

Kuzoo SOCIETY

Sincere, Open, Creative, Innovative, Enterprising and Thinking Youth

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"Ah ... there he is again ..."

Mieko Nishimizu

*You have said what you are
I am what I am
Your actions in my head
My head here in my hands
With something circling inside
I have no name
For what circles
So perfectly*

*Jelaluddin Rumi
(1207 - 1273)*



The last climb to Bemji is the hardest. It is steep and windy and cold, and the cloud is fast coming down the mountain.

I ride a pony "just to give her something to do!" Uphill, I position as if flying through a steeplechase. Downhill, I hold as if completing an Olympic jump. Bad idea, either way, without the leather between the pony's mouth and my will. So, I switch to dressage techniques – firm leg pressure and shifting body balance. Nothing works!

I can't think about rural roads on pony's back, anyway. So, I dismount the beast that is not a riding horse, she gives me another dirty look, and I keep on thinking about that road again, until Bemji's health clinic enters my view... Uh oh...

Thursday, October 30, 1997 (excerpts from my diary)

Bemji ladies greet us with red *rachu* over their shoulders. They form a circle in the clinic's front garden, and begin a slow-moving song and dance. Their voice is a cuckoo's transparent cry, their song is the pentatonic scale of the Orient, and their steps are simple and repetitive clockwise. I pinch myself – where am I? Before me is the "Bon" dance of olden Japan, of mid-summer nights, of welcoming ancestral spirits back from the other world for a few days' sojourn ...

I linger in the garden as long as possible, seemingly admiring the artistic performance, but in truth fighting my phobia of rural health clinics. I have seen so much miseries in other parts of the world that I am already feeling sick, fearing the same all over again.

I have seen ghost doctors and ghost nurses, on the payroll but caring for the rich somewhere else. X-ray machines without electrical cords, held back for bribes nobody can afford. Bare supply cabinets with contents stolen, just to line the pockets of those who walk the corridors of power. Blood stained sheets that have not seen laundry for heaven knows how long. Patients and families spread out on the floor, waiting for the care that may never come. A near-death woman, in unattended labour, pleading "just save my baby please."

Despair, frustration, anger, fear, anger, frustration, despair ... and the smell of death everywhere...

I have seen enough, and it is never enough! Some call it bad governance. Others call it a system failure. Economists compute the cost of corruption without knowing what on earth they are talking about, until another economist like me tell them go see for yourself, it's a crime against humanity, do you want your children to suffer like that!

Through the Looking-Glass

from page 2.....

No, I have not seen enough, and must will myself to see more of it. Yet, I know my body refuses food for days afterwards every time, and my heart is already so broken up there is no way to put it back together again. Corruption and the weather ... everybody talks about it ... nobody does anything about it ... I feel so powerless ... until a different leader emerges ... top leadership with integrity and guts, with nothing to hide and nothing to lose...

I catch myself. Wait a minute ... the top leadership here is His Majesty the King...

Just then, I see a smiling man running towards me. Clad in a white frock with a stethoscope around his neck, he's followed by not one but two ... TWO nurses!

I knew *ema datse* would kill me – this must be heaven!

Bemji's clinic serves a dozen villages of the surrounding valleys, I am told. The physician and nurses show me around the substantial health station, tastefully done in the traditional architecture, with living quarters upstairs for the staff. Inside the clinic is sparsely furnished, but it is a model of order and cleanliness. Covering the walls are treatment and other records, kept up daily, weekly, monthly, house by house, village by village. No wonder, patients are smiling.

"We have no problems with supply of standard drugs," says the doctor as he opens a storage room that is well stocked and neatly organized. "We expect an extra shipment soon, to survive the winter even if the paths are cut off." I spot the refrigerator for storing vaccines, running on propane gas for there is no electricity. The doctor lectures me on the importance of stable storage temperature, and shows me a big temperature gauge and a standby propane-gas mechanism, "just in case the other one fails." A far cry from anywhere else I have ever seen in the third world.

I ask the doctor and nurses it must be difficult to serve in these rural stations. Would you rather be in towns, Thimphu perhaps? They look at me stunned, lost for words, as if I just spoke in French.

"This is my duty to my country," replies the doctor having finally regained his composure. "Most Bhutanese live in these parts. Yes, we are required to serve in rural stations, but ... What is my training for? I will do just the same, with or without such requirements!" I feel ashamed having asked a very stupid question.

One of the nurses concludes, with a burning passion in his voice. "Having healthy population is important for building a strong nation. That is what His Majesty thinks. We are here because we agree with His Majesty!" He said what he meant, not what he thinks his King wants me to hear.

My thought drifts over the horizon, and my heart sinks. What does it take elsewhere in South Asia to make this happen? A revolution or a crisis, unless a strong visionary leader emerges at the top...

Ah ... there he is again ... His Majesty the King ... the omnipresent change leader...

(To be continued.....)

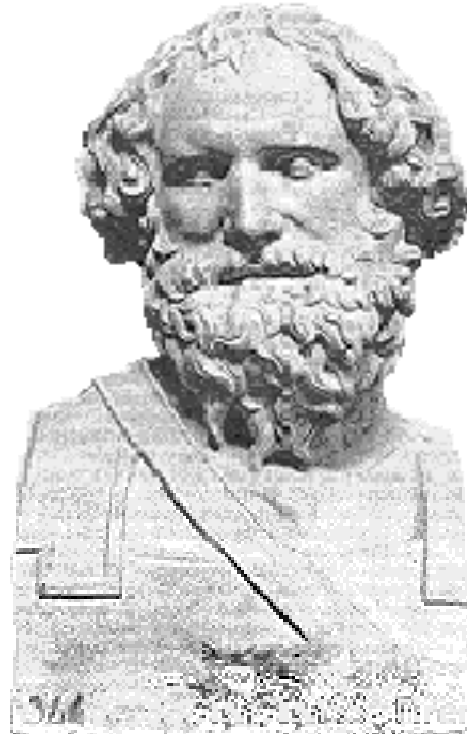
What's the connection between Archimedes and DNA testing?

