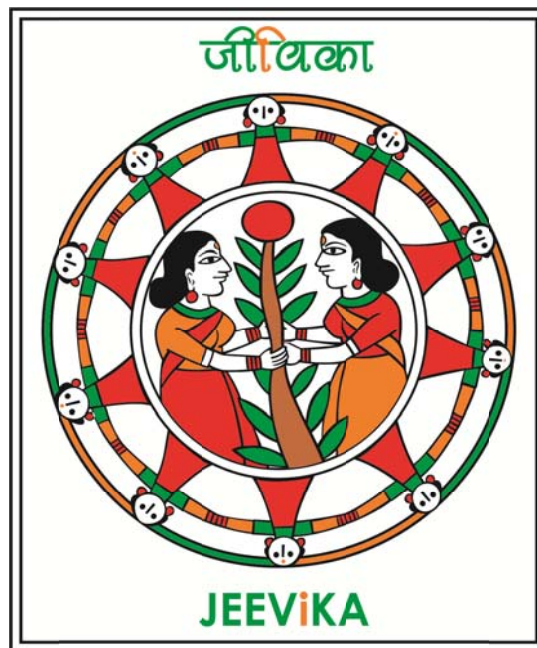


HUMAN RESOURCE DEVELOPMENT MANUAL, 2016.



BIHAR RURAL LIVELIHOODS PROMOTION SOCIETY

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1. INTRODUCTION AND GUIDING PRINCIPLES FOR HUMAN RESOURCE POLICY

Any Project which aims to empower people and for which processes through which the objectives are met are as important as the results itself, has to handle its most critical asset – Human Resources, well. In such projects, the role of the ‘staff’, their motivations and attitudes towards work and the community assume critical importance along with their knowledge and skills. A community demand driven project like BRLPS, thus, has to invest in developing and operationalizing a Human Resource Development Policy which ensures retention and high morale of the staff.

The Projects implemented by the BRLPS aims to enhance social and economic empowerment of the rural poor in Bihar through development of their self-sustained and community managed institutions. This is expected to be done by developing organizations of rural poor and producers and enabling them to access and negotiate better services, credit and assets from public and private sector agencies and financial institutions. The project will also invest in building capacity of public and private service providers and promoting microfinance and agribusiness sectors.

Bihar Rural Livelihoods Promotion Society has been constituted by the Government of Bihar for implementation of the project. For successful implementation of the project, at three tier management structure is designed in the Society corresponding to state, district and block levels. At each level, a team of professionals (and field staff at Block level) would be inducted to manage the Project to achieve its objectives. Considering the outreach as well as profile of the project, there requires a Human Resource Development (HRD) manual to suggest policy framework and its implementation guideline for governance as well as meeting the requirement of Human Resource associated with the Society. This HRD manual is prepared to meet this objective.

1.1 Definitions of terminology commonly used in the manual

- “The Society” means Bihar Rural Livelihoods Promotion Society and all its offices at District and Block levels
- “The Project” means JEEVIKA
- “Government” means the Government of Bihar.
- “Employee” or “Staff” in these rules means individuals appointed to posts on contract or deputation. This will not include those working under services being outsourced.
- “Employer” means the Bihar Rural Livelihoods Promotion Society
- HR Policy/ HR Manual means HR Policy/ Manual of BRLPS
- “Executive Committee” means the Executive Committee of BRLPS

1.2 Preamble of HR Manual

- The HR Policy would proactively contribute towards achieving the overall goals of BRLPS by laying down principles, guidelines, and rules/norms to ensure smooth functioning of the Project staff.
- The HR Policy would encourage building of a shared vision of the project among all the project staff to ensure that their respective jobs are complementing each other.
- The HR Policy would advocate for outcome based performance by all project staff which is aligned with the organizational goal.

- The Policy aims to build a culture of trust, transparency and integrity among all staff.
- The HR Policy would create a learning environment within project where each staff member improves his/her understanding about the Project and enhances skill for delivering outputs as assigned.
- The HR Policy would try to ensure that the best available talent is attracted to work in the Project, and to ensure that this pool of talent is retained with high motivation and performance levels.
- The HR Policy would provide equal opportunity for all staff across all levels to display performance ability and exercise rights as available within project framework.
- The HR Policy would not tolerate any discrimination of staff on grounds of gender, disability or selection.
- The HR Policy would try to establish high levels of accountability towards the Project among staff at all levels.

1.3. Contents of the Manual

The HRD manual lays the policy as well as related rules for the following

- Staff Contract Policy
- Process of Recruitment, Selection and Induction
- Deputation as well as hiring of employee and outsourcing services
- Staff Compensation Package, Incentive and Rewards
- Staff transfer, travel and leave
- System of appraising capacity building needs of staff
- Performance Management System
- Grievance Redressal mechanism
- Disciplinary control system, communication and professional conduct as well as accountability of staff

1.4. Important considerations while preparing the HRD Manual

- Realizing the dearth of skilled human resources and fast changing work environment, BRLPS reiterates the need to revisit and constantly renew its HRD manual to ensure its objective. Thus the HR Policy would be a dynamic document subjected to review and redesign as per the changing needs.
- The success of the document lies in it being accepted and owned by all. The HR manual does not claim to have laid rules for each and every situation; however it has tried to lay down the policies and the principles by which these rules could be evolved and be made part of the manual (if needed) in due course of time. Hence the manual should be treated as an evolving document.
- HRD manual claims at creating “minimum hygiene” for smooth functioning by staff and display ‘care’ for the employee. Hence a proactive role is required by all. This has great role in retention of good staff within society.
- The HRD manual recognizes the importance of laying down Business Processes and Service Standards for all provisions being mentioned. All possible efforts have been made to describe the process flow and standards to be followed while operationalizing HRD provisions. Since this manual is considered as an evolving document, the time, quality and processes will be further defined from time to time for each provision as and when required.

1.5 Salient Features of HRD Manual

This HRD manual aims to nurture an environment where the human resources employed remain motivated to excel in their performance and contribute towards achieving the overall goals of BRLPS. This manual proposes relevant policy frameworks aimed to attract and retain good human resources in the Society and provides them opportunities to learn, improve professional skills and develop an experience which is valued across the development sector.

Equity is one of the core principles of this manual. It ensures no discrimination on the basis of caste, class or gender. The policies framed under the manual bring fair representation of women and weaker sections in employment with BRLPS. Thus, related provisions in recruitment (viz. following reservation rules of Government of Bihar, lowering eligibility criteria for women in case of field positions etc.) are made.

The manual also acknowledges its staff as critical resources for the success of the Project, providing opportunities for enhancing learning through structured capacity building, exposure visits etc. It also provides opportunity to existing BRLPS staff to compete for higher positions within Society.

Continuing its focus on human resources, it has put in place a robust selection process which is transparent, and not only assesses knowledge and skill, but also the attitude of the person to explore whether s/he fits the profile of the job. To retain them, it provides challenging job profiles, invests in building the capacity of its staff, and provides a stable job security by contracting them for a longer period, subject to their performance. The remuneration package designed for various positions is comparable to the best available in the development sector in Bihar. The remuneration and benefits package are proposed with consideration of meeting both present and future requirements of the staff. Hence this package includes Basic Pay, HRA¹, Project Allowances, EPF² and Insurance Cover for a staff till s/he serves in the Society.

A key initiative prescribed in the HR Manual, is the provision of a Performance Management System, where performance is measured on predefined parameters, and staff is provided incentives, recognition and rewards, thus placing a value on productivity and performance. A system of Grievance Redressal of staff is given due importance and it is significantly said in this manual that late response to grievance would be treated as denial of it. A structured mechanism is proposed therefore to address grievances on time.

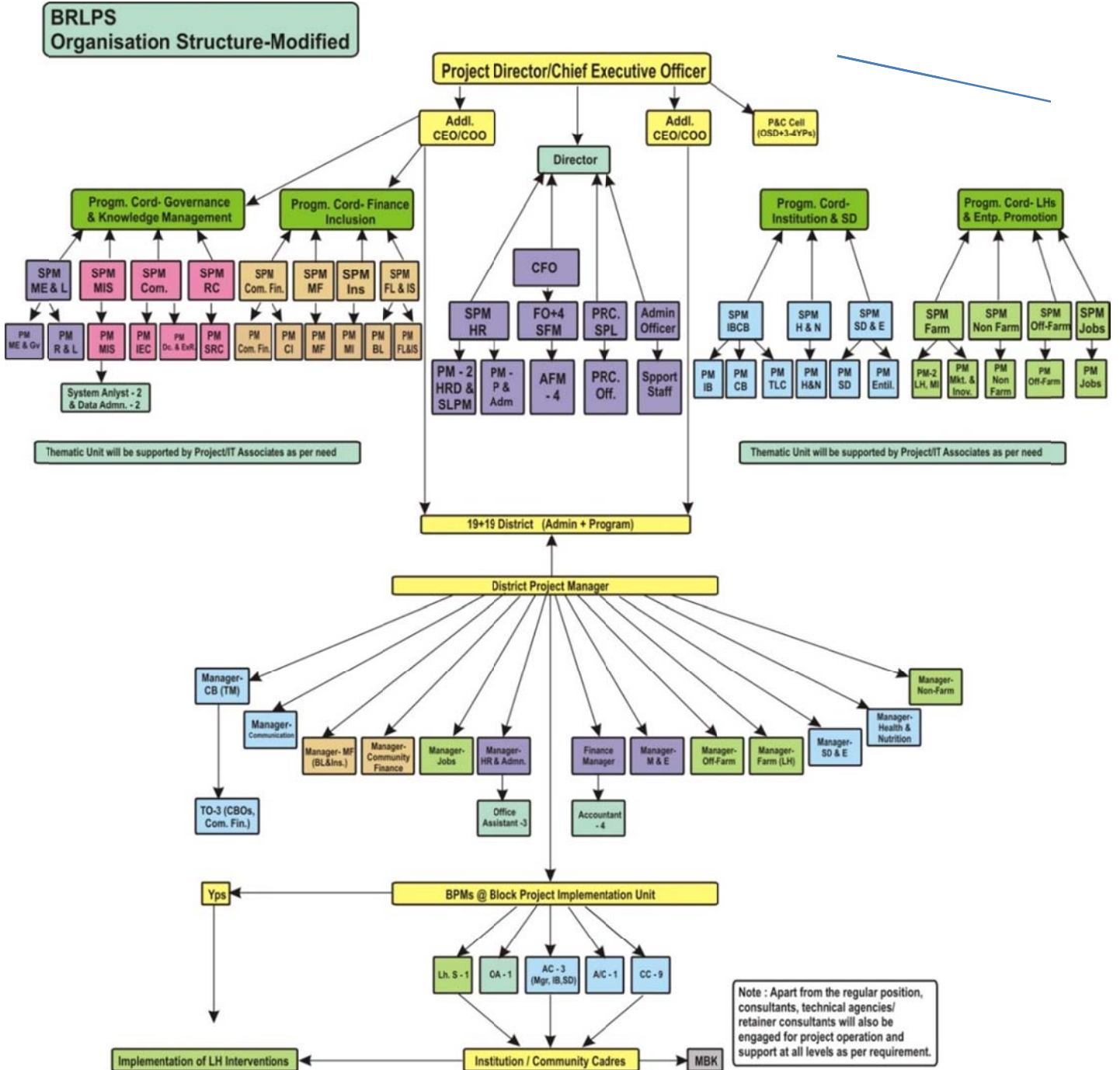
BRLPS expects its staff to be disciplined. Standard professional conduct and accountability is expected on part of each and every staff. The Manual treats as a serious offence, any financial irregularity, non-adherence to the norms being laid down by the Society, any involvement in fraudulent or criminal activities and misappropriation of Society's asset and these are treated as reasons enough for discontinuation from the Society. Performance and discipline will be valued and given its due weightage.

¹ House Rent Allowance

² Employee's Provident Fund

2. SOCIETY STRUCTURE, ROLES AND POSITIONS³

2.1 Society Organogram



³Subject to changes and revision as and when made by the Society

2.2. Organization Structure and Roles

The Bihar Rural Livelihoods Promotion Society is led by its General Body, from which a more functional Executive Committee has been formed for taking all policy level decisions and advising the functionaries of the society on the management of the Projects. Representatives from the Government of Bihar, civil society, banks, and developmental institutions form the executive committee of the Society.

The salient features of the organization structure for implementation of the Bihar Rural Livelihoods project is as follows.

