

# **THE NEW DEVELOPMENT PARADIGM (NDP) INITIATIVE**

**Project Completion Report  
June 2012 - September 2014**



**Prepared by the  
Secretariat for the New Development Paradigm (SNDP)**



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## I. PROJECT SUMMARY

1. **Name of the Project:** New Development Paradigm (NDP) initiative.
2. **Executing Agency:** Secretariat for the New Development Paradigm (SNDP) under the guidance and direction of the Steering Committee for the NDP; in collaboration with the International Expert Working Group (IEWG).
3. **Mandate:** Preparation of report proposing a new development paradigm based on wellbeing and happiness for submission to the United Nations.
4. **Formal Establishment of the Initiative:** By Royal Kasho issued in July 2012.
5. **Establishment of the Secretariat:** By Government Order in June 2012.
6. **Original Project Period:** June 2012 – December 2014.
7. **Actual Project Completion Date:** September 2014.
8. **Reason for Early Completion:** Early fulfillment of the mandate; and exhaustion of project funds.
9. **Total Project Funds:** NU. 20,135,324/- (USD 400,000/-)
10. **Funding and Support:** DANIDA and UN Country Office Bhutan; Belgium Government, UNV and RGOB.
11. **Main Output and Activities:**
  - Final NDP Report entitled *Happiness: Towards a New Development Paradigm* prepared and submitted to the United Nations; published and distributed online and in hard copy;
  - *Imagine Change!* Forums to stimulate thinking and discussion on how a GNH-inspired new paradigm can be applied in practice;
  - Input provided to various processes feeding into the UNSG's high-level panel, 68<sup>th</sup> session of the UNGA, and the Bhutan national consultations on the post-2015 development agenda;
  - Research papers, think pieces, videos, presentations and other resources generated and made available at the NDP website [www.newdevelopmentparadigm.bt](http://www.newdevelopmentparadigm.bt).

## 12. Conclusions and Recommendations:

- At the global level it is proposed that: ‘happiness’ be adopted as the overarching goal for the future development of the post-2015 development agenda; ‘wellbeing & happiness’ be included in the suggested Sustainable Development Goals; and relevant UN research institutes and independent researchers take up the task of elaborating the details and mechanisms of the proposed new paradigm for global application
- For Bhutan it is suggested that the next step is to translate the values of GNH and some recommendations of the NDP report into a coherent vision and practical policy framework for its own adoption. Interested and relevant entities in the country are encouraged: to undertake a ‘GNH stocktaking exercise’ as a first step; to engage in research and studies that can help inform decisions & action in the direction of a GNH society; to engage in constant and open discussion, debate and exchange of ideas with wider section of Bhutanese society to help take GNH forward; and to work collaboratively with all relevant entities working on GNH.

### **Administrative Note:**

- 1) The Royal Audit Authority of Bhutan conducted two audits of the project in 2013 and 2014, and the third and final audit in the latter part of September 2014.
- 2) All physical assets acquired for the project were transferred to various government agencies based on Ministry of Finance approval, and in accordance with the Bhutan Financial Rules and Regulations.
- 3) All resources generated from the project are available online at [www.newdevelopmentparadigm.bt](http://www.newdevelopmentparadigm.bt). The NDP website will remain active for the next five years i.e. until 25<sup>th</sup> June 2019.

**With the completion of the project, the Secretariat is officially closed as of 30<sup>th</sup> September 2014.**

## II. BACKGROUND

### A. About the New Development Paradigm

Bhutan's New Development Paradigm (NDP) initiative is inspired by and grounded in the profound offering of Gross National Happiness (GNH), as first expressed for Bhutan by His Majesty the Fourth Druk Gyalpo, Jigme Singye Wangchuck, in the 1970s.

It proposes that responsible development is about having the right balance between equitable and sustainable livelihood, ecological conservation, good governance, and a dynamic and thriving culture. This, in turn, fosters the sense of sufficiency and contentment which promotes harmony and connectedness with nature, others and ourselves – the essence of true happiness.

Globally, the world is debating the post-2015 era. For example, what do we replace the Millennium Development Goals (MDGs) with as a development paradigm after they expire in 2015? People everywhere are questioning the current global system that continues to produce greater inequality and an increasing loss of faith in democracy. The entire world is searching for practical alternatives to social, political and economic change.

The NDP initiative was based on the faith that a growing populace of intellectuals, politicians, spiritual leaders, civil societies, and even governments placed in what they understood or expected GNH to be.

As the former Prime Minister of Bhutan briefed the government and people of Bhutan on the new initiative in his State of the Nation Report to the 9<sup>th</sup> Session of the Bhutanese Parliament: "Bhutan's role in the global search for a rational economic system has to do with the growing acceptance of His Majesty the Fourth King's concept of Gross National Happiness as an alternative development paradigm."

The proposed new paradigm is therefore Bhutan's contribution to the worldwide effort, which is currently underway, to help define a new and more viable post-2015 global development agenda. More generally, it is also a response to the worldwide recognition of the need for new societal solutions to the emergent crisis of sustainability.

For Bhutan itself, the new paradigm initiative has been an opportunity to re-examine how far we've come in our understanding, conceptualization and application of GNH in the country. While a more comprehensive exercise is still required, the initiative has proposed a potential "going back to basics" platform based on which the Bhutanese people can choose to further their enquiry and application of GNH in their daily lives.

## **B. Sequence of Events Leading to the Initiative**

The NDP is the evolution of the global initiative that began with the Bhutan-sponsored United Nations (UN) Resolution 65/309, titled “Happiness: Towards a holistic approach to development,” which was co-sponsored by 68 countries and adopted by consensus on 19 July 2011 ([http://www.un.org/en/ga/search/view\\_doc.asp?symbol=A/RES/65/309](http://www.un.org/en/ga/search/view_doc.asp?symbol=A/RES/65/309)).

The resolution stated that “happiness is a fundamental human goal and universal aspiration; that GDP by its nature does not reflect that goal; that unsustainable patterns of production and consumption impeded sustainable development; and that a more inclusive, equitable and balanced approach is needed to promote sustainability, eradicate poverty, and enhance wellbeing and profound happiness”.

In follow up to this resolution, the Royal Government of Bhutan (RGOB) hosted a High-Level Meeting on “*Wellbeing & Happiness: Towards a New Economic Paradigm*” on 2<sup>nd</sup> April 2012 at the UN Headquarters in New York (<http://www.2apr.gov.bt>); (<http://www.unmultimedia.org/tv/webcast/2012/04/part-1-happiness-and-well-being-high-level-panel-discussion.html>).

Over 800 leaders and representatives from government, international and civil society organizations, and scholarly, business, and religious communities attended this meeting. Bhutan was requested by this meeting to continue providing leadership for the happiness initiative, and to convene an expert working group to elaborate the details of a proposed new paradigm based on human happiness and the wellbeing of all life forms as the ultimate goal, purpose and context of development.

Subsequently on 28<sup>th</sup> July 2012, His Majesty the King issued a *Kasho* (royal edict) to establish a Steering Committee (SC) and an International Expert Working Group (IEWG), to frame a New Development Paradigm based on Bhutan’s experience of pursuing a holistic, sustainable and inclusive development process aimed at promoting human happiness with a clear set of progress indicators. The press release on the establishment of the initiative is provided in Appendix 1.

## **C. Mandate**

The main mandate for the initiative was to propose a GNH-inspired development paradigm for the consideration of the global community. The Steering Committee – with expertise and contributions offered by the international working group – therefore had the responsibility of preparing such a report for submission to the United Nations.

Through the process, it was also intended to help bring GNH more directly and practically into the economy and society of Bhutan, by learning from practical policy-relevant good practices from around the world.

## D. Steering Committee, Secretariat and Working Group

### *Steering Committee*

Appointed by His Majesty the King, the Steering Committee was responsible for directing and guiding the NDP process. The committee members consisted of: Jigmi Y. Thinley as Chairman, Kinley Dorji, Karma Ura, Karma Tshiteem, Tashi Choden, Mark Mancall, Tashi Ronald Colman (all appointed in their personal capacities), and the Foreign Secretary as an ex-officio member.

### *Secretariat*

With Government Order C-2/194, the Secretariat for the New Development Paradigm (SNDP) was established to support the Steering Committee in implementing its directives, by providing administrative support and coordinating all activities related to the initiative. This included the preparation of the final report for submission to the UN, and the engagement of different sections of Bhutanese society towards deepening discourse on GNH in Bhutan.

The SNDP has functioned as a stand-alone project under broad auspices of the Cabinet Secretariat, while reporting directly to the Steering Committee and submitting periodic reports to the Royal Secretariat.

### **SNDP staff**

#	Name	Post at SNDP	Term
1	Ms. Tashi Choden	Project Director	In-service (seconded from Centre for Bhutan Studies)
2	Dr. Ron Colman	Senior Researcher/Advisor	Professional services (GPI Atlantic, Canada)
3	Ms. Pem Lama	Researcher/Program Assistant/Communications	Contract
4	Ms. Meg Hart	Researcher/Program Assistant	Contract (Australia)
5	Mr. Tshewang Rinchen	Sr. Adm. Officer	In-service (seconded from National Environment Commission)
6	Ms. Kunzang Dema	Accountant	In-service (seconded from Ministry of Finance)
7	Ms. Jangchu Choden	Office Assistant	Contract
8	Mr. Lobzang Dorji	Messenger/caretaker	Contract
9	Mr. Tashi Tobgay	Driver	Contract
10	Ms. Riikka Suhonen	UNV/Local Engagement Officer	UN volunteer (Finland)

### *International Expert Working Group (IEWG)*

The IEWG comprised 71 eminent international contributors with a wide range of expertise. Its purpose was to help the Steering Committee draft the proposed new development paradigm, promoting wellbeing and happiness as a global goal through effective and pragmatic international public policies and practices. The focus of their work has been to articulate the goals of the new model and to help design its conceptual framework. Full list of members of the IEWG with their short bios are provided in Appendix 2.



## E. Funding and Support

The NDP initiative received financial support from DANIDA and the UN Country Team Office in Bhutan as detailed below:

#	Source	Amount committed in USD	Amount received in NU	Activities covered
1	DANIDA	160,000	8,780,999.00	Secretariat set up + operations for 18 months (June 2012-Dec2013)
		20,000	1,255,043.00	Secretariat basic operations for 8 months + the conduct of 4-days local forums in March '14 (Jan 2013-Aug 2014)
2	UN Country Team (UNCT) Bhutan	20,000	1,074,000.00 (7% service charge deduction applied by UNCT office)	IEWG meeting in New York on the sidelines of the UNGA – October 2012
		200,000	10,280,325.00 7% service charge deduction applied by UNCT office)	First Meeting of the IEWG in Thimphu, Bhutan 27 Jan – 2 Feb 2013; Professional services fees towards IEWG research contributions & report writing
<b>Grand Total</b>		<b>\$400,000</b>	<b>NU. 20,135,324</b>	

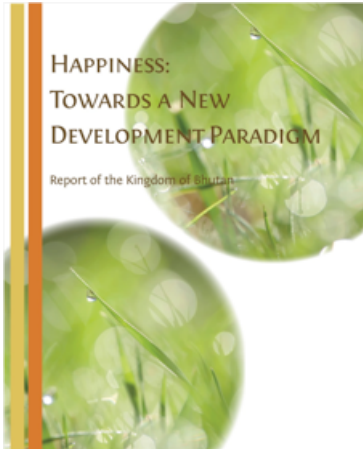
In addition, support was also extended to the project through direct payment modality as follows:

1. Belgian Government – for the participation of one Belgian national as a member of the IEWG, and more specifically for attending the IEWG meeting in Thimphu;
2. United Nations Volunteers (UNV) HQ – for the services of one UN Volunteer stationed at SNDP from July 2013 to July 2014;
3. UNCT Bhutan – for the publication of 3000 copies of the final NDP Report;
4. RGOB – for the salaries of five civil servants seconded to the project. In addition to the three officers stationed at SNDP, two officers from CBS were seconded to the project to provide daily coordination assistance on site at CBS (to its Executive President who was the ‘wellbeing & happiness’ IEWG working group coordinator).

