སྨན་ལྷ་ཚོགས་པའི་ལམ་ཡོར།
རྒྱལ་ཡོངས་ནང་སྨན་ལྷེ་བ།



GUIDELINE FOR MENLHA TSHOKPA
National Traditional Medicine Hospital



ཨོཾ་ནམོ་བྷ་ག་ཝ་ཏེ་ཛེ་ཀུ་རྗེ་གཏུ་ད་ཏེ་ཀྲུ་ཧ་ཡ་ཏ་ཐཱ་ག་ཏ་ཡ། ཀ་ཏ་ཀ་ཏྱ་ཡ། ཡུ་རྟ་ཏེ་སམྱཱ་བུདྡྷ་
ཡ། ཀ་ཏ་ཀ། ཨོཾ་ཛེ་ཀུ་རྗེ། ཛེ་ཀུ་རྗེ། མ་ཧཱ་ཛེ་ཀུ་རྗེ། ར་ཇ་སམུདྒ་ཏེ་སྭཱ་ཧཱ།

སྨན་ལྷ་ཚོགས་པའི་ལམ་སྟོན།

རྒྱལ་ཡོངས་ནང་སྨན་ལྟེ་བ།



GUIDELINE FOR MENLHA TSHOKPA

National Traditional Medicine Hospital

སྨན་བླ་ཚོགས་ཁའི་ལམ་སྟོན། རྒྱལ་ཡོངས་ནང་སྨན་ལྷེ། ཐོན་རིམ་༡ པ། དཔྱིན་ཟླ་ ༢༠༢༦།
Guideline for NTMH Menlha Tshokpa, 1st Edition-June 2026

Publisher
National Traditional Medicine Hospital
Kawang Jangsa, Ministry of Health, Thimphu
Email: ntmh@health.gov.bt
P.O. Box 297

© National Traditional Medicine Hospital, Thimphu

All rights reserved. No part of this publication may be reproduced in any form without prior permission from the National Traditional Medicine Hospital, Ministry of Health.

Layout and Design
QMC Working Group and Menlha Tshokpa Members
National Traditional Medicine Hospital
Ministry of Health, Thimphu

Approval and Endorsement
Quality Management Committee, National Traditional Medicine Hospital, Ministry of Health, Thimphu, June 2026

ISBN 978-99980-45-21-7

MoH/NCTMS-NTMH/QMC-24/2025-26/752 Date 22nd June 2026

Foreword

It gives me immense pleasure to present this 'Guideline for the NTMH Menlha Tshokpa,' developed with the noble intention of strengthening the effective functioning, accountability, transparency and long-term sustainability of one of the most sacred and meaningful spiritual and welfare initiatives within the National Traditional Medicine Hospital.

The Menlha Tshokpa occupies a deeply respected and cherished place in our institution. Rooted in the timeless principles and healing traditions of Bhutanese Sowa Rigpa, it reflects our enduring commitment to integrating spiritual values with healthcare services. The regular conduct of Menlha Choga, supported through collective contributions, not only upholds our cultural and religious heritage but also reinforces compassion, unity and a shared sense of responsibility among all staff.

Since the establishment of Traditional Medicine in Bhutan in 1968 and the conduct of the very first Menlha Choga, this sacred practice has continued to be observed uninterrupted on the 8th day of every lunar month. For decades, the Menlha Choga has remained a source of spiritual strength, healing, blessings and inspiration for our institution, staff, patients and all sentient beings. The continuity of this sacred tradition reflects the unwavering dedication, faith and collective efforts of generations of TM practitioners and staff.

Over the years, the Menlha Tshokpa has grown both in scope and significance. However, with this growth comes the need for a clear, structured and transparent framework to guide its operations. This Guideline has therefore been developed to provide detailed procedures on financial management, governance, loan administration and the proper conduct of Menlha Choga and related Tshokpa activities.

I am confident that this Guideline will serve as a practical and reliable reference for all members, enabling smooth coordination, sound financial practices and effective decision-making. More importantly, it will help preserve the integrity and spiritual essence of the Menlha Tshokpa while adapting to evolving institutional needs.

I firmly believe that the continued success and sustainability of the Menlha Tshokpa depend upon the collective commitment, sincerity, discipline and active participation of every staff member. Each contribution, no matter how small, carries not only financial value but also spiritual significance and reflects our shared commitment toward compassion, healing, and collective well-being.

I therefore encourage and urge all members to fully support and adhere to the provisions of this Guideline and to continue contributing positively toward strengthening this invaluable spiritual and welfare initiative.

I would also like to take this opportunity to express my heartfelt appreciation and sincere gratitude to all members of the drafting, review and approval committees, as well as every individual who contributed their time, knowledge, experience, and dedication toward the successful development of this Guideline. Their hard work and commitment deserve the highest recognition and appreciation.

Let us continue to work together in fostering a harmonious, disciplined, and spiritually enriched working environment for the benefit of our patients, staff, and all sentient beings. May the continued practice of Menlha Choga bring peace, healing, harmony, and well-being to our institution, patients, staff and all sentient beings.

(Drungtsho Karma Gaylek)
Medical Superintendent

22nd June 2026
Thimphu

ACKNOWLEDGEMENT

The National Traditional Medicine Hospital would like to express its deepest appreciation and heartfelt gratitude to all individuals who contributed their time, effort, expertise and unwavering commitment toward the successful development, review and endorsement of this NTMH Menlha Tshokpa Guideline and Terms of Reference.

This document is the result of collective dedication, teamwork and shared responsibility demonstrated by staff from various departments and units of the hospital. Their valuable contributions have helped establish a comprehensive and structured framework aimed at strengthening the governance, sustainability, transparency and spiritual significance of the NTMH Menlha Tshokpa.

The Hospital particularly acknowledges the sincere efforts of the drafting committee members, who worked diligently in conceptualising, compiling and preparing this document through extensive discussions, consultations, and review of institutional needs and operational requirements. Their commitment has laid a strong foundation for ensuring proper governance and continuity of the Menlha Tshokpa system.

The Hospital also extends profound gratitude to the review committee members for their thoughtful guidance, constructive feedback, technical inputs, and professional recommendations, which significantly enhanced the quality, clarity and practicality of this document. Their collective wisdom and experience have ensured that the Guideline remains relevant, balanced and aligned with institutional values and operational realities.

Furthermore, NTMH would like to convey its sincere appreciation to the approving and endorsing authorities for their leadership, encouragement and support in strengthening the institutional framework of the NTMH Menlha Tshokpa. Their endorsement reflects the institution's collective commitment toward promoting transparency,

accountability, staff welfare, and preservation of the spiritual traditions associated with Bhutanese Traditional Medicine.

The Hospital also acknowledges all staff, contributors and well-wishers whose continuous support, participation and dedication to the Menlha Choga and Tshokpa activities have sustained this sacred practice over the years. The uninterrupted continuation of the Menlha Choga since 1968 stands as a testament to the collective faith, cooperation, and spiritual commitment of the TM community.

It is hoped that this Guideline will serve not only as an administrative and operational framework but also as a guiding instrument to preserve the spiritual essence, harmony, compassion, and collective responsibility that define the core values of the NTMH Menlha Tshokpa.

Drafting Committee

1. Drungtsho Singye Wangmo, Tshokpa Vice-Chairperson
2. Drungtsho Deki Choden, QA Focal
3. Kinley Wangchuk, Menlha Tshokpa Treasurer
4. Dorji Phuntsho, QMC Member
5. Pema Tobgay, QMC Member
6. Tshering Wangchuk, QMC Member Secretary

Review Committee

1. Drungtsho Chogyel Dorji, OPD
2. Pema Dema, OPD
3. Tshering Peldon, Jamched Department
4. Tshewang Peldon, Tshubched Department
5. Ms. Dorji Wangmo Lhaki, ADMO
6. Ms. Tashi Yangzom, Administration Unit
7. Mr. Biren Gurung, Jamched Department
8. Ms. Rinchen Wangmo, Support Staff

Approval and Endorsement Committee (QMC)

1. Drungtsho Karma Gaylek, Medical Superintendent
2. Drungtsho Tharpala, HoD, Kamkhab Department
3. Drungtsho Tandin Phurba, HoD, OPD
4. Drungtsho Karma Ugyen, HoD, Tshubched Department
5. Sangay, QMC Member, Menpa Representative
6. Tenzin Dorji, IPC Focal

ABBREVIATION

ADMO	Administrative Officer
BTMS	Bhutanese Traditional Medicine System
EMI	Equated Monthly Instalment
EoL	Extraordinary Leave
HLC	High-Level Committee
HoD	Head of Department
IPC	Infection Prevention and Control
IPD	Inpatient Department
LTT	Long-Term Training
MoH	Ministry of Health
NTMH	National Traditional Medicine Hospital
OPD	Outpatient Department
QMC	Quality Management Committee
QA	Quality Assurance
TM	Traditional Medicine
ToR	Terms of Reference

TABLE OF CONTENTS

Sl. No.	Topic	Page Number
i	Foreword	I-II
ii	Acknowledgement	III-IV
1	Background	1-2
2	Introduction	3
3	Application and Scope	4
4	Definitions	5-8
5	Purpose and Objectives	9
6	Core Members and General Members	9
7	Core NTMH Menlha Tshokpa Members	9
8	Roles and Functions	
	8.1. Core NTMH Menlha Tshokpa	10
	8.2. General Members	10
9	Membership and Contribution	
	9.1. Membership	10
	9.2. Termination of Membership	10-11
	9.3. Benefit	11
	9.4. Monthly Contribution	12
	9.5. Contribution Dateline	12-13
10	Compliance and Enforcement	13
11	Use of Tshokpa Fund	14
12	Financial management	
	12.1. Bank Account Management	14-15
	12.2. Financial Controls	15
	12.3. Record Keeping	15-17
	12.4. Financial Reporting	17
	12.5. Audit Verifications	18
13	Menlha Choga Management	
	13.1. Frequency and Scheduling	18-19
	13.2. Planning and Arrangement	19
	13.3. Conduct and Standards	20
	13.4. Quality Assurance	20-21
14	Loan Management	
	14.1. Eligibility Criteria	21-22
	14.2. Loan Policy	22-24
	14.3. Interest and EMIs	24-25
	14.4. Application Procedure	25-26
	14.5. Disbursment	26-27
	14.6. Repayment Terms	27-28
	14.7. Default Management	28-29

