

A PLACE TO *belong*

*"ASK A CHILD
without a home
what they want,
they will teach
you what to build."*



Nazhoen Lamtoen Shelter / G+3 / Thimphu / 659.37 SQM

DESIGNED BY / Mandala Zorig



PROPOSAL FOR CONSTRUCTION OF A CHILDREN'S SHELTER HOME

Submitted By

Nazhoen Lamtoen

Project Title: Construction of a Child-Friendly Shelter Home for Children in Difficult Circumstances

Project Location: Pamtsho, Thimphu, Bhutan

Project Duration: 24 Months

Total Project Cost: Nu. 31,639,116.25/-



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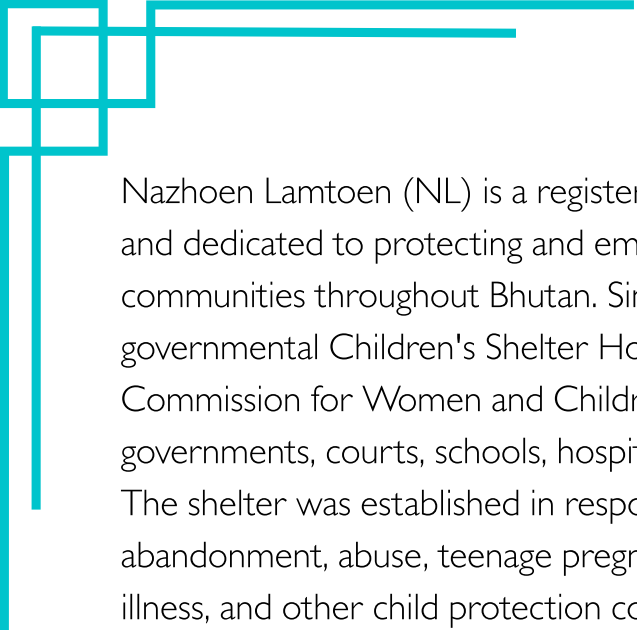


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I. Executive Summary



Nazhoen Lamtoen (NL) is a registered Public Benefit Organization established in 2016 and dedicated to protecting and empowering children, youth, vulnerable families, and communities throughout Bhutan. Since 2018, NL has been operating Bhutan's first non-governmental Children's Shelter Home in close partnership with the National Commission for Women and Children (NCWC), Royal Bhutan Police (RBP), local governments, courts, schools, hospitals, and development partners.

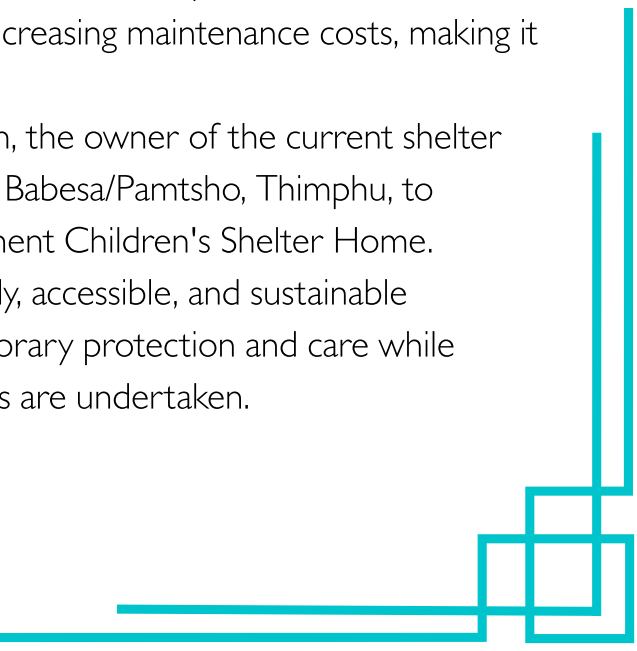
The shelter was established in response to increasing cases of child neglect, abandonment, abuse, teenage pregnancy, parental incapacity, substance abuse, mental illness, and other child protection concerns requiring immediate placement in a safe environment.

