

# INDEX

## A

Absolute monarch, 11, 33  
Accountability, 11, 26, 77, 80, 85, 90, 98, 104, 107, 113, 116, 121–124, 126, 128, 130, 136, 138, 146  
Advertising policy, 81–83  
Agriculture Extension Officer, 38, 124  
Alarms, 117, 120  
Ambiguity, 116, 124–126, 129, 131, 146  
Animal deterrent, 131, 135  
Annual grant, 99, 101, 108, 109  
Annual plan, 38, 99, 100  
Asian Development Bank (ADB), 40  
Association of Bhutanese Tour Operators (ABTO), 54–56, 63  
Autonomous agencies, 36, 39, 56, 82

## B

Balance, 22, 23, 25–27, 40, 52, 55, 58, 60–64, 66, 68–71, 78, 86, 104, 105, 109, 117, 121, 125, 126, 128, 137, 139, 140, 149

Bhutan Broadcasting Service (BBS), 76–78, 81, 83, 86, 87, 90  
Bhutan InfoComm and Media Authority (BICMA), 36, 77, 78, 80, 83–88, 136, 145  
*Bhutan Information, Communications and Media Act 2006 (BICM Act)*, 77  
Bhutan Information, Communications and Media Amendment Bill, 81, 85  
*Bhutan Information, Communications and Media Bill 2016*, 81  
Biological corridors, 8, 116  
Block development committee, 38  
Buddhism, 3, 23, 27, 59, 127  
Buddhist values, 27, 41, 90, 107, 141, 149  
Bureaucracy, 11, 12, 34–37, 56, 64, 71, 91, 98, 105, 113, 135, 141, 145–147

## C

Cadre system, 35  
Capability approach, 3, 4, 144, 148

- Capacity, 39, 71, 85, 98, 99, 107–109, 111, 113, 128, 140
- Censorship, 76, 91, 92
- Centre for Bhutan Studies and GNH Research, 24, 43, 45, 46
- China, 1, 7, 8, 22
- Circulation audit, 81–83, 90, 94, 136
- Civil service, 33, 35, 42, 56, 70, 76, 84, 85
- Civil society, 4, 7, 13, 29, 36, 38–40, 47, 55, 62, 78, 85, 94, 135
- Civil Society Organizations Authority, 39
- Civil society organization (CSO), 39, 60–62, 64, 70, 86
- Civil Society Organizations Act*, 39
- Co-management, 65, 67
- Community pressure, 98, 101–103, 105, 111, 112, 135, 146
- Competition, 77–80, 92
- Complex power, 16, 143, 144, 147–150
- Conflict, 9, 10, 15, 41, 42, 52, 53, 55, 60, 62–65, 70, 71, 76–78, 80, 84, 86, 90, 93, 94, 98, 112, 117–119, 121, 122, 126–128, 131, 134, 136–138, 140–142
- Conservation, 8, 25, 65, 116–119, 121, 123, 125–128, 130, 131
- Constellations of actors, 67, 70, 94, 116, 124, 131, 136
- Constitution, 28, 34, 77
- Constitutional monarch, 34
- Constitutive, 146–148
- Contested, 6, 62, 72, 134, 136–138, 143
- Contexts, 11, 53, 54, 70, 94, 126, 131, 134, 136, 139, 144, 149
- Cooperation, 10, 52, 65, 70
- Crop destruction, 122, 129
- Cross-media ownership, 80, 81
- Cultural dynamism, 87
- Cultural identity, 86, 141, 142
- Cultural preservation and promotion, 24, 26
- Cultural tourism, 53, 55, 65, 67, 135
- Cultural values, 14–16, 27, 52, 59, 61, 62, 67, 69, 71, 77, 86–88, 90, 94, 113, 117, 127, 128, 131, 134, 139–143, 147–150
- D**
- Darjeeling, 41
- Decentralization, 5, 7, 11, 34–38, 42, 57, 70, 98, 100, 104, 105, 107, 108, 113, 116, 117, 121, 123, 131, 138, 140, 146, 147
- Deliberative democracy, 5
- Democracy, 5, 8, 42, 56, 76–78, 82, 85, 92, 103, 131, 140
- Democratic decentralization, 98, 99, 101, 103, 107, 112–114, 128, 138, 146
- Democratic transition, 8, 33
- Department of Agriculture (DoA), 98–101, 104, 106, 108, 120, 122, 123, 126, 127, 129, 131
- Department of Forests and Park Services (DoFPS), 63–65, 118, 126, 127, 135
- Department of Information and Media (DoIM), 76–83, 85–87, 89, 91, 93, 94, 135, 136
- Department of Livestock (DoL), 119, 120
- Department of Local Governance (DLG), 104, 105
- Department of Roads (DoR), 104, 105
- Department of Tourism (DoT), 52–56
- District Development Committees, 37
- Dominance, 56, 70, 87, 93, 113, 134

