

Educational Qualifications/Certifications:

- **Master of Public Policy (MPP)-** *Specialized in Development policy and programmes*, Crawford School of Economics and Government, Australian National University Canberra-Australia;
- **Graduate Diploma in Public Administration (GDPA)**, Crawford School of Economics and Government, Australian National University Canberra-Australia;
- **Post Graduate Diploma in Public Administration (PGDPA)**, Royal Institute of Management, Thimphu- Bhutan;
- **Bachelor in Business Administration (BBA)** – Specialization in Marketing and HR (2007) George College of Management and Science, WBUT, India;
- **Leadership Development Programmes** (Level 1-4) Terrific Training Institute, Singapore, 2022-2024,
- **Project Management and Learning by Design Thinking** (Phase 1-5), Royal Institute of Management, 2022-2023.
- **Advance Monitoring and Evaluation (M&E) Training**, Bhutan Interdisciplinary Research and Development (BIRD), Thimphu, 2022;
- **Coaching for Leaders**, Terrific Mentors Pte. Ltd. Singapore, 2022;
- **Policy Case Study and Writing Workshop**, Universal Business School, organized by AMDISA, June 2021.
- **Accelerated De-Suung Integrated Training Program** (39th batch), Tendruk Samtse, 2020;
- **Google SIY (Search Inside Yourself) Teachers Training**, Search Inside Yourself Leadership Institute and RCSC. Thimphu Bhutan, Jan, 2020. (Certified);
- **Policy and Project Management/RBM (ToC, LFA etc.,)**, Craford School, ANU and Royal Institute of Management, 2020;
- **Young Professional and Leadership Programme (YPLP-6)'**, RIGSS, Phuentsholing Bhutan, 2018;

- **Evaluating Democracy**-Application of International IDEA Framework for Assessment of State of Democracy', International IDEA and Royal Research and Advisory Council (RRAC), His Majesty's Secretariat, Thimphu, Bhutan, 2016;
- **Enhancing Civil Service for Effective Governance**, Queensland University of Technology, Australia, 2015;
- **Public Policy Analysis**, FAO and Ministry of Agriculture, Paro, Bhutan, 2015;
- **Faculty Development Training Programme for Young Managers**, Indian Institute of Management (IIM) Khozikot, India, 2009;
- **The 7 Habits of Highly Effective People**, Steven Covey Ltd, Punakha, Bhutan, 2009;
- **Coaching for Change**, Royal Institute of Management, 2009;
- **Regional Communication Forum**, World Organisation of the Scout Movement, Thimphu, Bhutan, 2010;
- **Mainstreaming Disaster Risk Reduction into Development Plans and Policies**, Department of Disaster Management, Bhutan, 2014;
- **Project Management**, Community Based Scouting in collaboration with Danish Scout and Guide Association, Thimphu Bhutan, 2014;
- **Social Audit and Accountability**, Anti-Corruption Commission of Bhutan and Mazdoor, Jisan Shakti Sangathan', Thimphu Bhutan, 2014;
- **Universal Human Values and Professional Ethics**, Gedu College of Business Studies, Bhutan, 2014;
- **Ethics, Education and Human Development**, GNH Centre Bhutan, 2013;

Teaching / Work Experience:

- **2021-Current: Sr. Trainer/Lecturer/Consultant/Analyst** in Public Policy and Programmed/Projects (RBM), Results Planner, Data Analysis and Research, Strategic Visioning and Results Planner, Design Thinking, Leadership Development, Public Service Delivery, Emotional and Social Intelligence
- **2015- 2020: Sr. Research Officer** in National and LG Governance, Public Policy and Democracy, Royal Research and Advisory Council (RRAC) at His Majesty's Secretariat (HMS);