Prior to the establishment of the shelter, emergency cases were often accommodated in hotels and temporary facilities, which posed significant safety risks and financial burdens. With support from Save the Children, Helvetas, and NCWC, the shelter became operational in 2018.

To date, the shelter has provided protection, care, rehabilitation, education support, counselling, and reintegration services to 168 children between the ages of 0 and 18 years.

Currently, the shelter operates from a rented private residence at a monthly rental cost of Nu. 30,000. The building, constructed in the 1970s, has developed structural cracks, water seepage, inadequate sanitation facilities, and increasing maintenance costs, making it unsuitable for long-term child care services.

Recognizing the importance of a permanent solution, the owner of the current shelter premises generously donated 14 decimals of land at Babesa/Pamtsho, Thimphu, to Nazhoen Lamtoen for the construction of a permanent Children's Shelter Home. The proposed facility will provide a safe, child-friendly, accessible, and sustainable environment for vulnerable children requiring temporary protection and care while family tracing, rehabilitation, and reintegration efforts are undertaken.



2. organizational background

Nazhoen Lamtoen was established in December 2016 and registered under the Civil Society Organizations Authority as a Public Benefit Organization.

Vision

A society where every child lives in safety, dignity, and reaches their full potential.

Mission

To protect, empower, rehabilitate, and reintegrate vulnerable children and families through child protection, social services, advocacy, and community-based interventions.

Core Areas of Work

- Child Protection
- Emergency shelter services
- Case management
- Family tracing and reunification
- Child safeguarding
- Reintegration services
- Crime Prevention and Diversion

NL works with children in conflict with the law (CICL) and children at risk of offending through diversion and rehabilitation programs.

Community Child Protection Teams (CCPT)

NL is currently implementing Community Child Protection Teams across several districts to strengthen local government capacity and ensure sustainable child protection systems at chiwog and gewog levels.

- Advocacy and Research
- Child rights advocacy
- Child protection policy engagement
- Evidence generation and awareness campaigns
- Livelihood and Family Empowerment
- Skills development
- Income generation support
- Family strengthening programs

3. Problem statement

Bhutan continues to experience child protection challenges including:

- Child neglect
- Physical and emotional abuse
- Child abandonment
- Teenage pregnancy
- Domestic violence
- Substance abuse within families
- Mental health challenges among caregivers
- Children affected by incarceration of parents
- Poverty and family breakdown

Many children referred to NL require immediate removal from unsafe environments. However, as per the Child Care and Protection Act (CCPA) 2011, such removals can only be approved by relevant government authorities after assessment and determination that remaining in the community is not in the child's best interest.

The current shelter facility faces the following challenges:

- Aging structure built in the 1970s
- Cracked walls
- Water seepage
- Inadequate child-friendly facilities
- High maintenance costs
- Monthly rental expenditure of Nu. 30,000
- Limited space for counselling and rehabilitation activities
- Safety concerns for long-term operation

Without a purpose-built shelter, vulnerable children will continue to face inadequate temporary accommodation and reduced quality of care.

4. Project goal

To construct a safe, sustainable, and child-friendly shelter home that provides temporary protection, rehabilitation, education, and reintegration services for vulnerable children in Bhutan.

5. Project objective

Objective 1

Construct a purpose-built shelter home on the donated 14-decimal land in Babesa/Pamtsho.

Objective 2

Improve safety, protection, and living conditions for children requiring temporary care.

Objective 3

Strengthen rehabilitation, counselling, education, and reintegration services.

Objective 4

Enhance operational sustainability and reduce recurring rental expenditures.