- Donor, 9, 12, 14, 40, 65, 66, 71, 82, 100, 109, 135
- Drukpa*, 41, 140–142
- Dukkha*, 23
- Dzongdag*, 37, 57, 102, 106, 111, 122–124
- Dzongkha*, 86–89, 93
- Dzongkhag*, 13, 33, 37, 38, 43, 47, 56–58, 64, 98–103, 105, 107–109, 113, 118–120, 123, 124, 126, 127, 129, 135, 136, 141
- Dzongkhag Administration (DA), 37, 38, 57, 101, 102, 105, 106, 118, 122–124
- Dzongkhag Agriculture Officer (DAO), 118, 121–125
- Dzongkhag Engineer (DE), 100, 102, 103
- Dzongkhag Environment Officer, 100
- Dzongkhag Forest Officer (DFO), 118, 125, 130
- Dzongkhag government, 57, 123
- Dzongkhag Livestock Officer (DLO), 118, 120, 122
- Dzongkhag Tshogdu (DT), 37
- Dzongkish, 87, 93
- E**
- Economic growth, 2, 3, 7, 22, 25, 40, 51–55, 60–62, 69, 71, 133
- Ecotourism, 53, 56, 64–67, 70, 71, 117, 135
- Effectiveness, 15, 26, 35, 36, 104, 105, 107, 108, 129, 143
- Election Commission of Bhutan (ECB), 82, 83
- Emergent, 11, 15, 78–82, 84, 89, 93, 103, 109, 112, 116, 124, 134, 136, 139, 144, 147
- Enabling conditions, 3, 27, 28, 142, 143
- Engineering Division, 99, 100, 104–106, 112
- English, 85–87
- Environmental conservation, 8, 24–26
- Ethnic conflict, 8, 29, 34, 41, 141
- Ethnic Nepalese, 29, 40–42, 86, 141
- European Union, 40
- Executive power, 33, 35, 54
- Extension workers, 38, 118
- F**
- Farm road construction, 98, 99, 101, 104, 108, 109, 113
- Farm road maintenance, 109
- Farm road planning, 100, 105
- Farm road policy, 98, 99, 101, 104–107, 109–113, 126, 128, 131, 135–138, 140, 146, 149
- Farm road users group, 109
- Fencing, 117, 120
- Film, 86, 88, 89
- Film Review Board, 88
- Financial sustainability, 79, 83, 89, 91–94
- Financial Times*, 24
- Fiscal decentralization, 99, 108
- Five year plan (FYP), 25, 47, 60, 70, 89, 97–99, 101, 104–106, 108, 110, 129, 137
- Forest Extension Officer, 38, 109, 124, 125
- Four pillars, 24–26, 46, 47, 58, 90, 137
- Fractured, 15, 54, 69, 70, 120, 134–136, 138, 139, 141, 144–147, 149
- Fragmented, 2, 9–14, 40–42, 52, 76, 113, 128, 145

**G**

Geographic context, 54  
*Gewog*, 13, 33, 37, 38, 43, 47, 57–59, 64, 98–102, 105–109, 111, 113, 118, 119, 122–124, 126, 129, 130, 135, 136  
 Gewog Administration (GA), 38, 106, 118, 123, 124  
 Gewog Administrative Officer (GAO), 38, 100, 103, 118, 123, 124  
 Gewog government, 38  
 Gewog Tshogde (GT), 38  
 GNH check, 44, 138  
 GNH committee, 58, 59, 106, 127  
 GNH governance framework, 7–9, 14, 15, 29, 34, 39, 42, 103, 142, 143  
 GNH index, 46, 58, 64, 89, 137  
 GNH media, 76, 78, 80, 82, 90  
 GNH policy tools, 12, 13, 15, 42, 43, 52, 56, 58, 59, 69, 90, 94, 105, 116, 128, 131, 137, 143  
 GNH state, 28, 29, 58, 69, 142, 143  
 GNH survey, 46, 91  
 GNH values, 69, 71, 84, 90, 105, 106, 113, 114, 116, 128, 131, 140–142  
 Good enough governance, 138  
 Good governance, 24–26, 28, 34, 35, 46, 64, 71, 72, 76–85, 90, 92, 93, 98, 99, 103–105, 109, 138, 143  
 Gross National Happiness Commission (GNH Commission), 2, 3, 6, 7, 11, 14, 22, 23, 26, 27, 29, 35, 43, 46, 51, 54, 69, 86, 133, 134, 136, 137, 140  
 Gross national product, 2, 133  
 Guide Association of Bhutan (GAB), 56  
*Gup*, 38, 100–103, 118, 122, 123