15	Loan Recovery	29
16	Salary Deduction	29-30
17	Recovery and Adjustment	30
18	Late Penalty Charges	
	18.1. Late Payment Interest	30
	18.2. Exit and Separations	30-31
19	Governance and Administration	
	19.1. Role and Responsibilities	31-32
	19.2. Meeting	32
	19.3. Documentation	32-33
20	Code of Conduct	
	201.1 Professionalism and Integrity	33
	201.2 Misuse of Fund and Authority	34
	201.3 Conflict of Interest	34
	201.4 Dispute Resolution	34
	201.5 Teamwork and Collaboration	34
21	Transparency and Communication	
	21.1 Regular updates	35
	21.2 Accessibility of Financial Records	35
	21.3 Communication of Decisions	35
	21.4 Feedback and interactions	35
22	Risk Management	
	22.1 Delegation of Duties	35-35
	22.2 Monitoring of Funds and Loans	36
	22.3 Documentation	36
	22.4 Reporting of Irregularities	36
	22.5 Preventive and Corrective Measures	36
	22.6 Accountability Mechanism	36-37
23	Monitoring and Evaluation	
	23.1. Financial Health of the Tshokpa	37
	23.2. Loan Recovery Performance	37
	23.3. Participation Levels	37
	23.4. Effectiveness of Activities	37
	23.5. Corrective Actions	38
	23.6. Continuous Improvement	38
	23.7. Reporting of Findings	38
24	Amendment of Guideline	38-39
25	Effective Date	39
26	Conclusion	40
27	Annexure	41-53

1. Background

The Bhutanese Sowa Rigpa is an integral part of the country's rich cultural heritage, spiritual values and national healthcare system, reflecting Bhutan's unique approach to holistic wellbeing. Deeply rooted in ancient medical traditions and Buddhist philosophy, Bhutanese Sowa Rigpa emphasises a comprehensive and balanced approach to health. It recognises that true wellbeing arises from the harmonious interaction of the physical body, mental state, social environment and spiritual condition.

The Traditional Medicine in Bhutan was formally established on 28th June 1968 under the visionary leadership of His Majesty the 3rd King Jigme Dorji Wangchuck. This historic milestone was marked by the performance and offering of the first-ever Menlha Choga, symbolising the integration of spiritual healing practices with formal healthcare services. On the same occasion, the formulation of Agar 35 was introduced as the first Essential Traditional Medicine, laying the foundation for the systematic development of traditional pharmaceutical practices in the country. Since then, TM has experienced significant progress and rapid development across multiple domains, such as the expansion of infrastructure, HR development, research and innovation, advancement in the production of essential traditional medicines, and improvement in the quality and accessibility of clinical services.

Today, its services are made available through 84 TM hospitals and units established across the country, including the National Traditional Medicine Hospital, which serves as the national referral centre and plays a central role in providing specialised clinical services, as well as in the areas of training, research and policy development for Traditional Medicine.

Central to the practice of Bhutanese Traditional Medicine is the spiritual dimension of healing, where rituals, prayers and offerings are performed alongside clinical interventions to support both preventive and curative care. This holistic approach recognises the interdependence of body, mind, and

spirit, and seeks to address illness not only at the physical level but also at the spiritual and psychological levels. Among the various spiritual practices, the Menlha Choga holds profound significance, as it is dedicated to invoking the blessings of Medicine Buddha for healing, purification of negative karma, removal of obstacles, and the overall well-being of patients, healthcare providers, and all sentient beings.

With the first Menlha Choga conducted in 1968, this sacred practice has since been consistently observed without interruption, reflecting the strong commitment of the Traditional Medicine family to uphold its spiritual foundations. It is observed and performed on the 8th day of the lunar calendar every month, a day regarded in Buddhist tradition as especially auspicious and dedicated to Medicine Buddha. Over the years, this uninterrupted continuity has played a vital role in preserving Bhutan's rich cultural and spiritual heritage, particularly within the healthcare system. It has reinforced the identity of Bhutanese Traditional Medicine as a discipline that goes beyond physical treatment, embodying the principles of compassion, mindfulness, and holistic healing.

Today, the monthly Menlha Choga is performed by monks engaged from the Dratshang, with the necessary arrangements and offerings supported through contributions made by staff and other devotees and well-wishers. These collective contributions play a vital role in sustaining the continuity and quality of the ritual, ensuring that it is conducted in a proper and respectful manner in accordance with religious traditions.

Menlha Choga continues to serve as an important spiritual practice within the institution, providing a platform for invoking blessings for the health and well-being of patients, staff, and all sentient beings. It also reinforces the integration of spiritual care within the healthcare system, strengthens a sense of unity and shared responsibility among staff, and upholds the rich cultural and religious heritage associated with Bhutanese Traditional Medicine.

2. Introduction

This Guideline has been developed to provide a comprehensive, structured and operational framework for the proper functioning, management and long-term sustainability of the NTMH Menlha Tshokpa. It aims to bring clarity, consistency and standardisation to all Tshokpa-related activities, ensuring that both its spiritual and welfare functions are carried out in an organised and accountable manner.

The Guideline complements the approved ToR by further elaborating detailed procedures and operational mechanisms governing key areas such as financial management, conduct and coordination of Menlha Choga, loan administration, governance structure, accountability measures and compliance requirements. It translates the broader principles outlined in the ToR into practical steps and procedures that can be consistently applied in day-to-day operations.

In addition, this Guideline establishes clear responsibilities and processes to support transparent decision-making, proper record keeping, effective communication and risk management. It also introduces standardised systems to ensure fairness in financial transactions, discipline in loan recovery, and consistency in the organisation of spiritual activities.

The Guideline serves as a practical reference document for all members, providing clear guidance on their obligations, rights, and expected conduct. It is also intended to ensure uniformity in implementation across all units, promote transparency and accountability in all operations, and align the functioning of the Menlha Tshokpa with the broader institutional values, policies, and objectives of the National Traditional Medicine Hospital.

Ultimately, this Guideline seeks to strengthen the institutional framework of the Menlha Tshokpa, ensuring that it operates in a sustainable, efficient, and ethically grounded manner, while preserving its core purpose of supporting spiritual wellbeing and staff welfare.

3. Application and Scope

The Menlha Tshokpa is an internal institutional committee established within the National Traditional Medicine Hospital. Its scope of work is limited to internal administrative, spiritual and welfare functions, including the coordination of monthly Menlha Choga, collection and management of staff contributions, administration of loan facilities and implementation of approved Tshokpa-related decisions and activities.

The scope of the Tshokpa extends only to NTMH staff and related institutional stakeholders, and its activities are conducted strictly within the framework of approved Guidelines, Terms of Reference and directives issued by the Quality Management Committee, Hospital Administration and staff. It does not extend to external commercial, regulatory, or statutory functions.

The NTMH Menlha Tshokpa is not a legally registered entity, financial institution, or independent organisation. It does not possess a separate legal personality outside the institutional structure of NTMH. All its operations, including financial management and decision-making, are carried out as part of internal institutional arrangements under the authority of NTMH management and relevant governing bodies.

The Tshokpa Fund managed under this structure is a collective internal welfare fund supported through staff contributions and voluntary support.

Accordingly, all decisions, transactions and activities undertaken by the NTMH Menlha Tshokpa shall be understood as internal institutional functions, carried out in good faith for the benefit of staff welfare and spiritual practice, and shall remain subject to oversight and endorsement by the competent authorities within the National Traditional Medicine Hospital.

4. Definitions

- Administration: Refers to the administrative wing of NTMH responsible for personnel management, coordination, and implementation of institutional decisions.
- Audit: Refers to the formal examination and verification of Tshokpa's financial records to ensure accuracy and compliance.
- Bank Reconciliation: Refers to the process of verifying and matching Tshokpa records with bank statements to ensure accuracy.
- Borrower: Refers to a member who has availed a loan from the Tshokpa Fund and is responsible for repayment.
- Cash Book: Refers to the financial record used to track all cash inflows and outflows of the Tshokpa.
- Chairperson: Refers to the Medical Superintendent of NTMH, who serves as the head of the Tshokpa Committee and is responsible for overall leadership, decision-making, and oversight.
- Contribution: Refers to the monthly financial amount paid by members to the Menlha Tshokpa Fund as per the approved rates.
- Contribution Defaulter: Refers to a member who fails to pay the monthly contribution within the stipulated time.
- Clearance: Refers to the formal confirmation that a staff member has settled all financial and administrative obligations before transfer, resignation, or retirement.
- Vice-Chairperson: Refers to the designated Drungtsho who supports the Chairperson and assumes responsibilities in their absence.
- Default: Refers to the failure of a borrower to repay the loan EMI within the specified time period as per the agreed terms.
- Defaulter: Refers to a borrower who has failed to meet repayment obligations and has outstanding overdue payments.

- Emergency Meeting: Refers to a meeting convened on short notice to address urgent matters requiring immediate decision.
- EMI: refers to the fixed monthly repayment amount that a borrower is required to pay towards the loan, including principal (and interest, if applicable).
- Extraordinary Leave: Refers to an approved leave period during which a staff member is not in active service and may not receive a salary.
- Financial Year-End Closing: Refers to the process of finalising accounts, verifying balances, and preparing annual financial reports.
- Financial Year/Reporting Period: Refers to the defined period for financial reporting, monitoring, and evaluation of Tshokpa activities (monthly, quarterly, or annually).
- Good Standing: Refers to a member who is compliant with contributions, loan repayments, and Tshokpa rules.
- Guarantor: Refers to an eligible NTMH staff member who agrees to take responsibility for the repayment of a loan in case of default by the borrower.
- Institutional Oversight: Refers to the supervision and guidance provided by QMC and Administration to ensure proper functioning of the Tshokpa.
- Internal Verification: Refers to periodic checking of financial and operational records by the Tshokpa Committee.
- Loan: Refers to the financial assistance provided to eligible members from the Tshokpa Fund under approved terms and conditions, with an obligation of repayment.
- Long-Term Training: Refers to any training program of extended duration, either within or outside the country, approved by the institution.
- Members: Refers to all NTMH staff who are part of the Menlha Tshokpa by virtue of employment and are required to contribute and comply with the Guideline.
- Menlha Choga: Refers to the monthly Medicine Buddha ritual conducted for spiritual healing, well-being, and

removal of obstacles, performed on the 8th day of the lunar calendar.