- **2009-2015: Associate Lecturer/Trainer/Consultant/Analyst** in Public Policy and programme Analysis (RBM), Strategic Planning, Research, Project Management and Development (RBM)
- **2007: Programme/Project Coordinator at** Loden Foundation, Thimphu;
- **2006: Market Researcher**, exploring prospect of launching new brand of beers (lagar and 11,000) in Bhutan, Tashi Commercial Corporation (TCC), Phuentsholing Bhutan.
- **2013-2015: National Focal Person (NFP) Programme Coordinator**, SAARC Development Centre (SDC), Royal Institute of Management (RIM).
- **2013-2022: Founder/Chief Advisor/Chairperson** of RIM Zhenphen *Tshogpa* (Association of Social Community Service), RIM, (Over 20 planned and ad hoc voluntary projects/activities are initiated annually);
- **2013-2015: Programme Leader/Coordinator** for Post Graduate Diploma in Public Administration (PGDPA), RIM.
- **2013-2015: Offtg. HoD** for Learning Research and Documentation Centre (LRDC), RIM.
- **2020: Company/Platoon Commander** for DeSuung (Guardian of Peace) Training, an organization initiated by His Majesty The King of Bhutan for all Bhutanese to encourage volunteerism- Tendruk Bhutan.
- **2011-2012: Founding Executive and Public Officer** for Australia Bhutan Association in Canberra (ABAC), Australia.
- **2011-2012: Executive Member Representative** of Australian Bhutanese Association in Canberra (ABAC) at Crawford School of Public Policy and Economics, ANU.
- **2014-till date: Founding Member and lead Advisor/Strategist (Voluntary)** for Bhutan Stroke Foundation (BSF), Dorje Phagmo Foundation (DPF), Kathok Dharma Centre (KDC), Women in Leadership Network Bhutan (WiLN) Project, Community Based Scouting (CBS) of Bhutan, Jangsa Animal Saving Trust, CDDP welfare associations and various Community and Spiritual Projects etc.,

Significant consultancy, teaching and training expertise/experience led/displayed:

Skilled Training/Workshop facilitated/resourced (Lead)	Target Groups	Collaboration/Year	Estimated Participants
13 th FYP MoH RMNCAH project (RBM) Planning and Implementation	Chief Medical Officers, Medical Officers, Public Health Officers of Bhutan	World Health Organization (WHO)-MoH-RIM/2024	3 cohorts (75 participants)
RBM and Data Analysis	Civil Servants from P1-P5 level	RIM-UNICEF-MOF/2023	60 Civil Servants (CS)
Policy Analysis and Development Planning	Pre-and post-civil service (top selected Technical, Financial and Administrative Cadre)	RIM-Royal Civil Service Commission (RCSC)/2009-till date (ongoing)	38 cohorts/ over 1500 CS trainees
Strategic Planning and Result-Based Management (RBM)			
Leadership Development Programmes (LDP)- Adapted Design Thinking (DT), Performance/Change Mgt, Coaching etc.,	Corporate/Pvt. CEO, Managers and Leaders/Sr. Officers (DGPC, Vajra Builders Ltd.), P2 and P3 Civil Servants Officers	Singapore Terrific Mentors International Pte. Ltd. RCSC-RIM/2021 till date (ongoing)	21 cohorts (over 500 P2 CS) and 3 cohorts of Corporate and Pvt. Co. Leaders/Managers
Development Planning and Leading for Strategic Impact (Professional)	LG Leaders/Gups of 205 gewogs (Block)	European Union (EU)-RIM-Ministry of Home Affairs (MoHA)/2021-2024	205 LG leaders (Gups)
Empathy Skills for Effective Public service delivery.	Civil Servants (P1-SS level)	UNDP_RCSC_RIM.2022-2024	5 cohorts (150 participants)
Social and Emotional Leadership and Management	Pre and current Civil Servants, Banks/Corporate and CSOs	Search Inside Yourself Leadership Institute (SIYLI)-RCSC-RIM/2017-ongoing	14 cohorts (over 500 trainees)
Project Evaluations and Research Projects	Local Government/ Pre-Civil Service Trainee officers.	2009-till date/Bhutan Interdisciplinary Research and Development (BIRD)-RIM	LG leaders (gups)

Specialization:

- Strategic Policy and Development Planning
- Results-Based (RBM) Programme/Project analyst and Evaluator
- Leadership Development and
- Social, EQ and Mindfulness

Publications / Research Interests:

Dema, K. and Lhendup, U (2024), '*Why Bhutanese Emigrate to Australia*', (Working paper submitted to *Bhutan Journal of Management*), 2024.

Norbu, K. and Lhendup, U (2023), '*Propensity of Interorganizational Relationships: Case in Bhutan*' *Bhutan Journal of Management (BJoM)*, issue 4, no 3.

Khedrup, Lhendup. U (2022), '*Political parties' Challenges in the electoral process of Democratic Bhutan: Perspective from Political Parties*', *Bhutan Journal of Management (BJoM)*, issue 3, no 2.