2.2.1. Project Structure at State Level

At the state level, the State Project Management Unit (SPMU) has been formed and staffed with a team of dedicated development professionals. The Society is headed by a Chief Executive Officer who is also the Project Director and Mission Director of State Rural Livelihoods Mission in Bihar. Mission Director. Along with CEO, Director, Programme Coordinators, and various functional specialists are positioned as State Project Managers and Project Managers, to oversee and manage various functions within the project. The CEO will be assisted by an Administrative Officer and an Officer on Special Duty. The allocation of roles and responsibilities of this State Project Team will follow a matrix structure where they will be responsible for a function (specialized and thematic).

The structure of the organization is based on a model where the core functions within the project of mobilization of communities into SHGs, VOs and Federations will be implemented in house and certain other functions which will emerge or in which there is already domain experience within Bihar, the project will use an outsourcing partnership model.

First, a Training and Capacity Building Cell is being formed which will look after the large scale staff and community level training needs in a multi-functional manner. At a later phase this cell may be spun off as an independent organization to look after the training needs of the state for rural development professionals.

Second, a Business Facilitation Cell is being formed to promote livelihoods through various kinds of partnerships that would allow for sector based technical assistance, marketing tie ups, and sub-sectoral based turnkey partnerships for specific commodities and products. The cell would continuously endeavor to introduce innovations in livelihoods into the project.

Third, a Partnership Cell is being formed to look at partnering civil society institutions who will be stakeholders in specific field locations. The cell will promote partnership and assist such NGOs in their capacity building with a package of services for upgrading their SHG and Federation group quality.

The financial function of the society and project will be managed by a Chief Finance Officer, who will be responsible for both the fiduciary governance of the project funds as well as introduction of best business processes to ensure timeliness of funds' flow

to the field based community organizations. S/he will be assisted by a Finance Officer, State Finance Manager, Assistant Finance Managers.

The State Project Management Unit will proactively work for designing policy, planning intervention and frame operational strategies for the project.

2.2.2. Project Structure at District Level

There are thirty eight district units of the Society established as District Project Coordination Units (DPCUs). at district headquarters. District Project Managers (DPM) will be appointed by the Society to head each of the district units. To support the DPM, Thematic managers will be placed as per the requirement of the project. To begin with, Manager - IBCB will be functional at a DPCU to meet all capacity building requirements of staff working at block level. To assist the Manager – IB&CB, Training Officers (TO) will be posted.

The DPCU will be responsible for coordinating, implementing and managing project activities across the district through blocks known as BPIUs under project operation

2.2.3. Project Structure at Block Level

At block level, the Society will place a Block Project Implementation Unit (BPIU). This is a key unit of the project. Quality of this unit will determine how effectively the project rolls out in the field. Altogether 534 (total no of blocks in all 38 project districts) such units will be created during the project period. This corresponds to the block coverage plan spread into phases. The Block Project Manager will be the functional head of this unit. S/he will be supported by Area Coordinators, Community Coordinator, Livelihood Specialist as well as Finance and Administrative staff. Primarily this unit of the Society will work as a mirror functional unit to the proposed Community Organization to be built up over the project period. Hence one of major functions of BPIU will be to facilitate the formation and functioning of Block Level Federation. The block unit will facilitate a graduation process of community institutions which over a time period would take over the functions of the BPIU.

2.3 Classification of Positions in the Society

For administrative and governance purposes different positions in the society are categorized as per following

Categories	Posts	Scale ⁴
Category I	<ul style="list-style-type: none"> ▪ Chief Executive Officer cum State Mission Director ▪ Additional Chief Executive Officer 	As per provision of Government of Bihar
Category II	<ul style="list-style-type: none"> ▪ Director ▪ Program Coordinator ▪ OSD to CEO ▪ Chief Finance Officer ▪ Administrative Officer (AO) ▪ Finance Officer (FO) ▪ State Finance Manager ▪ Assistant Finance Manager ▪ State Project Managers (SPM) ▪ Procurement Specialist ▪ Procurement Officer ▪ Project Managers (PM) ▪ District Project Manager (DPM) ▪ Manager - IBCB 	Scale 1-2 or 1-3 with defined salary structure
Category III	<ul style="list-style-type: none"> ▪ Thematic Managers/FM ▪ Young Professionals ▪ Project Associate ▪ Training Officer (TO) ▪ Block Project Managers (BPM) ▪ Area Coordinators (AC) ▪ Community Coordinators (CC) ▪ Livelihoods Specialist ▪ Procurement Associate ▪ System Analyst ▪ Data Administrator ▪ DTP Operator cum Designer ▪ IT Associate ▪ Logistic Assistant ▪ Office Assistant (at SPMU, DPCU/BPIU) ▪ Accountant (at SPMU, DPCU/BPIU) ▪ Cashier ▪ Store Keeper ▪ PA cum Steno to CEO/Addl. CEO 	Scale 1-2 or 1-3 with defined salary structure

- New positions created would be placed in the respective category and relevant salary scale will be fixed.

⁴ Scale of salary will be used for giving jump to a staff on his/her performances displayed, placed at the time of recruitment based on his/her work experience and/or give award for special achievement and recognition within the project.

- When an existing staff is selected for higher position, the notified person remains in the same category unless the order mentions specifically that s/he has been moved into another category.

2.4 Reporting Structure

The reporting structure within the society will work as follows

For State Project Management Unit:

Sl.	Positions	Reporting To
1	Chief Executive Officer	Executive Committee
2	Addl. Chief Executive Officer	Chief Executive Officer
3	Director	Chief Executive Officer
4	Program Coordinator	Chief Executive Officer
5	Chief Finance Officer	Chief Executive Officer
6	State Project Manager	Chief Executive Officer
7	OSD to CEO	Chief Executive Officer
8	Procurement Specialist	Chief Executive Officer
9	Finance Officer	Chief Finance Officer
10	State Finance Manager	Chief Finance Officer
11	Administrative Officer	Chief Executive Officer
12	Project Manager	State Project Manager (concerned)
13	Assistant Finance Manager	Chief Finance Officer
14	Procurement Officer	Procurement Specialist
15	Young Professional (SPMU)	Concerned State Project Manager
16	Project Associate	State Project Manager (concerned)
17	Logistic Assistant	Administrative Officer
18	System Analyst	SPM-M&E/ SPM-MIS
19	Data Administrator	SPM-M&E/ SPM-MIS
20	DTP Operator cum Designer	Administrative Officer
21	IT Associate	SPM-M&E/ SPM-MIS
22	Office Assistant	AO/SPM (concerned)
23	Accountant	Chief Finance Officer
24	Cashier	Finance Officer
25	Store Keeper	Administrative Officer
26	PA cum Steno to CEO	Administrative Officer
27	PA cum Steno to Addl. CEO	Administrative Officer

For District Project Coordination Unit:

Sl.	Positions	Reporting To
1	District Project Manager	Chief Executive Officer
2	Manager – IB&CB	District Project Manager
3	Thematic Manager/FM	District Project Manager
4	Training Officer	District Project Manager
5	Logistic Assistant	District Project Manager
6	Accountant/Office Assistant	District Project Manager
7	Young Professional (DPCU)	District Project Manager

For Block Project Implementation Unit:

Sl.	Positions	Reporting To
1	Block Project Manager	District Project Manager
2	Livelihoods Specialist	Block Project Manager
3	Young Professional (BPIU)	District Project Manager
4	Area Coordinator	Block Project Manager
5	Accountant	Block Project Manager
6	Community Coordinator	Area Coordinator
7	Office Assistant	Block Project Manager

The reporting structure will be reviewed and changed as and when required by the Society. For the purpose, CEO will be the final authority.

3. RECRUITMENT & SELECTION OF STAFF

3.1 System of Recruitment

The following methods will be applicable for selection of all positions in the Society except the CEO & Additional CEO.

- 3.1.1 By recruiting individuals from the open market, through a competent external agency or by the Society itself
- 3.1.2 By selection of personnel on deputation from Government Departments and other Instrumentalities of Bihar State, Government of India or Nationalized Banks
- 3.1.3 By outsourcing the services to an external agency for support services e.g. security, cleaning etc.
- 3.1.4 By head hunting through HR Agencies or through generating applications by soliciting recommendations from staff, well-wishers, other Govt. Departments.
- 3.1.5 By direct campus recruitment, as per Young Professionals Policy, from reputed rural development, rural management, management, social work, agriculture as well as other approved technical colleges/institutions.

For purpose of recruitment, staff categorization and method of appointment will be as indicated in the table below.

Sl.	Categories of staff	Methods of Recruitment & Selection		
		Directly from Open Market	On deputation	Outsourcing the services through an external agency
1	Category I	NA	All	No
2	Category II	All Except AO	All	No
3	Category III	All	All	All
4	Category IV	All	All	All

Recruitment process has to focus on selecting competent individuals who have people centered attitude and their approach must reflect genuine thinking on working for the advancement of poor, ability to perform in team and commitment towards his/her job. Before recruitment of employee in the Society creation of posts must be approved by the Executive Committee of BRLPS. Once the post is created, CEO will be authorized to choose the selection method and accordingly recruit and select staff for all the positions lower than CEO and Additional CEO. For normal recruitment for all other positions the following steps will be followed.

- CEO approves the job profile of the positions to be recruited
- Minimum eligibility criteria for each position are defined. The criteria should define the education and experience necessary for that position, plus desirable criteria if any.

- Selection of Agency as per procurement norms (if it is decided by Society to conduct recruitment through external agency)
- Notification in leading newspaper/s and/or on related job sites on internet.
- Receiving the applications, short listing them, inviting shortlisted candidate and conducting selection process.

Suitable working BRLPS staff will also be given fair chance to apply for any vacant position. An internal circulation will be made across the project offices along with notification in the newspaper and floating vacancy on relevant websites.

3.2 System of Selection

The selection process of BRLPS will comply with Government of Bihar's rules of reservation as applicable. The grouping of positions would be made keeping the BRLPS as a unit. Grouping would also be done keeping in mind the qualifications, skill sets and remuneration fixed for various position.

All possible effort will be made to fill the reserved positions within the society. The benchmark of eligibility for selection in BRLPS for reserved position may be lowered and approved by the Executive Committee. In case of reserved categories being vacant, vacancies would be filled as per norms followed by Government of Bihar but following the prescribed process herein. Further, to encourage women to join BRLPS, eligibility criteria for women for field level positions may be lower than the standard prescribed in general in case required numbers of staff is not available.

In case of filling regular vacancies or conducting recruitment for a few numbers of positions, the Society will conduct recruitment by its own. CEO will be authorized to take this decision based on urgency and cost implications. In this case selection process would be followed as described under clause 3.3.

The appointment of CEO and Additional CEO will be done by the Government of Bihar. For appointment of all other positions under the Project, the Executive Committee authorizes the CEO to recruit and select suitable individual either directly or through hiring a competent external HR Agency.

3.3 Selection Process⁵

For selection of staff, the Project may utilize the present staff or seek the services of a qualified HR Agency. The selection of the agency should follow the procurement norms of the Project.

For each position a set of minimum eligibility criteria would be defined beforehand based on which candidates would be shortlisted for the selection process. This would detail out the following

- Minimum Educational Qualification required
- Minimum years of Experience required
- Age limits (if any)

⁵ For all positions except CEO and Addl. CEO

BRLPS would relax the criteria of Years of experience giving weightage in the following cases

- If the candidate has been working with BRLPS for more than one year, the experience of working with BRLPS would be given due weightage.
- If the candidate has graduated from a premier institution (e.g. IIM, IRMA, XLRI, XISS, IIFM, TISS, XIMB etc.) A list of premier institutions for which relaxation could be given would be drawn by CEO as and when required.
- If a candidate has worked in reputed organizations, the experience of which would be an asset to BRLPS. A list of premier organizations for which relaxation could be given would be drawn by CEO from time to time.

In all the above cases, the minimum years of experience prescribed in the eligibility criteria for the position could be relaxed up to one year.

Broadly, the following characteristics, consisting of knowledge, skills, attitudes, and values, are considered desirable for the different professionals to be selected for different posts in the Project. The table below provides a general list of these attributes.