- Menlha Tshokpa: Refers to the internal institutional welfare and spiritual committee established within NTMH, responsible for organising Menlha Choga, managing contributions, administering the Tshokpa Fund, and implementing related activities.
- Loan Agreement: Refers to the formal document signed by the borrower and guarantor outlining the loan. amount, terms, repayment schedule, and conditions.
- Loan Eligibility: Refers to the set of conditions that a member must fulfil to qualify for a loan, including contribution record, service period, and repayment capacity.
- Loan Register: Refers to the official record maintained by the Tshokpa containing details of all loans issued, repayments, balances, and status.
- Monthly Contribution Compliance: Refers to the timely payment of required monthly contributions within the specified deadline.
- Penalty or Late Fee: Refers to additional charges imposed on delayed loan repayments as per the approved policy.
- Probation Period: Refers to the initial period of service (minimum one year) during which a newly recruited staff member is assessed before confirmation of employment.
- QMC: Refers to the Quality Management Committee of NTMH, responsible for oversight, endorsement, and policy-level decisions related to institutional functions.
- Quorum: Refers to the minimum number of Tshokpa Committee members required to be present for a meeting to be valid for decision-making.
- Recovery Mechanism: Refers to the procedures used to recover outstanding loan amounts, including reminders, penalties, and deductions.
- Resolution: Refers to a formal decision or agreement made by the Tshokpa Committee during a meeting.

- Risk Mitigation: Refers to measures taken to minimise financial loss, default, or misuse of funds.
- Salary Deduction: Refers to the process of recovering loan repayments or dues directly from a staff member's salary, where applicable.
- Secretariat: Refers to the member responsible for administrative coordination, documentation, meeting records, and communication related to Tshokpa activities.
- Separation: Refers to the formal exit of a staff member from service, including resignation, retirement, or termination.
- Sustainability of Fund refers to maintaining adequate financial resources to support Tshokpa activities without depletion.
- Thrusel: Religious purification and cleansing rituals.
- Transfer: Refers to the movement of a staff member.
- Tshokpa Committee: Refers to the governing body of the Menlha Tshokpa, comprising designated members such as the Chairperson, Vice-Chairperson, Treasurer, Kunyer and other appointed representatives responsible for decision-making, management, and oversight.
- Tshokpa Fund: Refers to the collective financial pool generated from member contributions and voluntary donations, used for Menlha Choga and welfare-related activities.
- Treasurer: Refers to the designated Drungtsho/Menpa responsible for financial management, record keeping, fund custody, and reporting of Tshokpa finances.
- Voluntary Contribution: Refers to any amount contributed by members or non-members above the minimum prescribed rate, without obligation.
- Working Group: Refers to a designated team formed to carry out specific tasks such as system implementation, review, or technical support related to Tshokpa activities.

5. Purpose and Objectives

- Ensure the regular and proper conduct of monthly Menlha Choga, including the performance of Thrusel, blessing rituals for newly released medicines and related activities.
- Manage Tshokpa funds in a transparent, accountable, and sustainable manner.
- Provide regulated financial support to staff through loan facilities.
- Strengthen staff engagement in spiritual, welfare, and institutional activities.
- Strengthen and increase the Menlha Tshokpa fund.

6. Core Members and the General Members

- The Core NTMH Menlha Tshokpa is the governing and decision-making body responsible for overseeing all Tshokpa-related functions, including spiritual activities, financial management and administrative coordination.
- General Members are all NTMH staff who consistently contribute to the Menlha Tshokpa, participate in and support Tshokpa activities.

7. Core NTMH Menlha Tshokpa Members

The Core NTMH Menlha Tshokpa shall include:

- Medical Superintendent-Chairperson
- One Drungtsho-Vice Chairperson
- One Drungtsho/Menpa-Kunyer
- One Menpa-Treasurer
- Administrative Officer-Secretariat

In addition to the core members, the composition may be expanded to include representatives from Administration, clinical departments and other relevant sections, as deemed necessary, to ensure inclusiveness, balanced representation, and transparency in decision-making.

8. Roles and Functions

8.1. Core NTMH Menlha Tshokpa

- The NTMH Menlha Tshokpa shall carry out its roles and responsibilities strictly in accordance with the Terms of Reference approved by the Quality Management Committee.

8.2. General Members

- Provide full support to the NTMH Menlha Tshokpa.
- Ensure compliance with the Guideline and directives of the Core Menlha Tshokpa.
- Members shall actively participate in monthly Menlha Choga and related activities.
- Demonstrate a sense of ownership and responsibility towards the Tshokpa by ensuring timely contributions, adhering to agreed decisions, and constructively engaging in discussions.
- Members shall uphold the core values of respect, cooperation, integrity and accountability in all interactions and activities related to the Tshokpa.
- Provide feedback and suggestions.

9. Membership and Contribution

9.1. Membership

- Membership in the NTMH Menlha Tshokpa is mandatory for all NTMH staff, irrespective of position or category.
- All members shall strictly abide by the approved rules, guidelines and decisions of the Tshokpa.
- Any member who fails to comply with the membership obligations or acts in a manner inconsistent with the values and principles of the Tshokpa may be subject to appropriate QMC and administrative review, and corrective measures as deemed necessary.

9.2. Termination of Membership

The Tshokpa shall terminate the membership for one or more of the following reasons:

- Transfer/death/resignation/supernuation of the member.
- Deceiving or providing false information to the Tshokpa in matters relating to contributions, loan applications, guarantorship, or any official transaction.
- Attempting to misuse or misappropriate Tshokpa funds, including fraudulent claims, unauthorised withdrawals, or manipulation of financial records.
- Serious or repeated default in loan repayment without valid justification or failure to comply with recovery measures.
- Persistent non-compliance with contribution requirements, rules, or decisions of the Tshokpa.
- Misuse of authority or position within the Tshokpa for personal gain or favouritism.
- Failure to honour guarantor responsibilities, where applicable.
- Engaging in conduct that brings disrepute to the Tshokpa or undermines its objectives, including unethical or disruptive behaviour.
- Any other act deemed detrimental to the functioning, credibility, or reputation of the Tshokpa as determined by the Tshokpa Committee.

9.3. Benefits

The benefits of the NTMH Menlha Tshokpa shall primarily comprise the following:

- Spiritual and Institutional Benefits: Members shall have the opportunity to participate in the regular conduct of Menlha Choga, thereby receiving spiritual merit, blessings, and contributing to the well-being of patients, staff, and all sentient beings.
- Collective Welfare and Solidarity: Participation in the Tshokpa fosters unity, cooperation, and mutual trust among staff members, creating a supportive and harmonious working environment.
- In addition, provision of welfare loan facilities to eligible members to provide timely financial assistance and promote mutual support among staff.

9.4. Monthly Contribution

- The monthly contribution to the NTMH Menlha Tshokpa is mandatory for all the NTMH staff as per the minimum rates agreed as follows:
  - Drungtsho and equivalent level: Nu. 500/-
  - Menpa and equivalent level: Nu. 300/-
  - Support Staff and equivalent level: Nu. 200/-
- Individuals and members who are willing and able to contribute more are encouraged to do so on a voluntary basis.
- The contribution rates may be reviewed and revised periodically, if deemed necessary, to ensure that they remain adequate and relevant in meeting the financial requirements of the Menlha Tshokpa.
- Any revision shall be based on factors such as increasing costs of conducting Menlha Choga, overall fund sustainability, and feedback from members.
- All contributions, whether minimum or voluntary, shall be properly recorded and accounted for to ensure transparency, accountability and proper financial management.
- All proposed changes shall be discussed in a Tshokpa meeting and subsequently submitted to the Quality Management Committee for review and approval.
- Staff who are on LTT/EoL shall contribute voluntarily. Upon completion of their LTT/EoL the staff shall be required to make monthly contributions after joining the regular duty. However, should they wish to continue supporting the Menlha Tshokpa, their voluntary support shall be duly acknowledged.

9.5. Contribution Dateline

- All members shall ensure that their monthly contributions are made within the first week of the subsequent month without fail to facilitate timely collection, proper record-keeping and efficient financial planning for Tshokpa activities.

- Failure to adhere to the deadline may result in follow-up actions or reminders from the Tshokpa Committee.
- Any member who fails to contribute despite repeated reminders may be subject to QMC and administrative review and action.

10. Compliance and Enforcement

- All members must be reminded that the monthly Menlha Tshokpa contribution and the monthly loan EMI repayment are two distinct and independent financial obligations. One shall not be considered a substitute for the other under any circumstances. Members availing loans must ensure compliance with both requirements simultaneously.
- Strict adherence to contribution and repayment must be ensured for maintaining the financial integrity, sustainability and proper functioning of the Tshokpa fund.
- In cases of non-compliance, the following progressive enforcement measures may be applied:
  - Administrative reminders: Initial reminders shall be issued to concerned individuals to ensure awareness and prompt corrective action.
  - Deduction mechanisms: Where applicable and as per approved procedures, deductions from salary or other entitlements may be initiated to recover outstanding contributions or EMI payments.
  - Restriction of loan eligibility: Members who fail to comply consistently may have their eligibility for future loans suspended or restricted until compliance is restored.
- Persistent or repeated non-compliance, despite reminders and corrective measures, shall be formally documented and may be escalated to the Tshokpa and QMC for further necessary action in accordance with institutional rules and regulations.

11. Use of Tshokpa Fund

The Tshokpa Fund shall be utilised strictly for:

- Conduct of Menlha Choga
- Procurement of ritual materials and kitchen items related to Menlha Choga.
- Welfare loan support
- Tshokpa funds shall not be used for personal, political, or unauthorised purposes under any circumstances.

12. Financial Management

12.1 Bank Account Management

12.1.1. The Tshokpa shall maintain a dedicated official bank account exclusively for all Tshokpa-related financial transactions. This account shall be used for the collection of monthly contributions, loan disbursements, repayments, and any other approved financial activities of the Tshokpa.

12.1.2. The bank account shall be opened and operated in the name of the Menla Choga Tshogpa (NTMH Menlha Tshokpa), ensuring full institutional recognition, transparency, and accountability in all financial dealings.

12.1.3. The account shall be jointly operated by a minimum of two authorised signatories, comprising the Vice-Chairperson and the Treasurer.

12.1.4. All withdrawals, transfers and financial approvals shall require joint authorisation in accordance with established banking procedures.

12.1.5. Under no circumstances shall the personal bank accounts of any Tshokpa member be used for Tshokpa-related transactions. All financial inflows and outflows must be routed strictly through the official Tshokpa bank account to ensure transparency and a proper audit trail.

12.1.6. Any deviation from this provision shall be treated as a serious breach of financial protocol and may result in administrative review and corrective action as deemed necessary by the Tshokpa Committee and the QMC.

12.1.7. The Tshokpa shall ensure that all bank-related documents, including account statements and transaction records, are securely maintained and made available for periodic verification, audit, and reporting purposes.