Norbu, L. and Lhendup, U (2022), '*The Role of Mindfulness in Academic Performance and Social and Emotional Learning Skills of Post-Graduate Diploma Students*', 4th *Vajrayana Conference, CBS, Thimphu, Bhutan*.

Dasho Wangdi. K, Lhendup.U, and Wangdi.K. (2018-2019), '*Setting the Standards of Public Service Delivery in Bhutan: An Ordinary Citizens Perspective*', RRAC, HMS.

Lhendup. U, (2018-2019), Compilation, review and design of '*Book on Golden Jubilee Celebration of Formal Diplomatic Relations between Bhutan and India (1968-2018)*', Supervised by Justice Sonam Tobgye (Retd), Chairperson, Dasho Kunzang Wangdi, Member of National Organising Committee (NOC), RRAC.

Dasho Wangdi. K and Lhendup.U, (2018-2019), '*Democratic National Governance for Sustaining a Just, Equal and Harmonious Society*,' RRAC, HMS. Submitted to His Majesty.

Dasho Wangdi. K, Lhendup.U, and Wangdi. K, (2018-2019), '*Democratic Local Governance for A Responsible and Responsive Public Services*,' RRAC, HMS. Submitted to His Majesty.

Dasho Wangdi. K and Lhendup. U, (2018-2019), '*Out of the box Ideas 2018: Issues and Challenges perceived to placate the Bhutanese Democracy 2018*' RRAC, HMS. Submitted to His Majesty.

Dasho Wangdi. K and Lhendup.U, (2018-2019), *'Book of Calendar of Events (CoE) for Golden Jubilee Celebration of Formal Diplomatic Relations between Bhutan and India. (1st, 2nd and 3rd Edition), National Organising Committee, RRAC, Thimphu, Bhutan.*

Lhendup. U, (1st of Oct, 2018), *'Naming Mattered: How was Zhemgang, Trong, Dangkhar and Pam Named', Exploring, Expressing Dream like Self: Writing for the Community.*

<http://ugyenlhendup1.blogspot.com/2018/10/naming-mattered-how-did-trong-dangkhar.html>

Dasho Wangdi. K and Lhendup.U, (2017), Report on *'Ensuring Sustainable Full Employment of Educated Bhutanese: Suggestive Alternative Projects namely:*

1. Home Care for Senior Citizens: For the Parents, by the youths;
2. Sustainable Greenhouse Farming: Food in Every Season; and
3. Development of Wood, bamboo and Rattan Crafts: A value Addition and Gainful employment. -Submitted to His Majesty.

Dasho Wangdi. K and Lhendup.U, (2017), *'Out-of-the Box-Ideas for 2017', RRAC, Submitted to His Majesty. HMS, Thimphu Bhutan.*

Dasho Wangdi. K, Lhendup.U, and Wangdi. K (30th of Nov, 2017), *'National Security of Bhutan', RRAC/HMS, Submitted to His Majesty, Thimphu Bhutan.*

Dasho Wangdi. K, Lhendup.U, and Wangdi. K (10th of Oct, 2017), *'A Vision for Livable Thromde in Democratic Bhutan', RRAC/HMS, submitted to His Majesty, Thimphu Bhutan.* <https://www.bhutanstudies.org.bt/urban-planning-and-wellbeing-proceedings-of-the-international-conference-on-urban-planning-wellbeing/>

Dasho Wangdi. K, Lhendup.U, and Wangdi. K (21st of July, 2017), *'Democracy for Sustaining a Just and Harmonious Society: Resolution of Issues Challenging Free and Fair Elections', RRAC/HMS, Submitted to His Majesty, Thimphu Bhutan.*

Dasho Wangdi. K, Lhendup.U, and Wangdi. K (21st of July, 2017), *'The Study of Land Mortgages by Financial Institutions in Bhutan: Understanding the Long-term Implications on Social Harmony and Security of the Nation', RRAC/HMS, Submitted to His Majesty, Thimphu Bhutan.*

Lhendup. U. (May 2017), *'Trong Village, My Home: The Pride/Prestige and a Dream of Vibrancy'. Zhemgang Monthly: From Steps to Leaps. Issue 2nd, 3rd and 4th. Zhemgang Bhutan.*

<http://www.zhemgang.gov.bt/downloads?Type=12&Sector=All>

Dasho Wangdi. K. and Lhendup.U, (2016), *'Concept Paper on International IDEA's State of Democracy Assessments Framework and its Application in Bhutan'*, International IDEA and RRAC Training Workshop, Thimphu Bhutan.