### III. ACTIVITIES & OUTPUTS

In addition to groundwork on establishing the initiative, assembling IEWG members and setting up the Secretariat office, key activities and outputs over the course of the project are detailed below.

#### (i) The Final NDP Report



The report *Happiness: Towards a New Development Paradigm* was prepared by the Secretariat on behalf of the Steering Committee for submission to the United Nations. It drew on the many inputs made by the IEWG and the Steering Committee in the form of written statements, research pieces and discussions shared over the course of the project.

In December 2013, the Royal Government of Bhutan submitted the final report to the United Nations as a contribution to the post-2015 development agenda discussions. The electronic copy of the report was accompanied with forwarding letters signed by the Honourable Prime Minister of Bhutan, to the UN Secretary General with a request to share the report with all member states; to the President of the 68<sup>th</sup> Session of the UN General Assembly; and to the UNDP Administrator.

After its formal submission to the UN, the report was made available in electronic form for public viewing on the NDP website [www.newdevelopmentparadigm.bt](http://www.newdevelopmentparadigm.bt). Thereafter, 3000 copies of the report were published in hard copy mainly for local distribution in the country, and also abroad as opportunities presented.

In March 2014, the published reports were submitted to His Majesty the King, members of the Royal Family, and the Office of the Prime Minister. Copies were also sent to all government agencies, corporations, civil society offices, higher-learning educational institutions in the country, and distributed to the general public at several local events. The report is available for download at:

[http://www.newdevelopmentparadigm.bt/wp-content/uploads/2013/12/NDP\\_Report\\_Bhutan\\_2013.pdf](http://www.newdevelopmentparadigm.bt/wp-content/uploads/2013/12/NDP_Report_Bhutan_2013.pdf)

## **(ii) The *Imagine Change!* Forums**

In fulfillment of its mandate to brief different sections of Bhutanese society on the new paradigm towards deepening discourse on GNH, the Secretariat conducted a series of four one-day local forums in March 2014. Titled *Imagine Change!*, these forums were held to familiarize people with the main insights of the NDP report, and to stimulate thinking and discussion on how holistic development – or Gross National Happiness – can be applied in practice.

The presentation and exercises developed by the Secretariat to engage forum participants and catalyze GNH-based local action are available at:

<http://www.newdevelopmentparadigm.bt/wp-content/uploads/2014/04/Imagine.Change.Morning.Session.pdf>

Over the course of four days, more than 170 individuals from government agencies, civil society, media, academia and international organizations joined in for specific discussion themes: *Democracy and Active Citizenship* on 14<sup>th</sup> March, *Culture and Globalization* on 15<sup>th</sup> March, *Sustainable Consumption* on 20<sup>th</sup> March, and *Economy* on 21<sup>st</sup> March.

Discussion summaries and short videos from the events were prepared for dissemination through the NDP website and social media. These can be accessed at:

<http://www.newdevelopmentparadigm.bt/local-engagement/> and,

<https://www.youtube.com/watch?v=MYpAID2gCzI>

A summary report on the *Imagine Change* NDP Local Forums is provided in Appendix 3, and a synthesized forum evaluation report based on participant feedback is provided in Appendix 4.

## **(iii) First Meeting of the Int'l Expert Working Group in Thimphu**

The first meeting of the IEWG was held in Thimphu from 27<sup>th</sup> January through 2<sup>nd</sup> February 2013. The meeting was convened to bring all the members together for the first time to collaborate and organize their research for the NDP.

Written contributions made by Steering Committee and IEWG members to help inform the meeting, and the Rapporteur's Summary of the full meeting are available at:

<http://www.newdevelopmentparadigm.bt/2013/02/05/jan-2013-contributions-towards-the-iewg-meeting/>

As a result of the meeting deliberations and various contributions put forth by IEWG and Steering Committee members, both before and after the meeting, a 5-page summary document entitled '*Towards a New Development Paradigm*' was prepared and released by the Steering Committee in March 2013. It included a 'working NDP model' first proposed during the IEWG meeting and refined thereafter for use in the final NDP Report. The document can be accessed at:

<http://www.newdevelopmentparadigm.bt/wp-content/uploads/2013/06/Towards-a-New-Development-Paradigm.pdf>

#### **(iv) Research Contributions of the IEWG**

The first two reports listed below were prepared in the first phase of the project by IEWG members working under the coordination of the Centre for Bhutan Studies. Members contributed draft chapters on various aspects of wellbeing & happiness, which were then synthesized into the larger reports.

- *‘Wellbeing, Happiness and Public Policy’*

[http://www.newdevelopmentparadigm.bt/wp-content/uploads/2013/12/Alkire\\_Well-being-Happiness-and-Public-Policy.pdf](http://www.newdevelopmentparadigm.bt/wp-content/uploads/2013/12/Alkire_Well-being-Happiness-and-Public-Policy.pdf)

- *‘Report on Wellbeing and Happiness: Contributions towards Bhutan’s NDP Report by IEWG members of the Wellbeing and Happiness Working Group’*

This report may be availed from the Centre for Bhutan Studies who is responsible for its finalized version and possible publication in its whole or partial forms.

- *Individual contributions to the final NDP Report made by IEWG members*

All members of the IEWG were invited to submit short individual statements to help inform the final NDP report in July 2013. These statements are available at: <http://www.newdevelopmentparadigm.bt/2013/11/29/contributions-to-the-ndp-report/>

#### **(v) The NDP Website**

Developed and maintained by the Secretariat, the New Development Paradigm website [www.newdevelopmentparadigm.bt](http://www.newdevelopmentparadigm.bt) contains all produced resources and updates from the NDP initiative.

\*\* The website will continue functioning until 25<sup>th</sup> June 2019. \*\*

#### **(vi) The NDP Facebook Page**

In the spring of 2014, a Facebook page was developed to inform the general public on the NDP local forums, latest updates and video clips. The page can be accessed at: <https://www.facebook.com/newdevelopmentparadigmsecretariat>

## **(vii) Contributions Made to the UN Secretary General's High Level Panel (HLP) and UN General Assembly 2013**

Since its release in March 2013, the Steering Committee's summary document '*Towards a New Development Paradigm*' (<http://www.newdevelopmentparadigm.bt/wp-content/uploads/2013/06/Towards-a-New-Development-Paradigm.pdf>) was used to inform and contribute to RGOB's preparations for various intergovernmental meetings, including at the regional, sub-regional and global forums related to the UN's post-2015 development agenda as follows:

- WHO Regional Consultation on Post-2015 Development Agenda (19-21 March 2013, Bangkok)
- Asian and Pacific Regional Implementation Meeting on Rio+20 Outcomes, 22-24 April 2013
- Meeting on the Post 2015 development agenda for LDCs, LLDCs AND SIDS in Asia and the Pacific, 24<sup>th</sup> April 2013
- 69<sup>th</sup> Session of the United Nations Economic and Social Commission for Asia and the Pacific, 25<sup>th</sup> April – 2<sup>nd</sup> May
- Asia Pacific and Energy Forum, 30<sup>th</sup> May 2013
- Meetings of the GA's Open Working Group on Sustainable Development Goals
- Final Regional Review Meeting of the Almaty Programme of Action for Landlocked Developing Countries (5 – 7 March 2013)

At an informal level, this document was also distributed during the HLP's stakeholder outreach events held in March 2012 in Bali. The Project Director in her capacity as an officer of an academic institution/think tank (Centre for Bhutan Studies) participated through the CSO-stakeholder forum, supported by the Indonesian CSO coalition. 'Wellbeing & happiness' as a higher vision for development was proposed during roundtable discussions with HLP members on the actual outreach day, and features as an objective in the Bali CSO-stakeholder communiqué submitted to the HLP.

## **(viii) Contributions Made to the Bhutan National Consultations on Post-2015 Development Agenda**

Along with the UNCT, Gross National Happiness Commission (GNHC) and Ministry of Foreign Affairs (MFA), the Secretariat was also part of the taskforce for the National Consultations on Post-2015 Development Agenda. Based on the work underway for the NDP initiative, SNDP provided input towards formulating discussion questions for the national consultations.

Consequently, the NDP initiative and the work of the IEWG features prominently in Bhutan's national consultations report entitled, '*The Bhutanese Voice. The Future We*

*Want for All: Wellbeing and Happiness*'. The RGOB submitted this report to the UN in 2013 as input towards the work of the UNSG's High-Level Panel. The afro-mentioned NDP summary document of the Steering Committee is explicitly referred to in this national consultations report, which is available at:

[http://www.google.bt/url?sa=t&rct=j&q=&esrc=s&source=web&cd=1&ved=0CB0QFjAA&url=http%3A%2F%2Fwww.worldwewant2015.org%2Ffile%2F370993%2Fdownload%2F404371&ei=ICrzU7r8LMb64QTO7YGoAQ&usg=AFQjCNE0T2ee1XQfvgQNp1mZ\\_FVD2iDKng](http://www.google.bt/url?sa=t&rct=j&q=&esrc=s&source=web&cd=1&ved=0CB0QFjAA&url=http%3A%2F%2Fwww.worldwewant2015.org%2Ffile%2F370993%2Fdownload%2F404371&ei=ICrzU7r8LMb64QTO7YGoAQ&usg=AFQjCNE0T2ee1XQfvgQNp1mZ_FVD2iDKng)

### **(ix) Preliminary Meeting of IEWG Members with NDP Chairman in New York**

During the former Prime Minister's visit to New York for the 67<sup>th</sup> Session of the UNGA, a meeting was organized with IEWG members in the area on 5<sup>th</sup> October 2012. The meeting covered preliminary discussions on vision, purpose and objectives in designing the proposed new development paradigm, and explored possible next steps for the initiative.

The meeting was attended by about 40 participants including: the former PM/NDP Chairman, 25 IEWG members, SNDP senior researcher/advisor, representatives from UNDP NY, RGOB officials from the Ministry of Foreign Affairs and the Permanent Mission of Bhutan to the UN in NY, and other members of the Bhutanese delegation to the General Assembly.

A detailed report of the meeting was prepared and circulated to the IEWG as additional background material, based on which a shorter summary report was also prepared and can be accessed at:

<http://www.newdevelopmentparadigm.bt/2012/10/22/oct-2012-preliminary-iewg-meeting/>

## IV. OPPORTUNITIES AND CHALLENGES

In working towards the framing of a new development paradigm, it was initially intended that a first phase working group of the IEWG would develop the conceptual basis of the NDP with wellbeing and happiness as the ultimate goal and vision; this would then provide the basis for the work of the second phase working group in their elaboration of the details, structures and mechanisms required to work towards this goal.

As such, a first phase report was to be submitted to the United Nations in June 2013, and the final NDP report consolidating the work of the two phases was to be submitted in September 2014. Over the course of the project, however, the evolving nature and tensions – both substantive and process related – of such an undertaking made it critical to reassess initial assumptions and plans for the project.