Michael Rutland

Most readers of Kuzoo SOCIETY will have learned about Archimedes in their school science lessons. 'Archimedes Principle' is one of those basic principles of Physics which underpin everything from ducks to ships to hot-air balloons; in fact everything that floats. You may recall that around two thousand two hundred years ago the King of Syracuse gave some pure gold to his goldsmith to make a splendid new crown. When he received the new crown, the King, a suspicious sort of person, worried that the goldsmith had stolen some of the gold and replaced it with much less valuable silver. But the finished crown weighed exactly the same as the lump of gold.

How could the King find out the truth? None of his advisers and experts knew the answer; after all, the UN did not exist in those days! Fortunately one of them was an old man named Archimedes (a philosopher, mathematician and inventor) who really enjoyed his daily bath, probably filled for him by beautiful young ladies! And he liked his bath filled absolutely to the top. One day he was thinking about the Crown problem as he got into his bath, and suddenly realised he'd found the answer! He noticed that as he got into the bath, water overflowed from it onto the floor – and he immediately understood that the volume of the water that flowed out equalled the volume of his body. As you may have been taught at school, he was so excited by his discovery that he leapt out and ran naked through the streets of Syracuse crying 'Eureka' – 'I have found it' in Greek. And so he was able to measure the volume of the Crown (by putting it in a full bath of water), and its mass, and so work out its density. He compared this with the density of gold, and proved to the King that the Crown was not made of pure gold – and the goldsmith lost his head.

Archimedes was quite an achiever – he is regarded as the 'father' of the integral calculus and mathematical Physics. In fact he is generally regarded as the greatest mathematician and scientist of antiquity and one of the three greatest mathematicians of former times (together with Isaac Newton(English 1643-1727) and Carl Friedrich Gauss (German 1777-1855).



Archimedes



So what has this to do with DNA testing?

The point is that thousands of years ago Archimedes used Science to detect and prove a criminal offence. And he was the first person known to have used Science in this way. Today, Physics, Chemistry and Biology are powerful tools for the investigation of crime and can provide powerful proof to convict the criminal. ***It is said that whatever you do and wherever you go you leave traces.....and these traces can be detected by Science.*** The application of Science in this way is called 'Forensic Science'.

Probably the best known, and one of the oldest examples of Forensic Science at work is in fingerprinting.

Continued from page 4.....

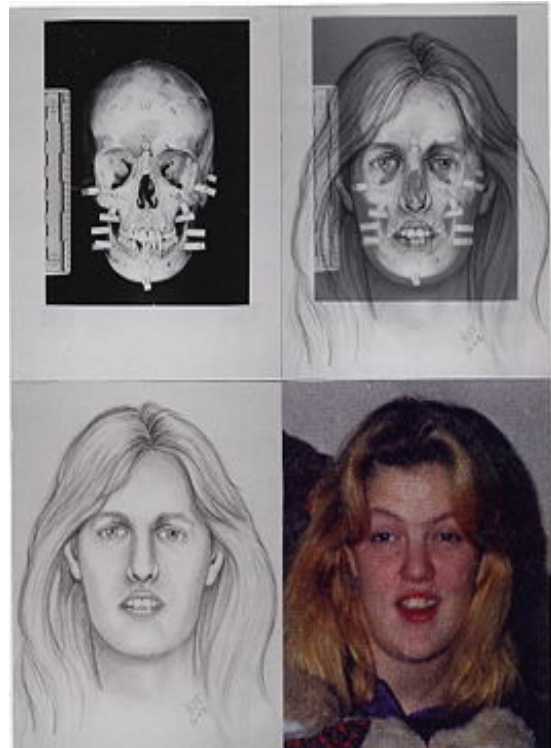
The earliest account of fingerprints use to establish identity was during the 7th century, when a debtor's fingerprints were affixed to a bill, which would then be given to the lender. This bill was legally recognized as proof of the validity of the debt.

Today, it is usually a signature, but here in Bhutan the use of a fingerprint instead of a signature is quite normal. Fingerprints can be detected on almost anything you have touched or handled, and when compared with your own fingerprints taken by the Police can be used to prove a criminal offence. But Forensic Science goes well beyond fingerprinting. It can be used to detect and analyse bloodstains, for example on the clothes of a criminal who has injured or killed someone – and prove that those bloodstains came from the injured person. But a scientific analysis of bloodstains can tell an investigator much more, for example,

- the mechanism that created the stains.
- the direction a blood droplet was traveling (by calculating angles of impact),
- the area of origin (location of blow into blood source),
- the type of object used in attack (edged, blunt, firearm, etc.),
- the minimum number of blows,
- the presence of a particular person (for example, a suspect) at a scene,
- the positioning of the victim, suspect, and objects during events, and the sequence of events.

Through a knowledge of the laws of motion and Newton's Laws it can be used to work out the position and type of gun used to shoot somebody (the science of ballistics), and through analysis of the bullets prove exactly which gun fired the shots. It can even detect on a person the minute traces of the explosive which came from the gun when it was fired. The application of science to explosions can often identify enough details about the bomb and the explosives used to enable the time and place of manufacture of the bomb to be identified, and often the person who planted the bomb.