6. Project beneficiaries

Direct Beneficiaries

50 children accommodated at any given time

Approximately 30–40 children annually

Children aged 0–18 years

Indirect Beneficiaries

- Families and guardians
- Local communities
- Schools
- Government agencies
- Child protection service providers

7. Project design

The shelter has been designed by Mandala Zorig, a renowned Bhutanese architectural firm.

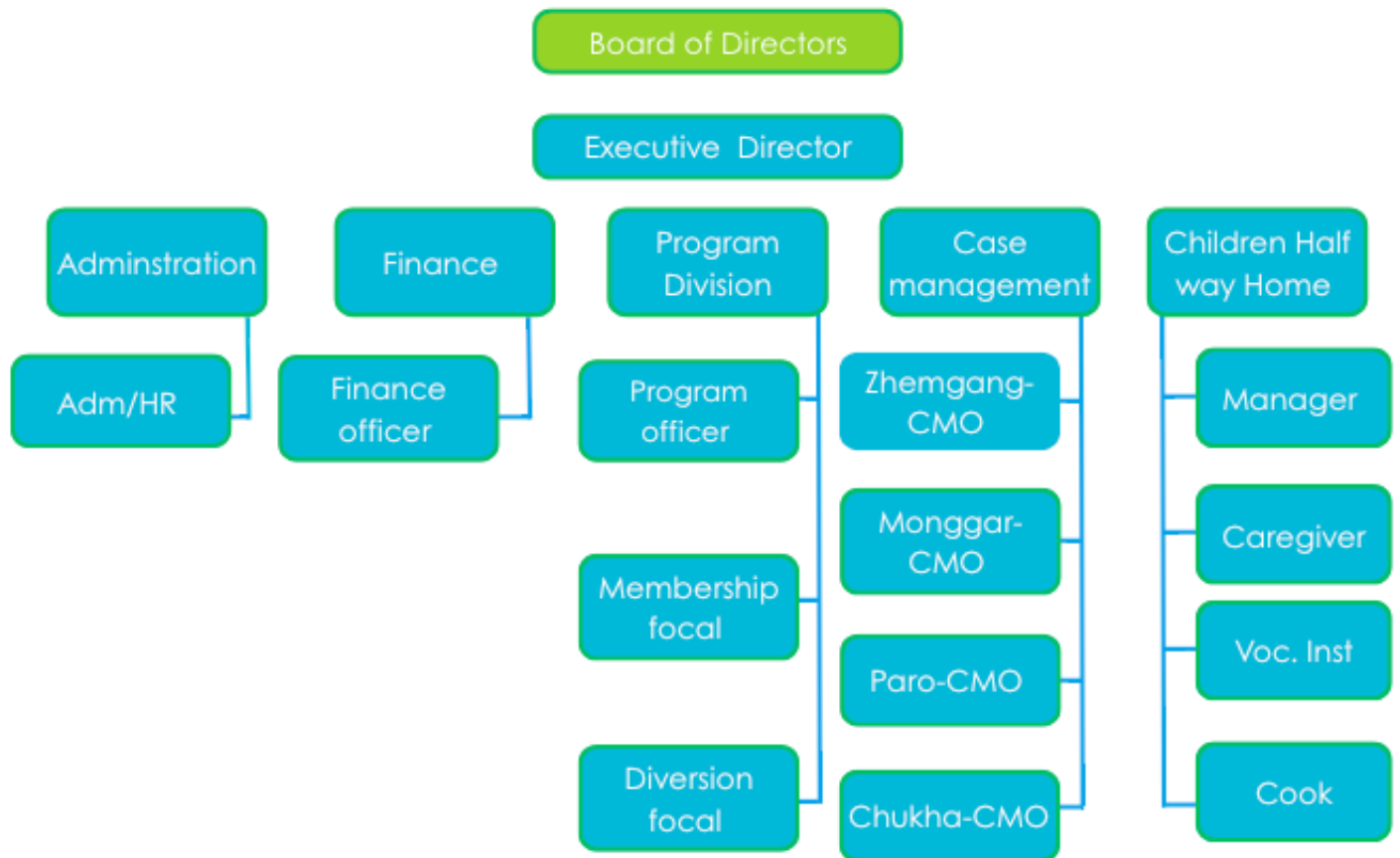
The design process involved:

- Consultations with children
- Shelter staff
- Caregivers
- Management team
- Child protection professionals
- The facility incorporates:
- Child-friendly dormitories
- Infant care rooms
- Counselling rooms
- Learning spaces
- Recreation areas
- Vocational training rooms
- Dining and kitchen facilities
- Administrative offices
- Meeting rooms
- Health and wellness facilities
- Outdoor play areas

The design prioritizes:

- Child safety
- Accessibility
- Hygiene
- Well-being
- Environmental sustainability
- Universal design principles

8.Staffing



Program Division

- Program Manager
- Case Management Officers
- Counsellors
- Social Workers

Shelter Division

- Shelter Manager
- Caregivers
- Vocational Instructors
- Cook

Administration and Finance

- Finance Officer
- Administration Officer
- Procurement and Logistics Support

Total Proposed Human Resources: 18 Staff

9.Logical framework

Intervention Logic	Indicators	Means of Verification	Assumptions
Improved protection of vulnerable children	Reduced exposure to abuse and neglect	Case records	Continued government support
Permanent shelter established	Shelter completed and operational	Completion certificate	Funding secured
Improved rehabilitation services	Increased successful reintegration	Reintegration reports	Family cooperation
Improved child wellbeing	School attendance and psychosocial wellbeing improved	School and counselling records	Stable social environment

IO.MEaL

Outcome: I

A permanent, safe and child-friendly shelter home is constructed and operational.

Indicator	base line	Target	Means of verification	Frequency	Responsibility
Shelter building completed according to approved design	No shelter building	1 shelter completed	Completion certificate	End of project	project manager
Percentage of construction milestones achieved on schedule	0%	100%	progress report	monthly	Management
Occupancy permit obtained	No	Yes	Permit document	end line	Management

Outcome: 2

Children experience improved safety and wellbeing.

Indicators	Baseline	Target	Means of verification	Frequency
Number of children accommodated annually	20	40-50	Admission record	Quarterly
Percentage of children enrolled in education	100%	100%	Schools record	Quarterly
Percentage of children receiving counselling services	70%	100%	Child satisfaction counseling register	Monthly
Percentage reporting feeling safe at shelter	To be established	90%	Child satisfaction survey	Annual

Outcome: 3

Improved family reintegration and case management services.

Indicator	Baseline	Target	Means of verification
Number of family tracing exercises conducted	Existing	100% of cases	Case file
Percentage of children successfully reintegrated	existing	75% or above	Reintegration report
Number of family counselling sessions conducted	existing	210 sessions annually	session record

Outcome: 4

Improved family reintegration and case management services.

Indicator	Base line	Target	Means of verification
Annual rental expenditure	Nu. 360,000/	0	financial report
Annual maintenance cost	Nu. 250,000/	Reduced by 30%	Financial record
Number of donor visits hosted	10 visit on average in a year	20 visits annually	visitor log book

Monitoring Activities

Monthly:

- Construction progress monitoring
- Financial expenditure tracking
- Contractor review meetings
- Safeguarding compliance checks

Quarterly:

- Board oversight review
- Budget variance analysis
- Child wellbeing assessments
- Stakeholder consultation

Mid-Term Evaluation:

- Conducted at 50% completion stage to assess:
- Construction quality
- Timeline adherence
- Budget utilization
- Risk mitigation effectiveness

Final Evaluation:**Conducted upon project completion to assess:**

- Achievement of objectives
- Cost effectiveness
- Quality standards
- Readiness for occupancy

Accountability Mechanisms

- Child-friendly feedback mechanism
- Suggestion boxes
- Community consultations
- Donor progress updates
- Complaint and grievance procedures
- Child safeguarding reporting mechanism

Learning and Knowledge Management

- Lessons learned will be documented through:
- Quarterly reflection meetings
- Project review workshops
- Construction quality assessments
- Beneficiary feedback reviews
- Case studies and success stories

The findings will inform future shelter programming and child protection interventions in Bhutan.