For instance, the fundamental task of defining the new paradigm and its key dimensions and characteristics required more deliberation and debate, and therefore required more time. Although the wide range of expertise represented in the IEWG was one of its strengths, it also presented a challenge as to how differing views within this large group could be effectively engaged while also upholding the original inspiration of GNH. The differences in understandings, approaches and expectations among all stakeholders in the project had to be acknowledged.

The NDP initiative itself had to be understood within the larger context of multiple global initiatives underway to help inform the UN's Post-2015 Development Agenda. Having set out as a government-led initiative, it had to continually adjust to the evolving opportunities and timelines related to various inter-governmental processes at the UN. This proved to be another challenge as it affected the project process and targets.

As such, a reorientation in the work process was found to be necessary. Following the 'First Meeting of the IEWG' held in Thimphu in Jan-Feb 2013, it was decided that the Steering Committee and the Secretariat would take on the task of preparing the final NDP report by drawing on the many insights and contributions of IEWG members over the course of the project.

The need to submit the final NDP Report during the UN General Assembly in 2013 – for it to be considered for inter-governmental negotiations leading to the UN's adoption of a post-2015 development agenda – was confirmed quite late into the project. Given that any submission to influence the post-2015 agenda is subject to lengthy and contested negotiations at the inter-governmental level, it was advised that the opportunity to table main ideas and contributions would thereafter be missed.

Therefore, the Royal Government's submission of the report *Happiness: Towards a New Development Paradigm* to the United Nations in 2013 fulfilled Bhutan's commitment made at the international (UN) level to propose and present the NDP to the UN member states, thereby leading to an early fulfillment of the main mandate of the NDP initiative.

## V. CONCLUSIONS & RECOMMENDATIONS

The potential of the GNH concept has inspired and continues to inspire many around the world. Well known as Bhutan's unique development philosophy, GNH in recent years has been propelled at the global stage with the United Nations adopting the 'happiness resolution' as it is popularly known, and the declaration of March 20 as the 'international day of happiness'.

Building on these achievements, the NDP initiative has worked towards translating the idea of GNH into a globally relevant "new development paradigm" or framework for development. It proposes a different vision for development, based on wellbeing and happiness, for the consideration of the global community; and suggests broad policy objectives and strategies for its implementation.

Beyond the NDP Report, however, the structures and processes required to implement the proposed new paradigm in policy and action will have to be elaborated, linking its recommendations to empirically demonstrated correlates of and conditions for happiness and wellbeing.

Such an undertaking will need to be a collaborative endeavor that draws from emergent solutions to the various crises that all nations and all people face, and on the research and discourse of progressive thinkers worldwide – the objective being to create a unifying and practical framework for enlightened policy, governance and individual action.

**Therefore, as outlined in the report itself, the recommendations at the global level are that:**

- (i) 'Happiness' be adopted as the overarching goal for the future development of the post-2015 development agenda;**
- (ii) 'Wellbeing and Happiness' be included in the suggested Sustainable Development Goals; and**
- (iii) Relevant UN research institutes and independent researchers take up the task of elaborating the details and mechanisms of the proposed new paradigm for global application.**

**The NDP initiative also provides some useful pointers for Bhutan.**

As expressed by some members of the Steering Committee and the IEWG, the best case that Bhutan can make (for the new paradigm it proposes to the world) is to demonstrate how its principles are applied in its own policy, planning and implementation. In other words, Bhutan must lead and show by example.



In order to do this, broadly speaking, **the next step that Bhutan can take is to translate the values of GNH and some recommendations of the NDP report into a coherent vision and practical policy framework for its own adoption.**

For those interested in taking ‘new paradigm’ or GNH-thinking to the next level of enquiry and application within the Bhutanese context, it may be worthwhile to:

**(i) Engage in a GNH stocktaking exercise**

This would entail an honest reflection and assessment on: how far we have come in our understanding and application of the values and principles of GNH in our policy, planning, decision making and daily lives; where the pitfalls are; if there are any lessons to be learned from past experiences; and how to move forward.

**(ii) Engage in research that presents a detailed overview of the current state of the country, based on which proposals are developed for key thematic areas that will need to be addressed in order to steer the country in the direction of a GNH society**

The potential foci for such studies could include but not be limited to:

- Agriculture - self reliance/food security, organic agriculture, and identifying export opportunities suitable for agricultural produce from Bhutan
- Cooperative formation – both agricultural and urban
- Strengthening civil society and fostering democratization, more open society, and social organizations
- Investment in green infrastructure, both rural and urban, including public transport
- Youth, including fostering good opportunities for youth in rural areas and stemming rural-urban migration, de-urbanization, and attitudes of Bhutanese youth towards tradition and culture
- Community vitality and increasing social capital in urban areas, for example through architectural solutions (public spaces) and policy choices
- Sustainable consumption and addressing the growing consumerist culture in Bhutan
- Research on developing GNH accounts and improving the GNH policy screening tool

**(iii) Engage in a constant exchange and debate of ideas, both old and new, not only in terms of content but also in terms of the many processes involved in working towards a GNH society**

As the NDP initiative has taught us, a key lesson in working towards a new paradigm is that it has to be an evolving process because the very nature of trying to ‘create’ change or something new necessitates open conversation and exchange of ideas. It cannot be anything but an evolving work in progress. Increasing dialogue on GNH was also among the key recommendations arising from the evaluations of the NDP local forums: 98% of respondents said that more information and discussion on GNH is needed. Face-to-face forums (25 %), television (21 %) and schools (18 %) were suggested as the most effective media for these discussions.

**(iv) Collaborate with all relevant entities working on GNH**

In taking these broad suggestions forward, it will be necessary for all the relevant entities working on GNH in the country to work collaboratively, and if possible, formulate a common action plan or framework for a meaningful outcome. This will help in avoiding overlapping work, ensuring the complementarity of different GNH actors, and improving information exchange on ongoing initiatives related to GNH in Bhutan as well as globally.

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## VI. APPENDICES

### Appendix 1: Press Release on the Establishment of the NDP Initiative

(August 2012)

#### *Towards a new development paradigm*

Bhutan has begun work on a GNH-inspired global initiative — “Wellbeing and Happiness: A New Development Paradigm” — with an international working group of experts and a steering committee formally established by Royal Decree (*kasho*) issued by His Majesty the King on July 28, 2012.

“Gross National Happiness reflects and is produced by integrated material, relational, and spiritual development,” the decree states. “Bhutan’s practical experience in pursuing this multidimensional path of integrated social and personal development may contribute and be beneficial to other nations and to all sentient beings.”

The International Expert Working Group, comprising 50-60 top economists, scientists, philosophers, and accomplished professionals with a wide range of expertise, will draft the new global development paradigm to promote wellbeing and happiness as a global goal through effective and pragmatic international public policies.

They will draw from existing best practices and research and discourse conducted worldwide by progressive thinkers, broadly based on four fundamental principles defined at a high-level meeting organised by Bhutan at the United Nations in New York on 2<sup>nd</sup> April this year: wellbeing and happiness as the fundamental goal and purpose, and ecological sustainability, fair distribution, and efficient use of resources as necessary conditions to achieve that goal.

Bhutan will present the first segment of the report to the United Nations in 2013, outlining wellbeing and happiness as the ultimate goal, purpose, and context of the new development paradigm. Meanwhile, the experts will focus on key conditions required to achieve that goal, including the measurement and accounting systems required to assess sustainability, appropriate governance systems, and the resource, investment, financial, trade, and regulatory policies and mechanisms needed for such a development model. A comprehensive outcome report (second segment) on the new development paradigm will be presented to the UN in 2014.

The steering committee appointed by His Majesty the King is headed by the Prime Minister, Lyonchhen Jigmi Yoezer Thinley, and includes Dasho Karma Ura, Dasho Kinley Dorji, Karma Tshiteem, Tashi Choden, Tashi Ron Colman, Mark Mancall (all appointed in their personal capacities), and the Foreign Secretary as an ex-officio member.

The royal decree states that the working group is convened and the steering committee appointed “to promote and foster wellbeing and happiness as a global goal through various means including international public policies and their instrumentalities, and to the end of creating a high-impact, and effective submission to the UN, based on the learning and insight derived from research and practices from around the world”. By learning from practical policy-relevant best practices around the world, the work will help bring GNH more directly and practically into the economy and society of Bhutan.

Starting with a grant of about Nu. 9 million from the Danish government for the establishment of a secretariat for the new development paradigm to serve the steering committee, governments and international organizations are being approached for financial support and are also being invited to participate in the substantive work.

The steering committee will coordinate the work of the international experts and provide key administrative services for the two-year project. It will also work with different sections of Bhutanese society to ensure a clear understanding and implementation of the new paradigm, at the same time deepening discourse on GNH in Bhutan and keeping abreast of GNH-related international discussions and activities.

The work of the expert working group and steering committee is the evolution of the global initiative that began with the Bhutan-sponsored UN resolution 65/309, titled “Happiness: Towards a Holistic Approach to Development,” which was co-sponsored by 68 countries and adopted by consensus on July 19, 2011. It stated that “happiness is a fundamental human goal and universal aspiration; that GDP by its nature does not reflect that goal; that unsustainable patterns of production and consumption impede sustainable development; and that a more inclusive, equitable and balanced approach is needed to promote sustainability, eradicate poverty, and enhance wellbeing and profound happiness”.

The resolution was followed by the April 2 meeting, attended by more than 800 distinguished participants including the President of Costa Rica, the United Nations Secretary-General, the Presidents of the UN General Assembly and Economic and Social Council, the UNDP Administrator, government ministers and ambassadors to the United Nations, leading economists and scholars including Nobel Laureates, and prominent civil society, business, and spiritual leaders.

Lyonchhen Jigmi Y. Thinley urged all heads of state or government to adopt specific policy recommendations made by the conference to move towards a holistic path of development. He presented an official report of the high-level meeting to the United Nations Secretary-General on June 15, 2012, and discussed Bhutan’s mandate to develop a new development paradigm with potential funders and partners at the Rio + 20 conference in Brazil in June, 2012.

In July, Lyonchhen Jigmi Thinley briefed the government and people of Bhutan on the new initiative in his State of the Nation Report to the 9<sup>th</sup> Session of the Bhutanese Parliament.

“Bhutan’s role in the global search for a rational economic system has to do with the growing acceptance of His Majesty the Fourth King’s concept of Gross National Happiness as an alternative development paradigm,” said Lyonchhen Jigmi Yoezer Thinley. “Founded on the belief that happiness can be achieved by balancing the needs of the body with those of the mind within a peaceful and secure environment, it requires that the purpose of development must be to create enabling conditions through public policy for the pursuit of the ultimate goal of happiness by all citizens.”

The new steering committee will also coordinate the work of the expert working group with a high-level advisory panel and a sustainable development solutions network established by the UN Secretary General, Mr. Ban Ki-moon, to work on sustainable development goals for the world after 2015.