Scientific analysis of materials can, as just one example, help identify the causes of road accidents (a broken brakepipe, a failed suspension spring, a fractured fuel pipe are just some instances of the many causes of accidents) and identify faults in any sorts of structure, from bridges to aeroplanes. Detailed analysis using advanced techniques such as Gas Chromatography and Mass Spectrography can precisely compare minute samples of material. For example, where ever you go tiny particles of dust will stick to your clothes. These can be recovered from your clothing, analysed and compared with dust from the location where a crime has been committed.....and then it's useless to argue that you have never been there (though of course it doesn't prove you committed the crime!)



A face reconstructed from a skull

Continued from page 5.....

With the application of biological knowledge, from just a skull the probable face of the person can even be reconstructed. This was famously done using the skull from the mummy of the ancient Egyptian king Tutankhamun to show what he probably looked like in real life.

In 1985, Dr. Alec Jeffreys, of Leicester University, England, invented a new and immensely powerful technique called DNA Testing or genetic fingerprinting. Genetic fingerprinting is used in forensic science, to match suspects to samples of blood, hair, saliva or semen.

It has also been used to prove that some formerly convicted suspects were in fact not guilty of the crimes for which they had been imprisoned. It is also used in such applications as identifying human remains, paternity testing, matching organ donors, studying populations of wild animals, and establishing the province or composition of foods. And here in Bhutan, DNA testing is now used by the Royal Bhutan Police to help solve quite a number of crimes and to provide clear evidence of the culprit, for example in cases of alleged rape.

This short article gives only the briefest outline of some of the ways in which science can help in the investigation of crimes and the detection of criminals.

Forensic Science started with Archimedes over two thousand years ago.....where will it end.

If you are a Science Graduate, think of it as a career socially useful and full of interest.

If you are a criminal.....beware !!!!!



*Forensic Face Reconstruction
of Tutankhamun*

By The Reaper

A log

The waves carry me

A log at the sea's mercy

Will I ever reach the shore

And see it once more?

Or will i sink to the bottom

and be forgotten

Birds flock to me

A big shady tree

But will they be there

when I am naked and bare?

Will I hear another bird sing

mitigating the winter sting?

By the Reaper

Strange

Its strange

how things change

how a good moment dies

right before your very eyes

how things go wrong

your dreams get blown

by the wind of change on this desert

called life, whence we depart

a weary traveller

broken down but wiser

how often we are driven

on paths untrodden

how we stumble

and fall, how we fumble

in the dark

for a spark

of hope and happiness

interspersed with sadness

how we hardly realize in giving

lies the essence of living

....by Kinley Wangmo

Waiting for the apples

*When innocence played with me,
I remember climbing rooftops
To taste new budding apple fruits.
In its company
I looked forward to
each spring
And kept watch over
The early blossoms,
Soon replaced by bland buds
tasting
deliciously sweet by autumn.
Till autumn,
I would wait for the apples,
Peek out the window and see
The apples grow by the day,
Till it reddened
And sweetened my lips.
But that was years ago
When innocence
played with me.
Yesterday,
When a friend
Offered me an apple,
I remembered
I had forgotten
To wait for the apples.
I was lost
in an entirely different world
of work, and that of an adult's life*

....by Kinley Wangmo

Traveling Insight

*I close my eyes
and breathe in deep
dancing fireflies
turns into a halo
lighting up
soul's home
where...
I am a mermaid
I am fumes
rising from incense
Fluid like water
Faster than thought
reaching
corners and the very depth
of my mind*

*Eyes search for the soul
circles around
the heart
Peace is the feeling
Peace is the present
Numbness is shattered
(bid you goodbye)
I am...
weightless in the air
my heart is light
my heart is lit
soul is mine to keep
wrapped in a fine white blanket
made from cottons
picked from clouds*

Some thoughts on the establishment of the GNH Commission..

by the Secretary of the GNH Commission, Mr. Karma Tshiteem

The formation of the GNH (Gross National Happiness) Commission was announced in a low-key press conference attended by the Prime Minister, the Cabinet Secretary, a number of reporters and myself. Among others, the Prime Minister highlighted that the establishment of the GNH Commission was to mainstream the GNH philosophy into public policies and plans as well as to consolidate their coordination and implementation through the merger of the functions of the Planning Commission and Committee of Secretaries in this body. The GNH Commission will formally begin its work on the auspicious day of 16th February 2008.

The announcement has aroused curiosity among a wide section of the people. Many think it is simply a change of name. As far as I am concerned, nothing could be further from the truth. While it is still early to share the detailed views of the GNH Commission (the body is yet to meet), I would like to share some of my thoughts on this important development.

I see the establishment of the GNH Commission as a demonstration of the total conviction and commitment of the Royal Government to achieving the GNH vision propounded by His Majesty, the Fourth King, and which has guided Bhutan's development over the past three decades, a period of unparalleled progress, peace & prosperity. It is no accident that we are known today for the strength of our commitment to environment and conservation, for a rich living culture and tradition, as caring people and compassionate communities. Not surprisingly, this unique development philosophy is also growing in recognition outside Bhutan, as it captures the imagination of people from all walks of life. The challenge is to ensure that this timeless vision and noble philosophy continues to guide the thoughts and actions of the government and thus benefit Bhutan into the future, which means that it must be mainstreamed into the planning, policy making and implementation process. As His Majesty Commanded, "In the land of its birth, GNH must be a part of our way of life. And it is both practical and essential to our future success that the philosophy of GNH becomes an integral part of the decision-making and planning process of the government".