12.2 Financial Controls

12.1.1. All financial transactions undertaken by the NTMH Menlha Tshokpa shall be properly documented and supported with valid receipts, vouchers, or relevant supporting documents.

12.1.2. The Tshokpa shall adopt a system of strict financial discipline and record-based management, whereby every inflow and outflow of funds is clearly recorded in the official books of accounts, including cash books, ledgers, and supporting registers.

12.1.3. Cash handling shall be strictly minimised, and preference shall be given to eBanking-based transactions to reduce risks associated with cash handling, including loss, misappropriation and lack of traceability.

12.1.4. Cash donations and contributions shall be immediately deposited into the Tshokpa account and properly recorded and documented.

12.1.5. A system of dual verification and endorsement by at least two authorised signatories (Vice-Chair and Treasurer) shall be strictly implemented for all financial transactions, including but not limited to loan disbursements and fund withdrawals, to ensure accountability, prevent errors and minimise the risk of financial irregularities or unauthorised transactions.

12.1.6. All financial controls shall be subject to periodic review by the QMC and Tshokpa Committee.

12.2. Record Keeping

12.2.1. The Tshokpa shall maintain a comprehensive, accurate, and up-to-date record-keeping system to ensure

transparency, accountability and proper financial governance in all its operations.

12.2.2. The Tshokpa may adopt digital systems for contribution tracking, loan management, and reporting to enhance efficiency, transparency, and record-keeping.

12.2.3. The following mandatory records shall be systematically maintained by the Treasurer and Secretariat:

- Contribution List: A detailed inventory capturing monthly contributions of all members and non-members, including name, designation, amount contributed, and date of payment.
- Loan Register: A complete record of all loan disbursements, including borrower details, approved amount, repayment schedule, EMI and outstanding balance status.
- Cash Book/eRecord: A chronological record of all cash inflows and outflows, ensuring real-time tracking of financial transactions.
- Bank Statements: Official statements from the Tshokpa bank account, maintained for reconciliation and verification of all transactions.
- Receipt and Payment Records: Supporting documents for all financial transactions, including receipts issued, payment vouchers, and relevant approvals.

12.2.4. All records shall be updated regularly, preferably on a monthly basis, to ensure accuracy, completeness, and timely reflection of financial activities.

12.2.5. Proper safeguarding and secure storage of records shall be ensured to prevent loss, damage, or unauthorised access.

12.2.6. Both physical and digital copies may be maintained where feasible.

12.2.7. Records shall be made available for review during meetings, internal verification, audit processes, or upon request by the QMC, Tshokpa and Administration.

12.2.8. Any discrepancies identified in the records shall be promptly reviewed, corrected and documented, with appropriate justification and approval.

12.2.9. All financial and administrative records shall be securely maintained for a minimum period of 5 years.

12.3. Financial Reporting

12.3.1. The Tshokpa shall ensure regular, structured and transparent financial reporting to maintain accountability and provide clear visibility on the utilisation and status of funds.

12.3.2. Quarterly financial reports shall be prepared and formally shared with the QMC and all relevant staff members.

12.3.3. An annual financial statement shall also be compiled to present a comprehensive overview of Tshokpa's financial performance for the year.

12.3.4. Financial reports shall be presented in a clear, structured, and easily understandable format to promote transparency and enable informed decision-making by stakeholders.

12.3.5. Each financial report shall necessarily include, but not be limited to, the following key components:

- Income: Total contributions collected, loan repayments received, and any other sources of income.
- Expenditure: Details of funds utilised for Menlha Choga, administrative expenses, welfare activities, and other approved expenditures.
- Loan Status: Summary of outstanding loans, repayment progress, defaults (if any), and overall loan portfolio status.
- Balance: Opening balance, closing balance, and reconciliation of accounts for the reporting period.

12.3.6. All reports shall be prepared by the Treasurer and the Secretariat in consultation with the Chairperson/Vice-Chairperson and shall be subject to review and

endorsement by the Tshokpa Committee before dissemination.

12.4. Audit and Verifications

12.4.1. The Tshokpa shall establish a robust system of audit and financial verification mechanisms to ensure accountability, transparency and integrity in all financial operations and records.

12.4.2. Internal verification shall be conducted periodically by the Tshokpa Committee, QMC or a designated internal verification team.

12.4.3. Verification shall include cross-checking of financial records, contribution registers, loan registers, bank statements and supporting documents to ensure accuracy, consistency, and completeness of records.

12.4.4. An external audit may be conducted whenever deemed necessary by the Tshokpa or QMC to ensure an independent assessment of the Tshokpa's financial management practices and to strengthen institutional credibility.

12.4.5. During audits, all members, particularly the Treasurer, Secretariat and Signatories, shall extend full cooperation by providing access to financial records, supporting documents and any other relevant information required for verification.

12.4.6. Any discrepancies, inconsistencies or irregularities identified during internal verification or external audit shall be addressed immediately, and proper documentation of resolutions shall be maintained.

12.4.7. In cases of significant discrepancies, the matter shall be escalated to the Tshokpa Committee and QMC for further review and necessary administrative action.

12.4.8. Audit and verification processes shall be conducted in a transparent and impartial manner to uphold the credibility, financial integrity, and trustworthiness of the Menlha Tshokpa system.

13. Menlha Choga Management

13.1. Frequency and Scheduling

13.1.1. The Menlha Choga shall be conducted once every month as a mandatory and core spiritual activity of the NTMH Menlha Tshokpa to ensure continuity in spiritual practice, collective participation, and the strengthening of spiritual wellbeing among staff, patients, and all sentient beings.

13.1.2. All the staff and members shall participate or contribute to its smooth organisation and execution.

13.1.3. A fixed and pre-determined schedule for Menlha Choga may be established and maintained to ensure consistency and better coordination among staff, Tshokpa members, and ritual performers (Chops).

13.1.4. Once finalised, the schedule shall be communicated in advance to all the departments and staff through official channels to facilitate planning, attendance, and logistical arrangements.

13.2. Planning and Arrangement

13.2.1. The Tshokpa shall be responsible for ensuring proper, timely and coordinated planning and arrangement for the smooth conduct of the monthly Menlha Choga.

13.2.2. All preparatory activities shall be undertaken in a systematic manner to ensure efficiency and sanctity of the event in coordination with Kunyer.

13.2.3. The Tshokpa shall liaise and coordinate with the Chops in advance to confirm their availability, schedule, and specific requirements for conducting the Menlha Choga.

13.2.4. The Tshokpa shall ensure the timely procurement of all necessary items, offerings and ritual materials required for the Choga.

13.2.5. The respective Department, in coordination with the Tshokpa and Kunyer, shall arrange the Choesham for Menlha Choga in advance, ensuring cleanliness, orderliness and suitability for the conduct of Choga.

13.2.6. The timing of the Choga shall be strictly adhered to as per the agreed schedule, with all preparations completed ahead of commencement.

13.2.7. The Tshokpa Secretariat shall issue timely reminders to all departments regarding the date, time, and requirements for Menlha Choga participation.

13.3. Conduct and Standards

13.3.1. The Menlha Choga shall be conducted in a respectful, dignified and spiritually appropriate manner, upholding the sanctity and significance of the ritual at all times. All participants, including organisers, staff, and external ritual performers, shall maintain proper decorum throughout the conduct of the ceremony.

13.3.2. The Choga shall not be conducted in a rushed or hurried manner under any circumstances. Adequate attention shall be given to each stage of the ritual to ensure completeness, correctness, and adherence to traditional procedures and spiritual requirements.

13.3.3. Sufficient and adequate time shall be allocated for the full completion of the Choga, including preparation, invocation, offering rituals, prayers, and concluding procedures. Time management shall prioritise quality and completeness over convenience or haste.

13.3.4. All staff shall actively participate in the Menlha Choga and reflect the values, respect, compassion, and spiritual integrity, ensuring that the Menlha Choga remains meaningful and effective in achieving its intended purpose.

13.3.5. Silence, orderliness, and respectful behaviour shall be strictly maintained during the conduct of the Choga, and any form of disturbance or inappropriate conduct shall be avoided to preserve the sanctity of the practice.

13.4. Quality Assurance

13.4.1. The Tshokpa shall establish a continuous quality assurance mechanism to ensure that the conduct of Menlha Choga and all related activities are carried out in

an effective, meaningful and satisfactory manner, aligned with its spiritual and institutional objectives.

13.4.2. Feedback shall be collected periodically from staff, participants and relevant stakeholders regarding the conduct, arrangement, timing and overall quality of Menlha Choga. Feedback may be collected through informal consultations, structured forms, or designated focal persons to identify strengths, challenges, and areas requiring improvement.

13.4.3. The Tshokpa shall periodically review the feedback received and analyse recurring issues, gaps or suggestions to help in identifying systemic improvements and ensuring that decisions are evidence-based and participatory.

13.4.4. Based on the feedback and review outcomes, necessary improvements shall be implemented promptly.

13.4.5. The Tshokpa shall adopt a continuous improvement approach, ensuring that lessons learned from each cycle of Menlha Choga are used to refine future practices.

13.4.6. Quality assurance shall be considered a shared responsibility of all members, and active cooperation from staff is essential to ensure the ongoing success and improvement of the Menlha Tshokpa activities.

14. Loan Management System

14.1. Eligibility Criteria

14.1.1. Only individuals who are formally registered as members of the NTMH Menlha Tshokpa and who are actively contributing on a monthly basis shall be eligible to apply for loans. Membership status must be valid and up to date at the time of application.

14.1.2. Applicants must demonstrate a consistent and regular contribution history without prolonged gaps or defaults. Members with irregular or non-compliant contribution records may not be considered until compliance is restored.

14.1.3. Applicants must demonstrate sufficient financial capacity to repay the loan within the stipulated timeframe. This

includes assessment of monthly income, existing financial obligations, and ability to sustain monthly EMI payments without financial distress. The Tshokpa may verify repayment capacity before approval.

14.1.4. Members must be in good standing with the Tshokpa, meaning there should be no outstanding unpaid dues, unresolved defaults, or prior violations of loan repayment terms at the time of application.

14.1.5. Individuals who are not NTMH staff but contribute to support the Tshokpa on voluntary contributions shall not be eligible for loan facilities.

14.1.6. Staff members who have one year or less remaining in service before retirement, superannuation or separation shall not be eligible to avail loans under the NTMH Menlha Tshokpa.