## Appendix 2: List of IEWG Members and Short Bios

1. **Sabina Alkire** directs the Oxford Poverty and Human Development Initiative, at the University of Oxford. In addition, she is a Research Associate at Harvard and Vice President of the Human Development & Capability Association. Her research interests include multidimensional poverty measurement and analysis and welfare economics and she has published works including *Valuing Freedoms: Sen's Capability Approach and Poverty Reduction*.
2. **Gar Alperovitz** is currently the Lionel R. Bauman Professor of Political Economy at the University of Maryland, and a former fellow of Kings College, Cambridge University; Harvard University's Institute of Politics; and the Institute for Policy Studies; and was a guest scholar at the Brookings Institution. He is author most recently of *What Then Must We Do?*
3. **Tariq Banuri** was formerly Director of the Division for Sustainable Development and Head of Office of the Conference Secretary-General for the UN Conference on Sustainable Development (Rio+20) and has broad experience on the interface between policy, research and practical actions on the realization of the goal of sustainable development.
4. **Iiona Boniwell** is the program leader for the first Masters Degree in Applied Positive Psychology, the first postgraduate degree in positive psychology in Europe. She authored *Positive Psychology in a Nutshell*, founded the European Network of Positive Psychology and is the vice-chair of the International Positive Psychology Association and a co-founder of Personal Well-Being Centre.
5. **Isabelle Cassiers** is Senior Professor in Economics at the LSE-UCL and Research Associate at the Belgian Fund for Scientific Research. She is also Member of the Royal Academy of Belgium, Class of Technology and Society, and of the College of Global Studies in Paris (Collège d'études mondiales). Since 2006 she coordinates an interdisciplinary research group on Redefining prosperity.
6. **Clóvis Cavalcanti** is a Brazilian ecological economist. He is a senior researcher at the Institute for Social Research, the Joaquim Nabuco Foundation in Recife, Brazil. He has also been an organic farmer since 1976.
7. **Anthony Charles** is a Professor of Business and Environmental Science at Saint Mary's University in Halifax, Canada. Working at the interface of research, education and community capacity-building, his focus is on governance, management and socio-economics of environmental and natural resource systems. He leads the international Community Conservation Research Network (CommunityConservation.net) which is highlighting how the combination of local-level environmental stewardship, livelihood sustainability and supportive policy can shape a positive global future.
8. **Robert Costanza** is currently Chair in Public Policy at the Crawford School of Public Policy at The Australian National University and is Editor-in-Chief of *Solutions* magazine. He has founded, directed, or been a senior fellow at several major research

institutions and has served on numerous research and policy bodies in the US and internationally. Dr. Costanza's research has focused on the interface between ecological and economic systems, particularly at larger temporal and spatial scales.

9. **Herman Daly** is Emeritus Professor at the University of Maryland School of Public Policy, and from 1988 to 1994 was Senior Economist in the Environment Department of the World Bank. He combines limits-to-growth arguments, theories of welfare economics, ecological principles, and the philosophy of sustainable development into a model he calls "steady state economics". He was a co-founder and associate editor of the journal, *Ecological Economics*.

10. **Richard Davidson** is the William James and Vilas Professor of Psychology and Psychiatry, Director of the Waisman Laboratory for Brain Imaging and Behavior and Founder and Chair, Center for Investigating Healthy Minds, at the Waisman Center, University of Wisconsin-Madison. He has won numerous awards, was named one of the 100 most influential people in the world by *Time Magazine* in 2006 and was author of the 2012 *New York Times* best seller, *The Emotional Life of Your Brain*.

11. **John de Graaf** is a filmmaker and producer of more than 40 television documentaries. He is the co-author of *Affluenza: The All-Consuming Epidemic* and *What's the Economy for, Anyway? Why It's Time to Stop Chasing Growth and Start Pursuing Happiness*. He is Executive Director of *Take Back Your Time*, co-founder of the Seattle-based *Happiness Initiative*, senior well-being advisor to *Earth Economics*, and a board member of *Earth Island Institute*. He has taught at *The Evergreen State College*.

12. **Ed Diener** is the Joseph R. Smiley Distinguished Professor of Psychology at the University of Illinois. He was the president of the International Society of Quality of Life Studies, the Society of Personality and Social Psychology and the International Positive Psychology Association. Diener has edited a number of publications, including *The Journal of Happiness Studies*.

13. **Junko Edahiro** is a social entrepreneur, environmental journalist, and Founder & President of the Institute for Studies in Happiness, Economy, and Society. She is also Chief Executive of an environmental NGO, *Japan for Sustainability*.

14. **Joshua Farley** is a Fellow of the Gund Institute for Ecological Economics and a Professor in the Community Development and Applied Economics faculty at the University of Vermont. He is co-author with Herman Daly of *Ecological Economics, Principles and Applications*, (2010).

15. **Bruno S. Frey** was formerly Professor of Economics at the University of Constance and was Professor of Economics at the University of Zurich from 1977 to 2012. He has also been Distinguished Professor of Behavioural Science at the Warwick Business School at the University of Warwick, UK since 2010. He is the author of numerous books, including *Happiness and Economics* (with Alois Stutzer).

16. **Daniel Gilbert** is a Professor of Psychology at Harvard University. His research on "affective forecasting" examines the mistakes people make when they attempt to predict their hedonic reactions to future events. He has won numerous awards for his research

and teaching, and his 2007 book, *Stumbling on Happiness*, spent 25 weeks on the New York Times best-seller list.

17. **Enrico Giovannini** is the Italian Minister of Labour and Social Policies since April 2013. He is full professor of statistical economics at Rome University. He was President of the Italian Statistical Institute (2009-2013) and the Director of Statistics and Chief Statistician of the OECD (2001-2009), where he designed and implemented a thorough reform of the statistical system and launched the Global Project on the “Measurement of Progress in Societies”. He chaired several statistical bodies to the UN and the World Bank.

18. **Basudeb Guha-Khasnobis** is the Senior Economics Advisor for UNDP Bhutan and Nepal. He has held positions in teaching and research at numerous development and economics institutions around the world. His research concerns development economics from an interdisciplinary perspective and he works with scholars from all other social sciences and beyond. He is the author of 10 books and over 50 articles in professional journals.

19. **Anil Gupta** is Professor at Indian Institute of Management. For his unique work analyzing indigenous knowledge of communities and building bridges to science-based knowledge, he received the Padam Shri – one of the highest civilian honor award in India and the Pew Conservation Scholar Award. He is the founder of Honey Bee Network, SRISTI.org, GIAN, and National Innovation Foundation.

20. **Richard Heinberg** is Senior Fellow-in-Residence at the Post Carbon Institute and is widely regarded as one of the world’s most effective communicators of the urgent need to transition away from fossil fuels. He has authored ten books, including *The Party’s Over* (2003), *Peak Everything* (2007), and *The End of Growth: Adapting to our New Economic Reality* (2011), which makes a compelling argument that the global economy has reached a fateful, fundamental turning point.

21. **John F. Helliwell** is Senior Fellow of the Canadian Institute for Advanced Research and co-director (with George Akerlof) of CIFAR’s program on Social Interactions, Identity and Well-Being. He is also Professor Emeritus of Economics at the University of British Columbia, a member of the National Statistics Council, and an Officer of the Order of Canada.

22. **Johannes Hirata** is Professor of Economics working on the intersection of ethics and economics. His main interest is the role of happiness for truly good development. In 2011, he published a book with the title “Happiness, Ethics and Economics”.

23. **Tim Jackson** is Professor of Sustainable Development at the University of Surrey and Director of the Sustainable Lifestyles Research Group. During the 1990s, he pioneered the development of adjusted measures of economic wellbeing for the UK and for Sweden. From 2004 to 2011 he was Economics Commissioner on the UK Sustainable Development Commission. His best-known publication is *Prosperity without Growth – economics for a finite planet* (Routledge, 2009) which has been translated into 16 languages worldwide.

24. **Ashok Khosla** is one of world's leading experts on the environment and sustainable development. He is Chairman of Development Alternatives, a social enterprise dedicated to sustainable development. He is Co-Chair of the UN's International Resource Panel and member of the China Council, and was, until recently, President of IUCN and the Club of Rome.

25. **Julia Kim** is a physician and public health researcher with program, policy, and advocacy experience in the areas of international health and development. Within the UN, she has focused on addressing the linkages between health, equity, and sustainable development, and on developing consensus on measuring health, wellbeing and sustainability. She is a Senior Program Advisor to the GNH Centre, Bhutan, and a member of the Presencing Institute – a global community that sees the integration of mindfulness-based practices as a core capacity of 21st-century innovation and leadership.

26. **Ida Kubiszewski** is Senior Lecturer at the Crawford School of Public Policy at Australian National University and founding managing editor of Solutions magazine. Previously, she was an Assistant Research Professor at Portland State University. She is co-founder of the Encyclopedia of Earth. Dr. Kubiszewski was recently invited to be a UN negotiator on climate change for the Dominican Republic. She has published dozens of refereed journal articles, including the first assessment of the economic value of Bhutan's ecosystem services.

27. **Bill McKibben** is prolific author of books on the environment, beginning with his ground-breaking, *The End of Nature* (1989), which is the first book for a general audience on climate change. He organized 1,400 global warming demonstrations across all 50 U.S. states on April 14, 2007, described as the largest climate change campaign in U.S. history, and he founded the grassroots climate campaign 350.org and authored *Deep Economy: the Wealth of Communities and the Durable Future*.

28. **David Korten** is the author of *Agenda for a New Economy: From Phantom Wealth to Real Wealth*, *The Great Turning: From Empire to Earth Community*, *The Post-Corporate World: Life After Capitalism*, and *When Corporations Rule the World* among others. He is board chair of YES! Magazine, co-chair of the New Economy Working Group, founder of the Living Economies Forum, founding board member emeritus of the Business Alliance for Local Living Economies and a member of the Club of Rome. His current work centers on defining and advancing a new economy grounded in the design principles of healthy living systems.

29. **Frances Moore Lappé's** first book *Diet for a Small Planet* in 1971 began a life focused on the roots of world hunger and its solutions through "living democracy." She has since authored or co-authored 17 other books and is co-founder of the Institute for Food and Development Policy. With her daughter Anna Lappé, she now co-leads the Small Planet Institute in Cambridge, Massachusetts.

30. **Robert Levine** is a Professor of Social Psychology at California State University and spent last semester at the Institute of Advanced Study at Durham University in the UK. He is President of the Western Psychological Association. Levine studies differences between cities and cultures in time and time use and how these differences affect well-being. He is the author of the book, *A Geography of Time*.



31. **Hunter Lovins** is a Professor of Sustainable Business Management at Bainbridge Graduate Institute and Bard College. She is an international consultant in sustainable business practices and is President of Natural Capitalism Solutions. She has over 40 years' experience in energy, economic development, and change management, and has led delegations to the Johannesburg Summit, and the Kyoto, Montreal, Copenhagen, and Cancun climate change conferences. She is author or co-author of 14 books, including the bestselling *Natural Capitalism: Creating the Next Industrial Revolution*.

32. **Manfred Max-Neef** is Director of the Economics Institute at Universidad Austral de Chile and an economist in the fields of international development and ecological economics. His most important books are: *From the Outside Looking In: Experiences in Barefoot Economics*, *Human Scale Development*, and *Economics Unmasked: from Power and Greed to Compassion and the Common Good*. His work seeks to counter the logic of economics with the ethics of wellbeing. He has worked for several UN Agencies and is the recipient of numerous awards and honorary doctorates.

33. **Jacqueline McGlade** has served as Executive Director for the European Environment Agency since 2003, enhancing EEA's role as key provider of the knowledge base to support policy-making, improve implementation of EU environment and climate policies, and become the leading source of environmental information in Europe. She has worked extensively with a wide and prolific range of European and international organizations concerning environmental and climate policy.