11. Risk management matrix

Risk	Probability	Impact	Mitigation measures	Responsibility
Construction cost escalation	Medium	High	Include 10% contingency, periodic budget review, competitive procurement	Executive Director & Finance Officer
Delay in construction materials supply	Low	High	Early procurement planning, multiple suppliers, framework agreements	Project manager
Contractor performance issues	Medium	High	Performance-based contracts, regular site inspections	Management committee
Natural disasters (landslide, earthquake, heavy rain)	Low	Medium	Regular coordination with authorities	Management
Occupational accidents during construction	Low	High	Strict occupational health and safety protocols, PPE requirements	Contractor
Inflation affecting project budget	High	Medium	Price monitoring and contingency allocation	Finance Team

Risk Rating Scale

Probability

Low = Unlikely

Medium = Possible

High = Likely

Impact

Low = Minor disruption

Medium = Moderate disruption

High = Significant effect on project objectives

Key Risks Requiring Continuous Monitoring

Construction cost escalation

Funding gaps

Construction delays

Contractor performance

Natural disasters

Health and safety incidents

These risks will be reviewed monthly by the Project Steering Committee and reported quarterly to the Board of Directors.

I 2.Implementation workplan

Phase 1: Mobilization and Preparation (Months 1–3)

Final architectural approval

Engineering design

Procurement planning

Environmental clearances

Phase 2: Construction (Months 4–15)

Site preparation

Foundation works

Structural construction

Roofing

Electrical works

Plumbing

Internal finishing

Phase 3: Furnishing and Equipment (Months 16–20)

Furniture installation

ICT setup

Kitchen equipment

Safety equipment

Phase 4: Operationalization (Months 21–24)

Final inspection

Staff orientation

Occupancy permits

Child safeguarding compliance assessment

I 3. Budget summary

Space	Area in SQm	Area in Sft	Rate	Cost
Ground Floor	65.55	705.57	3500	2,469,495
Ground Floor 1	145.23	1563.24	3500	5,471,340
First Floor 1	149.34	1607.48	3500	5,626,180
First Floor 2	152.70	1643.65	3500	5,752,775
Jamthog	146.28	1574.54	3500	5,510,890
Roof Slab	71.18	766.17	3500	2,681,595
Site Development @ 15%				4,126,841.25
Total				31,639,116.25

I 4. Sustainability

The project sustainability will be ensured through:

- Ownership of donated land
- Elimination of rental expenses
- Community and donor support
- Partnerships with government agencies
- Corporate Social Responsibility partnerships
- Membership contribution program
- Income-generating initiatives by Nazhoen Lamtoen
- Volunteer and community engagement

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I 5.Expected outcome

By project completion:

- A permanent child-friendly shelter home is established.
- More than 200 additional vulnerable children will benefit over the next decade.
- Improved quality of protection and care services.
- Reduced operational costs.
- Enhanced reintegration outcomes.
- Strengthened national child protection response system.

I 6.Conclusion

For over seven years, Nazhoen Lamtoen has served as a critical partner in Bhutan's child protection system, providing care and protection to children facing neglect, abuse, abandonment, and other forms of vulnerability.

The proposed Children's Shelter Home represents more than a building; it represents safety, hope, healing, and opportunity for some of Bhutan's most vulnerable children. Through this investment, Bhutan will strengthen its child protection infrastructure and ensure that every child requiring temporary protection has access to a safe and nurturing environment while pathways toward family reunification and long-term wellbeing are pursued.

Nazhoen Lamtoen respectfully seeks partnership and support for the realization of this important national initiative.