Dasho Wangdi. K, Lhendup.U, and Wangdi. K (2016), *'Strategy for Assessment of State of Democracy (SoD) in Bhutan'* based on International IDEA, RRAC, HMS- submitted to His Majesty.

Dasho Wangdi. K and Lhendup.U, (2016), *"Educating Towards Sustaining a Just and Harmonious Society: Through a Multi-Strategy Voter and Civic Education."* RRAC, HMS- Submitted to His Majesty.

Dasho Wangdi. K, Lhendup.U, and Wangdi. K (2016), *'Report on Application of The International IDEA Framework on Assessment of Quality of Bhutanese Democracy'*-Submitted to His Majesty.

Dasho Wangdi. K, Lhendup.U, and Wangdi. K (1st November, 2016), *'Democracy for Sustaining a Just and Harmonious Society: Promoting Political Party Culture and System Capable of Nurturing a Just, Harmonious and Democratic Society in Bhutan'*, RRAC/HMS, Submitted to His Majesty, Thimphu Bhutan.

Dasho Wangdi. K, and Lhendup. U, (2016), *'Preparing Bhutanese as Responsible Global Citizen: National Strategy for Full Employment of Educated'*-Submitted to His Majesty.

Lhendup. U, (2015), *'Despite drawbacks, religion is a perfect portion of culture to help in development policies, hence cannot be ignored,'* RIM News Letter. Semtokha Bhutan.

Lhendup. U, (2014,) *'Indo-Bhutan Relation in next 15 years*, Issue no.12, pp-4-7, RIM Newsletter;

Tshering, K, Lhendup. U. et.al., (2014), *'Marketing Strategy for Masters Courses at RIM'* RIM, Bhutan.

Lhendup. U, (2013,) *'A solution to climate change: an approach by Buddhist or doing with less,'* Issue no.7 pp. 2-14, RIM News Letter.

Lhendup. U, (2013,) *'Heart and/or Brain* (Issue no. 5, pp. 4-6, May 2009). RIM Newsletter.

Lhendup. U, (2013,) *'Me my Shinning Light'*, Issue no. 5, pp. 4-6, May 2009. RIM Newsletter. Semtokha Bhutan.

Lhendup. U, (2008), *'Development Assessment of Four Gewogs under Zhemgang Dzongkhag*. PGDPA research project, RIM, Thimphu Bhutan. (Submitted to HMS towards people's project initiative).

Lhendup. U, (2006), *'Market Research on Launching of New Brand of Beer in Bhutan Market,' Tashi Commercial Corporation, Phuentsholing Bhutan*. (An study submitted prior to establishment of first beer factory in Bhutan)

Lhendup. U, (2006), *'Ratio Analysis and Financial Statement of Penden Cement Authority,' as bachelors academic project PCA, Bhutan;*

Lhendup. U, (2005), *'Market Assessment and Product preference of Life Insurance Sector in India'* as Bachelor's degree project, WBUT, India; and
Reviewed other reports on Interim government short advisory, school curriculum etc.

Research Supervised and guided:

Drupchu, K. (2024), *'Evaluating the Effectiveness of Support Services Provided to the Students with Disabilities'*, Professional Administrative Service, RIM;

Dema, K. (2024), *'Perception of Bhutanese Citizens of Public Debt and their Trust in the Government'*, Professional Administrative Service, RIM;

Nima, P. (2024), *'Identifying the levels and factors affecting Stakeholder engagement in Agriculture Development Planning in Bhutan'*, Professional Administrative Service, RIM;

Zangmo, T. (2024), *'Assessing Awareness and Effectiveness of Bhutan's Inclusive Education Policy Based on the standards for inclusive Education of Bhutan in Changangkha Middle Secondary School'* RIM.