34. **Michel Masozera** specializes in biodiversity conservation, protected areas management and sustainable development in the East African region. Dr. Masozera has served as the Coordinator of the community conservation and outreach program, Director of the Nyungwe Forest Conservation Project (PCFN) and Rwanda Country Director for the Wildlife Conservation Society; is a member of the Ecosystem Services Partnership and the Society for Conservation Biology and a former President of the African Section of the Society for Conservation Biology.

35. **Thaddeus Metz** is Humanities Research Professor at the University of Johannesburg. He is a leading figure on philosophical approaches to what makes a life meaningful and the related values. His book, *Meaning in Life: An Analytic Study*, will be published later this year by Oxford University Press.

36. **Jørgen Birk Mortensen** is Professor Emeritus at Institute of Economics, Copenhagen University. He is also former chairman in The Danish Economic Council (1998-2006) and is a member of The Danish Environmental Economic Council. He has conducted research and teaching in environmental, natural, and energy economics for more than 25 years.

37. **Mohan Munasinghe** is Chairman of the Munasinghe Institute of Development (MIND), Colombo; Professor of Sustainable Development at SCI, University of Manchester, UK; Institute Professor at the Vale Sustainable Development Institute, Federal University of Para, Brazil; and Distinguished Guest Professor at Beijing University, China.

38. **Toni Noble** is a leading educator/psychologist in student wellbeing & positive school communities. Her government projects include Australia's Safe Schools Framework, the Safe Schools online Hub and a national research project on Student Wellbeing. She is co-author of the award-winning Bounce Back! Wellbeing & Resilience Program. She is Adjunct Professor at Australian Catholic University and has a National citation for her outstanding contributions to Teacher Education. Through education she believes we can capture the hearts and minds of young people for the new development paradigm.

39. **Greg Norris** teaches and researches in the field of Life Cycle Assessment at Harvard University. The field of Life Cycle Assessment was in the past entirely focused on the art and science of assessing negative "footprints" of the global supply chain which prompted Greg to birth "Handprinting", a quantitative method for assessing and growing our positive impacts on the planet and her people, as individuals, families, communities and organizations.

40. **Evgeny Osin** is currently an Associate Professor in Psychology and a Senior Research Fellow of the Positive Psychology and Life Quality research laboratory at the National Research University Higher School of Economics in Moscow, Russia. His research interests include meaning, eudaimonia, psychological well-being assessment, personal autonomy, and balanced time perspective. Among his current projects are a new approach to eudaimonic happiness in collaboration with Ilona Boniwell, and a cross-cultural study of time perspective in a team led by Philip Zimbardo.

41. **Shigeru T. Otsubo** is a Professor of International Development Economics and the director of Economic Development Policy & Management Program at Nagoya University, Japan. He has taught at Stanford University and served as an economist for the UN, the World Bank, the governments of Japan and Indonesia. Otsubo has also been a Visiting Fellow at JICA Research Institute, preparing to launch a set of macro-development research projects, including a vision study for the post-MDGs era.

42. **Thangavel Palanivel** is Chief Economist for Asia and the Pacific at the Regional Bureau for Asia Pacific, UNDP, and has 20 years of research and program management experience. He has taught and conducted research at several universities internationally and has published several papers and monographs on macroeconomic modeling and forecasting, development economics (poverty and income distribution) and environmental economics.

43. **Jonathan Patz** is Professor and Director of the Global Health Institute at the University of Wisconsin in Madison. He co-chaired the health expert panel of the US National Assessment on Climate Change and was a Convening Lead Author for the United Nations/World Bank Millennium Ecosystem Assessment. For the past 15 years, he has been a lead author for the United Nations Intergovernmental Panel on Climate Change, in which capacity he shared the 2007 Nobel Peace Prize awarded to the IPCC and Al Gore. He served as Founding President of the International Association for Ecology and Health and co-editor of the association's journal EcoHealth.

44. **Kate Pickett** is Professor of Epidemiology at the University of York, UK. She is a social epidemiologist, whose research focuses on the impact of inequality on health and social outcomes. With Richard Wilkinson, she was awarded the 2013 Solidar Silver Rose

Prize. Together they founded The Equality Trust and wrote *The Spirit Level* which won the 2011 Political Studies Association Publication of the Year Award, the 2010 Bristol Festival of Ideas Prize and was chosen as one of the top ten books of the decade by the *New Statesman*. It is now available in 22 languages.

45. **Rosimeiry Portela** is a Senior Director for the Betty & Gordon Moore Center for Science and Oceans at Conservation International. Dr. Portela's research focus primarily on nature's provision of ecosystem services (ES) and their contribution to human well-being. In addition of working on biophysical and economic assessments of ecosystem services, she also supports the development and application of decision-supporting tools designed to enhance understanding and measurement of spatially explicit flows of ecosystem services and their contribution to economies. She is currently working on research associated with the integration of environmental and economic information into national accounting systems.

46. **William Rees** is Professor Emeritus and former director of the School of Community and Regional Planning (SCARP) at UBC in Vancouver, Canada. A human ecologist and ecological economist, he is best known as the originator and co-developer (with his former student, Dr. Mathis Wackernagel) of ecological footprint analysis. His recent awards include a Pierre Elliott Trudeau Fellowship, and the 2012 Kenneth Boulder Award in Ecological Economics and 2012 Blue Planet prize (with Dr. Wackernagel).

47. **Matthieu Ricard** is a Buddhist monk who has lived in the Himalayan region for the last forty years. He earned a Ph.D. degree in cell genetics at the Institute Pasteur under the Nobel Laureate Francois Jacob. He is the author of several books including *The Monk and the Philosopher*, *The Quantum and the Lotus*, *Happiness: A Guide to Developing Life's Most Important Skill and Why Meditate?*

48. **Kristin Vala Ragnarsdottir** is Professor of Sustainability Science at the Institute of Earth Sciences and Institute for Sustainability Studies at the University of Iceland (UI). Dr. Ragnarsdóttir's trans-disciplinary studies include determining sustainability indicators and ecosystem services for soil as well as developing frameworks, processes and indicators for sustainable communities with food security at the centre. She was President of the Schumacher Society UK and is the current Vice-Chair of the Balaton Group. She is scientific advisor to the Ecological Sequestration Trust, TreeSisters, Health Empowerment Through Nutrition and Association of Organic Consumers (Iceland).

49. **Debra Roberts** is passionate about Africa, Africa's biodiversity, and the future of Africa's cities. Trained as a biologist, she has spent the last thirty years working as a researcher and then a local government practitioner in the field of urban conservation planning, and more recently, climate change adaptation in Durban, South Africa.

50. **Juliet Schor** is a Professor of Sociology at Boston College, and best-selling author of *The Overworked American: The Unexpected Decline of Leisure*. Her most recent book is *Plenitude: The New Economics of True Wealth*. She studies trends in working time and leisure, consumerism, the relationship between work and family, women's issues, and economic justice and is a co-founder and co-chair of the Board of the Center for a New American Dream, a national sustainability organization.

51. **Martin Seligman** is currently Zellerbach Family Professor of Psychology and Director of the Positive Psychology Center at the University of Pennsylvania. He is well known in academic and clinical circles and is a best-selling author of many works on positive psychology, learned helplessness, depression, and on optimism and pessimism, including the best-selling, *Authentic Happiness* (2002).

52. **Shantum Seth** is a teacher, social development worker and a man of peace with Indian roots and a unique world experience. He is an ordained teacher (Dharmacharya) in the Zen lineage of the Venerable Thich Nhat Hanh, and the foremost guide to the sites associated with the Buddha and is an advisor to the Government of India's Ministry of Tourism and Culture.

53. **Vandana Shiva** holds a Ph.D. in Foundations of Quantum Theory, and is a philosopher, environmental activist, eco-feminist, and author of many books and dozens of scientific articles. She is a prolific award recipient and pioneered the organic movement in India, founding Navdanya, India's largest organic fair trade network and is currently assisting Bhutan's transition to organic agriculture. She also founded and directs the Research Foundation for Science, Technology, and Natural Resource Policy in New Delhi and is Associate Editor of *The Ecologist* magazine.

54. **James Gustave** (Gus) Speth is Professor at Vermont Law School and Distinguished Senior Fellow at Demos, a nonpartisan public policy research and advocacy organization. He co-founded the Natural Resources Defense Council, was founder and president of the World Resources Institute, and served as administrator of the United Nations Development Programme (1993-1999) and chair of the UN Development Group. His books include *The Bridge at the Edge of the World: Capitalism, the Environment, and Crossing from Crisis to Sustainability* (2009).

55. **Paul Israel Singer** is currently head of the National Secretariat of the Solidarity Economy in the Ministry of Labor and Employment of the Brazilian government. He is an economist and was a university professor for a large part of his life. He is the author of numerous works on labor economics, development, local community and urban economics and, over the past ten years, the solidarity economy.

56. **David Suzuki** is a geneticist who was profoundly influenced by Rachel Carson's book *Silent Spring*, which showed that what scientists do in a lab, such as developing and testing biocides like DDT, cannot mimic the real world, which is far more complicated and where everything is connected. He had a second career in communication, trying to show the impact of science and technology on society and the biosphere.

57. **Neil Thin** is a social anthropologist who lectures on happiness, sustainability, and international development at the University of Edinburgh. He has published several books on development and wellbeing, including *Social Progress and Sustainable Development* (2002) and *Social Happiness: Research into Policy and Practice* (2012).

58. **Peter Timmerman** is a Professor in the Faculty of Environmental Studies at York University in Toronto. He works on environmental philosophy and ethics, including religion and ecology, and is currently involved in two projects, one on the ethical

foundations of ecological economics, and the other on “the language and imagination of the long term,” in climate change, nuclear waste, and the planetary future.

59. **Jean Timsit** is a retired international business lawyer, now working as a painter and photographer. Since 2006, he has explored GNH and happiness studies as both an artist and an intellectual. He created Project +, a multidisciplinary research group on happiness, which is working at the moment on the interaction between outside and internal living conditions and how those are conducive or not to happiness. He recently published a first book on the subject, titled *Felicitators*.

60. **Yukiko Uchida** is Associate Professor at the Kokoro Research Center, Kyoto University, and a commission member of happiness research in the Cabinet Office of the Government of Japan. She has investigated culture and happiness from a cultural psychology perspective.

61. **Álvaro Umaña** is Senior Research Fellow of the Environment and Development Initiative Center for Central America. Dr. Umaña was the first Energy and Environment Minister of Costa Rica from 1986 to 1990. He received international recognition for his contributions to nature conservation and achievements such as the creation of the National Biodiversity Institute (INBio) and has had extensive academic roles.

62. **Wenceslao Unanue** is an economist and a psychologist. He is Professor at Universidad Adolfo Ibáñez Business School in Chile, PhD Researcher at University of Sussex in the UK, Advisor at Instituto del Bienestar’s and the Country Representative for the International Association for Research in Economic Psychology.

63. **Karma Ura** worked with Bhutan’s Ministry of Planning before becoming the first Director at the Center for Bhutan Studies. Now serving as CBS President, he has been at the forefront in promoting and deepening a national and global understanding of Bhutan’s Gross National Happiness development philosophy and in measuring the nine domains of GNH in two national surveys in 2007 and 2010. He was a member of the Drafting Committee of Bhutan’s first Constitution and is a renowned scholar, historian, writer and painter, and a member of the Steering Committee for the New Development Paradigm.