**H**

Handicrafts Association, 56, 62  
 Happiness, 2–4, 6, 7, 11, 14, 21–29, 35, 43, 46, 51, 54, 64, 68, 69, 86, 88, 94, 121, 127, 133, 134, 136, 137, 140, 142, 143  
 Harmony, 23, 26, 59–61, 71, 86, 88, 149  
 Heuristic case study, 7, 143  
 High value, low impact, 55, 56, 60, 61  
 High value, low volume, 54, 55  
 Hindu, 41, 140–142  
 Hotels Association, 56, 62  
 Human development, 2–7, 14–16, 27, 134, 143, 144, 146–150  
 Human development index, 3  
*Human development report*, 7, 148  
 Human-wildlife conflict (HWC)  
   policy, 9, 116–118, 120–131, 134–138, 140, 146, 148, 149  
 Human-wildlife conflict strategy, 136  
 Hydropower, 7, 8

**I**

Image, 10, 14, 28, 29, 62, 69, 142, 143  
 Improved breeds, 119, 129  
 Inconsistent practices, 116, 119, 121, 136, 142  
 India, 1, 8, 22, 40, 41, 69, 87, 120  
 Instrumental, 138, 146–148  
 Interconnected, 22–25, 27, 61, 113, 117, 128  
 Interdependence, 27, 59–61, 116, 117, 126  
 International tourists, 51, 52, 60, 69  
 Isolation, 21, 22, 52, 65, 67, 70, 137, 142

## J

Jigme Khesar Namgyel Wangchuck, 34  
 Jigme Singye Wangchuck, 2, 133  
 Journalists, 79, 80, 83

## K

King, 2, 8, 11, 22, 24, 28, 33–35, 41, 54, 133  
*Kuensel*, 76–79, 82, 90

## L

*Lhotsampa*, 41, 140–142  
 Liberalization, 60–63, 65, 71, 135, 136  
 Livelihoods, 25, 26, 116, 117, 121, 125, 127, 128, 131  
 Livestock Extension Officer, 38, 123  
 Livestock groups, 119  
 Livestock intensification, 119, 120, 129, 131, 135  
 Livestock predation, 122, 129  
 Local GNH planning tool, 44, 106  
*Local Government Act*, 37, 123

## M

*Mangmi*, 38  
 McKinsey, 60–63, 70, 71, 135  
 Media Council, 85  
 Media pluralism, 82, 91  
 Media policy, 76–78, 81, 90, 92–94, 106, 131, 135, 137, 138, 148  
 Media sustainability, 78, 79, 83  
 Middle path, 27, 150  
 Migdal, Joel, 10  
 Ministry of Agriculture and Forests (MoAF), 64, 118, 120, 129  
 Ministry of Information and Communication (MoIC), 77, 82, 83, 85

Monarch, 8, 11, 35, 41, 56  
 Motion Picture Association of Bhutan, 89  
 Movies, 87–89, 93  
 Multicultural, 16, 142  
 Multidimensional development, 2–4, 14, 28, 133, 138, 147  
 Multi-religious, 16, 142  
 Music, 75, 87, 93

## N

National Assembly, 33, 91  
 National Council, 63  
 National Environment Commission (NEC), 36, 43, 52, 54, 100, 105  
 National identity, 28, 41  
 National park, 122  
 Nature Recreation and Ecotourism Division (NRED), 64–67, 72  
 Nepal, 41, 54  
 New public management (NPM), 36, 47, 145  
 Newspapers, 75, 78–85, 91, 92  
*Ngalong*, 41  
 Nine domains, 3, 24, 25, 46, 58, 137  
 Nussbaum, Martha, 3

## O

One nation, one people, 41  
 Open licensing, 77–80, 91

## P

Parliament, 37, 42, 63  
 Participation, 4, 5, 7, 8, 11–13, 134  
 Patronage, 35  
 Performance management, 35, 36, 47  
 Poaching, 117, 119  
 Policy cycle, 34, 42  
 Policy design, 6, 11, 134, 139, 144