14.2. Loan Policy

14.2.1. The Tshokpa shall operate a standardised loan policy to ensure fairness, consistency, and transparency in the provision of financial assistance to eligible members. All loan-related decisions shall be guided strictly by the approved rules and procedures of the Tshokpa.

14.2.2. The maximum loan amount that may be availed by a member shall be determined by the Tshokpa Committee based on fund availability, but shall not exceed Nu. 50,000 (Fifty Thousand)

14.2.3. The approved loan limits shall not remain static and may be reviewed and revised periodically based on the financial status of the Tshokpa fund. Any revision shall be carried out through proper deliberation and formal approval by the Tshokpa Committee and relevant oversight bodies.

14.2.4. All eligible staff members shall be given equal and fair opportunity to access loan facilities without discrimination based on designation and position, provided they meet the eligibility criteria and comply with all requirements.

14.2.5. The Tshokpa should maintain a minimum principal fund balance of Nu. 200,000 (Ngultrum Two Hundred Thousand) at all times to ensure the financial stability, sustainability, and uninterrupted functioning of the Tshokpa. This minimum balance shall serve as a reserve fund to support the conduct of Menlha Choga, meet unforeseen financial obligations, and safeguard the long-term viability of the Tshokpa.

14.2.6. Under no circumstances shall loan disbursements reduce the available principal fund below the prescribed minimum reserve amount. Accordingly, if the available fund balance reaches or falls below Nu. 200,000, the approval and disbursement of new loans should be temporarily suspended until the fund balance has been sufficiently replenished.

14.2.7. The Tshokpa should continuously monitor the financial position of the fund and ensure prudent financial management to maintain the required reserve.

14.2.8. The loan shall be disbursed at the earliest (within a week) after the submission of the application by the applicant.

14.2.9. All members and committee officials shall strictly adhere to the loan policy. Any deviation or unauthorised practice shall be subject to review and corrective administrative action as deemed necessary.

14.2.10. The maximum repayment period for any loan granted under the NTMH Menlha Tshokpa shall be twelve (12) months. The EMI shall be calculated based on the approved loan amount, applicable interest, and the prescribed repayment period.

14.2.11. The borrower shall be permitted to make an early settlement of the loan at any time before the completion of the approved repayment period, provided that he or she formally notifies the Tshokpa Committee of the intention to settle the loan in advance.

14.2.12. In the event of early settlement, the borrower shall be required to pay the entire outstanding principal

balance together with the interest applicable for the remaining repayment period (12 months).

14.2.13. Loans availed under the NTMH Menlha Tshokpa are strictly intended for the personal use and genuine needs of the borrowing staff member. Under no circumstances shall a staff member obtain a loan from the Tshokpa for lending, transferring or providing financial benefit to relatives, friends, or any third party. Any such act shall be considered a misuse of the Tshokpa fund and a violation of these Rules and Regulations. If found, the Tshokpa may initiate appropriate action, including immediate recovery of the loan, imposition of penalties, restriction from future loan eligibility, and reporting to the Administration.

14.2.14. A staff member shall be eligible to avail only one active loan at a time under the NTMH Menlha Tshokpa. No additional or parallel loans shall be approved until the existing loan has been fully repaid and cleared.

14.2.15. The guarantor shall be a staff member of NTMH and must possess a salary level equivalent to or higher than that of the applicant.

14.2.16. A guarantor shall not guarantee more than one active loan at a time.

14.3. Interest and EMIs

14.3.1. The loan facility under the NTMH Menlha Tshokpa shall operate under a clearly defined and transparent interest and repayment structure to ensure fairness, predictability, and financial sustainability of the fund.

14.3.2. The interest rate applicable to loans shall be either:

- A fixed rate of 2% per month, as determined and approved by the Tshokpa Committee.
- The applicable interest rate shall be clearly communicated to all members before loan approval, ensuring full transparency and informed consent.

14.3.3. The interest rate policy shall remain uniform for all eligible members under similar conditions to ensure equity and avoid preferential treatment.

14.3.4. The Equated Monthly Instalment shall be calculated based on the approved principal loan amount, applicable interest rate (2%) and the agreed repayment tenure (1 year).

14.3.5. The EMI amount shall be:

- Fixed at the time of loan approval,
- Clearly documented in the loan agreement and communicated to the borrower in advance.
- The EMI shall remain consistent and non-variable throughout the repayment period.

14.3.6. Members are required to adhere strictly to the EMI schedule to maintain the financial health of the Tshokpa fund and ensure continued access to loan facilities for other members.

14.3.7. All interest calculations, EMI breakdowns, and repayment schedules shall be properly documented and made available for verification and audit purposes.

14.3.8. Any revisions to interest rates or EMI structures shall be undertaken only after proper deliberation and formal approval by the Tshokpa Committee and relevant authorities.

14.4. Application Procedure

14.4.1. All applications for loans under the NTMH Menlha Tshokpa shall follow a standardised, transparent, and documented procedure to ensure fairness, accountability, and proper financial governance.

14.4.2. The applicant shall submit a duly signed and filled FORM-I (NTMH Menlha Tshokpa Loan Application Form) and FORM II (Standing Instruction on Deposit) to the Tshokpa Treasurer and Secretariat, along with the following documents.

- The Loan Application Form (I) must be signed on all pages by the applicant.

- Copy of a valid Citizenship Identity Card of both the Applicant and Guarantor.
- One recent passport-size photo of both the Applicant and Guarantor.
- The latest original Pay slip/ePay slip of the Applicant and Guarantor, verified, signed and sealed by the CFO/ADMO.
- Two Legal Stamps.

14.4.3. Incomplete or unclear applications shall not be processed until properly rectified.

14.4.4. Upon receipt, the Tshokpa shall conduct a preliminary review and verification of the application. This shall include:

- Verification of membership status
- Confirmation of monthly contribution records
- Assessment of existing loan liabilities (if any)
- Preliminary evaluation of repayment capacity
- All the required documents

14.4.5. The Tshokpa shall review the application in detail, including financial outstanding, contribution consistency, and repayment feasibility. The Committee may seek clarification or additional information from the applicant if required before making a recommendation.

14.4.6. The final approval of the loan shall rest with the Chairperson of the Tshokpa, based on the recommendation of the Tshokpa. In the absence of the Chairperson, the designated Vice-Chairperson may act in accordance with the established delegation of authority.

14.4.7. Once approved, the loan details shall be formally recorded in the inventory, and the applicant shall be notified in writing or through official communication channels. All supporting documents shall be securely filed for reference, audit, and verification purposes.

14.4.8. Applications that do not meet the eligibility criteria or repayment requirements may be deferred or rejected. The applicant may be informed of the reason and may reapply after addressing the identified issues.

14.5. Disbursement

14.5.1. The disbursement of loans under the NTMH Menlha Tshokpa shall be carried out in a structured, transparent, and fully documented manner to ensure accountability and proper financial control.

14.5.2. No loan shall be disbursed unless all required formalities have been completed. This includes:

- Signed loan application approval
- Execution of a formal loan agreement/undertaking by the borrower
- Acknowledgement of repayment terms, including EMI schedule and duration

14.5.3. The borrower shall clearly understand and agree to all terms and conditions before disbursement.

14.5.4. Loan disbursement shall preferably be made through bank transfer or official financial channels linked to the Tshokpa bank account. Cash disbursement shall be avoided unless necessary and duly justified.

14.5.5. Disbursement shall be authorised jointly by the designated signatories in accordance with the established financial control procedures. No unilateral disbursement shall be permitted under any circumstances.

14.5.6. Upon disbursement, all relevant loan records shall be updated immediately and accurately, including:

- Loan Register
- Cash Book/eRecord
- Borrower account details
- Repayment schedule and EMI tracking sheet

14.5.7. The borrower shall formally acknowledge receipt of the loan amount through signature or official confirmation, ensuring mutual accountability.

14.5.8. Every disbursement shall have a clear audit trail supported by proper documentation, ensuring that the transaction can be verified at any point during internal verification or external audit.

14.6. Repayment Terms

14.6.1. All loans issued under the NTMH Menlha Tshokpa shall be subject to a structured and disciplined repayment system to ensure the timely recovery of funds and sustainability of the Tshokpa.

14.6.2. The maximum repayment period shall not exceed 12 months from the date of disbursement of the loan.

14.6.3. Monthly EMI repayment shall commence from the subsequent month immediately after loan disbursement.

14.6.4. Borrowers shall be made to strictly adhere to the agreed repayment schedule without delay.

14.6.5. All EMI payments shall be made within the first week after the receipt of the monthly salary to ensure consistency, ease of tracking, and timely recovery of loan instalments.

14.6.6. Repayment shall preferably be made through official bank transfer (Standing Instruction (SI) on Deposit-BoBL) or designated collection mechanisms established by the Tshokpa. Cash payments shall be discouraged unless formally authorised and properly documented.

14.6.7. Borrowers are required to strictly follow the agreed EMI schedule. Any delay in payment beyond the stipulated timeframe shall be considered a late payment and shall be subject to additional interest or penalty charges, as determined by the Tshokpa Committee.

14.6.8. The Member Secretary and Treasurer shall be responsible for monitoring all repayments and maintaining an up-to-date repayment record. Any irregularities or delays shall be immediately reported to the Tshokpa for necessary follow-up action.

14.6.9. In cases of repeated delay or default, the Tshokpa may initiate recovery measures, which may include reminders, salary coordination mechanisms (where applicable), or restriction of future loan eligibility.

14.7. Default Management

14.7.1. In the event of delayed or missed EMI payments, the Tshokpa shall initiate a series of systematic reminders

and follow-up communications. These may include verbal reminders, written notices, or official communications through designated channels.

14.7.2. Where reminders and follow-ups fail to yield compliance, the matter shall be escalated for QMC and Tshokpa for Administrative intervention. The Tshokpa, in coordination with the QMC and Administration, may review the case and issue formal directives to ensure repayment is enforced in accordance with agreed terms.

14.7.3. In cases of continued non-payment or default, the Tshokpa may implement recovery measures.

14.7.4. Members identified as defaulters, or those with a history of repeated non-compliance, may be temporarily or permanently restricted from accessing future loan facilities until outstanding dues are fully cleared and satisfactory repayment behaviour is demonstrated.

14.7.5. All instances of default shall be formally recorded in the loan register and maintained as part of the member's financial history within the Tshokpa system. This record may be considered during future loan assessments.

14.7.6. Default management measures shall be implemented fairly and consistently, ensuring that members are given adequate opportunity to rectify their repayment status before enforcement actions are taken.