64. **Ritu Verma** is an anthropologist, international relations expert and civil engineer who has been at the forefront of research on culture, land, political-ecology and disconnects in development and science. With 20 years of experience in East and Southern Africa and the Himalayas, she is a visiting senior research fellow at the University of Sussex, and worked as senior researcher at CIAT, PLAAS, and Head of Division at ICIMOD where she led the international conference Bhutan+10 with the Royal Government of Bhutan and research on socio-cultural dimensions of GNH.

65. **Peter Victor** is Professor in Environmental Studies at York University and Chair of Ontario’s Greenbelt Council, a member of the Board of the David Suzuki Foundation, the New Economics Institute, and the Centre for the Advancement of a Steady State Economy. He is the author of *Managing without Growth, Slower by Design, not Disaster* and has worked for over 40 years in Canada and abroad in the area of ecological economics.

66. **Mathis Wackernagel** is Visiting Professor at Cornell University and co-creator of the Ecological Footprint and President of the Global Footprint Network. He has authored or contributed to over 50 peer-reviewed papers, as well as numerous articles, reports and books on sustainability including *Our Ecological Footprint: Reducing Human Impact on the Earth* (1998) and WWF International's *Living Planet Report* (2010).

67. **Ernst von Weizsäcker** is a climate policy expert, co-chair of the United Nations International Panel for Sustainable Resource Management, and Co-President of the Club of Rome. Previously, he was Dean of the Californian Bren School of Environmental Science and Management and President of the Wuppertal Institute for Climate, Environment and Energy and has served in the German Parliament, chairing the Environment Committee. He is lead author of *Factor Five*, making energy productivity a key element of climate mitigation policies.

68. **John White** is Emeritus Professor of Philosophy of Education at the Institute of Education, University of London. He is also a member of the Editorial Board, *Journal of Philosophy of Education* and Honorary Vice-President Philosophy of Education Society of Great Britain. He is also an active member of the Humanist Philosophers' Group, BHA and the New Visions for Education Group.

69. **Richard Wilkinson** is Professor Emeritus of Social Epidemiology at the University of Nottingham Medical School and Honorary Professor at University College London and at the University of York. Working initially on health inequalities, he has played a formative role in international research on the social determinants of health and the societal effects of income inequality. With Kate Pickett he was awarded the 2013 Solidar Silver Rose Prize. Together they founded The Equality Trust and wrote *The Spirit Level* which won the 2011 Political Studies Association Publication of the Year Award, and the 2010 Bristol Festival of Ideas Prize. It is now available in 22 languages.

70. **Eric Zencey** is a Fellow of the Gund Institute for Ecological Economics at the University of Vermont, and is currently visiting faculty in urban planning and design at the Sam Fox School of Visual Art and Design of Washington University in St. Louis. He is a member of the board of GNHUSA and writes frequently for *The Daly News*, a publication of the Center for the Advancement of the Steady-State Economy.

71. **Xing Zhanjun** is a Professor of Psychology and the most important advocate and researcher of well-being indices in China. He is director of the Research Center for Quality of Life and Public Policy at Shandong University and is director of the Research Institute of NBSC at Shandong University.

## **Appendix 3: Summary Report on the *Imagine Change!* Local Forums**

Four *Imagine Change!* forums were organised by the SNDP in Thimphu in March 2014. The objective of the local forums was to explore the relevance of “new paradigm” or GNH-inspired thinking in the Bhutanese context, to elucidate our understanding of a holistic approach to development inspired by GNH, and through authentic dialogue to spark solutions and actions leading to change.

### **(1) Summary of discussions on the new development paradigm**

*The following is a summary of main discussion points of the forum morning sessions, focusing on the work of the Secretariat and the new development paradigm and on values, solutions and necessary transformations.*

All four forums demonstrated that there is a real need to explore GNH and new paradigm thinking more in depth, and to engage diverse groups of people in these conversations. The need to look at the practical implications and move beyond mere philosophical discussions was emphasized. There were concerns raised about using the GNH philosophy as a marketing gimmick for tourism. Practical actions in Bhutan were called for in order put our values into practice.

The report *Happiness: Towards a New Development Paradigm* was generally well-received by the audience, especially at a time when there is a global search for an alternative to the current model of growth and development, as demonstrated by the post-2015 process led by the United Nations and its Member States. The youth group said NDP vision was good but idealistic, and perhaps difficult to achieve.

The proposed new approach was seen as a change towards a more ethical value system than the globally dominant self-interest model. In the era of globalization where values are changing so rapidly in Bhutan, doubts about adequate support and institutional structures to nurture this ethical model within Bhutan’s own context was expressed. The need for not only foreign experts, but Bhutanese to participate in actualizing this ethical, value-oriented approach to development was called for.

There was considerable interest in the happiness skills presented in the working NDP model, which represents enlightened decision-making and consciousness. The NDP is based on the view that human nature is essentially cooperative, relying on reciprocity and mutual wellbeing. However, it also recognizes the existence of challenges (like greed, selfishness, materialism) which is why practising and developing happiness skills on individual level is necessary to nurture our capacity for altruism, empathy, compassion, contentment, etc.

A video clip, “Story of Solutions” was shown to the participants to catalyze their thinking on how having a different goal for development can transform our society. It was generally agreed that in Bhutan, we already possess the right values; but the difficulty lies in translating these internal values into external actions at a time when we increasingly have to navigate through various societal changes.

Participants were invited to engage in a transformation activity that was aimed at exploring necessary external and internal changes to arrive at a better outcome for an existing real issue in Bhutan. Inadequacies in education, bad waste management, inequality, loss of language and culture, lack of public space for social interaction, human-wildlife conflict, commercialization of festivals and pollution were some of the issues explored in this activity. This activity served well in engaging participants to be an active member in problem-solving instead of just identifying problems, and in sparking more considered discussions around these identified issues.

## **(2) Summaries of the thematic discussions**

*The afternoon sessions of the four forums shed further light on people's perceptions, expectations and suggestions in the specific areas of democracy and active citizenship, culture and globalization, sustainable consumption, and economy. The following are summaries of main discussion points from these thematic sessions.*

### **14<sup>th</sup> March: Democracy & Active Citizenship**

At the *Imagine Change!* forum on the theme “Democracy & Active Citizenship”, participants were asked to identify five key characteristics of an ideal active citizen. Some of the qualities mentioned were: compassionate, well-informed, questioning, sense of belonging/community spirit, able to engage in diverse views, adapting to change, curious, brave, assertive, proactive, good listener, inclusive, honest and hard-working.

Secondly, participants were asked to think about what causes or issues they care about enough to make a difference. Answers included: public libraries, volunteer service delivery, education for democracy, waste management & recycling, food security, income gap, creating a culture of learning, climate change, lack of recreational facilities in rural areas, or empowerment of disadvantaged girls.

Participants were then asked to list different types of citizen participation or social action, especially for the issues identified in the second question. Types of civic action listed were: being vocal about issues, direct action on personal level (recycling, bringing your own bag for shopping, educating family & friends), working through NGOs, advocating towards government to increase resources, engage with parents and schools, interacting with local farmers (buying and growing local food), highlighting the income gap and the plight of farmers, perseverance, promoting public library system and community resource centers, talking to youth outside Thimphu, creating awareness on needs vs. wants (sustainable consumption), co-creating recreational facilities, or engaging in non-formal teaching.

A fierce debate on what democracy means took place: whether democracy means rule of majority by minority, or if it should be inclusive democracy where the majority listens to the needs of minorities.

There was broad agreement on the importance of trust in democracy and encouraging active citizenship. The space for individual action and civil society organisations was



seen limited due to a lack of trust and understanding of what CSOs and citizens can do, perpetuated by government being the main provider of services to its citizens. At the organization level, example was given on how important it is to support, groom and motivate volunteer members, to spend time with them and entrust them with the responsibility of coordinating a project. Motivation and support from the leader is crucial in creating this atmosphere. It is also important to give space for mistakes and to recognize they are valuable opportunities for learning.

Some key points made at the forum were:

- There is a need to shift from an attitude of entitlement to that of a responsible citizen, from being an observer in democracy to being an active participant.
- Democracy is all about interdependence, inclusiveness and critical thinking: all ages, all genders, diverse people and different views are needed to make democracy work.
- Some of the benefits of increased citizen participation in local governance are:
  - 1) Better legitimacy when people take part in the whole process of development, find solutions and take ownership;
  - 2) Principle of subsidiarity, the need for people to prioritize things themselves;
  - 3) Using limited resources wisely; and
  - 4) Lessening the burden on the state when communities take up responsibility for their own development.

Ways to better organize citizen participation on the local level include more awareness using technology, focusing on research and evaluation (what works and what does not), and local governments collaborating more with different sectors, such as media, CSOs, academia, and private sector.

### **15<sup>th</sup> March: Culture and Globalization**

At the *Imagine Change!* forum on the theme “Culture and Globalisation,” it was noted that it is more objective to use the plural form when talking about Bhutanese cultures. Standardizing and creating a single “Bhutanese national culture” was seen as even disastrous for cultural diversity in the regions. Moreover, interpreting culture to be synonymous with religious practices might have alienated especially young people from their cultures.

Much of the group discussions revolved around the traditional dress in Bhutan. The arguments for wearing the traditional dress were about pride; preserving a part of cultural heritage in terms of dressing; or making a conscientious choice to wear gho/kira to support the local economy instead of succumbing to the global influences and making the big corporations even richer. The arguments against wearing the national dress were about convenience and modernity.

Several participants raised the lack of a clear language policy in Bhutan, and the confusion following from that on which language to use at school/home/workplace. It would be important to clarify which languages we are to aim at speaking fluently in the next years – for example for print media, it is not financially feasible to include

obligatory Dzongkha sections only to fulfill the requirements.

Lack of community vitality in urban areas was pointed out as a major constraint for cultural engagement. For example in Thimphu there are almost no cultural avenues. How to adapt former rural cultures in urban settings? Youth participants provided some examples on how to promote culture in urban areas, for example by greeting neighbours and interacting with strangers.

Commercialization of culture was a concern raised by some youth participants. However, other participants pointed out the needs of rural villages to have some economic gain from performing their festivals, because the economic context has changed from the past. As long as they respect the meaning of the sacred dances – not staging or acting something for the tourists, but use it as a way to sustain these practices – it is not bad to generate revenue out of cultural practices.

Incorporating Bhutanese tradition in hospitality training, and not only focusing on foreign ways to serve guests was raised by student participants. It was noted that house-ladies in the countryside are very good at genuine, traditional Bhutanese hospitality, something that could also be learnt from and incorporated by trainees in the tourism institutes.

Finding the right balance between modernity and tradition was raised during the concluding remarks. For example, it is necessary to balance some traditional values like humility, with modern ways such as critical thinking and enquiry, for Bhutan to progress in the right direction.

Some key points made at the forum were:

- Culture shapes our collective & individual social behavior, and collective identities.
- Anthropologists see more failures than successes in development because:  
1) Development is usually very economic-centric; it is divided into sectors, although people do not live their lives in sectors; 2) culture in development is often either neglected or almost romanticized; and 3) development projects are overall undermined by the lack of understanding of complex social and cultural realities.
- Some of the negative effects of globalization are cultural erosion, lack of cultural identity, and demise of languages. On the positive note, globalization has enabled a greater instantaneous flow and exchange of information, travel, access to commodified services, and common cultural forms connecting us across borders.
- Bhutan's approach to development is innovative in giving equal weight for culture in development, culture being one of the four pillars of GNH.
- Culture is often misconceived as being about material objects, or something belonging only to the past. In fact, culture is more about the inner ways of looking at the world, attitudes, values and morals – meaning – that inform our outer behaviour. Cultural symbols manifest this internal mindset through verbal speech, physical action, or material representations such as art, architecture or textiles.