Attributes	List of Competencies
Knowledge	Conceptual clarity on Poverty in local context, development principles, strategies
	Knowledge of successful interventions, various actors in development, their roles, and their limitations
	Thematic knowledge based on positions e.g. micro-finance, micro enterprise, finance and accounts, women empowerment, disability etc.
Skills	Communication: Listening
	Communication (oral & written), Presentation
	Group facilitation (leading, confronting, clarifying, supporting,) [Process related skills]
	Conflict Resolution
	Leadership (initiating, consensus building, problem solving, providing new ideas) [Task related skills]
	Decision Making (Information Processing, planning, scheduling, Problem solving)
	Community organization skills (promoting groups, conflict management at group level, inclusion, ability to convince)
Attitudes	Pro Poor Facilitative Orientation - Belief in the skills and understanding of the poor, seeing himself/herself as a co-learner with the poor, low stereotyping
	Colleague Orientation - Collegial, Supportive, low stereotyping
	Work Style i) Perseverance, Willingness to work under stress ii) Self Driven/ proactive, Risk Taking, result oriented
	Thought Orientation - Creative, critical thinking, willingness to learn, Openness
Values	Honesty, Commitment, Accountability, Transparency

The set of knowledge, skills, attitudes and values would vary from position to position of the project. For teams working directly with the community, attitudes like empathy, pro poor orientation are more crucial than for those for example at the state level. Similarly task orientation, assume criticality, mentoring etc. for those at State and District teams.

The selection methodology would take these into account and accordingly identify instruments through which these attributes could be tested. Hence along with tests that judge an applicant's knowledge, skill, attitudinal tests too would be conducted to get the right fit between the job requirements and the candidates. Village immersion programme would be included as a test for final selection of Area Coordinators and Community Coordinators or for any other positions as required.

3.3.1 Selection Methodology

The Selection Methodology for BRLPS would be an amalgamation of the following components:

- **Use of Multiple, and formal, Tests of Selection.** This allows for a more wholesome understanding of the person to be selected. In order to be able to understand and rate candidates, three kinds of Tests would be used:
 - Psychometric Tests. These are Tests designed to indicate how psychologically comfortable an individual is with the kind of work expected to be taken up in BRLPS. There are various types of psychometric tests which could be used depending on what we want to assess in an individual.
 - Sociometric Tests. These Tests are used to indicate an individual's ability to work in groups. Usually Group Discussions are used as instruments.
 - Evaluation Interview. It is a Test, if handled well, which gives an overall view of what makes an individual tick. The Interview, like other tools in this methodology, is used not so much as a tool of selection, but as a tool of rejection.
- **Having a formal mechanism of Selection.** A Selection panel would be formally constituted and would have a prefixed date and place for selection. Clear, unambiguous and transparent criteria for selection or rejection of candidates should be placed. The panel members should be oriented on the interview process and techniques of observation/evaluation. In case the process is outsourced, the constitution of the panel would be done by the HR Agency in consultation with the Project.

The Panel for selection of candidates in case the selection is done by the Project itself.

Positions	Panel Members
Category I	Not Applicable
Category II (SPM, AO, CFO, FO)	CEO, Addl. CEO, 1 External Sector Specialist (in the field for which vacancy has arisen) and/or SPM – HR
Category II (Others)	CEO, Addl. CEO, Concerned Sector Specialist SPM, AO and 1 External Sector Specialist (in the field for which vacancy has arisen) and/or SPM – HR
Category III	CEO, Addl. CEO, SPM – HR, Concerned SPM, AO and/or 1 HR Specialist
Category IV	SPM – HR, AO, PM – HR and concerned DPC/BPM

3.4 Internal Selection Policy

The Project may prefer to fill vacancies by selecting suitable candidates from existing Project staff, if they fulfill the eligibility criteria for the respective positions. The process to be followed may be as given under.

The internal selection process will be considered for the positions of Training Officer and Area Coordinator. For Training officers, eligible area coordinators may be considered whereas eligible community coordinators will be considered for the positions of Area coordinator.

The internal selection of BRLPS staff will be limited to 1/3rd of the vacancy subject to total being limited to 1/3rd of the respective total positions created within the project.

The steps for internal selection will be as follows.

- Internal circulation of advertisement for BRLPS staff in which application in prescribed format will be sought from eligible BRLPS staff. To be eligible for any vacancy, the shortlisted candidate must fulfill the basic eligibility criteria for the specified post as defined and have demonstrated outstanding work in the project at least for 1 year.
- A committee of PM – HRD and PM – Capacity Building will scrutinize the applications and prepare a shortlist within 5 days after deadline of receiving the applications. While scrutinizing the application, the annual performance appraisal will also be taken into consideration.
- Based on shortlist prepared, an interview will be organized in next 7-10 days for assessing the candidates. The interview panel may consist of the following. Subject to the stipulation their suitable replacement in interview panel may be done CEO.

For Training Officer	For Area Coordinator
a. Chief Executive Officer b. SPM – HRD c. SPM – Capacity Building d. One invited staff of category II /external expert	a. One SPM nominated by CEO b. SPM – HRD/PM - HRD c. Concerned SPM In charge of the district d. One invited staff from other District e. One invited External expert

- Based on the performance in Project, the interview panel will assess how competent the person under consideration is. The assessment will include evaluating performance against the Key Performance Indicators defined. The panel should also explore the potential within the candidate to fulfill the requirements of the vacant position. The panel members will make final recommendation after being satisfied with the performance of candidates and convinced that existing ability, knowledge and skill of candidate are suiting to respective positions. After interview, result will be declared within 3 days.

The vacancies would be filled keeping the reservation roster in mind.

3.5 System of Outsourcing Support Services

Service of individuals to man the positions like Assistant, Accountant, Stenographer, Receptionist, Driver, Guard, and Office Boy may be outsourced by entering into a contract with a single or multiple service provider agencies. The service provider/s could be empanelled by the project and their services sought as per the procurement norms of the project. The CEO will hold the authority of engaging and contracting such agencies.

The CEO will have the authority to renew the contract with the out sourcing agencies based on the satisfactory performance. In case of unsatisfactory performance by the person whose service is hired, the CEO will warn the service provider agency and ask for necessary action. If required, CEO will annul the contract made in this regard. The individuals whose service is hired through outsourcing will be the employees of service provider agencies; they shall not be the staff of BRLPS. Hence all liabilities of such person will lie upon the service provider agency.

3.6 Re-employment of Staff

BRLPS would consider reappointing staff that leave the Project due to personal reasons and wish to join back. This would be applicable only if they had no reported disciplinary action against them and were not asked to leave on disciplinary grounds.

In cases of re-employment, selection process of BRLPS as described earlier shall apply.

3.7 Induction Programme

All new staff that has joined the Society will undergo an extensive induction programme. The purpose of induction is to ensure the effective integration of staff into or across the organization for the benefit of both parties. The induction programme would provide all the information that new employees should know at the time of joining.

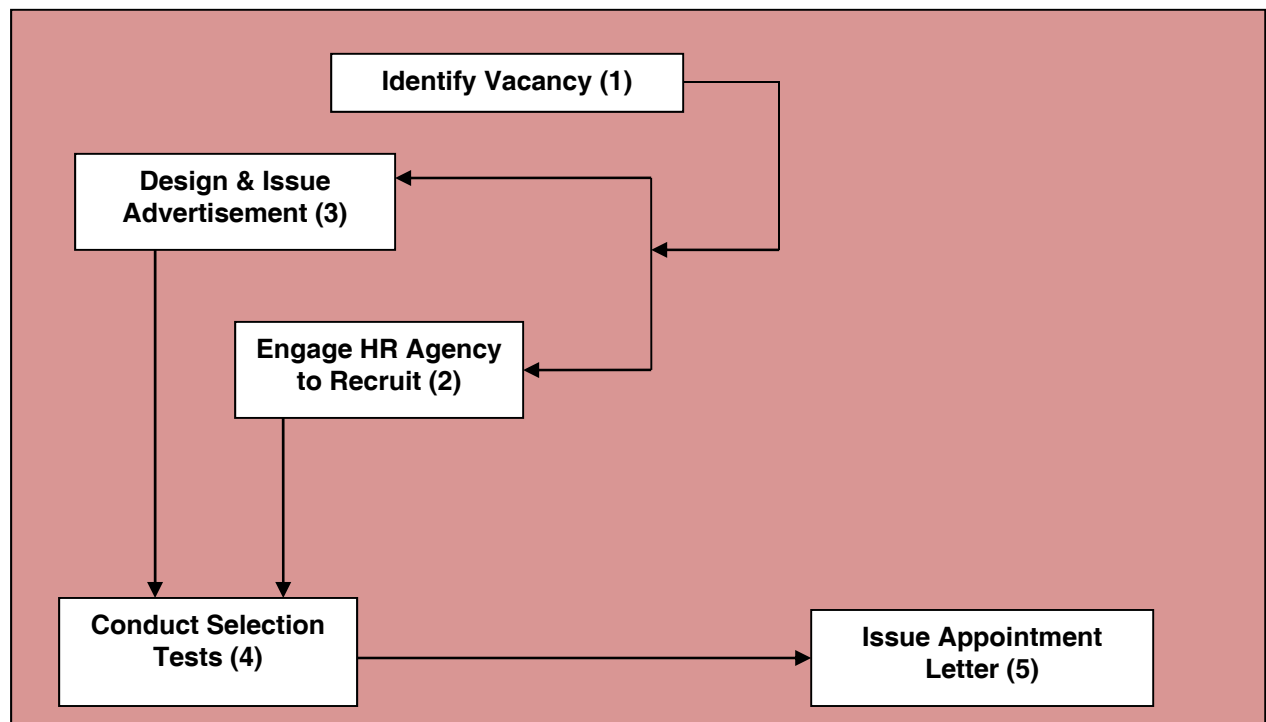
The programme will also involve existing staff of the organization. A design for the programme has been provided below.

Sl.	Topic	Inputs on	Suggested Methodology
1	Organization	Background, Vision, Objectives, Goals, Organizational Chart	MM ⁶ presentations – Interactive session with participants Session with CEO
2	Terms & Conditions	<ul style="list-style-type: none"> • probation period • working time, • holidays/special leave • discipline procedure • grievance procedure 	MM presentations – Interactive session with participants
3	Terms & Conditions - Salary & Benefits	<ul style="list-style-type: none"> • Salary break up, payment date and method • Bank account opening forms & requirements • Other Benefits – Insurance, etc. 	MM presentations – Interactive session with participants
4	Terms & Conditions – Travel related	<ul style="list-style-type: none"> • Travel claim norms and procedures • Formats 	MM presentations – Interactive session with participants
5	Thematic Orientation	<ul style="list-style-type: none"> • Project Locations • Project Components • Strategies of Implementation 	MM presentations – Interactive session of participants with concerned SPM Location Visits Village Stay in Project Location
6	Role Clarity	<ul style="list-style-type: none"> • Job Profile • Reporting Structure 	Interaction with existing staff MM presentations
7	Performance Management System	<ul style="list-style-type: none"> • Key Result Areas • Measures of Indicators 	MM presentations – Interactive session with participants

The induction programme would be planned by the SPM- HRD. It should be completed for all appointed staff before they take programme responsibilities. For field staff, Induction Programme could be organized at the District Level, with District Project Coordinator anchoring the programme with support from the PM HRD.

⁶ Multi Media

3.8 Process Flows Defined



Filling vacancies through Open Market

Sl.	Event/ Activity	Initiation		Approval	
		By (Key Responsibility)	End Time (days)	By (Key Responsibility)	End Time (days)
1	Identifying & Notifying Vacancy- Deciding method of selection	SPM – HR	5	CEO	2 days
2	Designing & releasing Advertisement OR Contacting HR Agency with requirements	SPM – HR	10	CEO	2 days
3	Short listing from applications received (giving at least 10 days for candidates to apply)	SPM – HR	13	-	-
4	Constituting Panel & Fixing date of selection (time given for candidates to travel)	SPM – HR	14	CEO	2 days
5	Selection Interview and Finalizing Candidate/s	SPM – HR	3	CEO	2 days
6	Appointment Letter to Selected candidate	SPM – HR	2	CEO	1 day
	Total Time for Event		56 days		

4 STAFF CONTRACT POLICY

4.1 Terms of deputation of employees from the Government

Once selected, the appointment of employees from the Government departments and other instrumentalities of the State on deputation shall be in accordance with the terms and conditions stipulated by the Government of Bihar. A provision of an additional Project Allowance for those being appointed on deputation will be made. Once appointed, the deputed employee will be governed by the rules and regulations of the Society, to the extent that they are not in contradiction of the terms and conditions of service of their parent department. They would go through the process of Performance Appraisal⁷ and would be entitled to rewards as prescribed by the Society.