Dorji, T. (2023), *'Organization climate of the P2 level civil servants: a perspective study'* Professional Administrative Service, RIM;

Wangmo, K. (2023), *'Underlying causes of gungtong in shongphu gewog'*, Professional Administrative Service, RIM;

Choden, K. (2023), *'Assessing Client Satisfaction with Civil Registration and Census Services in Trashiyangtse Dzongkhag'*, Professional Administrative Service, RIM;

- Dema, K. (2022), *'Factors Leading to Emigration from Bhutan to Australia'* Post Graduate Dip. in Public Administration, RIM;
- Norbu, K. (2022), *'Factors influencing collaboration among public Organisations: a correlation study in Bhutan'*, Post Graduate Dip. in Public Administration, RIM;
- Dema, J. (2022), *'Efficiency of judicial Service delivery in Thimphu district court'*, Post Graduate Dip. in Public Administration, RIM;
- Choden, T. (2021), *'Challenges faced by working mothers and its impact on the work-family conflict'*, Post Graduate Dip. in Public Administration, RIM;
- Dema, C. (2021), *'Impacts of COVID-19 concerning agriculture in rural parts of Bhutan.'* Post Graduate Dip. in Public Administration, RIM;
- Wangmo, C. (2021), *'Client Satisfaction on the Garbage Collection Services Provided by Thimphu City Corporation in the Commercial Units Located of the Places such as at Semtokha, Changjiji, Changzamtok, and Chubachu'*, RIM;
- Phuntsho, S. (2019), *'Current Trends of Challenges and Constraints in Recruitment and Selection of Senior Level Civil Service by RCSC'*. RIM;
- Tshering, S. (2020), *'Trends and socio-economic Factors affecting the disrobing of Bhutanese Monks: A Case Study in Paro Monastic Body'*. RIM;
- Dolkar, Y. (2015), *'The Effects of Socio-Demographic Factors of Thimphu Residents on Litter Generation'*. RIM;
- Dorji, D. (2015), *'The Satisfaction Level of Rural And Urban Residents With The Public Health Service: A Comparative Case Study Of Thimphu And Pemagatshel, Nanong'*, RIM; and
- Dema, P. (2015), *'Influence of Co-Curricular Activities On Social Adjustment (Interpersonal Skills) Of Secondary School Students In Thimphu'*, RIM.
- Refereed over 60 students/public servants in various prestigious scholarships such as Full Bright, Humphrey, Australian Development, Endeavour, Australian Leadership Awards, Oxford, Cambridge etc..*

Programmed/Course/Training researched, developed and facilitated (includes public talks):

Reviewed, designed and developed PGDPA course/units, Climate Change and Gender related course/units; Leadership Development, Public Policy, Planning and

Programmes (RBM), Project Proposals, Management and Development, Stakeholders Analysis, Research Methodology and Projects, Case Study, Banking, Mindfulness, Value and EQ Leadership etc...

Awards/Other Achievements:

- *Meritorious Promotion* Awarded upon the Royal Command, 2021.
- *President award “Social Harmony Award”, from Maharshi Arvind Foundation, India. In recognition of selfless services to Humanity and Peacekeeping in Bhutan. 2019.*
- Appointment on as Sr. Researcher at Royal Research and Advisory Council (RRAC), His Majesty’s Secretariat, 2015, As Assigned to look into *“National Public Policy Issues/Challenges and Democratic Governance”*;
- Letter of commendation and certificate received for carrying out high-quality national level research on policy issues from the Chairperson, Royal Research and Advisory Council, His Majesty’s Secretariat, Thimphu;
- Rated Outstanding in work performance for last 13 years in Civil Service at Royal Institute of Management (RIM), including recent last three years at RRAC;
- Rated outstanding in teaching performance by Masters, PG students and Civil Service Trainees at RIM;
- Australian Awards Fellowship on *‘Enhancing Civil Service for Effective Governance’*, Queensland, Australia, 2015;
- Philip C. Jessup International Law “WORLD CUP” Moot Court Award on *‘Spirit of Jessup’* 2014, Washington DC. United States; (First-Ever International Award brought to Bhutan through World Moot-Court Participation)
- Recipient of Organization Award on Behalf of Zhenphen Tshogpa/Association from Ministry of Health on *“Saving Lives through regular Blood Donation.”* 2014;
- Australia Open-Competition Awards (*Australian Development full Scholarship*) on Masters of Public Policy, Canberra, Australia, 2011;
- Selected for *Civil Service trainee officer* (PGDPA) in Open Civil Service Common Examination, Bhutan, 2007;
- Distinction Position holder from grade three till class 10 and in final year in undergraduate;
- Outstanding grades/certificates for public speaking, seminar, presentation and report writing;

- Leadership Awards in sports, social service and academics;
- Best Public Speaker in high school, university and RIM in open debate and public speaking competition.