## **20<sup>th</sup> March: Sustainable Consumption**

At the *Imagine Change!* forum on the theme “Sustainable Consumption,” the question on how governments could be motivated to be more green when they are donor-dependent was raised. It was suggested that since donors do look for good investment, we have an obligation to let our donors know if we think that we are compromising on environmental practices or social practices. Other compelling reasons include the value for money argument, and value to human health since cost of healthcare rises after environmental damage (for example in China).

Considering the fact that Bhutan is a small market, it was pointed out that Bhutan cannot influence the Indian market to move towards sustainable production and consumption. However, it was noted that Bhutan is one of many, and other markets are also considering sustainable procurement and suppliers will find larger markets all around the world if they make this transition.

Another concern raised was the use of private cars in Bhutan (especially Thimphu) not just as a medium for transportation but as status symbol, and public transportation was identified as an alternative. Along the same lines, moving towards service economy and communal consumptions were suggested.

Another aspect of unsustainable consumption was Bhutanese increasingly using packaged goods as *Tshog* offerings in monasteries and for rituals because of convenience. It was also pointed out that for an average Bhutanese it is very difficult to understand the full life cycle cost and similar aspects of sustainability. In the process, we not only become more ecologically unsustainable but also more careless about our motivation in making offerings (a practice meant to encourage more personal effort and mindfulness).

Some solutions suggested for sustainable living were: waste-to-energy plants, public transportation and carpooling, carrying own bag/container, sharing knowledge and information with family and friends, using local materials for building, connecting cooperatives with markets, using media to spread right messages, education, and changing our lifestyles and mindsets for sustainable living. Some major challenges were also discussed, most importantly the difficulty in practicing what we preach, fighting human desire and greed, and the challenges posed by mass production and consumption.

Sharing some Buddhist perspectives, one participant stated that sustainable consumption is nothing new and was in practice where we consumed to feed our need and not our greed. Inner thinking was deemed important in order to control our desires and practice contentment.

Some key points made at the forum were:

- There is considerable focus on sustainable products (as in what goes into the products). However, there is an even bigger need to look into the demand side of things as (excessive) consumption is driving environmental degradation. Therefore even the most efficient or environmentally-friendly product will not help if we keep consuming excessively.

- The opportunity for supply side would be to produce sustainably, make products durable and repairable and design for reuse, disassembly and recycling.
- The opportunity for demand side would be in collaborative consumption, product-service systems and consumption based on true need (sufficiency).
- Green Public Procurement is one piece of a large puzzle, but is quite significant as the Bhutanese government spends about 60-70% of total budget in public procurement.
- If governments demand and buy sustainable products, it will help spark a positive signal in the whole country and can have an important role in sustainable production and consumption discussion.
- Long-term thinking is important when we want to make decisions in line with sustainability.
- Political leadership is key.

### **21<sup>st</sup> March: *Economy***

At the *Imagine Change!* forum on the theme “Economy,” it was suggested that Bhutanese institutions could be made more accountable through regulatory mechanisms (with lesser stress on the legal system and the regulatory framework), and by focusing on the internal (individual) attitude to be accountable.

Reform in education policy was cited as an important factor in addressing the mismatch of skills and the unemployment problem. However, a participant suggested that instead of matching skills to what is available in the job market, perhaps we could think about matching individual interest to creating new (non-existing) industries.

However, it was mentioned that the private sector is limited in its capacity to create jobs, hydropower doesn’t create much jobs for Bhutanese anyway, and construction sector which is booming doesn’t attract many Bhutanese. Tourism/hospitality industry was argued to be over-capacitated on one hand, and mismatched in skill levels on the other. Agriculture sector is also not growing, leaving the big question unanswered: what are our options for employment?

On a positive note, one participant pointed out that we should consider using our cheap hydropower to promote domestic industries and diversify our domestic economy. Employment in cottage, small and medium enterprises and agricultural industries are possible if we choose to use our hydropower within domestic industries than simply exporting electricity.

From a private sector perspective, equal opportunity through information dissemination, access to finance, including micro-finance, ease in establishing business, and tax policies were said to be important factors in uplifting people at the bottom. Currently it takes 42 days to open a simple business in Bhutan, and most young entrepreneurs have no opportunity to access loans.

It was discussed that pricing for domestic goods in Bhutan is detrimentally high and doesn't allow the private sector to grow, as consumers prefer cheaper goods from across the border. It was pointed out that costs of production are higher in Bhutan, and unless there are preferential policies and fiscal incentives for domestic producers, this would continue to be a hurdle for increasing local production.

On thoughts about a GNH-tax system, it was mentioned that it is important people are willing and feel like it is their duty to pay taxes. This can only happen when government is accountable, responsible and honest to assure that the tax money is spent on an economy that benefits people. In addition, it was suggested that anything that promotes joint consumption or benefits health could be taxed less; and anything that can be socially detrimental (such as individual spending on grooming or social recognition or to fill our "emptiness") should be taxed more.

Inflation and the consequent inequality generated was discussed; social protection policies and public expenditures to address this were offered as some solutions in addition to controlling prices (and inflation) in Bhutan. On whether rising inequality in Bhutan was a result of globalization, it was suggested that while rising inequality among nations is due to asset ownership structures and trade relationships between 'north' and 'south' nations, inequality within a nation is more a result of policy flaws than a global phenomena.

Suggestions were also given on the need to continually assess and refine existing instruments such as the GNH Screening Tool, and to revisit the proposal for moving towards a GNH National Accounts, which can easily be done in a short time by a small group of dedicated people. It was also pointed out that there is a need to evaluate the size of the civil service and its efficiency, within the context of total expenditure on the bureaucracy. It was also emphasized that within Bhutan, we need to re-group our energies and coordinate among ourselves so that efforts on GNH do not become more fragmented than they already are.

Some key points made at the forum were:

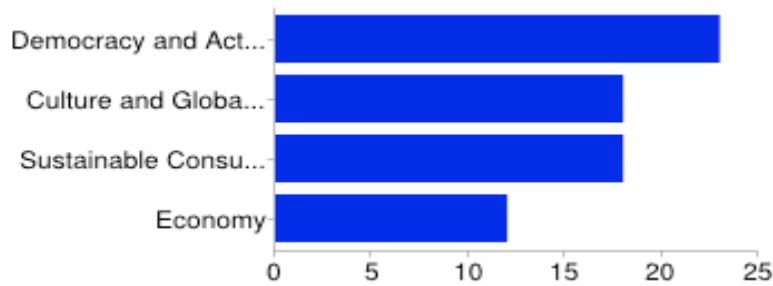
- An economy that serves the people should: invest in people, create productive jobs, alleviate poverty, create equitable opportunities for everyone, and have some social protection for the vulnerable and provide them access to capital and market.
- In Bhutan's economy, the overall institutional framework and political willingness can be termed as people-oriented, and Bhutan has had a good development trajectory in South Asia reducing poverty, improving health, literacy, HDI, etc. However, there has been growing income inequality, growth without employment, focus on development in urban areas and on non-agriculture sector (mostly hydropower), and limited institutional accountability.
- A socially acceptable level of inequality should be defined, following which a strategy to bring the country to that level of equality/inequality should be formed. Public expenditure must be targeted towards areas such as provision of healthcare, social protection, and education that create skills so that people get equitable opportunities

for employment.

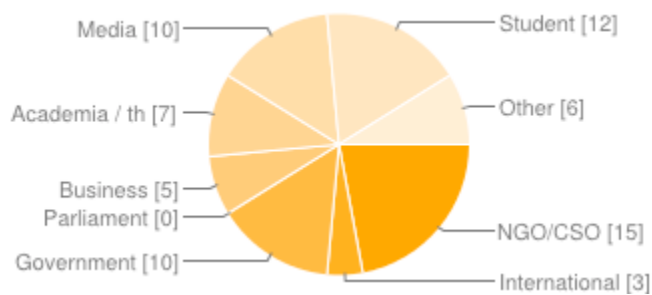
- While the private sector has a responsibility to contribute to social wellbeing, Bhutan's private sector is small and in its infant stage; therefore, it is also important to create an environment where individuals can make profits and flourish so they can contribute to social wellbeing in the form of taxes paid to government and other direct methods to support social causes.
- The characteristics of current Bhutanese economy: Extremely "powerful" (meaning dependent on hydropower), highly "westernized" (meaning focused on western Bhutan), and highly liberalized (making it difficult for small industries and agriculture sectors to compete). These characteristics bring about many problems to our economy such as the ideal-structure of hydropower, urban crowding that brings many related problems, and non-empowerment of small industries and agriculture sector.
- Changing the economy itself is very difficult but at least the methods of measurement can be changed so we that can account for resources, and value important elements that are currently left out by GDP. In addition, by building on the GNH policy-screening tool, a robust decision-making tool for government agencies in line with the GNH philosophy can also be introduced.

## Appendix 4: *Imagine Change* NDP Forum Evaluation

### Participants at each forum

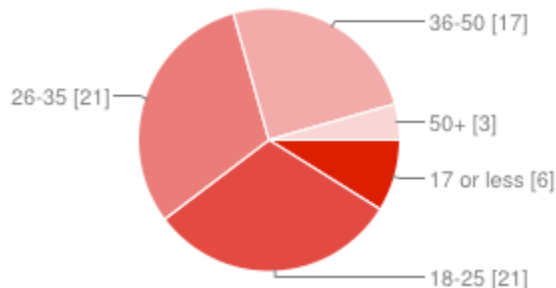


### Organizations represented



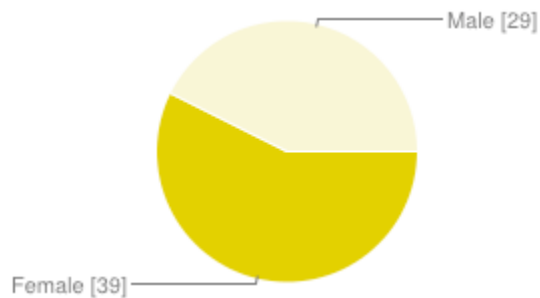
NGO/CSO	15	22%
International Organization	3	4%
Government	10	15%
Parliament	0	0%
Business	5	7%
Academia / think tank	7	10%
Media	10	15%
Student	12	18%
Other	6	9%