4.2 Appointment of persons on Contract

- 4.2.1. The authority to appoint CEO cum Project Director and the Additional CEO will be with the Government of Bihar.
- 4.2.2. The authority to appoint rest of the positions in the Society will be with CEO.
- 4.2.3. If and when the Society requires personnel with specific skills/ expertise in handling specific subjects/ special qualifications, such personnel shall be contracted for a consultancy assignment following the procurement norms of the BRLPS.
- 4.2.4. The duration of contract of staff employed with Society will be for three years, further extendable based on performance.
- 4.2.5. Those appointed on contract shall be initially on probation for a period of 3 (extendable to 3) months and on their successfully completing probation, will be retained for a period of three years including the period spent on probation. In case the probation is not extended even after one extension (a total of 6 months), the candidate would be terminated.
- 4.2.6. Probation would be assessed on the following parameters
 - Performance on tasks given during the period of contract
 - Task orientation and Team work
 - Communication skill displayed
 - Sensitivity towards the target population
- 4.2.7. The candidate whose performance and character and conduct are not up to the mark while on probation shall be discharged after giving them a fair hearing. They may be discharged without any notice.
- 4.2.8. The authority to renew contract for all employee lower than CEO and Addl. CEO will be with CEO.

Staff contract formats are provided as **Annexure -1**

4.3 Termination of Contract

The employment with BRLPS may be terminated by the Society or by employee, through a written notice as follows.

- 4.3.1 30 days' notice from either side or one month's salary (gross) in lieu of notice period.

⁷ Same for all staff under the Project

- 4.3.2** In case of termination during the probation period, 7 days' notice from the employer and one month notice or one month's salary (gross) in lieu of notice period from the employee.
- 4.3.3** During the month of termination, the employee will be eligible to all allowances on a *pro-rata* basis. This clause will however not be applicable to cases of termination without any notice period.
- 4.3.4** Days in service will be calculated till the last day (*rounded off to lower day in case of fractions*) presence at office.

4.4 Separation

Employees may separate from the Society for various reasons including unfortunate case of death of employee. In all cases of separation, settlement of all dues should be made fast and fair not only for the sake of appreciation of her/his services to the organization but also as a matter of financial discipline.

In all possible cases, a process of counseling would be undertaken to know the reasons due to which the employee is seeking separation. In case there are misunderstandings or an issue which can be resolved, the SPM HRD along with a team of two other employee of the Society (appointed by CEO) would try to counsel the concerned person.

The following procedure and guidelines will guide cases of separation:

4.4.1 Separation because of

- Resignation tendered by employee
- Non-renewal of contract
- Dismissal due to compelling reasons

The resignation letter should be addressed to the CEO cum State Mission Director with a copy marked to the reporting officer.

In all cases of separation due to above causes, the employee concerned should take a 'No Dues Certificate' before the last day of his/her duty from all concerned offices/department of the Society. This certificate should be finally signed and approved by CEO for payment of all dues. Accounts unit shall prepare a final list of recoverable (*in case of advances*) and dues within fifteen days of receipt of the copy of the approved resignation letter. All recoverable must be first settled as per the accounting norms before payment of dues.

The employee should hand over charge to her/his reporting officer or the DPM for all positions at the district and block level. For DPM and all State level positions, the charge should be handed over to the SPM or the Administrative Officer.

4.4.2 Separation because of desertion

In such cases the Society shall make contacts over telephone to enquire about reason of desertion. If suitable answers are not received the Society may serve at least two letters to the permanent residential address as per Society records. Accounts unit shall prepare a final list of recoverable (*in case*

of advances) and dues and inform CEO. If required legal proceedings (notice through newspaper) may be initiated against the person.

Absconding employees may be terminated due to their unauthorized absence (i.e. more than 5 days) from duty. In such instances, recovery of one month's gross salary in lieu of one month notice period as provided in Paras 4.3.1 and 4.3.2, will be made from the concerned terminated employees.

4.4.3 Separation due to death of employee

In case of unfortunate death of an employee, SPM – HRD will be responsible to prepare a status list of clearance from all offices/ departments of the Society and submit to CEO for approval. A condolence message from the Society signed by the CEO and all the employees may be sent to the bereaved family. Recoverable (*in case of advances*) may be settled as per the accounting norms and payment of dues made to the nominated member as per Society records within a fortnight.

4.5 Exit Interview

Employees in whatever ranks are ambassadors of an organization and its culture. In all cases of separation except unfortunate death of an employee exit interviews shall be conducted. The purpose of the exercise would be to gain critical feedback from the employee on areas which could be further improved within the BRLPS. This process shall be conducted just before the actual release of employee.

Exit interview would be conducted by two senior people within the BRLPS. It should be conducted by person not in the direct line of command. It would be done through an in depth interview, with the purpose of seeking feedback for improvement.

5. TRANSFERS

The Project is spread across 38 districts in Bihar. Teams are placed within the districts as well – at the sub block Level. In the interest of the project, it is expected that staff may be transferred to different locations based on organizational requirements. The arrangements described below are intended to facilitate such moves, and provide for adequate reimbursement of expenses incurred in such transfers. Transfers should not be made a matter of routine, but generally in order to;

- transfer necessitated by the exigencies of the Project
- effect lateral transfers for broader development between similar positions
- transfer in a district/hub unit or division/unit having less than required cadre
- effect physically removing an officer from one duty station on a personal conflict one who made with another officer inside or outside the organization
- transfer in a district/hub unit or division/unit on disciplinary grounds
- undertake responsibilities of a new district/hub unit or division/unit or vacant position due to expansion
- accommodate the request of one district/Block unit to another on personal request

In this context, a transfer is defined as relocation intended for a period exceeding six months. Relocation within the same BPIU will not be treated as transfer.

Such a move would normally entail shifting of household belongings and family. In such cases, the following expenses may be reimbursed:

5.1 Allowances during transfer

5.1.1 *Transfer Allowance*

In case of a transfer, one month's gross salary would be given in advance as transfer allowance, to cover all costs of relocation (including shifting the family, finding new accommodation, schooling of children, etc). This advance would be payable to the staff within a week of the approval of the transfer.

5.1.2 *Freight & Packaging*

The cost of relocation of personal would be reimbursed to the employee being transferred as per actual on production of bills, subject to a maximum of Rs. 2000 to Rs 12,000 in respective cases.

The allowances and reimbursement of relocation cost during transfer would be applicable as per details given in the following table:

Transfer Status	Transfer Allowance	Freight and Packaging Charge Reimbursement	Joining Period after Transfer
Relocation of staff from one block to another within the same district.	No allowance	Reimbursement of actual cost up to Rs. 2000 subject to production of bill	2 days from the date of transfer
Relocation of staff from one district to another district	One month gross salary	Reimbursement of relocation cost as per actuals, up to Rs. 12000.00 only subject to production of bills	7 days from the date of relieving from the previous post.
Relocation of staff from SPMU to any of the project districts or blocks, excluding blocks of HQs district.	One month gross salary of the concerned staff	Reimbursement of relocation cost as per actual, up to Rs. 12000.00 subject to production of bills	7 days from the date of relieving from the previous post.
Relocation of staff from any of project districts or blocks to SPMU, excluding HQs district.	One month gross salary of the concerned staff	Reimbursement of actual cost up to Rs. 12000.00 subject to production of bills.	7 days from the date of relieving from the previous post.

No allowances would be payable in case of transfer on request from the staff or on disciplinary ground.

5.2 Authority

For all transfers, the CEO would be the final authority. The request for transfer could also be initiated by the State Project Managers or the District Project Manager, either due to requirements or due to a request from staff.

5.2.1 Staff on request transfer

The request of transfers of a new employee shall be considered only after one years of service is completed. The request should be made to the CEO in writing, through the reporting authority specifying the reasons with adequate information and documentary proof.

5.2.2 Process of Approval

The request of transfers may be considered by the panel which could include CEO, SPM – HRD and Administrative Officer. The decision of approval/ rejection should be conveyed to the concerned staff within thirty days of the receipt of request for transfer, with a copy of the approval/rejection to accounts. In case approval is granted, the accounts would release the transfer allowance equal to one month's salary of the person transferred. This amount should be released within seven days of receiving the approval to facilitate early relocation and ensure that work is not hampered on account of any delays.

5.2.3 *Joining Period after Transfer*

A staff on transfer shall join the new location of duty within specified period (as mentioned in table given above) of his/her being relieved. The specified period of days allowed for joining will be granted as Transfer Leave with pay and will not be accounted for in the staffs leave account. If the staff joins immediately and does not avail Transfer Leave, s/he will be entitled to avail this leave within next one year.

Rationalization of Human Resource and their transfer and postings

Staff strength in BRLPS is uniformly sanctioned for each District /Block irrespective of the size, number and scale of interventions and stage of maturity of the Project in the District. Larger/mature districts and smaller and relatively newly entered districts, all are having similar sanctioned strength. In the last few years, number and scale of intervention has increased manifold in Jeevika and new projects may also be rolled out in future. Therefore, in order to streamline the functioning of the Society, it is felt imperative that positioning of staff not be tight jacketed within sanctioned strength of a DPCU or a BPIU, rather it be done in such a manner as to facilitate the availability of adequate number of staff at the point of greater activity to achieve the optimum result and rationalization of staff be done in a dynamic manner within the overall limit of sanctioned strength. Transfer and posting of employees is also to be rationalized in order to bring requisite hygiene within the society and also to harness desired output from employees

6. REMUNERATION AND BENEFITS

The success of this Project chiefly rests with the people who would implement it. The Project requires high quality interaction and facilitation with the target communities, which will be done by the Project staff. Thus remuneration and benefits for BRLPS have been designed keeping in mind those being offered in similar Projects in other states, and based on market realities to attract the best talent to the Project.

6.1 Remuneration and Benefits to Staff on Deputation

Those joining on deputation from Government of Bihar would continue to draw salaries as per the scales in their parent department. In addition, staffs hired on deputation are entitled to a monthly Project Allowance of 20% of their monthly basic pay (which includes basic pay and dearness pay), subject to a maximum of Rs 4000 per month. The staff on deputation may avail either monthly Project Allowance or Deputation Allowance as per his/her option.

6.2 Remuneration and Benefits to Other Staff (from Open Market)

The package would follow a broad based pay structure, with less number of scales within each Level, but higher range within scales. Thus most of the levels would have three scales (two in some). The base pay would be combined with an incentive pay component which will be performance linked.

The compensation has been divided into a monthly pay and an annual pay. The structure for all positions is as follows.

Sl.	Components	Remarks
A	MONTHLY PAY	
1	Base Pay	-
2	Provident Fund	As per statutory regulations.
3	HRA	30% of Base pay for Positions based at SPMU and DPCU, Patna and 20% for all other District and Block level positions
4	Project Allowances	
4a	Medical Allowance	To meet employee's (including family) regular medical expenses
4b	Conveyance Allowance	To facilitate conveyance at station where employee is positioned
4c	Child Education Allowance	To cover cost of tuition fees of employee's first two living / surviving children from Nursery to Class XII, studying in a recognized school.
4d	Communication Allowance	Mobile phone and other communication costs – to facilitate smoother communication across all levels
B	ANNUAL PAY	
5	Performance linked Incentive	Maximum of 30 % depending upon the performance as measured by the Appraisal System. The percentage fixed can be increased or decreased later on.

All the allowances mentioned above are part of the salary to which the staff is entitled. They are not reimbursable to be given against claims. Some of the allowances attract tax rebates. The same can be enjoyed by the staff on production of relevant documents. In this case, TDS can be deducted based on the tax plan submitted by the staff. In case no documents are produced at the end of the year, TDS based on the tax liability as per the prevailing tax rates, would be deducted. Salary should be credited to the staff's bank account on the 1st day of every subsequent month.

All new staff recruited would be taken in at scales applicable (based on experience and education) under their respective Positions. The CEO, however can use his/her discretion in allowing people to join in higher scales or with higher salary to a maximum of 10% of what is prescribed for a scale.

A salary structure for various positions in the Society with related details is given as **Annexure – 2**.

6.3 Benefits

BRLPS aims to develop a policy which 'cares' for the employee. This plays a critical role in building an image of a 'caring employer'. Thus apart from the salary, BRLPS would also extend the following benefits to its entire staff:

6.3.1 Medical & Accident Insurance

The project will benefit all contracted staff as well as staff on deputation with Mediclaim and Group Personnel Accident (GPA) cover with appropriate coverage as explained under.

Categories	GPA (Sum Insured)	GMC (Sum Insured)	Members covered under GMC (Group Mediclaim Coverage)
Category I	1200000	N/A	N/A
Category II	1000000	450000	Employee, Spouse, Father, Mother & Two Children
Category III	800000	300000	Employee, Spouse, Father, Mother & Two Children

6.3.2 Group Mediclaim Coverage

The Mediclaim policy helps in the payment of Hospital (and incidental medical/ surgical/ diagnostic) expenses for illness or injuries sustained by an employee and /or their dependent through cashless transaction or through reimbursement against hospital bills.

