird watchers	
9	Bjena	Village Homestays (VHS) in Khotokha, Bjena	Khotokha is one of the most visited places in Wangdue Phodrang Dzongkhag after Gangtey and Phobji village. Most of the local tourists visit for recreation and for its beautiful landscape and to visit the sacred lhakhangs located there. Moreover, the place will become a tourist spot after the blacktopping of Khotokha road is completed. Although there is a significant number of visitors, there isn't a place for the visitor to have night halts. So one can start with VHS in Khotokha with	Support people developing VHS	Market	DAW/TC B/Gewog Administration	Employment generation for the VHS owners	

			minimal homestay services to the visitors and further enhance his/her business.(5km- from Chumzomsa-Khotokha)						
10	Athang	Nga dosem	With high market value and low production, there is a potential to grow those fish in a pond and at least try to meet the market demand. This can help the livelihood of the community people.	Feasibility study, capacity development,	Sustainability, quality	Gewog Adm, Dzongkhag Adm			
11	Daga	Horticulture	The horticulture business has been gaining popularity because of its higher scope in the market. To supplement even an association (Horticulture Association of Bhutan) has been to support farmers practicing such farming. DAS has already given horticulture cultivation training to the farmers at Daga (Taksha-silli, Wogena) so there is a potential for the entire Gewog to solely focus on such business.	Further capacity development, equipment support (cost sharing-basis)	Success rate	Dzongkhag Adm, Gewog Adm, MoAF, ARDC		Employment generation for the owner and his employees	
12	Daga	Mushroom training center	The climatic conditions of Wangdue Dzongkhag as best favored the growth of so many crops and vegetables, so does it favor the growth of mushrooms. Further, training on mushrooms (Shitake, Oyster) has been provided so that a mushroom training center can be established at those places to encourage self employment in the rural areas. Likewise, there are not many attractions in this Gewog so such agricultural enterprises will serve as an attraction.	Further capacity development, equipment support (cost sharing-basis), certification for trainers	Success rate	Dzongkhag Adm, Gewog Adm, MoAF, ARDC, NMC		Employment generation for the owner and his employees	

13	Kazhi	Model Tourism	Agri	Among the 15 Gewogs, Kazhi Gewog ranks the highest in organic farming with 265 acres of land under organic cultivation in 2018-2019. Knowing this fact and increasing demand of organic products for high end customers there is a potential to develop a model organic agriculture farm. This farm can be used as a tourism product as well.	Identification of the land, capacity development, infrastructure development support	Market, sustainability	Dzongkhag Adm, Gewog Adm, MoAF, TCB		Employment generation for whoever takes up the business	
14	Nyisho	Value addition to Garlic		Nyisho produces one of the highest garlic from Wangdue Dzongkhag, yet the farmers do not get much benefit from growing garlic. So, a value addition to garlic will earn extra income for the people.	Capacity development (training on value addition) and maintenance of road for transportation	Market, sustainability	Gewog, DAW, NPHC		Employment opportunities for the youths at the village if they take up	
15	Locho	Kazhi		This is a festival celebrated once every 3 years and it will be celebrated this year. This is a unique festival with a rich historical background. So, during this festival local people can try to make an income for themselves by selling the local products and services. For this we need to do an extensive marketing of the festival and invite people from all over the world and Bhutan. Moreover, with the opening of tourism soon such unique festivals will attract more visitors to the country and of course Dzongkhag.	Lack of awareness, lack of products and services to offer to the visitors	If people do not turn up for the festival	Geowg, DAW, TCB, DoC		One time opportunity for the local people	

16	Dangchu	Mineral water plant at Dangchu	With the medical value of the famous Dangchu Wangchu known to all, there is a possibility of starting a mineral water plant at Dangchu.	Feasibility study, financial, clearances, market accessibility	Market, sustainability, community clearance	Gewog, DAW, local people		Any private entity who starts the production of mineral water
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Note- This is not an exhaustive list of the potential opportunities and the list can still be added

Sectoral clearances required for establishment of CSIs and action plans

1. Cottage and Small Industries

Objective: To create an enabling environment for doing business by guiding the new businesses and upscaling the established businesses through various support schemes.

Clearances and approvals required for Production and manufacturing CSIs

1. Forestry Clearance from the department of forest for the furniture businesses
2. Environment clearance from the environment unit for any businesses that will have environmental impacts
3. Location clearance from Land sector in Dzongkhag
4. Administrative approval from EDU
5. Gewog clearance from the Gewog Administration

Clearances and approvals required for Service CSIs

Entertainment

1. Filled in application form for the places of entertainment
2. Endorsed recommendation form from the Dzongkhag Entertainment Licensing Committee
3. If the location for the places of entertainment is away from the core town area then recommendation letter from the Gewog Administration

4. Checklist depending on the type of entertainment services

Recreational services

1. Approved Business proposal by EDU
2. Approved structural and architectural drawings from the municipal
3. Location clearance
4. Recommendation letter from Bhutan Sports Association
5. Administrative approval from Dzongkhag
6. Trainer certificate for the gym and fitness centers

Essential services

1. Recommendation letter from the Dzongkhag

Support and facilitation from the Dzongkhag and Gewogs to support the CSIs development

Initiative	Responsible stakeholders	Time period (2023-2028)
Provide essential service training including tailoring, haircut, and cobbler to enhance business capacity and capability.	Gewog Administrations, Dzongkhag Administration, MoLHR	Once in 2 years
Provide assistance such as (training, technical, financial) with business management for small businesses through t need analysis of the CSIs.	Gewog Administrations, Dzongkhag Administration, MoLHR, RoEA	Annually
Promote business excellence through competitive awards and recognition program for innovation and create pathways into national award categories	Gewog Administrations, DAW, MoEA	Annually
Provide packaging training for manufacturing and production unit as a part of branding	Gewog Administrations, DAW, NPHC, MoEA	Once in 2 year

2. Tourism

Objective: Development and diversification of tourism products/activities to promote Wangdue Phodrang as a tourist hotspot.