What this means, given that one can only manage what one can measure, is that GNH has to be captured through indices & indicators so that future policies and plans of the Royal Government are GNH consistent, as indicated in the order. We have to find ways to break the philosophy of GNH down into elements that can be used to guide public policy.

I have seen over the years that whenever a discussion or debate takes place on the subject of GNH, it can be quite an affair. Once someone mentions quantification or measurement of GNH, the decibel rises. I am not surprised by such reaction. In fact I accept it as logical because people's perception of GNH today is very individual and thus personal, leaving no room to deny their complete authority on what GNH means to them and therefore, untenable any effort to measure the GNH of *all Bhutanese*.

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Thus, when the GNH Commission works on deconstructing GNH into indices and indicators, we will instead be looking at those indices and indicators that capture *all the conditions* necessary for allowing individuals and communities to maximize their well being.

An index, called the Bhutan Development Index (BDI), will be developed. It will be unique to Bhutan and one that captures elements beyond those captured by global development indices such as the UN HDI (Human Development Index – which measures three elements, income (GDP), health (life expectancy at birth) and education (literacy and primary enrolment).

The BDI will certainly include these elements but it will also include additional elements such as environment, work-life balance, leisure time, trust, security, corruption, as well as others that we find are important to guide our development. This will not be an easy task as it involves qualitative elements but innovative indices such as the Happy Planet Index and the Genuine Progress Index show that it can be done. The task of the construction of this very unique index has been entrusted to the Center for Bhutan Studies and upon completion, the BDI will be put up to the GNH Commission for adoption and use in guiding policy making in Bhutan.

This is perhaps the most special aspect, the use of the BDI for guiding public policy making in Bhutan. It will add a unique and totally different dimension to Bhutan's governance and one truly without parallels. Among others, the BDI could do the following; firstly, since the BDI will be a transparent index, it will provide everyone a clear idea of how Bhutan fares on a number of indicators that capture all that is important to us.

Secondly, it will be an independent basis for allocation of resources among competing priorities. For example, if we find that the indicators on the *security index* is low, it will be a logical decision for the government to shift more resources to activities that help improve that indicator and e.g. more working street lights, easier access to lawyers, more policing, institutional strengthening of the judiciary, etc.

Thirdly, the BDI would necessarily require decision makers to compare tradeoffs on important issues, the costs and benefits at the national and local levels and between present and future generations and therefore, should lead to policies that ensure fair sharing of benefits and burden. Fourthly, the BDI will itself become the best indicator of good governance and therefore, provide a clear independent feedback on the policies and actions of elected governments and the bureaucracy. Lastly, the BDI will be dynamic, taking on new elements and shedding redundant ones, thereby always remaining relevant to the aspirations of the Bhutanese people.

Kuzoo SOCIETY interviews

Mr. Karma Yonten, the first CEO of DHI (Druk Holdings and Investment Ltd.)

1. What is the idea behind creating a body like DHI?

According to the Royal Charter of 11 November 2007, the vision behind DHI is to create a body to professionally hold and manage the existing and future investments of the Royal Government of Bhutan for the long-term benefit of the people of Bhutan. In the past, the Ministry of Finance and other line ministries were involved in the management of the companies and for making new investments. Since these ministries did not have the time or the expertise to manage these commercial companies and investments, it was felt that an agency like DHI was required to provide the specialized skills to manage commercially oriented companies and make commercial investments for the government.

DHI is expected to play a key role in fulfilling the following:

- Accelerating socio-economic development to achieve the goals of GNH;
- Safeguarding and enhancing the national wealth for all generations of Bhutanese through prudent management and investments;
- Building a strong dynamic economy as the foundation for a vibrant democracy;
- To build on the close and friendly relationship with India and enhance the economic partnerships between Bhutan and India;
- To lead and stimulate private sector development through innovation, creativity, enterprise, while preventing corruption and other undesirable activities;
- To promote the competitiveness of Bhutan's economy by transforming DHI companies into highly efficient and productive companies that strive for excellence.

2. Can you tell us a little about the organizational structure of the DHI and how this will be different from the structure in the government bodies?

The governance structure of DHI is similar to other corporations as the Board of Directors is the final decision making body for DHI. The Board will be supported by Board Committees. There is also an Advisory Committee to provide long term strategic advice to the Board. The Advisory Committee will be chaired by the Prime Minister and will include eminent international business personalities as members. The CEO reports to the Board and will be supported by two Departments: i) The Investment Department and ii) The Corporate Performance Departments. A Corporate Services Division will provide the office support for the DHI employees.

The following will be the main differences from the past:

1. While Boards normally have a part time Chairman, the DHI Board has a full time Chairman. This full time position is to ensure that the Chairman has enough time to devote to DHI.
2. In the past, many of the Board Directors were from the civil service. The DHI Board Directors include a good mix of private sector representatives.
3. In the past, the Board Directors were selected by the Ministry of Finance. In DHI's case, the Chairman is appointed by His Majesty, and the Board Directors are selected by a Blue Ribbon Panel. The Blue Ribbon Panel is a committee of eminent people whose main function is to select the DHI Board Directors.
4. In the past, corporate decisions had to be referred to the Ministry of Finance and sometimes even to the Council of Cabinet Ministers. In DHI's case, the Board will be the final decision making body.
5. There will be a strong focus on corporate governance where transparency, responsibility and accountability will be strongly pursued.

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6. From an organizational point of view, DHI will be a small organization and will be staffed primarily by professionals. As a result, many of the employees will have to multi-task and manage end-to-end activities.
7. Employment at DHI will be performance based and so unlike government bodies which provide long term employment, DHI employees will be hired on contract for three year terms. If the performance is not satisfactory, the contract will not be renewed. If the employees perform well their contracts will be renewed and they may be eligible for quick advancements in both position as well as salary. This performance based contract system is one of the biggest departures from government bodies.