15. Loan Recovery Measures

- Verbal and written reminders shall be issued for missed or delayed EMI payments.
- Regular follow-ups shall be conducted by the Tshokpa.
- Written notices shall be issued to defaulters specifying the outstanding amount, the delay period and the deadline for repayment.
- A copy may be shared with the QMC and Tshokpa for awareness.
- Additional interest or penalty charges may be imposed on delayed payments as per the approved guideline.

- With due approval, EMI or outstanding amounts may be recovered through salary deduction or other mechanisms.
- The guarantor shall be made to pay the due amount, and this shall be clearly communicated during the disbursement of the loan.

16. Restriction of Benefits

- Defaulters may be restricted from availing future loans and accessing other Tshokpa-related financial benefits.

17. Recovery and Adjustment

- Defaulters may be required to sign a formal undertaking committing to a revised repayment schedule.
- In case of transfer, resignation or superannuation, outstanding loan amounts may be adjusted against any payable dues, subject to approval.

18. Late Penalty Charges

18.1. Late Payment Interest

18.1.1. An additional penal interest (an additional 1%) may be charged on the overdue EMI amount for the duration of the delay.

18.1.2. A short grace period of 1 week may be allowed before penalty charges are applied (i.e. 1 week after the prescribed deadline for the payment of EMI)

18.1.3. Penalty charges may be partially or fully waived in genuine cases (e.g. medical emergencies), subject to review and approval by the Tshokpa Committee.

18.2. Exit and Separation

18.2.1. If a staff member who has availed a loan resigns, is transferred, or retires from service, the entire outstanding loan balance shall be recovered in full before the issuance of any separation/transfer/clearance.

18.2.2. The Tshokpa should remind the staff member to settle all dues, and clearance from the Tshokpa shall be mandatory as part of the institutional exit or transfer process.

18.2.3. In the unfortunate event of the demise of a staff member with an outstanding loan, the matter shall be reviewed and decided by the NTMH Menlha Tshokpa in consultation with the Quality Management Committee. The decision shall be made on a case-by-case basis, taking into consideration factors such as the outstanding amount, financial status, and humanitarian grounds. Appropriate measures, including partial waiver, full waiver, or recovery through agreed mechanisms, may be adopted as deemed appropriate.

19. Governance and Administration

19.1. Roles and Responsibilities

19.1.1. The roles and responsibilities of all NTMH Menlha Tshokpa shall be clearly defined as per the approved Terms of Reference. Each position within the Tshokpa shall have specific duties and accountability mechanisms to ensure smooth coordination and effective implementation of all activities.

19.1.2. The defined roles shall cover, but not be limited to, responsibilities related to:

- Financial management and oversight
- Coordination of Menlha Choga activities
- Loan processing, monitoring, and recovery
- Record keeping and reporting
- Communication and stakeholder coordination

19.1.3. A clear delegation of duties shall be established among the Chairperson, Vice-Chairperson, Treasurer, Secretariat, and other committee members to avoid overlap of responsibilities and ensure operational efficiency.

19.1.4. Regular review of roles and responsibilities may be undertaken by the Tshokpa Committee to ensure

alignment with evolving operational needs and institutional requirements.

19.2. Meetings

19.2.1. The Tshokpa shall hold a minimum of one formal meeting every quarter. These quarterly meetings shall serve as the primary platform for reviewing financial performance, loan status, Menlha Choga arrangements, contribution compliance, and overall functioning of the Tshokpa. Key decisions, policy updates, and reports shall be presented and discussed during these meetings.

19.2.2. In addition to scheduled meetings, emergency or special meetings may be convened whenever necessary. Such meetings may be called in situations requiring urgent decision-making, including financial discrepancies, loan-related issues, operational challenges, or any matter that requires immediate attention.

19.2.3. Emergency meetings may be convened by the Chairperson or Vice-Chairperson in consultation with the Secretariat.

19.2.4. All meetings shall be properly documented, and minutes shall be recorded, approved and securely maintained for future reference, audit purposes, and institutional accountability.

19.2.5. Members are expected to actively participate in meetings. A defined quorum shall be maintained for decision-making to ensure that resolutions are representative and valid.

19.3. Documentation

19.3.1. All proceedings of the Tshokpa meetings shall be properly recorded in the form of official minutes.

19.3.2. The minutes and recommendations shall be reviewed, verified, and formally endorsed by the Chairperson and the members.

19.3.3. Approved minutes and related documents shall be systematically archived and securely maintained by the Secretariat. Both physical and digital copies may be

maintained to ensure proper preservation and ease of future reference.

19.3.4. All decisions taken during meetings shall be clearly documented, including the rationale, approval status, and responsible persons for implementation.

19.3.5. Approved decisions and recommendations shall be formally communicated to all members and relevant stakeholders through appropriate official channels.

19.3.6. Decisions requiring implementation shall be tracked and monitored to ensure timely execution. Assigned responsibilities shall be followed up on in subsequent meetings to assess progress and compliance.

19.3.7. Sensitive documents, particularly those related to financial matters and loan decisions, shall be handled with strict confidentiality and stored securely to prevent unauthorised disclosure or misuse.

20. Code of Conduct

20.1. Professionalism and Integrity

20.1.1. All members of the NTMH Menlha Tshokpa shall be required to uphold the highest standards of integrity, discipline, accountability, and professionalism in all their engagements related to Tshokpa activities.

20.1.2. Members shall act in a manner that reflects positively on the institution and maintains public trust in the Tshokpa system.

20.1.3. Members shall conduct themselves with honesty, fairness, and responsibility in the discharge of their duties, particularly in matters related to financial management, loan processing, contribution handling, and decision-making processes.

20.1.4. All members shall maintain respectful, courteous, and professional behaviour in all interactions. Mutual respect, understanding, and cooperation shall be encouraged to foster a positive working environment.

20.2. Misuse of Funds and Authority

20.2.1. Any act of misappropriation, unauthorised use of Tshokpa resources, or manipulation of records shall be considered a serious violation and subject to immediate review and appropriate administrative action.

20.2.2. All members shall ensure strict adherence to approved rules, procedures, and financial protocols.

20.3. Conflict of Interest

20.3.1. Members must declare any actual, potential, or perceived conflict of interest in matters related to loan approvals, financial decisions, procurement, or any other Tshokpa-related activity.

20.3.2. Members shall actively avoid situations that may lead to bias, favouritism, or undue influence, ensuring that all decisions are made objectively and in the best interest of the Tshokpa.

20.4. Dispute Resolution

20.4.1. Any disputes arising from loan, contribution, or Tshokpa decisions shall first be resolved internally by the Tshokpa Committee. If unresolved, the matter shall be referred to the QMC and Administration for final decision.

20.5. Teamwork and Collaboration

20.5.1. Members shall promote a spirit of teamwork and collective responsibility.

20.5.2. Constructive participation, open communication, and support for fellow members shall be encouraged to ensure the smooth functioning of all Tshokpa activities.

20.5.3. Any form of misconduct, including disrespectful behaviour, misuse of authority, or actions detrimental to the Tshokpa's reputation and functioning, shall be subject to review and corrective measures as deemed appropriate by the Committee and Administration.

21. Transparency and Communication

21.1. Regular Updates

21.1.1. The Tshokpa shall ensure that all relevant information, including announcements, schedules, financial updates, loan-related matters, and decisions taken during meetings, is communicated to staff on a regular and timely basis.

21.2. Accessibility of Financial Reports

21.2.1. Financial reports, including periodic summaries, contribution records, loan status and expenditure statements, shall be made accessible to all relevant stakeholders to promote transparency and ensure that members are well informed about the financial health and activities of the Tshokpa.

21.3. Communication of Decisions and Policies

21.3.1. All decisions, resolutions, policy changes, and directives issued by the Tshokpa shall be communicated clearly, accurately and without ambiguity. This includes timely dissemination of meeting outcomes, revised guidelines, and any changes in contribution rates, loan policies, or operational procedures.

21.4. Feedback and Interaction

21.4.1. A mechanism for feedback and clarification shall be encouraged, allowing members to seek explanations or provide suggestions regarding Tshokpa activities.

21.4.2. Constructive feedback shall be considered for continuous improvement.

22. Risk Management

22.1. Delegation of Duties

22.1.1. Clear delegation and segregation of responsibilities shall be maintained among members involved in financial operations.

22.1.2. No single individual shall have complete control over all financial processes.

22.1.3. Responsibilities such as fund collection, record keeping, approval, and disbursement shall be distributed among designated roles (e.g., Chair, Vice-Chair, Treasurer, Kunyer and Secretariat) to ensure checks and balances and to prevent misuse or manipulation of funds.

22.2. Monitoring of Funds and Loans

22.2.1. The Tshokpa and QMC shall conduct continuous and periodic monitoring of financial transactions, including contributions, expenditures, loan disbursements, and repayments. This includes review of loan performance, identification of overdue payments, and assessment of overall financial health. Monitoring shall be carried out by the Committee and reported during scheduled meetings.

22.3. Documentation

22.3.1. All financial and administrative activities shall be supported by complete and accurate documentation, including receipts, registers, loan agreements, bank statements, and meeting minutes to ensure traceability, facilitate audits, and reduce the risk of errors or financial discrepancies.

22.4. Reporting of Irregularities

22.4.1. Any detected or suspected irregularities, discrepancies, or financial anomalies shall be reported immediately to the Tshokpa Committee and, where necessary, escalated to the Administration or QMC to enable timely investigation and corrective action.

22.5. Preventive and Corrective Measures

22.5.1. The Tshokpa shall adopt both preventive measures (such as strict procedures and controls) and corrective measures (such as audits and reviews) to mitigate financial and operational risks effectively.

22.6. Accountability Mechanism

22.6.1. All members involved in financial management shall be held accountable for their assigned responsibilities.

22.6.2. Failure to adhere to risk management protocols may result in review and appropriate administrative action.

23. Monitoring and Evaluation

23.1. Financial Health of the Tshokpa

23.1.1. The overall financial status of the Tshokpa shall be regularly monitored, including income, expenditure, cash balance, and fund sustainability, to help assess whether the Tshokpa fund remains financially stable and capable of meeting its obligations, including Menlha Choga expenses and loan disbursements.

23.2. Loan Recovery Performance

23.2.1. The repayment status of all issued loans shall be closely monitored, including timely EMI payments, outstanding balances, defaults and recovery rates.

23.2.2. Regular analysis shall be conducted to identify repayment trends and ensure effective loan recovery mechanisms are in place.

23.3. Participation Levels

23.3.1. The level of staff participation in monthly Menlha Choga, contribution compliance, and engagement in Tshokpa-related activities shall be assessed periodically.