- Employee / dependents should be hospitalized for a minimum of 24 hours to avail any claim
- under Hospitalization Insurance.

- Declaration of dependents needs to be done at the time of Joining. During the course of employment with JEEViKA if there has been any addition or deletion in the family, employee needs to update the records with HR.
- Cashless facility extended for hospitalization only in India through a chain of Network Hospitals only.
- Employees need to ensure that the treatment is done in a Registered Hospital with minimum
- 20 beds to get coverage under Policy in case of admission in Non-Network Hospital.
- **Group Personnel Accident-Benefits Under the Policy :**
 - Accidental Death Covered
 - Coverage against permanent total disablement, permanent partial disablement and temporary total disablement
 - Weekly medical benefits to compensate the Loss of Pay period because of Accident.
 - 24 X 7 worldwide coverage.
 - Benefit will be available to staff till their services are continued with the Society.

6.3.3. Support to staff in case of crisis arising while on duty

In case of an unforeseen incident taking place with staff while performing office duty, the Project will take all steps possible to benefit and support the employee concerned.

6.3.4 Self Learning

Provision of reimbursement of expenses incurred for purchasing books and other periodicals will be made to BRLPS staff with a limit as described hereunder.

Sl.	Category	Max limit per year
1	Category I	Rs 5000
2	Category II	RS 2500
3	Category III	Rs 1000

Employees who have completed 3 months of service will be entitled for this reimbursement. The reimbursement will be made on production of bills and verified by the supervisor. CEO and Addl. CEO, will be the self-verifying authority for this force.

Reimbursement of bills under self learning will be done for books and periodicals except for newspapers and magazines purchased for competitive exams preparation.

Young Professional will be entitled to receive Rs-2500/- as Self Learning entitlement in a year.

Those employees who have already completed three months of service in BRLPS in the year of joining and that year is not the year of separation, may

be reimbursed self learning expense up to their entitlement limit on production of valid/acceptable bills etc on required verification thereof.

In the year of separation or if the claim is presented before the last month of the financial year, the concerned employee would be reimbursed self learning expense on pro rata basis.

6.4 Learning Opportunities for Staff

BRLPS would create opportunities to build the capacity of its staff by sending them for exposure visits to other successful Projects, by organizing training programmes etc. Annual Increment (to compensate increased cost of living)

6.5 Annual increment (to compensate increased cost of living)

An increment of 5% of the basic salary would be provided to all contractual staff after completion of one calendar year of working with BRLPS.

Young Professionals are entitled to receive an increment of Rs-5000/- in consolidated monthly salary for every completed Year in BRLPS. It would be awarded at discretion of management in lieu of increased cost of living.

6.6. Advance for purchase of Motorbike to Employees

- For purchase of motor bike, a provision of advance against their salary has been made. The maximum amount, permissible as advance for this purpose, will be Rs. 40,000 (Rupees Forty Thousand only). This amount would be recoverable from the salary of the concerned employee in a maximum of twenty equal monthly installments. For getting advance for purchase of motor bike and claiming mobility expense, the concerned employee must possess a valid driving license in his/her name, a photocopy of which shall be submitted to BRLPS. The motorbike purchased by staff using advance from BRLPS would be hypothecated to the Society till the advance is completely settled.
- Differently-abled person requires motorbike of special design. Keeping this fact in view, for differently abled employee, applying for advance/grant for purchase of motorbike, apart from recoverable advance of Rs. 40,000/- an amount of Rs. 20,000/- as grant shall be admissible to such staff.
- Those employees who have purchased their motor bikes after joining BRLPS can also avail of advance as mentioned above for prepayment of their loans taken from other sources if any.
- While fixing installments for recovery of advance amount, the contract length of the concerned employee must be taken into account. If number of installments and period fixed for recovery of advance goes beyond contract length of the concerned employee then the authority would have right to fix installments in such a way as it could be recovered within the contract period.

6.7. Laptop Policy

To increase the efficiency of staff and equip the institution with better communication facilities and also with a view to ensure easy access for personnel to MIS, it has been decided by the project to provide laptop facilities to its higher level officers (Director, PC, SPMs, PMs, PAs, DPMs, Thematic Managers and BPMs).

Laptops used by the individual employees have to be maintained responsibility by them. The project has offered two options for the purchase of laptop by the employee to be applied for in prescribed format.

Option : 1

- The laptop with prescribed configuration will be purchased by the staff within a week after getting 75 % of contribution amount from BRLPS.
- Configuration of Laptop will be verified by the System Analyst/M & E Manger.
- In case of leaving the organisation within two years, outstanding amount will be deposited through a demand draft by staff in favour of BRLPS, otherwise it will be deducted from employee's outstanding salary.
- Photocopy of the invoice with One year warranty and two years AMC will be submitted in SPMU/DPCU Office.

Option : 2

If employee wants to purchase his own laptop with prescribed minimum or higher configuration with any make or any cost, for rendering services for Official purpose, s/he may do show and a lump sum amount of Rs-1500/- will be given to employee as Computer Maintenance expenses every month till the employee continues in the Office and cost of maintenance and spare parts would be borne by the employee. Once the employee has purchased his laptop and gets the computer maintenance expenses, photocopy of invoice in respect of cost of laptop would be submitted for inspection and verification of laptop configuration by the Office.

The Undertaking for applying for Option I & Option II is as following :

UNDERTAKING FOR AVAILING LAPTOP FACILITY
(For Option-I)

I.....(name).....(designation) have read the proposal for laptop carefully and undertake to accept the option no-I of the proposed options for laptop with the following terms and conditions:

1. The laptop with prescribed configuration will be purchased by me within one week after getting 75% of contribution amount from BRLPS.
2. I will use the laptop for official purpose till my working in this organization.
3. I will invest the 75% contribution amount of Rs.....by the BRLPS and 25% self contribution of Rs.....for the purchase of laptop.
4. I will take responsibility for maintenance of laptop with one year commercial warranty and two years AMC with Anti-virus facility etc. No additional cost will be claimed by me during next two years.
5. After two years, the ownership of laptop would be mine.
6. I agree to deduct the proposed installments by BRLPS, if I leave the organization within two years.
7. In case of leaving the organization within two years, outstanding amount will be deposited in form of Demand Draft by me in favor of BRLPS, otherwise it will be deducted from my outstanding salary (leave encashment etc.).
8. No dues certificate will be issued after settlement of dues against laptop.
9. Photocopy of the invoice with one year warranty and 2 years AMC will be submitted in the SPMU Office. Original invoice would be presented only for verification purpose.
10. Configuration of laptop will be verified by the System Analyst of SPMU.

I agree to abide by the above terms for opting option-I of the laptop proposal. You are therefore requested to credit 75% contribution amounting to Rs.....in my saving bank account No.....

(Signature of Representative of BRLPS)

(Signature of Employee)

Designation.....
Name of DPCU/BPIU.....
Date.....

UNDERTAKING FOR AVAILAING LAPTOP FACILITY
(For Option-II)

I.....(name).....(designation) read the proposal for laptop carefully and undertake to accept the Option No – II. for laptop with the following terms and conditions :

1. Laptop with prescribed configuration will be purchased by me within one week after opting for the option-II.
2. If I purchase higher configuration with additional cost, it will be borne by me.
3. I agree to provide the services of my laptop to BRLPS till I continue in this organization.
4. Cost of maintenance and spare parts, anti-virus etc. will be borne by me and I will be wholly responsible for continuous functioning of laptop till I am in the employment of the BRLPS.
5. I will be the owner of the laptop.
6. No allowance will be allowed in case of continuous leave of more than 15 days a in a month.
7. Photocopy of the Invoice will be submitted by me within one week from the date of purchase to SPMU office.
8. Configuration of laptop will be verified by the project, during submission of invoice.

I agree to abide by the above terms for opting option-II of laptop proposal. You are, therefore requested to credit the computer maintenance expense @ Rs. 1500.00 per month in my salary subject to submission of invoice (photocopy) with verification of laptop configuration.

(Signature of Representative of BRLPS)

(Signature of Employee)

Designation.....
Name of DPCU/BPIU....
Date.....

6.8. Laptop Advance for Support Staff (Office Assistance/Accountant/Steno cum PA/DTP Operator cum designer) at BPIUs/DPCUs/SPMU and Field Staff (Area Coordinators and Livelihoods Specialist).

As per the provision an amount of Rs-34500/- is to be given as advance to such willing staff who have aptitude and knowledge of working on computer and who apply for getting advance for purchase of laptop. The amount of advance would be recovered in 20 equal monthly installments. The concerned staff will have to submit one signed and updated account payee cheque in favor of Bihar Rural Livelihoods Promotion Society along with application for approval of advance for purchasing laptop. S/he will have to purchase laptop within one month from date of getting the advance and submit photocopy of invoice thereof to Office Concerned.

6.9. Handset Allowance

Mobile handset advance of Rs-1050/- is given to each employee of BRLPS this advance is applicable in case of all newly recruited employees. This advance is not admissible for any employee who has availed this facility during his earlier association with BRLPS in any capacity. This advance is adjusted in 14 equal installments @ Rs-75/month.

In case of discontinuation within 14 months amount for the remaining period @ Rs-75/- per month would be adjusted against full and final settlement of the individual.

7. LEAVE & TRAVEL RULES

7.1 Leave Rules

7.1.1 General

- Leave is to be regarded as a privilege, and not as a right. It is allowed both in the interest of the employee and that of the organization. The employee cannot claim leave as an unqualified right.
- All leave is granted subject to exigency of services and leave already granted can be curtailed or cancelled at any time by the authority granting the leave. However, this condition will apply to an employee on casual and vacation leave only.
- Any leave not covered under these rules shall be referred to the Executive Committee of BRLPS for consideration through the CEO.
- An employee when on leave shall not take up any paid service/ employment elsewhere unless approved by the CEO.

7.1.2 Leave Entitlement

- All staff excluding casual and daily paid, shall be entitled to following number of days leave with pay for a calendar year, subject to the provisions under each category of leave. These leaves are over and above the holidays declared as per the Government of Bihar.
 - Casual Leave (CL) is admissible @ 1 leave for every completed month of service except in the month of December when it would accrue after the 1st week of the month.
 - Earned Leave (EL) earned @ 2 days after completion of every month of service
 - i. Earned Leave shall be credited in the account of every staff at the rate of 2 days on completion of each month. For staff joining BRLPS in between 1st to 15th day of a month, two days EL for the month shall be credited in his/her account and for staff joining in between 16th to the last day of month, one day EL for the month shall be credited in his/her account. Likewise, if staff is separated in the first fortnight of a month, no EL will be credited and if the staff is separated in the second fortnight, one day EL will be credited to his/her account.
 - ii. Unutilized EL of staff in a calendar year shall accumulate and shall be carried forward to the next calendar year and keep on accumulating till his/her separation. A maximum of 12 EL would be carried forward to the leave account of the employee for every year prior to 30th June, 2012. Subsequent to that date entire unspent EL would be carried forward to the leave account of an employee subject to the maximum limit of 240 days.
- Half Pay Leave (HPL) earned @ 10 days after completion of every 6 month of service.
 - All staff excluding casual and daily paid, shall be entitled for Half Pay Leave (HPL) for the purpose of medical or any other purpose to be decided by CEO, after completion of one year of service, subject to the following provisions:

- I. Half Pay Leave shall be credited in the account of every staff at the rate of 20 for each completed year of service. Half Pay Leave shall be credited in the account of staff twice in a calendar year @ 10 days for completed first six months (January – June) i.e. on 1st July and another 10 days for completed second six months (July – December) i.e. on the following 1st January. For staff joining during the calendar year either during first six months or during second six months, HPL shall be credited on pro-rata basis for the year.
 - II. Unutilized HPL of staff in a calendar year shall accumulate and shall be carried forward to the next calendar years and accumulate up to the year of completion of the SRLM Project period or separation of the staff, whichever is earlier. The maximum limit for accumulation of HPL shall not exceed 200 days.
- These leaves will be credited to individual leave account in each calendar year. Any employee joining in between the calendar year will be entitled to leave on a prorata basis.
 - Casual leave lapses at the end of each calendar year and cannot be carried forward or used for encashment.

7.1.3 Absence without Leave

An employee shall not absent herself/himself from duty, without prior approval except under medical emergencies. Even in such cases, intimation about absence shall be sent at the earliest.

If an employee is absent without intimation to his superior officer for more than five days and s/he does not report for duties he shall be deemed to have vacated his post. In extreme cases, the CEO could decide whether the staff should be allowed to join back.