3. What are the criteria used for the selection of the board of Directors of DHI and Managing Directors of the companies under DHI to ensure the success of DHI?

As the highest governing body for the corporations, it is very important that the Board of Directors and Managing Directors are selected with care. Candidates are selected based on two broad criteria: personal characteristics and professional competence. Personal characteristics refer to individual traits like integrity and credibility, communication skills, positive attitude, conscientiousness, and not having a strong conflict of interest. Professional competence refers to having a proven track record and possessing appropriate skills like finance, management, strategy, planning, entrepreneurial, legal, and sector specific skills. Selection is also based on the skill and competency requirement of the specific Boards as there should be a good blend of skills among the Board Directors. A background check is also made to ensure that the candidates being considered are suitable for DHI.

4. How would DHI work differently from how things were managed in the past?

One of the problems in the past was that the governance structure was not very clear. Corporate decision had to be referred to the Ministry of Finance and sometimes even the CCM. This resulted in delays and also in lack of accountability as there was no clear decision making mechanism in place. The DHI Board will be the final decision making body for DHI so decision making is expected to be faster. DHI will also develop terms of reference for the Boards and the CEOs which will ensure that accountabilities are also clarified and streamlined. Clear targets will be set for the corporations which will allow DHI to assess the performance of these companies. There will be more focus in customer services which was lacking in the past.

Since many of the corporations have evolved from government departments, they functioned more like government agencies than corporate entities. One of DHI's aims is to change this bureaucratic mindset and have the corporations function more like modern corporate entities where the focus is both on profitability as well as customer services.

5. One of the biggest problems faced by ordinary public is that they often have to know someone in an office to get quick or any service. What plans do the DHI companies have to ensure that all are treated equally with good and efficient service?

This is a very serious concern for DHI as it reflects poor professionalism and a lack of proper systems and processes in these companies. As a result, there is no uniformity in the provision of services. To address this problem, DHI will require its companies to develop a Customer Service Charter which should clearly outline the procedures to be followed, the requirements to be fulfilled and the time frames required for availing services from these companies. This will ensure

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that everyone is aware of the steps taken to avail services. In addition, DHI will also require that a Customer Service section be set up to address the needs of its customers. As part of this, a customer grievance redressal system should be put into place to ensure that the complaints of the customers are being addressed. These measures, we hope, will help to improve customer services. To assess the services being provided its companies DHI will require surveys to be conducted by independent agencies.

6. How will the existing companies be transformed to meet the goals of DHI?

The first step was to make a complete change in the composition of the Board of Directors. As the BoD is the highest governing body, it was important to have people with the right skills, attitude, experiences and time to provide guidance to the companies. With this change, it is expected that the Directors will be able to contribute positively to the companies.

The second step is through communicating closely with the DHI companies and informing them about the visions and goals of DHI. His Majesty has set an inspirational vision for DHI and all the companies need to work together with DHI in achieving this vision. In the past, each company operated in isolation of each other and there was not much interaction or synergies being exploited. As the focal agency, DHI will seek to work together with the companies to share best practices. This will help in sharing scarce resources and solving problems together.

The third step is through requiring each company to develop visions, strategies and goals that are in line with DHI's overall vision. Together with this, DHI will also set a Performance Framework for its companies. The performance framework will cover financial, operational, customer service and corporate governance areas. Targets will be set and closely monitored by DHI. To ensure that the company's plans and performance are in line with DHI's vision, a Compact will be signed between the companies and DHI clearly outlining the expectations of DHI. DHI can also provide technical support, and share resources to strengthen areas that companies may be weak in. For example, in companies where the finance division is not very strong DHI can help out by providing financial experts to help them streamline these areas.

Finally, DHI will develop and share guidelines and best practices that will help companies in their business activities and transactions. These are just a few of the ways we will help in transforming the companies.

7. Are there plans to form any new companies in the near future?

At present DHI is looking at making investments in the Dagachu Hydropower project and the Dungsum cement project. Initially these will be run as Authorities during the construction phase and will be converted into companies when the construction is complete. In addition to this, DHI will also be involved in the Punatsangchu and Mangdechu hydropower projects.

8. How would the revenue earning from DHI be used for the good of the country?

The companies that have been transferred to DHI are one of the largest revenue contributors to the Royal Government. Last year DHI companies contributed about 30% of the Government's revenues. Just because DHI has been created does not mean that these revenue flows to the Government will stop. DHI will continue providing these revenues to the Government. In fact DHI and the Ministry of Finance will sign an annual agreement on the amount of dividends/revenues to be provided to the Government. The balance funds will be used by DHI for new investments or for expanding existing businesses. The general expectation is that through the proper

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management of the companies and the new investments, DHI will be able to contribute increasing revenues to the Government in the future. This increasing contribution from DHI could be used by the Government for its socioeconomic development works.

This is a very good arrangement as it enables DHI, which specializes in commercial investments, to focus on making investments and generating revenues and it enables the Government, which specializes in socioeconomic development, to use the funds generated by DHI for development activities.

9. How would DHI contribute to the growth of the private sector in comparison to the privately owned companies?

There are several ways that we see DHI contributing to the growth of the private sector.

Firstly, the new projects that DHI initiates will provide both employment opportunities and business opportunities for the private sector. For instance, when the DHI starts developing a hydro-power project it creates a lot of employment. It also provides business opportunities to construction contractors, transporters, and suppliers. All this helps in stimulating the economy. In many cases the private sector is unable to take up development of such hydropower projects because the costs are too high, the time for construction is too long, and the risks are high. DHI as a larger company will be able to develop these kinds of projects that the private sector is unable to develop. DHI could also work in partnership in some of these projects with the private sector.