23.3.2. Low participation trends shall be identified and addressed through appropriate awareness and engagement measures.

23.4. Effectiveness of Activities

23.4.1. The Tshokpa shall evaluate the effectiveness of its core activities, including the conduct of Menlha Choga, efficiency of financial management, loan administration processes, and communication systems to ensure that the Tshokpa is achieving its intended spiritual, financial, and welfare objectives.

23.5. Corrective Actions

23.5.1. Based on the findings of monitoring and evaluation, appropriate corrective actions shall be identified and implemented promptly.

23.6. Continuous Improvement Approach

23.6.1. Monitoring and evaluation shall be treated as an ongoing process aimed at continuous improvement. Lessons learned from each review cycle shall be incorporated into future planning and decision-making.

23.7. Reporting of Findings

23.7.1. Key findings from monitoring and evaluation exercises shall be documented and presented to the Tshokpa Committee, QMC, and relevant stakeholders to ensure transparency and informed oversight.

24. Amendment of Guideline

This Guideline for the NTMH Menlha Tshokpa shall be treated as a living document and may be reviewed, updated, or revised as necessary to ensure its continued relevance, effectiveness, and alignment with institutional policies, operational needs, and emerging requirements.

Proposed amendments may originate from the Tshokpa Committee, QMC, Administration, or through consolidated feedback from staff, based on practical challenges, operational improvements, financial sustainability considerations, or policy directives. All proposed amendments shall be formally reviewed and deliberated by the Menlha Tshokpa Committee to assess their implications, feasibility, and alignment with the objectives of the Tshokpa, and shall thereafter be submitted to the Quality Management Committee (QMC) and Administration for endorsement and approval. No amendment shall take effect without such formal approval from the competent authorities.

Once approved, the revised Guideline shall be officially documented, superseding previous versions, and shall be

clearly marked with the date of revision to ensure proper version control.

The updated Guideline shall be communicated to all staff promptly through official communication channels to ensure awareness and compliance, and all members shall be required to adhere to the most current version, with earlier versions rendered invalid for operational use.

This amendment process is intended to ensure that the Guideline remains dynamic, responsive, and aligned with institutional needs while maintaining transparency, consistency, and sound governance in the functioning of the NTMH Menlha Tshokpa.

25. Effective Date

This Guideline for the NTMH Menlha Tshokpa shall come into effect upon formal approval and endorsement by the QMC and shall be considered fully operational and binding from the date of its official approval. From that date onward, all members of the NTMH Menlha Tshokpa shall be required to comply with its provisions.

Once implemented, this Guideline shall serve as the primary reference document governing all aspects of the Tshokpa, including its operations, financial management, membership responsibilities, loan administration, and the conduct of Menlha Choga activities. It shall remain valid and in force until it is formally revised, updated, or replaced through the approved amendment process, and any previous informal practices or unwritten procedures inconsistent with this Guideline shall be superseded upon its enforcement.

All members are required to acknowledge and adhere to the Guideline from its effective date to ensure uniform implementation and consistency across all units. This provision ensures legal clarity, operational consistency, and institutional accountability, thereby strengthening the governance framework of the NTMH Menlha Tshokpa.

26. Conclusion

This Guideline establishes a structured, comprehensive, and standardised framework for the effective functioning of the NTMH Menlha Tshokpa, ensuring that all aspects, including financial management, loan administration, membership responsibilities, and the conduct of Menlha Choga, are implemented in a consistent, transparent, and accountable manner.

It reinforces the dual role of the Menlha Tshokpa as both a spiritual platform and a staff welfare mechanism, thereby promoting the spiritual well-being of staff, patients, and all sentient beings, while also fostering financial cooperation and mutual support among members.

Through clearly defined procedures, roles, and responsibilities, this Guideline strengthens good governance, financial discipline, and operational efficiency, safeguarding the long-term sustainability and credibility of the Tshokpa system. The success of this initiative depends fundamentally on the collective commitment, sense of responsibility, and active participation of all staff members, each of whom is expected to contribute not only financially but also through engagement, cooperation, and adherence to established rules and procedures.

Sustained effectiveness will require continuous coordination and collaboration among the Tshokpa Committee, Administration, QMC, and all staff to ensure that decisions are implemented efficiently and challenges are addressed in a timely and constructive manner. Ultimately, this Guideline serves as a guiding instrument to foster a harmonious, disciplined, and spiritually enriched working environment, while ensuring that the Menlha Tshokpa remains sustainable, transparent, and beneficial to all stakeholders.

FORM I- NTMH Menlha Tshokpa Loan Application Form

Date:...../...../.....

The Chairperson
NTMH Menlha Tshokpa
Ministry of Health, Thimphu

Subject: Application for Menlha Loan

Sir/Madam,

I would like to request the NTMH Menla Tshokpa to kindly release me a loan of Nu.....(In words.....) from Menla Tshokpa Fund for the purpose of.....

The Loan shall be repaid within 12 months, with a monthly instalment of Nu.....(In words.....) with a monthly interest rate of 2% against the principal amount, with effect from the lending month. I declare my personal details as provided below:

MEMBER APPLICANT DETAILS
1. Personal Details of the Applicant Name of the Applicant:.....Gender:..... Date of Birth:...../...../.....CID No:..... Mobile Number:.....Email ID: ..... Saving Account No:..... Name of the Bank:..... Marital status*: Married/ Not Married (If Married, please provide spouse details) Spouse Name:.....CID No.....Mobile No:... Address:.....
2. Employment Details Employee ID Number:..... Appointment Date:..../...../..... Designation:..... Service Type:..... Grade:.....Date of Retirement/Supernuation:...../...../..... Name of Clinical Department:.....Name of the Unit:.....
3. Salary Details Basic Pay: Nu.....Net Pay: Nu.....Gross Pay: Nu.....

Applicant Photo

4. Other Loan Details

Have you availed loan from other financial institutions? (Yes/No) If Yes, mention the following details:

Loan Amount:……..…Monthly EMI: Nu.……Loan Received on ..../..../.... Loan Balance: Nu……../Liquidated on …/…../…….

5. Applied Loan Details

Loan Amount Requested: Nu…(In words……)
Loan Purpose:……..……Interest Rate:……Tenure:…….

I hereby declare that the above information given is true, correct, complete and up to date in all respects, and I have not withheld any information. In the event any information so provided in this form is found to be false or misleading, I shall be liable under the law as deemed proper.

The NTMH Menlha Tshokpa reserves the right to accept or reject the application. Accepting the application by the NTMH Menlha Tshokpa would not guarantee the sanction of the said loan.

I understand that upon approval of the loan, I am obliged to settle the loan accordingly as per the provisions of the Menlha Tshokpa guideline. I am also bound to inform the Menlha Tshokpa of any change in the details given above.

In the event the loan remains outstanding, I authorise NTMH Menla Tshogpa and the Management to recover from my above bank account/service benefits or be settled by the Guarantor within a specified period intimated by NTMH Menla Tshogpa.

Signature of the Applicant
Date:……
Place:……..

Legal Stamp

GUARANTOR DETAILS

The guarantor shall be a staff member of NTMH and must possess a salary level equivalent to or higher than that of the applicant.

Applicant Photo

6. Personal Details of the Guarantor

Name of the Guarantor:……Gender:……
CID No:…… Date of Birth:…/……/……
Mobile Number:……Email ID: ……
Employee ID Number:…… Appointment Date:……/……/…..
Designation:…… Service Type:……
Grade……Date of Retirement/Supernuation:……/……/……
Name of Clinical Department:……Name of the Unit:……
Saving Account No:……Name of the Bank:……
Basic Pay: Nu……Net Pay: Nu……Gross Pay: Nu……

Marital status*: Married/ Not Married (If Married, please provide spouse details)
Spouse Name:……CID No……Mobile No:……
Address:……

7. Declaration of Guarantor

I, the undersign, hereby undertake to repay the NTMH Menlha Tshokpa loan along with applicable interest in the event of non-recovery of the loan from the borrower ……., who is known to me.

Signature of the Guarantor
Date:……
Place:……

Legal Stamp

VERIFICATION AND APPROVAL (For Official Use)

Based on the authority granted by the NTMH Menlha Tshokpa guideline. The loan amount to Nu……. (In words……..) is hereby verified and approved in the name of……..., with monthly interest rate of ……..(2%) payable and in principal amount must equated amount of Nu……(……..……) within period of……..…..(year/month).

8. Verified by:

(Vice-Chairperson)
Seal and Signature of the Verifying Authority
Date:……
Place:……..

Name:……..……Position Title……..……..
CID No:……Mobile Number:……..…Email ID: ……..……..

9. Approved by:

(Chairperson)
Seal and Signature of the Approving Authority
Date:……
Place:……..

Name:……..……Position Title……..……..
CID No:……Mobile Number:……..…Email ID: ……..……..

REQUIRED DOCUMENTS

- The Loan Application Form duly filled by the applicant and signed on all the pages.
- Copy of a valid Citizenship Identity Card of both the Applicant and Guarantor.
- One recent passport-size photo of both the Applicant and Guarantor.
- The latest original Pay slip/ePay slip of the Applicant and Guarantor, signed and sealed by the CFO/ADMO.
- Two Legal Stamps.
- Duly filled Standing Instruction (SI) on Deposit (Creation or Cancellation) of BoB

FORM II- Standing Instruction (SI) on Deposit of BoBL



Date: ...../..../..... (dd/mm/yyyy)

STANDING INSTRUCTION (SI) ON DEPOSIT CREATION OR CANCELLATION)

The Branch Manager,
Bank of Bhutan Limited,
.....Branch

Dear Sir/Madam,

Kindly arrange to create/cancel Standing Instruction for a sum of Nu..... (Ngultrum .....) on Daily/Weekly/Fortnightly/Monthly only from my: Savings/Current Deposit Account No..... and credit the same to: Savings/Current/Recurring/Loan Account No. of ..... w.e.f. ...../...../..... (dd/mm/yyyy).

Yours faithfully,

Signature:
Name: .....
CID No: .....
Mobile No: .....

Terms of Reference for the Core NTMH Menlha Tshokpa

1. Background

The Menlha Tshokpa is an internal institutional committee established within the National Traditional Medicine Hospital to facilitate the regular conduct of the monthly Menlha Choga, ensure the effective management of the Tshokpa fund, and coordinate related spiritual, religious, and welfare activities. These activities are carried out for the collective benefit of staff, patients, and the wider institution, with the intention of fostering peace, prosperity, harmony, and spiritual well-being within the hospital environment. The Menlha Tshokpa serves as a supportive spiritual structure that complements the healing mission of the hospital by promoting positive mental states, compassion, and merit-making practices.