Support and facilitation from the Dzongkhag and Gewogs to promote tourism

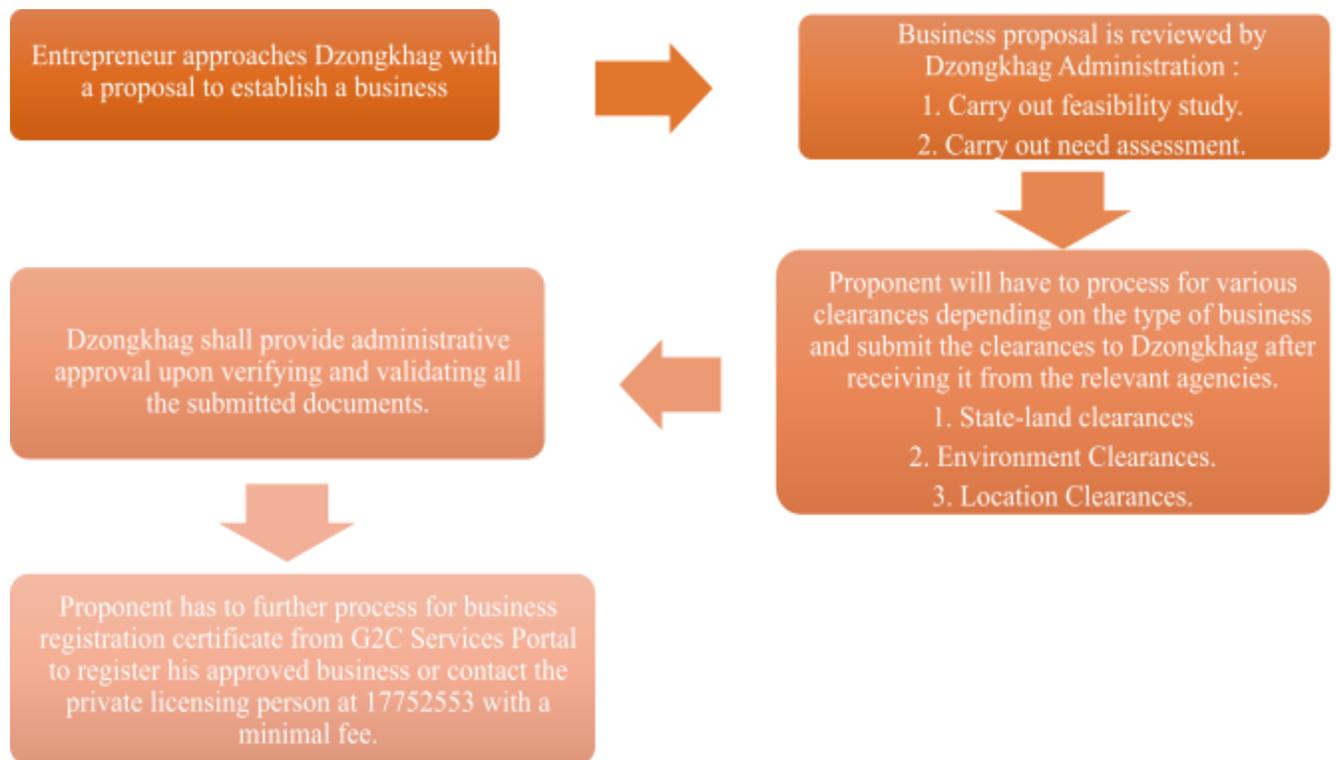
Initiative	Responsible stakeholders	Time period (2023-2028)
Identify unique tourism products from each Gewog/cluster Gewogs	Gewog Administration, DAW, TCB	
Revive the ancient culture and sell as tourism product	Gewog Administration, DAW, TCB, DoC,	
Strengthen Homestay Network and provide support for the homestays	Gewog Administration, DAW, TCB, ABTO	
Promote the trekking trails	Gewog Administration, DAW, TCB, Influential figures, ABTO	
Promotion of heritage village	Gewog Administration, DAW, TCB, Influential figures, ABTO, GAB	
Revive biking/cycling trail at Phobjikha	Gewog Administration, DAW, TCB	
Support ecotourism initiatives	Gewog Administration, DAW, TCB, RSPN	
Skill enhancement and skilling program for the service providers in tourism industry (Basic housekeeping, hospitality, chef)	Gewog Administration, DAW, TCB, HAB, MoLHR, RITH	Annually

3. Agriculture and Livestock

Objective: Value addition and marketing of the agriculture and livestock products

Initiative	Responsible stakeholders	Time period (2023-2028)
Market study of the products	Farmers, DAW, Gewog Administration, MoAF, DAMC	
Value addition training	DAW, Gewog Administration, NPHC	
Training on integrated farming system	DAW, Gewog Administration, MoAF, ARDC	
Feasibility study for the crops	ARDC, DAW, Gewog Administration, MoAF	
Organic Manure	ARDC, DAW, Gewog Administration and MoAF	
Research on benefit of marijuana plant		

Procedures and documents required for establishing new business (CSIs)



Way forward

- Consultation of the draft report with the relevant stakeholders and to include those action plans and opportunities in the sector plans and activities.

References

Agriculture database of Wangdue Phodrang (2018-2023). Retrieved from <http://www.wangduephodrang.gov.bt/agriculture-database> on 10/12/2021

CSI database till 31st March 2021 from DCSI

Strategic plan for Dzongkhag Agriculture Sector (2020-2021) from Dzongkhag Agriculture Sector.

Annexure

Pictures