7.1.4 Leave without Pay

- Normally, leave without pay will not be granted if leave with pay is due to a staff. Under normal circumstances, leave without pay shall not be granted in excess of 90 days in one occasion.
- CEO at her/his discretion may sanction such leave in excess of 90 days in event of any emergency. During the period of leave the staff is not entitled to any kind of salary or allowances.

7.1.5 Leave Encashment

- A staff would become eligible for encashment of EL only after completion of one year of service.
- Full encashment of EL will be allowed only on separation from the BRLPS.
- Staff after completion of three years of service may encash EL with approval of CEO subject to the condition that at least 30 EL must remain as balance to the EL account of the concerned staff.

- An employee in case of separation from BRLPS would be entitled to full encashment of Earned Leave subject to maximum of number of days arrived at by the formula given below :

15 days per year multiplied by the number of years served by a staff or accumulated EL (up to a limit of 240 days) whichever is lower, at the time of separation from BRLPS.

7.1.6 Maternity Leave

- All female staffs are eligible to avail Maternity Leave upon production of a medical certificate.
- The period of leave granted may extend up to 3 months, subsequent to its date of commencement or six weeks subsequent to the date of confinement, whichever is earlier.
- The leave would be considered as leave with pay
- This leave is applicable even in case of a miscarriage, including abortion – supported by a medical certificate to that regard.
- Maternity leave may be combined with any other leave.
- Maternity leave shall not be debited against the leave account.
- Such leaves will be limited to two occasions subjected to the maximum number of 2 living children. Prior written approval must be taken from the competent authority as per the DOP before availing maternity Leave

7.1.7 Special Leave to women

All women staff is eligible to avail two days of special leave every month because of biological reason. This is in addition to all the other eligible leaves.

7.1.8 Paternity Leave

- Male staff may be granted Paternity Leave on production of medical certificate of spouse.
- A male staff with less than two surviving children, may be granted paternity leave by the authority competent to grant leave, for a period of 15 days during confinement of his wife for child birth that is up to 15 days before or up to six months from the date of delivery of child.
- Such leaves will be limited to two occasions subject to the maximum number of 2 living children. Prior written approval must be taken from the Competent Authority as per DOP before availing Paternity Leave.

7.1.9 Conditions of Admissibility of Leave

- Leave shall be granted for all working days involved. Any Sunday/ Holiday which may fall during the leave period (except in case of EL) may not be counted as leave.

- An application for leave must normally reach the office of the authority granting leave at least three working days before the date from which the leave is to be commenced. However, when an employee is unable to report for work due to illness or due to un-foreseen urgent circumstances, s/he may convey a message over the telephone or any other means to his/her supervisor and receiver of such message should record it in a register maintained for such calls. Once the employee returns to work, s/he should submit a leave form to cover her/his absence. In such cases, leave applications should be submitted and approved within two days of joining.
- The EL cannot be availed in anticipation of approval by the competent authority. The employee will avail EL only if it is approved on or before the date of leave. Any special consideration related to EL will only be done by CEO..
- Casual Leave (CL) may be approved by the reporting officer. The table provided in the next section defines the recommending and sanctioning authority of leave for all positions.
- Casual Leave may be taken in terms of half day, for either the first or second half; the first half ending with conclusion of lunch interval and the second half beginning with the commencement of lunch interval.
- . Extension of leave already granted shall not normally be allowed. Competent Authority at her/his discretion may grant extension in event of any emergency.
- In case of non-compliance to any of the above norms, the CEO shall have the full authority to treat the whole period of leave as leave without pay.

During leave, the salary of staff shall be disbursed as per norms during normal period of work.

In calculating Casual Leave, government declared holidays and Sundays should be excluded. Earned leave when it is to be spent outside the station includes Sundays and Government declared holidays falling within the period of such leave.

7.1.10 Authorization for recommendation and sanction of leave

Authority granting leave to an officer shall usually be the supervising officer to whom the employee is reporting for work, unless otherwise specified by the CEO. Details of the sanctioning authority for leaves of all positions is specified Devolution of Power at Annexure⁸

Note:

1. EL of the officers on deputation shall be sanctioned as per the rules applicable to them.
2. CEO may further delegate the authority of sanctioning EL as and when required.

⁸ The Society vests the authority to change the Leave Sanctioning Authority with the CEO, whenever it is required.

7.2 Travel Rules

7.2.1. Applicability

These rules shall be applicable to all employees of the Society including :

- Lien holders
- Those on deputation on foreign service terms, unless their terms of deputation provide otherwise;
- Trainees engaged under Society's own training schemes;
- Contract Employees.

These rules shall also be applicable for the members of the Executive Committee when they are on tour for the Society. For this purpose, they shall be treated under category I.

7.2.2. Scope

These rules are applicable when an employee travels for official work inside/outside his/her place of posting. The area falling under place of posting for employees is given in the table below.

Sl.	Designation	Area within Place of Posting
1	All BPIU staff	Entire Block
2	All DPCU Staff	District where the DPCU Office is located or more than 15 kms one way travel
3	State level Staff	Patna Municipal Corporation Jurisdiction or more than 15 kms one way travel

7.2.3. Definitions

In these rules, unless the context otherwise requires;

- "Chief Executive Officer" and "CEO" mean "Chief Executive Officer" of the Society.
- "Additional Chief Executive Officer" and "ACEO" mean "Additional Chief Executive Officer" of the Society.
- "Executive Committee" mean Members of the Executive Committee of BRLPS.
- "Society" / "Society" means Bihar Rural Livelihoods Promotion Society.
- "Controlling Officer" means the officer empowered by the Management to approve and/or countersign the Travelling Allowance claim (including advance) in respect of employees working under his charge, in accordance with the powers delegated by the Management from time to time, for the purposes of these rules.
- The executives at the level of Additional Chief Executive Officer and above in the Society are declared as 'Self-controlling Officers.' The CEO reserves the right to extend the coverage of the term 'Self-controlling Officer.'
- "Day" means a calendar day beginning and ending midnight. This is for general reckoning only.

- “Headquarters” means the normal place of duty of an employee. In case of an employee deputed for training in India or abroad, the Headquarters will mean the place of duty from where he proceeded on training, unless the same is changed in respect of an employee sent on long term training or assignment by a specific order.
- In respect of a trainee, the headquarters shall mean the place of training at which he is posted. However, in case he is sent for undergoing training for more than twenty eight days, away from his place of posting, the place at which he so undergoes training shall be deemed to be his headquarters for the period of such training.
- “Management” means the Executive Committee and if authorized by the Executive Committee a Committee of the Society.
- “Official Tour” means travel on duty of an employee from his Headquarters in pursuance of official assignments.
- “Capital Cities” means all State Capital Cities in the Country.
- “Transfer” means the movement of an employee from one Headquarters/station at which he is posted to another stations either (a) to take up the duties of a new post or (b) in consequence of a change of his headquarters.
- Notwithstanding the above definition of transfer, the movements of a trainee, engaged under the Society’s own training scheme, during the period of training as well as that for joining his duties at the place of posting shall not be treated as transfer.

7.2.4. Reimbursement of journey fares

An employee on official tour will be entitled to Travelling Allowance which is intended to cover expenditure incurred in connection with journeys performed for the Society’s work, as provided hereinafter.

- The reimbursement of fares for journeys performed between the Headquarters station and tour station by the employees of various categories by different means of transport shall be as per the following entitlement, subject to actual.

- Nature of Entitlement:

Sl.	Category	Entitlement for travel				
		Rail	Air	Road		
				Metro cities	Capital cities	Other cities
1.	Category I	1 st AC	Executive Class	Actual Taxi Fare	Actual Taxi Fare	Actual Taxi Fare
2.	Category II	2 nd AC	Economy class with prior permission of CEO	Actual AC/Deluxe Bus/ Auto/ Taxi Fare limited to Rs. 15/ K.M	Actual AC/Deluxe Bus/ Auto/ Taxi Fare limited to Rs. 12/ K.M	Actual AC/Deluxe Bus/ Auto/ Taxi Fare limited to Rs. 12/ K.M
3.	Category III	3 rd AC	N/A	Actual Deluxe Bus/ Auto/ Non AC Taxi Fare limited to Rs. 12/ K.M AC Taxi fare can be permitted in exceptional cases if prior approval has been taken.	Actual Deluxe Bus/ Auto/ Non AC Taxi Fare limited to Rs. 9/ K.M AC Taxi fare can be permitted in exceptional cases if prior approval has been taken.	Actual Deluxe Bus/ Auto/ Non AC Taxi Fare limited to Rs. 9/ K.M AC Taxi fare can be permitted in exceptional cases if prior approval has been taken.
4.	Category IV	Sleeper per Class		Actual Deluxe Bus/ Auto/Taxi Fare limited to Rs. 8/ K.M	Actual Deluxe Bus/ Auto/Taxi Fare limited to Rs. 6/ K.M	Actual Deluxe Bus/ Auto/Taxi Fare limited to Rs. 6/ K.M

The term "Metro"/Classification of the cities would be as per the notification of Government of India.

- Chief Executive Officer / Addl. Chief Executive Officer may allow traveling on higher class in special cases.
- Charges for sleeper accommodation, Tatkalcharges, super-fast train surcharge, reservation, telegram charges by railways for booking of tickets as well as telegram charges levied by airlines for reserving accommodation and, with the approval of the CEO/Addl.CEO, charges for cancellation of tickets for journey not undertaken due to official reasons will be reimbursable.

In addition, agency charges paid to travel agents for booking of tickets, subject to such monetary limit as may be prescribed from time to time by the Chief Executive Officer/ Addl. Chief Executive Officer for each journey are also reimbursable on production of vouchers.

NOTE: The current monetary limit for reimbursement of agency charges paid by the employees to travel agents for booking of rail tickets is Rs.50/- per ticket for each journey. Reimbursement may be allowed on production of vouchers/receipts only. Reimbursement of agency charges for booking of Air Tickets on production of actual bills is permissible.

- In exceptional cases, cancellation charges may be reimbursed, at the discretion of the Controlling Officer where the journey is not undertaken due to unforeseen mishap in her/his family.
- Non-availability of reservation by train is not an acceptable reason for not performing the journey connected with official work. Also, in case of non-availability of accommodation in the entitled class and/or modes, an employee can travel by higher class but will be entitled only for the fare of designated class, unless specially allowed by CEO/ Addl. CEO.

7.2.5. Reimbursement Of Conveyance Charges

An employee will also be entitled for reimbursement of actual conveyance charges for journeys between railway station/bus stand/airport and residence/place of stay either at Headquarters or tour stations and other official journeys performed by road at tour stations through means of conveyance other than Society's transport. The reimbursement shall be regulated in accordance with the following sub-clauses.

- For journeys to and from railway station/bus stand/airports, at Headquarters and tour stations, the reimbursement will be as per the following

Category	For Metro Cities	For Capital Cities	For Other Cities
Category I	Actual charges by Taxi Fare for all types of Vehicle.	Actual charges by Taxi Fare for all types of Vehicle.	Actual charges by Taxi Fare for all types of Vehicle.
Category II	Actual charges by Taxi or three wheeler or fare of a single seat in a taxi where availed, limited to Rs. 15.00 per KM in all cases. Or actual charges or Government approved prepaid Taxi/Auto services.	Actual charges by Taxi or three wheeler or fare of a single seat in a taxi where availed, limited to Rs. 12.00 per KM in all cases. Or actual charges or Government approved prepaid Taxi/Auto services.	Actual charges by Taxi or three wheeler or fare of a single seat in a taxi where availed, limited to Rs. 12.00 per KM in all cases. Or actual charges or Government approved prepaid Taxi/Auto services.
Category III	Actual charges by Taxi or three wheeler or fare of a single seat in a taxi where availed, limited to Rs. 12.00 per KM in all cases. Or actual charges or Government approved prepaid Taxi/Auto services.	Actual charges by Taxi or three wheeler or fare of a single seat in a taxi where availed, limited to Rs. 9.00 per KM in all cases. Or actual charges or Government approved prepaid Taxi/Auto services.	Actual charges by Taxi or three wheeler or fare of a single seat in a taxi where availed, limited to Rs. 9.00 per KM in all cases. Or actual charges or Government approved prepaid Taxi/Auto services.
Category IV	Rs. 9 / Km	Rs. 9 / Km	Rs. 9 / Km

Notwithstanding the above provision, the employee may be reimbursed actual charges of conveyance with permission of CEO/ Addl. CEO, wherever emergency arises.