These Terms of Reference have been developed to provide a clear, structured, and transparent framework for the governance, administration, and overall functioning of the Core Menlha Tshokpa. The ToR is intended to strengthen the institutional framework of the Tshokpa by clearly defining its objectives, scope, roles and responsibilities, decision-making processes, and operational procedures. It further outlines the financial management system, reporting mechanisms, and accountability measures required for effective administration. Through this framework, the ToR ensures that the Tshokpa operates in a consistent, well-coordinated, and ethically grounded manner, aligned with institutional policies and spiritual values. At the same time, it safeguards the core purpose of the Tshokpa, which is to support spiritual well-being, enhance staff welfare, and uphold the holistic healthcare philosophy of the National Traditional Medicine Hospital.

In addition to its spiritual and ritual functions, the NTMH Menlha Tshokpa also operates as a collective welfare mechanism for its members. It is sustained through regular contributions made by staff, which are pooled into a dedicated

welfare fund. This fund is managed in a transparent and accountable manner to provide financial assistance to members through loans in accordance with established guidelines.

Therefore, the establishment of the NTMH Menlha Tshokpa was formally endorsed vide notesheet no. MoH/NCTMS-NTMH/Notesheet-05/2025-26/746, dated 15th June 2026.

2. Purpose of the Tshokpa

The NTMH Menlha Tshokpa is established to:

2.1. Ensure the regular and proper conduct of monthly Menlha Choga, including the performance of Thrusel, blessing rituals for newly released medicines and related activities.

2.2. Manage Tshokpa funds in a transparent, accountable, and sustainable manner.

2.3. Provide regulated financial support to staff through loan facilities.

2.4. Strengthen staff engagement in spiritual, welfare, and institutional activities.

2.5. Strengthen and increase the Menlha Tshokpa fund.

3. Scope of Authority

The Core Tshokpa shall have the authority to:

3.1. Manage the collection, administration, utilisation, and reporting of Tshokpa funds.

3.2. Verify/Approve/Reject loan facilities in accordance with the approved Guidelines and Rules Regulations.

3.3. Ensure compliance with institutional policies, directives, and QMC/Administration decisions.

3.4. Develop internal operational procedures, forms, and formats subject to endorsement by QMC and Administration.

4. Composition of the Tshokpa Members

The Core NTMH Menlha Tshokpa shall comprise:

4.1. Medical Superintendent-Chairperson (Ex-Officio)

4.2. One Drungtsho-Vice Chairperson
4.3. One Drungtsho/Menpa-Kunyer (Koen-Nyer)
4.4. One Menpa-Treasurer
4.5. Administrative Officer-Member Secretary (Secretariat)

5. General Responsibilities of the Tshokpa

The Core Tshokpa shall:

5.1. Organise and facilitate the conduct of monthly Menlha Choga.
5.2. Collect and manage monthly contributions from members.
5.3. Maintain accurate financial, administrative, and loan records.
5.4. Administer loan services, including application, approval, disbursement, and recovery.
5.5. Prepare and present periodic financial and activity reports.
5.6. Promote awareness, participation, and engagement among staff.
5.7. Ensure coordination with QMC, Administration, and departmental units.
5.8. Ensure compliance with approved Rules, Regulations, and Guidelines.
5.9. Develop internal procedures, guidelines, and forms for effective functioning, subject to endorsement by the QMC and Administration.

6. Role of the Chairperson

The Chairperson shall:

6.1. Provide overall leadership and strategic direction.
6.2. Preside over meetings and ensure effective decision-making.
6.3. Approve loan facilities in accordance with the approved Guidelines and Rules Regulations.

7. Role of the Vice-Chairperson

The Vice-Chairperson shall:

7.1. Ensure and manage monthly Menlha Chogas and related activities.

7.2. Ensure compliance with institutional policies, ToR, Rules & Regulations.

7.3. Verify loan facilities in accordance with the approved Guidelines and Rules Regulations.

7.4. Oversee financial integrity and accountability.

7.5. Ensure timely reporting and submission of documents to QMC and Administration.

7.6. In the absence of the Chairperson, the Vice Chairperson shall assume responsibilities.

8. Role of the Treasurer

The Treasurer shall:

8.1. Manage all financial transactions of the Tshokpa.

8.2. Maintain accurate and updated financial records.

8.3. Collect monthly contributions with proper documentation.

8.4. Facilitate loan disbursement and monitor repayment schedules.

8.5. Prepare periodic financial statements and reports.

8.6. Ensure transparency, accuracy, and financial discipline.

8.7. Verify loan facilities in accordance with the approved Guidelines and Rules Regulations.

9. Responsibilities of the Kunyer

The Kunyer shall:

9.1. Maintain and record accurate Choesham items as per the checklist.

9.2. Make necessary preparations for the monthly Menlha Choga, including the submission of the list required for the Choga.

9.3. Lead and guide during the Menlha Choga, including the performance of Thrusel.

9.4. Collect and offer newly released medicines to receive blessings during the Menlha Choga.
9.5. Maintain the sanctity, decorum, cleanliness and hygiene in the Menlha Choesham.
9.6. Ensure and maintain safety in the Menlha Choesham.

10. Role of the Secretariat

The Secretariat shall:

10.1. Coordinate meetings, including scheduling, agenda preparation, and logistics.
10.2. Record accurate minutes of meetings and maintain records.
10.3. Circulate relevant documents and notices to members, including the monthly Menlha Choga schedule.
10.4. Communicate decisions, recommendations, and reports.
10.5. Follow up on action points and report progress in subsequent meetings.

11. Appointment and Tenure

11.1. Members shall be appointed through a consultative process and endorsed by QMC and Administration.
11.2. The tenure for the Core Members shall be three (3) years except the Chairperson and the Secretariat.
11.3. Members may be reappointed based on performance and institutional requirements.
11.4. In case of resignation, transfer, or incapacity, replacement shall be appointed through the same endorsement process with immediate effect.

12. Leadership Structure

12.1. The Medical Superintendent and ADMO shall serve as Ex-Officio Chairperson and Secretariat.
12.2. The Vice Chairperson and other members shall be selected through nomination and consensus/majority agreement among staff.
12.3. In the absence of the Chairperson, the Vice Chairperson shall assume responsibilities.

13. Membership and Contribution

13.1. Membership shall be mandatory for all regular NTMH staff.
13.2. Members shall contribute monthly as per the contribution rates agreed during the clinical meeting held on 18th March 2026.
13.3. Members shall comply with all Rules, Regulations, and decisions of the Tshokpa.
13.4. Members shall actively participate in Tshokpa activities, including Menlha Choga.
13.5. Loan beneficiaries shall comply with repayment obligations and contribution requirements.
13.6. Non-staff individuals may contribute voluntarily; however, such contributions do not confer membership rights or benefits.

14. Code of Conduct and Conflict of Interest

12.1. Members shall uphold integrity, transparency, discipline, and professionalism.
12.2. Members shall act in the best interest of the Tshokpa and the institution at all times.
12.3. Any conflict of interest shall be declared immediately, and the concerned member shall recuse themselves from decision-making.
12.4. Misuse of authority, favouritism, or unethical conduct is strictly prohibited.

15. Tshokpa Meetings

15.1. The Tshokpa shall conduct meetings as required, with at least one meeting every quarter.
15.2. Meetings shall be convened by the Chairperson or Vice-Chairperson.
15.3. A quorum shall be required for decision-making.
15.4. Minutes shall be recorded and maintained for accountability.

16. Decision and Confidentiality

16.1. Decisions shall be made through consensus wherever possible.
16.2. Where consensus is not achieved, decisions shall be made by majority vote.
16.3. Members shall maintain strict confidentiality of all sensitive financial and administrative information.
16.4. Unauthorised disclosure or misuse of information shall be strictly prohibited.

17. Amendment of TOR

17.1. This ToR may be reviewed and revised as required.
17.2. Amendments shall be discussed by the Menlha Tshokpa and submitted to QMC for endorsement.
17.3. Approved amendments shall be formally communicated and implemented.

18. Adoption and Commitment

18.1. This ToR is adopted as the official guiding framework of the NTMH Menlha Tshokpa.
18.2. All members shall acknowledge and adhere to its provisions.
18.3. Members commit to perform their duties with diligence, accountability, integrity, and spiritual responsibility.

གྲུལ་ཡོངས་ནང་སྨན་ཕྲེང་།

གྲུལ་ཡོངས་ནང་སྨན་ཁབ་ཀྱི་ཕྲེང་། གསོལ་བསྟན་ལས།

NATIONAL TRADITIONAL MEDICINE HOSPITAL
NCTMS, MINISTRY OF HEALTH, THIMPHU: BHUTAN

DONATION RECEIPT

Receipt No.....

ཨ རྒྱལ་དཀར་དགེ་བའི་ལེམས་འཛང་དུ་སྒྲིན་.....མཚོན་ནས། གྲུལ་ཡོངས་ནང་སྨན་ཁྲིའི་ བའི་ ཟླ་རིམ་བཞིན་ནས་སྤྲོལ་ཡོད་པའི་སྨན་བཟའ་ཐོག་ནས་ཀྱང་ ཁལ་འདེབས་མ་དུག.....དོར་ཕྱེས.....གནང་ཞི་ལུ་བཀྲིན་ཆེ། རྒྱུ་འབྲོར་བ་ཡོ་འཚོར་དུ་བཏང་པ་ཐམས་ཅུ་ཚོ་རིང་ནུ་ གེ་བསམ་དོན་ཀུན་ཀྱིས་གྲུབ་པའི་སྨོན་ཨུན་བཏང་ གྲུལ་ཡོངས་ནང་སྨན་ཁྲིའི་སྨན་བཟའ་ཚོགས་པ་ནས།

NTMH Menla Choga Tshogpa hereby gratefully acknowledges the receipt of Nu.....(.....) through Cash/Cheque/Bank Transfer from Mr./Ms..... on...../...../.....vide Journal No.....

Your generous contribution will support the conduct of the monthly Menla Choga and other related spiritual activities. These activities are dedicated to promoting the health, well-being, and spiritual welfare of the patients and all sentient beings. The donation will also help sustain initiatives aimed at fostering compassion, harmony, peace, positive energy, and holistic healing within the hospital and the wider community.

With heartfelt appreciation.

NTMH Menla Choga Tshogpa
Seal and Signature

ISBN 978-99980-45-21-7