### Age of participants



17 or less	6	9%
18-25	21	31%
26-35	21	31%
36-50	17	25%
50+	3	4%

### Gender of participants

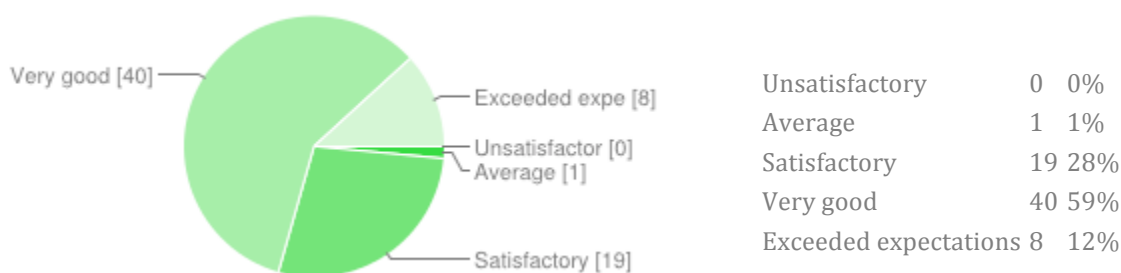


Female	39	57%
Male	29	43%

### Some reasons cited by participants for attending the forums

- To understand the new paradigm
- To gain a greater understanding of GNH and its applicability to everyday life
- To learn about alternative approaches to developing economy
- To “imagine a change with GNH values”
- To listen to different perspectives and ideas and share my own
- To stay informed about developments in the country
- To know where our country is heading on sustainability and economy
- To understand /learn about the role of Local Governance
- To learn and observe the ways and means to bring change
- To be responsible citizen for the development of the country
- To listen to the voice of youth
- To learn about the theme of the day – namely active citizenship and democracy, culture & globalization, sustainable consumption, economy

### Response when asked if the forum met their expectations



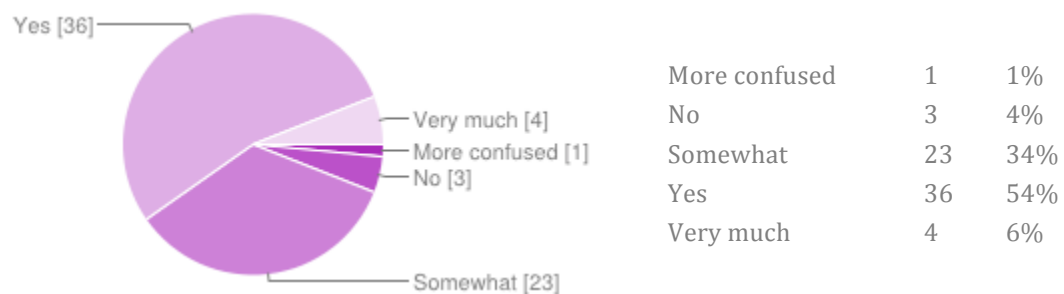
### Selected participant responses on the most valuable aspect of the forum

- Learned about GNH in greater depth
- Learned about having civic sense and contentment
- Liked hearing perspectives from varied stakeholders from different areas of civil society
- That it is good to be open and share our visions to allow countless possibilities to open up
- Sustainable consumption
- Information about the New Development Paradigm towards Happiness
- Challenges of preserving our culture in the face of globalization
- Culture is not only about the tangible things we see but also includes the intangible aspects
- Hearing different opinions, perspectives and beliefs
- To not let obstacles stop you from active citizenship and doing good
- To use local products as much as possible



- The idea that economy should serve people, not people serving the economy
- Pleased to see how new and original forms of governance were being discussed in a realistic and optimistic way
- That there is no path for happiness and happiness is the way
- Imagine change and strive forward to make change
- To think collectively, act individually
- I learned that what we have in Bhutan is something different (with GNH) and that we should try to implement GNH instead of just talking about it
- That GNH is not just a philosophy and can be applied – it is difficult but not impossible to apply GNH to development and our daily lives
- Learn about ideas / steps taken by local government to enable peoples participation
- Our needs to move away from being observer of democracy and start being a "realistic" active citizen
- Aspects related to collaboration among various actors
- The tension between cultural preservation and modernity was understood and debated amongst the youth
- Sustaining and developing without affecting the eco-system
- That the conventional understanding of economic principles and private sector development are very powerful and it is difficult to re-imagine their field/approach
- That there is an uncertainty of how GDP paradigm and GNH paradigm can co- exist

### Response on if the forum improved participants' understanding of GNH

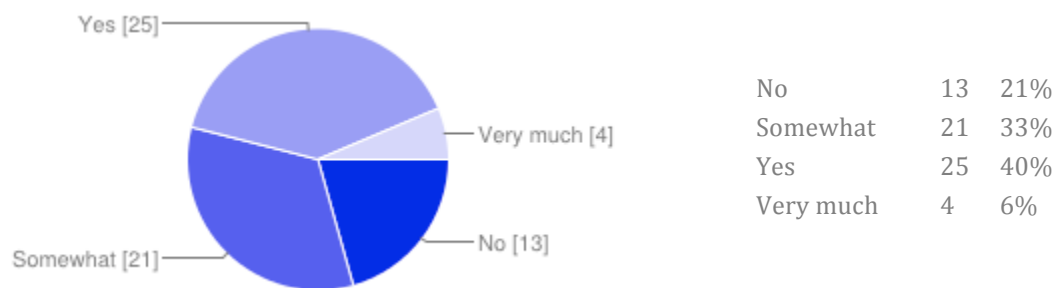


### Please explain

- However I am still unsure how GNH can be applied to the governing institutions
- Where do we go from here if a report has been submitted?
- Still not very sure if Bhutan really is a GNH or GDP country
- It gave me knowledge not only about the four pillars but also about how to bring happiness to the individual, to the community and to the whole nation

- It gave me real world examples of how GNH values can be practiced in everyday life
- GNH is a very dynamic topic to understand because different experts have their own views to share
- It gave a deeper meaning and the discussion at the end brought up aspects I never thought about
- GNH is all to do with common sense. However, common sense needs to be put into action
- Touched on key values that society/individual could adopt
- Still feels like it (GNH) is being exported, rather than geared to make the average Bhutanese understand it

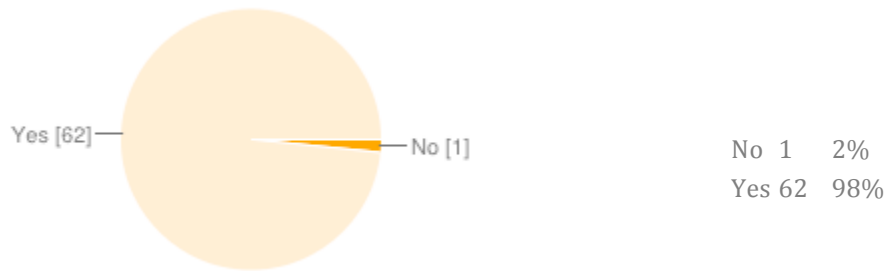
### Response on if the forum *changed* their understanding/perception of GNH



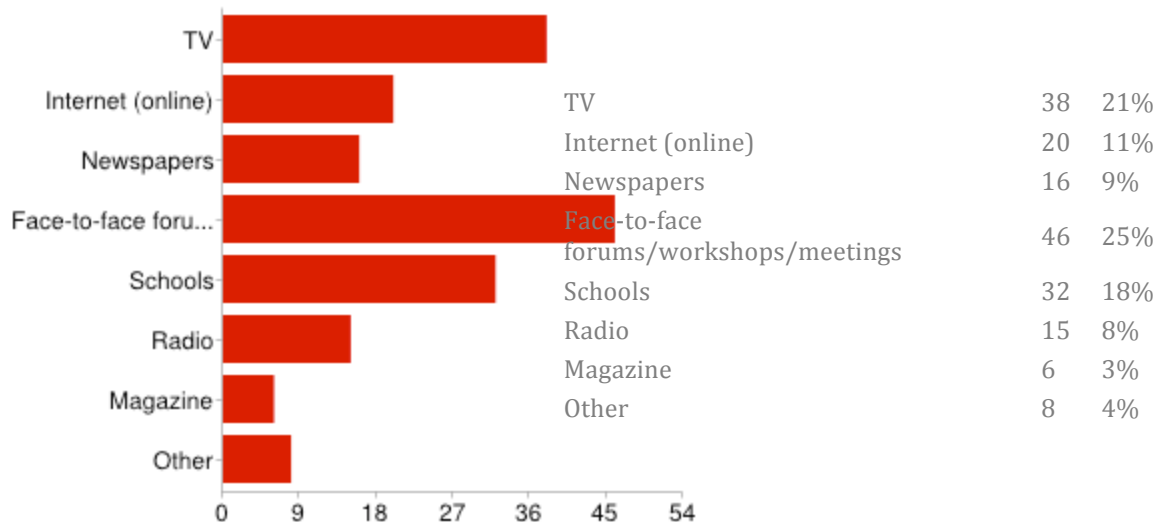
### Please explain how the workshop changed (or did not change) your understanding/perception of GNH

- It helped me understand the perspectives of various stakeholders in a more practical way
- Seemed similar to Vision 2020
- It strengthened my belief on GNH. Learnt values help immensely in achieving GNH
- The reason is simply GNH means development with values
- Everybody understands what GNH is but the irony is that GDP is practiced more
- Helped to go from a layman's understanding from GNH as a profound philosophy to an intellectual understanding of its applicability
- It is not talking about momentary happiness but talking about societal happiness
- Everyone has the textbook knowledge of GNH but the actual understanding comes from such forums/ sessions
- It is aimed for 'better' and not for 'more'
- Did not change my understanding, just enriched it
- Made me realize some of the challenges of implementing NDP and GNH (i.e. counter-arguments, which I don't agree with, but nonetheless made me understand them)

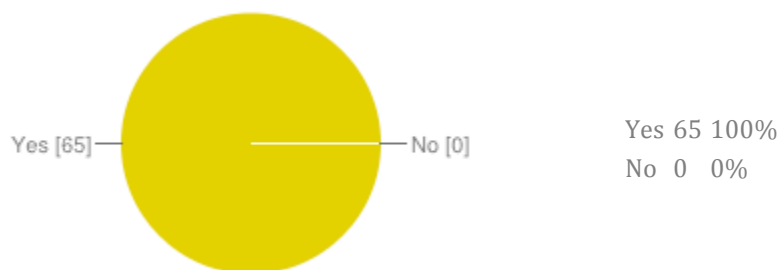
### Response to whether more information and discussions on GNH are needed



### Format/medium for discussion/participation on GNH that participants thought would be most effective



### Response to if participants would recommend others to attend this forum



### **Some reasons cited as to why they would recommend?**

- It provides a good forum to learn from, and speak to passionate inspiring people
- Many people have wrong concepts and understanding. Discussing and learning about GNH is one of the best ways to promote better understanding of its concepts
- The forum is very constructive and we gain lots of knowledge and confidence
- It promotes healthy interaction and criticism
- Especially the youth and the students need to know more about GNH, culture and globalization
- Helps to understand and learn new ideas through healthy dialogue
- It is very informative & educative
- I like the intimate format, the lack of formalities, and the skills of the moderators and speakers
- I would like to recommend to the policy makers also because I feel it is very crucial for them to understand the concepts discussed in order to make policy that have positive impact to the larger society
- It was enriching and relevant

### **Ideas and requests from participants for topics/themes in future forums**

- Education
- Value education and value of education
- Zero Waste
- Self Sufficiency
- Think Globally Act Locally
- Foreign Policy Views
- Wild life/human conflict in rural area
- Rural-Urban migration
- Individual/Social Rights vs. Individual/Social Responsibility
- Youth Unemployment
- Sustainable development, sustainable consumption
- Cross - cutting dimensions of GNH
- Youth-related problems (drug abuse, child abuse, divorce problem, teenage pregnancy)
- Action plan/ way forward could be discussed
- How to apply GNH to democracies that have gone wrong
- Poverty and Unemployment Vs. GNH
- Contradiction between development and sustainability
- How GNH can play a role in framing school policies
- Media literacy
- Under-researched domains of GNH (psychological wellbeing, education, etc.), as well as new crosscutting issues (youth, gender, etc.)
- Living lifestyles (bringing up your children)



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