Secondly, many of the companies under DHI are service oriented companies that are also monopolies. If these companies are not efficient and customer friendly they can adversely affect the private sector. Till now everyone is aware of the poor services provided by the Bank of Bhutan. If the services of the BoB were to improve it would benefit everyone. The private sector benefits because better and faster services will mean less wastage of time. Also if BoB modernizes its banking facilities and introduces new financial services all customers will benefit. More accurate and quicker assessment of projects will enable private sector to get loans faster at better conditions. Similarly improvement in the services provided by the other DHI companies like DGPC, BPC, BT, Druk Air, NRDCL will all benefit the public at large and will create services that facilitate business activities and reduce transaction costs.

As the largest company in Bhutan with holdings in companies spanning the most important sectors, DHI can provide valuable feedback to the government regarding private sector policies. As a large entity it will be in a good position to lobby with the government to ensure that an enabling environment is created through policies that are friendly to private sector development.

The DHI will also set a good trend for corporate governance with no tolerance for corruption and complacency in its companies. This trend is expected to spill over in the private sector and if Bhutan is able to achieve low or zero levels of corruption in the private sector, it will add to the attraction for Foreign Investors. And foreign investments into Bhutan will help create more jobs and business opportunities.

DHI could facilitate research and development in areas where there is potential for future business and growth. This will help open up new investment areas for the private sector

10. Does DHI have any plans to recruit young interns into their offices to train young people who would like to work in this field?

As often stated by His Majesty, the youth is the future of the country and for DHI, intelligent

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and hardworking youth who display creativity, enterprise and innovativeness will be of great interest. Internships are one of the best ways for DHI to learn about interns and it is also an opportunity for the interns to get a flavor of what work at DHI is like. So once DHI is well established we will certainly consider having bright young people intern at DHI.

11. How would DHI help young people in terms of future employment?

While DHI itself will only be able to provide employment to a limited number of young people, we expect that the companies that the DHI sets up will generate a lot of employment. DHI realizes that employment is the greatest concern amongst the youth. Therefore while assessing and deciding on new projects DHI will give a lot of importance to the employment generation potential of the project being considered.

12. Is there a future for large scale employment within DHI for the youth? If so, what kind of education or trainings should they undertake to be considered for a job in the DHI?

As mentioned earlier, DHI itself will be a small organization and we do not envision providing large scale employment within DHI. However, the investments that DHI makes in new projects will provide employment opportunities both during the construction phase as well as in the operational period. At present the companies under DHI provide employment to over 5,500 corporate employees and we hope that with the new projects and investments this number will increase in the future. As DHI has a very important mandate to fulfill and it is also expected to set an example to the other corporation we have set very high standards at the entry level. We hope that with the high standards we are able to attract the best and brightest people. For instance, during the recruitment this year, graduates had to have a First Division in their undergraduate degree and one year work experience to qualify for an interview. However, for people who are able to get into DHI work will very interesting, there will be tremendous opportunities for growth and learning, and the remuneration will very attractive. So if you think that you meet the DHI's criteria, you are more than welcome to submit applications. In response to the second question, at the entry level for professionals, good numerical, analytical, communication and written skills would be an advantage. At the mid level, an MBA would be the preferred degree, though a Masters in Finance or Economics would also be highly relevant. These days an engineering degree with an MBA would be considered ideal for the kind of work at DHI.

13. Any additional information you would like to share with the Kuzoo family about DHI?

It has been about three months since DHI has been created through the Royal Charter of His Majesty. DHI has been very fortunate that the Royal Charter has set out the long term vision for DHI in very clear terms. It is now up to DHI to develop the strategies, to set the goals and to work towards fulfilling the vision of His Majesty. Just as His Majesty has set the noble and inspirational vision for DHI, so too must each young person set long term goals for himself or herself. You have to aim high and set ambitious goals to challenge yourself. However, just setting goals is not sufficient and you will need to develop a plan to achieve your goals. And finally you need to work hard so to ensure that your plans succeed and your goals are achieved. These three basics of setting goals, developing plans, and working hard are common at both the DHI and individual levels. And in the long run, it will be people like you (the youth) who will be managing DHI in the future and will be playing a crucial role in fulfilling His Majesty's long term vision of transforming Bhutan into a competitive and modern economy. With this we would like to thank Kuzoo for giving us this opportunity to share our thoughts on DHI with the Kuzoo family.

Your boss is always right.....

Dorji

I looked at my friends huddled around another friend in distress - five young men in their mid-twenties, some of the brightest professionals in their fields, trying to comfort another friend who they thought had been treated unfairly.

Jigme, who was in distress, had once again been chastised by his boss who thought that he was 'too outspoken' in meetings. Jigme lamented that all he had tried to do was not to remain passive by trying to also contribute to the meeting by presenting his ideas based on his professional experience and to speak up for the good of the project so that mistakes would not be made. He just couldn't understand how, after being told during the start of the meeting that it would be appreciated if all were candid during the discussions, that he was now reprimanded. He was the only one who had had the courage to speak out when incorrect information was presented and consequently erroneous decisions were made during the meeting.

We tried to comfort him that this was the same thing that happened to a lot of young people who had the courage to speak out especially when they might, without meaning to, perhaps upstage the boss. Many of us have all been through this passage of life in office that seemed so unfair but was a reality of life.