- It is clarified that in case of journeys between place situated in the Urban Agglomeration (UA) of 'A' Class cities such as Greater Bombay, Greater Calcutta and the like, journeys between places connected by rail should be undertaken by rail only and if the journeys are performed by road between such place, the

reimbursement will be restricted to rail fare as per entitlement. However, self-controlling officers may undertake the journeys between such places by road at their discretion and the reimbursement will be allowed accordingly.

- Employees proceeding on official tour for work in suburbs of 'A' class cities or contiguous industrial complex should normally stay in such places where the official work is to be performed. In case they choose to stay in the 'A' Class city proper, the journeys between the place of stay and the suburbs/contiguous industrial complex if connected by rail should be undertaken by rail, and in case the journey is performed by road between such places, the reimbursement will be restricted to rail fare as per entitlement. However, Self-controlling Officers may undertake the journeys between such places by road at their discretion and the reimbursement will be allowed accordingly.
- In respect of the CEO/Addl. CEO who are entitled to staff car facility for official duties at their headquarters/tour stations as per their terms of appointment or otherwise, the restrictions laid down in sub-rule 7.2.3.1, 7.2.3.2 and 7.2.3.3 will not apply and they will be reimbursed the actual cost of conveyance charges incurred by them at tour stations, if not provided with staff car facility at such stations.
- At tour stations the employee will be entitled to travel by rail for local journeys to the places falling within urban agglomeration (as notified by Govt. of India from time to time for the purpose of HRA and CCA) of the relevant tour station.

7.2.6. Daily Allowance

An employee on official tour will be entitled to daily allowance intended to cover expenses incurred on food and incidentals in the course of traveling and for boarding and lodging at places other than headquarters, as provided hereinafter.

- **Daily allowance will be admissible at the following rate for Outside State:-**

Sl.	Category	Accommodation charges subject to max. of (Rs./day)			Allowance for food & incidentals (Rs./Day)		
		Metro Cities (M)	Capital Cities (C)	Other (O)	M	C	O
1	2	3	4	5	6	7	8
1	Category I	Limited to rent of a single room or suit in a five star Hotel	Limited to rent of a single room or suit in a five star Hotel	Limited to rent of a single room or suit in a five star Hotel	1000	800	600
2	Category II	3500	3000	2000	600	550	500
3	Category III	2500	2000	1500	500	450	400
4	Category IV	2000	1500	1000	400	350	300

Actual room rent paid to Govt. /Semi Govt./ Corporation guest houses paid will be reimbursable, subject to maximum amount of column 3 or 4.

- **Daily allowance will be admissible at the following rate for Inside State:-**

Sl.	Category	Accommodation charges subject to max. of (Rs./day)		Allowance for food & incidentals (Rs./day)	
		3	4	5	6
1	2	C	O	C	O
1	Category I	As per Actuals, limited to rent of a single room or suit in a five star Hotel	As per Actuals, limited to rent of a single room or suit in a five star Hotel	-	600
2	Category II	1500	1500	550	500
3	Category III	1000	800	450	400
4	Category IV	800	600	350	300

Notes:

- CEO/Addl. CEO will, from time to time, issue circulars indicating the admissible rates based on details from the ITDC Hotels which revise the tariffs w.e.f. 1st October of every year.
- 'C' means State Capitals of the Country.
- 'O' means other places.
- Actual accommodation charges limited to the amounts as shown in column (3) in case of Capital cities and in column (4) in case of other places as in sub-rule 7.2.4.1 and 7.2.4.2 for stay in any hotel or any other guest house will be reimbursed subject to production of receipts. The limits of accommodation charges may be relaxed in exceptional cases on merit with the approval of the Chief Executive Officer.
 - I. For food and other incidental expenses, an employee will be paid as per column (5) and column (6) in case of stay at Capital cities and other places respectively.
 - II. An employee who does not produce receipts of accommodation charge will be paid daily allowance at the rates indicated in column (5) and column (6) for stay at Capital cities and other places respectively.
 - III. An employee, who having proceeded on official tour, returns to his Headquarters within a period of 24 hours from the time of his departure from his place of work/residence, will be entitled to daily allowance, at the rate applicable to the place of visit, as per following.

Period of Absence (Hrs)

Admissible Allowance

Upto 6 hours
6- 12 hours
12-24

Nil
Half
Full

Provided that where the accommodation booking is for a full day, accommodation charges in full will be admissible.

- IV. In case an employee proceeds on official tour and the period of absence from Headquarters is for more than 24 hours from the time of his departure from his place of work/residence, he shall be entitled to daily allowance for his day of departure, from headquarters, day of arrival at the Headquarters and for each day in between as detailed here under:-
- DA for day of departure from place of duty-full DA if time of departure is 12.00 noon or before and half DA if time of departure is after 12.00 noon, at the rate of applicable to the place where the employee spent the first night (with reference to midnight).
 - DA for day of arrival back at place of duty-full DA if time of arrival is 12.00 noon or thereafter and half DA if time of arrival is before 12.00 noon , at the rate applicable to the place where the employee spent the preceding night (with reference to midnight).
- V. The allowance will be admissible for the period of absence from Headquarters starting from the time of departure from place of work or residence, as the case may be, and the time of arrival at residence/place of work.
- VI. For prolonged halts, full daily allowance may be drawn for a period of 15 days and for a further period of 28 days, half daily allowance will be admissible. These limits relate to stay at any one station only. The CEO may relax these conditions in special circumstances for an additional period upto 60 days with half daily allowance as different entitlements, as the case may be, irrespective of the place of stay. Notwithstanding the above provision, actual accommodation charges as per entitlement will be reimbursed, when daily allowance is not claimed.
- VII. Wherever calculation for daily allowance admissible for journey period is required to be necessarily made, the same is to be regulated on the basis of actual journey time involved starting from the time of departure from place of work or residence, as the case may be and ending at the time of arrival at residence/work place after suitably rounding off in case of period less than 24 hours as under :-

Period of Absence (Hrs)	Admissible Allowance
Upto 6 hours	Nil
6– 12 hours	Half
12-24	Full

- VIII. If an employee is provided with both boarding and lodging free of cost, he will be entitled to draw 1/4th of the DA as per entitlement. If only lodging is provided free of charge, he will be paid allowance as per entitlement as the case may be. If only boarding is provided free of cost, he will be paid 1/4th of the amount of the entitlement, in addition to charges for accommodation as per entitlement, subject to actual as the case may be.

- IX. The daily allowance will be admissible for journey periods, all halts on tour and holidays occurring during the period of halt subject to the provision in sub-rule 7.2.4.13 but the same will not be admissible for the period of leave of any kind availed while on tour. If an employee breaks journey enroute due to personal reasons, he shall not be paid the daily allowance for such period (s) of halt.
- X. An employee who is in receipt of House Rent Allowance or is provided with government/ Society's leased accommodation, for keeping his family at a station other than his headquarters, will be entitled when on tour to such station to draw only 1/4th of the daily allowance as per entitlement, as applicable in addition to the allowance admissible for the period spent on journeys between headquarters station and tour station.
- XI. The places, at which duration (more than 28 days) training arrangements are made for the trainees, shall be deemed to be the headquarters. Accordingly, no TA/DA etc. shall admissible to the trainees for their stay at such place. However, when the trainees are required to be sent for their Headquarters for short duration to other places for work visits, practical demonstration etc. as part of their training; they will be entitled to TA/DA etc. as per rules. For this purpose, any period of stay up to 28 days at a particular outstation shall be treated as short duration visits. In case the stay exceeds 28 days at any one outstation, the Headquarters of the trainees would be deemed to have been changed from previous place to the new place of training.
- XII. When the trainees move from one Headquarters to another, the TA/DA etc. for the journey period will be admissible to them; and they will be entitled to bare journey time only, but no preparation time.
- XIII. When the trainees are recalled from outstation to Headquarters at the fag end of their training for final appraisal and placement etc., and if the period of stay at Headquarters during the period of training is not more than 28 days, the same will be treated as on tour and accordingly, TA/DA etc. will be admissible to them.
- XIV. If a trainee is sent on official tour other than training TA/DA etc. shall be admissible to him as per his entitlement. Recourse to this provision can be taken only in very exceptional cases with specific approval of Controlling Officer.
- XV. Notwithstanding what has been mentioned above, in case the absence from Headquarters involves overnight halt, full Daily Allowance shall be admissible to the place of visit.

7.2.7. Miscellaneous Incidental Charges on Official Tour.

The following tour incidental expenses if actually incurred will also be reimbursed on production of receipts:

- The excess baggage charges for carrying official records;
 - The expenses on account of official telephone calls (local and trunk) and fax/telex/telegram/phonogram if specifically sanctioned by the Controlling Officer;
 - Any other expenses, not covered hereinbefore, incidental to and incurred during the course of tour, at the discretion of the CEO or Addl. CEO
- I. In exceptional cases, on merits, the CEO/Addl. CEO may permit employees to travel by a class/mode higher than their entitlement.
 - II. The rate of reimbursement for road journey as well as daily allowance rates as mentioned above under different entitlements may be reviewed annually by the CEO with consent of President of Executive Committee who shall have the powers to change the rates subject to a maximum variation of 25% of the prevailing rates on one such occasion, keeping in view the trends in prices of petroleum products, boarding and lodging charges and other relevant factors.

7.2.8. Advance

- I. An employee proceeding on official tours may be granted an advance to meet the expenses towards travelling allowance as per his entitlement to the tune of 100% of the anticipated fares for journey(s) and anticipated amount towards daily allowance and conveyance charges for a duration not exceeding 28 days at one time. The request for advance should be made on the prescribed form, duly countersigned by the Controlling Officer.
- II. In case of advances covered under rules 7.2.6.1, the advance towards journey fare, conveyance charges and daily allowance may be drawn within a period not exceeding 28 (twenty eight) and 60(sixty) days respectively before the proposed date of journey but shall have to be refunded forthwith if the employee is not able to produce documentary evidence to show that the amount of advance has been utilized for the purpose of tickets within 15 days of the drawl of advance.
- III. An account of advance under this rule shall be rendered by the employee immediately after completion of the journey and in no case later than 30 (thirty) days from the date of completion of return journey, wherever applicable.
- IV. An employee shall not be granted an advance towards travelling allowance under these rules, if he has failed to render the account of advance(s) earlier drawn by him except with the approval of Controlling Officer in each case.
- V. In case of failure to produce the documentary evidence/account of advance as required, the advance sanctioned shall be recovered from the employee's salary and/or otherwise.

7.2.9. Claim

- I. Claims for reimbursement of travelling allowance in all applicable cases will be entertained only on completion of the return journey, wherever applicable.
- II. Claims for reimbursement of journey fare (other than IInd Class rail fare) and baggage allowance, wherever applicable, must be supported with adequate proof of the amount of expenditure incurred such as ticket number/money receipt/ticket folder (in case of air journey).
- III. All claims for journeys undertaken under these rules should be preferred in the prescribed proforma, within the time limit of 30 (thirty) days as prescribed in rule 7.2.6.3, duly countersigned by the Controlling Officer/supervising authority.
- IV. Claims for reimbursement of traveling allowance after one month will not be entertained normally except with the special approval of CEO/Addl. CEO, when he is satisfied that non-submission of the claim on the part of an employee was due to reasons beyond his control. .

NOTE:

- In case an employee is deputed to undergo training within a radius of 15 Kms/municipal limits of his headquarters, for a period of more than 28 days on a continuous basis and is normally not expected to get to his place of duty every day after attending training, the headquarters of the employee concern shall be deemed to have been shifted to the place where he is required to undergo training; and accordingly, s/he shall not be entitled to reimbursement of local traveling expenditure for local journeys performed by him between his residence and the place of training.
- For local journeys performed by an employee, in connection with Society's work, within his normal place of duty such as from his office to temporary/permanent Township etc. by his own conveyance, reimbursement of local traveling expenditure

shall be admissible at the rate of Rs. 5 per kilometer for four wheeler and Rs. 2.5 per kilometer for two wheeler as per his/her entitlement.

7.2.10. Local Travel

The provisions of this section shall apply to local journeys performed by the employees at their headquarters in connection with the Society's work as provided hereinafter but shall not apply to local journeys performed by Society's trainees in connection with their training at their headquarters.

I. Definition

- "Local Journey" means any journey performed by an employee in connection with Society's work within a radius of 15 kms from the headquarters or within municipal limits of the headquarters, whichever is more.
- "Local Traveling Expenditure" means the expenses incurred by an employee on local journey and includes conveyance charges.

II. Entitlement

The reimbursement of conveyance charges for journeys performed by the employees of various categories by different means of transport shall be as per the following entitlement, subject to actual.