Policy implementation, 6, 7, 11, 12, 14, 15, 34, 36, 39, 40, 42, 44, 46, 52, 53, 58, 59, 67, 68, 70, 78, 86, 89, 90, 94, 99, 104–107, 112, 113, 118, 130, 131, 134, 136, 138–145, 147, 148

Policy intention, 59, 68, 71, 82, 94, 98, 103, 108, 109, 112, 113, 117, 128, 139

Policy outcomes, 6, 7, 9–14, 46, 52, 67, 91–94, 98, 104, 110, 112, 113, 116, 128, 129, 134, 139, 140, 144, 149, 150

Policy screening tool, 43, 46, 139

Position Classification System (PCS), 35

Poverty, 8, 13, 98, 110, 111, 117, 125

Power dynamics, 5–8, 15, 52, 54, 116, 136, 138, 144, 146

Prime Minister, 24, 36, 43, 56, 61, 62, 70, 82, 83, 94, 129, 135, 136

Private sector, 4, 7, 13, 29, 36, 38–40, 42, 47, 54–57, 60–64, 67, 68, 70, 71, 79, 81, 85, 89, 91, 94, 100, 135, 136

Professionalism, 78, 79, 83–86, 89, 90, 92, 93

Project screening tool, 43, 46, 58, 59, 138, 139

Protected areas, 8, 64, 65, 116, 118

Public administration, 35

Public sector, 11, 12, 28, 35, 36, 47, 89, 136, 145, 146

Public sector reform, 7, 11, 12, 34, 35, 38, 42, 56, 60, 146, 147

## R

Radio, 75, 76, 78, 81, 86–88, 91, 93

Rational, 5, 6, 16, 35, 139, 144

Rationality, 6, 144

Refugees, 41

Regional tourists, 69, 71

Regulations, 37, 54, 56, 68, 77, 78, 83–87, 89, 93, 94, 100, 102–104, 117–121, 145

Responsiveness, 26, 103–105, 107, 113, 140

Results-based management (RBM), 35, 47, 89, 106, 145

*Rigsar*, 75, 87, 93

*Road sector master plan*, 104, 105

Royal Civil Service Commission (RCSC), 35, 85

Royal family, 92

## S

Sector head, 124

Sen, Amartya, 3, 5, 148

*Sharchop*, 41, 86

Sikkim, 28, 41

Sites of influence, 11, 53, 134

Socio-economic development, 8, 26, 28, 37

Sovereignty, 28, 29, 41, 69, 86, 141

State-in-society approach, 10–12, 28, 29, 53, 112, 134, 142, 145

Sub-national governments, 11, 35–37, 44, 56–58, 61, 67, 70

*Sukha*, 23

Sustainability, 26, 59, 66, 79–82, 90, 111, 112, 134, 137, 140

Sustainable and equitable social and economic development, 25

*Sustainable Tourism Development Strategy*, 55

## T

Tariff, 52–55, 60–63, 67, 69–71

Television, 1, 76, 78, 81, 87, 88, 91, 93

Territorial Forest Office, 100, 121, 122

Thimphu, 1, 35, 109

Thinley, Jigmi Y., 24

*Thromde*, 37

Tibet, 28

Tobgay, Tshering, 129

Tourism Council of Bhutan (TCB), 36, 39, 51, 56, 57, 60–62, 64–68, 70–72, 135, 138, 145

Tourism policy, 52–54, 56–60, 62, 63, 66–72, 76, 89, 90, 94, 135–138

Tourists, 51–57, 59, 61, 63, 65, 66, 68, 69

Training, 36, 57, 65, 78, 85, 86, 106, 107

Transparency, 77, 80, 85, 90

Trekking, 54, 68

Tshiteem, Karma, 23, 27

*Tshogpa*, 38

## U

United Nations, 2

United Nations Development

Programme (UNDP), 3–5, 7, 24, 25, 27, 143

Unpredictable, 11, 12, 15, 53, 134, 136, 138, 139, 141, 144–147, 149

## V

Virtuous GNH circle, 53, 56, 61, 117

## W

Wangchuck Centennial National Park (WCNP), 65

Well-being, 5, 23, 25, 46, 110, 116, 143

Wildlife Conservation Division (WCD), 118, 122

World Bank, 8, 39, 40

World Wildlife Fund (WWF), 8, 65–67, 70, 72, 135