Often, many young people enter offices with idealistic and good attitudes that all they have to do is to work hard with high ethical standards, do the right thing for the office and all will be fine and then people, especially their boss, will recognise and appreciate this.

This is what is supposed to be right and is usually taught to our children. But sadly, in reality, many experiences speak for themselves that no matter, even if you are told by your boss that he prefers people who are candid and upright so that the right ideas are developed and the work is done in the right way to achieve good results, the bottom line is that in the end your boss is always right and woe to those who dare challenge that even if they mean well.

Many people who have climbed up the ranks may not want to admit this but would probably, if they are truthful, acknowledge that the boss is always right concept is to be followed in an office if one wants to move up the ranks. No matter how bright, upright and hardworking you are, there are two things that will definitely kill your career and your spirit: the first is to tell your boss or your senior that he is wrong and the second is to prove that he is wrong.

So what's to become of my young talented, hardworking and upright friends? I looked at them and realised that unfortunately, there are very, very few bosses who will genuinely respect talent, bright ideas and hardworking people. Instead, often this person may just be accused of showing off. This may be even worse in the civil service compared to the private sector (where ideas and work actually bring in direct profits and therefore may be tolerated if not appreciated) as no boss in a public service directly or personally benefits from a subordinate's courage or talent in the civil service even if it is good for the objectives of the office.

So what must one do when you realise that your boss is wrong? I think you have to accept the reality of life - your boss is always right. It is here whether one likes it or not and all one can do is to learn to deal with this simple truth. After all, bosses are also just human beings....

If you are in a public service and the services of the office are for good of the people and country, then accepting the boss is always right when this would affect the public is hard to take in and overlook.

But even if your views are right, if they conflict with the views of the boss, one better hold one's tongue (I have often tried to clamp it between my teeth—that normally works - try it!) or learn to be a poet who can phrase ideas in a sweet poetic way so that it charms every one's ears, warms everyone's good gentle beating hearts (I am becoming poetic...finally - it's been an effort!) and most of all make it seem that your ideas actually came from the boss.

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Often it is not about presenting the ideas but how to present them. It is advised that one should choose your words very carefully. After all, it is not easy for mere mortals to look into someone's heart and ascertain their good intentions. Even if you mean well and even if you are told to be candid always, always, - let me repeat, always, remember that the boss is always right.

Rather than saying that "this idea may not work because of.. etc reasons.. and I would like to suggest this" it is advised that one say to your boss that "I think Sir has great ideas and the way Sir has framed the activities are really farsighted and wise. Could I ask for permission to humbly submit if maybe Sir could have also thought about these ideas inject your ideas here.

To help you even more, one could also suggest that you kind of remember having heard of these ideas sometime ago from your boss and you are just repeating them. This will certainly help—but do be also aware that this may confuse the boss who may wonder at the back of his mind whether he is losing his mind as he won't be able to remember this (a clue— if you see his eye balls moving from side to side, then he may just be thinking this).

And remember, never forget the cardinal rule (woe, woe to your spirit and good intentions and ideas otherwise), always try to suggest your ideas in private with your boss when there is no one else around so that he doesn't feel upstaged.

And don't forget the other important rule, don't just have humble intentions, you also have to appear to be humble (a nice gentle sweet voice will help) and pick a time when things are calm in office. The best time is when all is right with the boss's world - but beware that this may mean just a few windows in time, so be alert!

Thus, always remember that your boss is always right and the best you can do is to learn to use the right sweet subtle words to show him how much more right he can be if he follows your suggestions - just remember to make sure that those suggestions are well researched and presented nicely or that's the end for you again!

In the end, if the objective is to ensure that the right ideas get across for the good of the country, and if one also pleases and elevates your boss while accomplishing this good objective, then that may be the best solution. But the problem will probably lie with what to do with your ethical principles when the good boss is one that does not really deserve respect or his ethics and abilities are not all that great. How to deal with that, my friends, is another thread for another day. I am already exhausted with this one.....

All I can do is to give some hard-learned advice that the bright and 'upcoming' Bhutanese should keep your hardworking spirits up; one should continue to be positive in life and continue to try to be ethical and upright but one must also prepare for the actual realities of life so that you may be able to deal with them without having your spirit crushed. It may be good to take a brief pause here, breathe in deeply (not with your mouth open—through the nose is better), pause again and note that the antonym of idealism is reality..... .. Yes, it does help!

As for my good friend Jigme - he is one of the most talented and hardworking people I know in Bhutan and his spirit may be crushed temporarily but I know that he will rise again since he has a strong enduring spirit and his heart is in the right place; in the end, good, talented and hardworking people like Jigme are the backbones that take the load and stand upright for our precious country to develop in the right way.

But just don't forget.... your boss is always, always right!

Meditation is one of our Buddhist traditions that have been practiced in Bhutan for many centuries. Give it a try to calm your mind and bring peace to your life.

Calm the Mind Through Meditation

with Khenpo Phuntsok Tashi

Begin your meditation practice in a suitable quiet place seated comfortably on a flat cushion. Take natural breaths in and out for a couple of seconds. At this time, feel pleased and smile with great rapture for getting such a golden opportunity. If there are holy objects in your room, you may pay homage before them with reverence. If not, you can imagine or remember that a band of Buddhas and enlightened beings including your spiritual teacher, are flying in the space before you as witness and are rejoicing in your meritorious action.

Then, your motivation, which is a primary consciousness, directed towards a goal, has to be transformed into the *bodhi* mind- the mind of enlightenment. You should say silent. Let it go through your mind that `for the benefit of all sentient beings, from now onwards, I shall meditate on calm abiding meditation. May all sentient beings be free from all suffering and attain the state of complete enlightenment'.

This is a Mahayana tradition to think that others are more important than you. Then start meditating through the nine ways or stages of setting the mind:

1. Mental setting (*jogpa*)
2. Continual setting (*junjog*)
3. patch-like setting (*lente jogpa*)
4. Close setting (*nye war jogpa*)
5. Controlled setting (*dulwa*)
6. Pacification (*zhiwa*)
7. Close pacification (*nyewar zhiwa*)
8. Single pointed setting (*dulwa*)
9. Equal setting (*nyampar zhagpa*)

First, meditate on the present mental setting. Narrow down and focus on the object of meditation or on the present mind over and over again. Do not let the mind wander off and become dull. When you are focusing on the object or your mind, if you find it is still and calm, you should not disturb it by putting in more effort to set the mind. Let it leave alone as quiet as possible. As soon as you notice that your mind wanders off, call for alertness and mindfulness. Whenever you have any mental distraction you have to apply the power of knowledge and attention to bring it back to the state of mental setting.

When you practice mental setting, you say to yourself in a soft tone `Mental setting, I know that I am mental-setting right now. ` Or you can say `Calm the mind, I know that I am calming the mind.' Say it again and again till you feel calm. When your mind becomes stable and calm you can stop saying it and just stay quiet and calm as long as you wish.

At this first stage, the meditator must aim at mental setting like the archer aims only for the target. Once the mind becomes stable, then the second technique for the continual setting of the mind must be practiced.

If one is not following the continual setting after the first stage, the mind may become stagnant and no development of meditation will be gained. So the second stage of continual setting of the mind must be practiced through the power of contemplation and repeated attention. Meditation on continual setting of the mind is to be like a river flowing evenly.

At this stage, sometimes the mind gets exhausted and is inclined to discontinue the practice. At this time, the third stage of patch-like setting is required to keep the development of meditation going forward.

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After the second stage, mental distraction will be less than in the first two stages, but it will come occasionally, so the antidote should be applied from time to time to reduce the distraction as far as possible through the power of mindfulness and repeated attention. The third stage of patch-like setting of the mind is like a skilled tailor, who makes a patch for torn clothes whenever it is needed.

After the third stage, the mind, almost unnoticeably, gets many subtle distractions. During this time it is very necessary to practice the fourth stage of close setting of the mind. If you look at the mind closely it never stays still. It moves and wanders off through subtle mental agitation. At this time, we also need to apply extra power of mindfulness and repeated attention. Here the technique of close setting the mind is like a cowherd who guards his cows by keeping them close to the grazing land.

The fifth stage of controlled setting of the mind is needed at the time when too much conceptual cognition is coming to disturb the close setting of the mind. At this time, the power of mental alertness and repeated attention should be applied to control the conceptual cognition. Here controlled setting of the mind is like an untrained wild horse getting trained under the control of a master.

During the sixth stage of pacification, wandering thoughts must be caught and brought back to the state of single pointed mind through the power of mental alertness and repeated attention. At this time the mind becomes more pacified and sober.

In the seventh stage of complete pacification, the covetous mind, desire, and mental unhappiness must be completely pacified to keep the mind in the state of complete pacification through the power of mental alertness and repeated attention. Until this stage repeated attention is very much needed as an antidote to distracted minds.

In the eighth stage, the mind becomes stable in the state of single pointed mind by the force of previous constant practices of meditation. At this time, the single pointed mind should be kept in the state of equanimity without applying an antidote and by putting more effort into bringing back the mind to the state of meditation. Here the equanimity of the mind must be taken care of uninterrupted, then calmness and tranquility appear naturally, just as the sea remains quiet without waves when there is no wind blowing on the surface of the sea. But it is possible get distracted from dullness and agitation, if the enthusiastic perseverance does not remain with uninterrupted attention.

The last stage of setting the mind is equal setting. During this stage, the mind is very sober and becomes equal in concentration. The mind has become more powerful than the previous mind, which remains in the state of equipoise whenever needed. In this stage, the mind is often compared to an immovable mountain.

This is the last stage and the calm abiding meditator can attain complete calmness and stability in six months if he practices in the perfect and precise way according to the instructions. At this stage, the mind gains special powers of calmness. Every action can become perfect and meaningful to life.

Kuzoo is ours!!

We, the youth, must keep ourselves informed.

**We should arm ourselves with the knowledge to make our
own futures brighter.**

**Youth is temporary and fleeting but the foundations we build
today will decide how bright the prospects will be for the rest
of our lives.**

Kuzoo aspires to be the voice of the youth of Bhutan.

Kuzoo aspires to inform the youth of Bhutan.

Kuzoo *is* the youth of Bhutan.

Kuzoo is ours ...

the *future* is ours.

Kuzoo's gratitude

It has been a few years since Kuzoo members began efforts to start an organization for youth activities. It was only in 2006, having appealed for support to the then HRH Trongsa Penlop, that Kuzoo was able to start work on Kuzoo. Net, Kuzoo SOCIETY newsletter, and Kuzoo FM.

The message from HRH the Crown Prince was simple "More than 50% of the country's population is below the age of 25 years. Each and every youth in Bhutan is of irreplaceable value with a vital role to play in the progress of our country. The success of Bhutan lies in the choices made by our youth in life. The potential of our youth shall be enhanced with the right information and knowledge. Thus, the work being undertaken by the youth for themselves through Kuzoo is of great significance."

We, the youth submit our deepest gratitude to our beloved King, and hope we can live up to his example.

**Kuzoo SOCIETY
Thimphu Bhutan**

**We are on the web!
www.kuzoo.net**