III. Nature of Entitlement

Category	Entitlements
Category I	Actual charges by Taxi fare for all types of Vehicle
Category II	Actual charges by Taxi or three wheeler or fare of a single seat in a taxi, where availed, limited to Rs. 12.00 per Km in all cases. Or actual charges of Government approved prepaid Taxi/Auto services.
Category III	Actual charges by Taxi or three wheeler or fare of a single seat in taxi, where availed, limited to Rs. 9.00 per Km in the latter case. Or actual charges of Government approved prepaid Taxi/Auto services.
Category IV	Within 3 Kms – Rs. 30/- Within 4 to 8 Kms – Rs.60/- Within 9 to 15 Kms –Actual Fare of three wheelers/shared taxi, limited to Rs. 6/Km

For journeys to places within municipal limits of the headquarters (including the areas coming under urban agglomeration as notified by the Govt. for the purpose of HRA and CCA from time to time) an employee may choose either of the mode of travel namely rail or road depending upon his convenience; but the reimbursement will be as per actual restricted to his entitlement.

- I. Charges for waiting/halting of taxi/three-wheeler, where unavoidable, will also be reimbursable at the discretion of the respective controlling officer.
- II. When the journey, performed within municipal limits commences from and or terminates at residence of an employee, he will be reimbursed actual conveyance charges. In case of journey to outside municipal limits actual conveyance charges will be reimbursed. Provided, however, if an employee is deputed to a

place other than the office/place of work on a holiday, and the journey commences from and ends at the residence of the employee, he will be allowed conveyance charges from his residence to the place where deputed and back as admissible.

- III. The CEO/Addl. CEO may permit travel by a mode higher than the entitlement of an employee in the following exception cases:
 - a) In case of journey commencing from the office/place of work:
Outward journey only, when an employee is required to perform the same on urgent basis;
 - b) In case where an employee is directed to perform the official work on urgent basis on his way from residence to office/place of work, for the portion of the journey from the place of visit to office/place of work; and
 - c) When the journeys are performed during odd hours and the public transport/entitled mode of transport is not available during such hours.
- IV. The CEO/ Addl. CEO shall have the powers to permit an employee to travel by a mode higher than his entitlement in other special circumstances on merits of individual cases, for reasons recorded in writing.
- V. An employee who performs local journey shall return to the Headquarters on the same day immediately after the work is over. However, in exceptional cases, if the employee is required to stay overnight, due to lack of availability of transport or the nature of work being such that it could not be completed on the same day, he will be paid daily allowance in accordance with the relevant provisions, subject to the approval of the concerned Controlling Officer.
- VI. The rate of reimbursement for road journey may be reviewed annually by the Chief Executive Officer, who shall have the powers to increase/decrease the rates subject to the maximum variation of 25% of the prevailing rates on one such occasion, keeping in view the increase/decrease in prices of petroleum products, eatables and other relevant factors.
- VII. No advance shall be admissible to meet the likely expenditure in connection with the local journeys.
- VIII. For all the journeys performed in a week, a single claim for reimbursement should be preferred.
- IX. Every claim should be preferred in the prescribed format, duly countersigned by the Controlling Officer, within a period not exceeding 15 days from the date of completion of the journey(s), beyond which it will not be entertained normally. However, CEO may relax the time limit for a further period of 15 days at his discretion in deserving cases. No claim shall be entertained after expiry of the period of one month from the date of completion of the journey(s) and the same shall stand forfeited.

7.2.11. Local Travel – Mobility Expense

These norms are applicable in case of the field staff (at DPCU and BPIU) who travel within the place of posting (as defined earlier) on official duty. Those field employees, who possess a motor bike of their own and use it for Project purposes, will be entitled for mobility expense @ Rs3.50 per km. For this, duly filled log book shall be maintained and produced before the concerned BPMs, DPMs, and SPMs. The maximum limit for reimbursement of mobility expenses will be as per following details.

SI	Categories	Positions	Maximum limit of kilometer traveled per month
1	Category II	DPM	2000
2	Category III	Manager IBCB, TO and Thematic Manager	1500
3	Category III	BPM	1000
3	Category III	Area Coordinator	800
4	Category III	Community Coordinator	500

7.2.12. Additional Benefits for Female Staff

- For female staff, an additional 25% over and above the prescribed rates for lodging would be permissible in case they are traveling alone as female member outside their place of posting.
- In cases when they have to stay at work after office hours due to meetings, etc. an official vehicle would be made available to drop them home.

7.2.13. Fixed Local Travel Allowance (FLTA) for field staff (CC, AC & LHS)

Fixed Local Travel Allowance has been introduced for Area Coordinator, Community Coordinator and Livelihoods Specialist for local travel in the field operation area for project purposes. The rates of FLTA are as hereunder:

For Community Coordinators:

Days on official tour in a month	Rate of FLTA
20 days or above	1875
19 days	1775
18 days	1675
17 days	1575
16 days	1475
15 days	1375
14 days	1275
Less than 14 days	No FLTA

For Area Coordinators and Livelihoods Specialists:

Days on official tour in a month	Rate of FLTA
15 days or above	3000
14 days	2800
13 days	2600
12 days	2400
11 days	2200
10 days	2000
Less than 14 days	No FLTA

FLTA for physically challenged employees having 40% or more disability will be 25% more in comparison to other similar staff.

7.2.14. Provisions For Travel Claim In Case Of Foreign Tours

It is expected that only Category I and II staff would travel abroad on official duty. In case staff from other categories travel abroad, special provisions may be made as approved by the CEO.

The cost of obtaining a visa, and other costs related to travel (travel insurance, etc) would be borne by the Society.

An advance to cover the probable cost of the entire duration of travel would be provided to the staff traveling abroad. An additional amount (not exceeding 20% of the probable cost) would also be given as advance to cover any exigencies.

In case a staff travels abroad on official duty, the travel costs would be covered as per provisions to be notified by the Society.

7.2.15. GENERAL

- I. Unless otherwise specified, relaxations of any nature as provided under these rules can be approved by the CEO, in respect of self-controlling Officers, if any.
- II. All claims for travelling allowance/local travelling expenditure under these rules are to be preferred with respect to the material facts as regards pay existing at the time when the journeys were undertaken.
- III. In no circumstances, arrears payment/recovery will be made/effectuated due to increase/decrease in pay for any reason whatsoever subsequent to the submission of claims.
- IV. The President and Chief Executive Officer is empowered to make amendments to these rules which involve changes of a minor nature.
- V. In case of any doubt in regard to interpretation of any of the provisions of these rules, the matter will be referred to the President and Chief Executive Officer whose decision shall be final.
- VI. Incidental expenses incurred while on tour can be self-verified for bills up to Rs 100. In such cases, two signatories, have to attest the bill.

- VII. Incidental expenses on account of meetings with field staff, consultants and with other stakeholders is permitted up to a limit of Rs 1000 per trip for SPMs, CFO, FO, AO, and Rs 500 per trip for PMs and DPMs.
- VIII. The travel claim shall be verified by the controlling officer/supervising authority before submission to accounts for reimbursement/ settlement of travel advance. The claim form once verified and signed, has to be accepted by the accounts. In case of any discrepancy, the accounts shall seek explanation and clarify its reservations from the concerned employee within a maximum of seven working days. This clarification could be sought over the email, phone or in writing.
- IX. Deductions made, if any, have to be informed in writing or through email to the concerned employee giving explanation for the reasons of deductions.
- X. Any unspent advances will be settled within fifteen working days, or along with the submission of the travel bills to accounts. The accounts should issue a receipt of the amount received.

7.2.16. Working Hours & Attendance

- I. All BRLPS offices shall be opened from 10.00 hours to 17.00 hours on every working day for official duties. However the nature of work may require different working hours at times and hence office timings could be flexible across individuals and locations.
- II. Lunch interval for an employee shall be from 1:15 to 1:45 pm.
- III. An attendance register must be kept in every office, in which the time of arrival and departure of all staff of the BRLPS should be written, with his/her signature. All employees posted at SPMU & DPCU are required to punch their attendance at Biometric System two times in a day one while entering the office and the other at the time of leaving. Payment of salary to staff shall be booked on his/her attendance punched at the biometric system. If for some unavoidable reason timely punching of biometric system is not done; this should be mentioned in a register specifically mentioned at the site of system which should be duly authenticated by the authorized official.
- IV. A monthly statement showing attendance and leave taken by staff if any would be prepared for all locations and maintained with the accounts unit at the head office for accounting purpose.

8. PERFORMANCE MANAGEMENT SYSTEM

8.1 Objectives of Performance Management System

Performance management is an integral part of a comprehensive human resource management strategy. Its objective is to maximize staff performance and potential with a view to attaining organizational goals and enhancing overall effectiveness and productivity. A performance management system aims: -

- **To enhance Performance of individuals/Teams/ and thus help achieve Project objectives.**
Projects formulate strategies and objectives to support their vision, mission and values. To achieve these broad objectives, the teams have to turn them into specific objectives and targets for the districts, and subsequently individual job objectives and targets for implementation. Performance Management acts as a tool to define and focus on critical elements on which the overall performance of the organization depends.
- **To enhance self-esteem of the staff by rewarding performance**
The staff performance management system provides a mechanism to monitor and evaluate staff/ team performance. Performance objectives are set at the beginning of the performance management cycle through open discussion between the Project Management and the teams. Progress is monitored regularly and feedback from staff is collated to help clarify objectives and output expectation; and to enhance performance. Teams which perform are then recognized and rewarded for their achievements. Thus the system should also be seen as a tool for enhancing the self-esteem of the performing employee and to bring in a culture of healthy competition to perform.
- **To identify gaps in performance and pave way for future capacity building**
The performance management system serves as a multi-purpose management tool. It provides valuable information to help identify gaps in performance and hence training needs of staff/ teams to develop their potential further.

8.2 Guiding Principles of Performance Management System

- As far as possible, the System should be based on clear and simple Key Performance Areas (KPA), each of which will be defined with Key Performance Indicators (KPI). These should be linked with the action plan for the State/ District/ Block Levels.
- The methods of verification of Key Performance Areas should be developed to make the process transparent.
- The system should look at the team as a unit of assessment as well. The rewards should be based on the performance of the individual as well as that of the team.

8.3 Measuring Performance

What would be assessed? (Key Result Areas)

The Project Implementation Plan lists three broad objectives for the Project. There are a number of activities which would be performed to achieve these three broad objectives. These are:

- Building and strengthening inclusive Organizations of the Poor
- Improving their access to credit & Livelihoods Opportunities
- Supporting capacity enhancement of public, private and non-governmental service providers for credit & livelihoods support services for Poor & their organizations.

The Performance Management System would focus on monitoring the performance of the Project on these three broad objectives which would be the basis of defining the Key Result Areas for the staff. To deliver these, efficient business processes have to be defined and implemented. The Performance Management system would also monitor how well the business processes are conducted.

The role of the district and the state teams are more in the realm of building the capacity of the rest of the staff, ensuring technical resources are available to the Block and the Village institutions, while the key role of the Block Teams is 'action' which will be measured to assess performance.

From these broadly defined objectives, the Project would prepare Annual Action Plans. From these plans, indicators on which performance would be measured would be developed. Thus a new set of KPIs would be developed every year, once the annual action plan for the project has been finalized. The process for developing the KPIs for Year 2 and every subsequent year has been indicated in the section - Actionalizing Performance Management System. The schedule assumes a January to December cycle annually, so that increments could be announced by end of March for the next financial year.

How will Performance be assessed?

Performance assessment would be done mainly through two sources.

- By collecting secondary data from the MIS Reports. As far as possible, all quantitative data related to performance (viz. no. of groups formed, amount of money disbursed etc) would be collected directly from the Monitoring & Evaluation System of the project.
- Through assessment of quality by collecting data directly from the field. This would entail field visits and meetings, getting data from minutes books of people's institutions promoted etc.

In case the project envisages incorporating other systems like Process Monitoring, community score cards etc, the qualitative data could be sourced from these reports to obtain data regarding performance.

Who will be assessed?

All staff working in the project including those on deputation would be assessed.

Define Performance Year

Identifying Key Persons for coordinating Performance Management

A key person is needed to anchor the system at the State as well as the District Level. The SPM – HR, Administrative Officer, PM – SLPM and the DPM would be the key persons

responsible for managing the Performance Management System. These persons would be responsible for collating all the necessary data for performance appraisal.

8.4 Actionalizing Performance Management System

The table below identifies steps through which the Performance Management System would be implemented.

Sl.	Component	Process	Key Responsibility
1	Identification of KPIs ⁹ (for the Assessment Period)	Step 1 : Finalization of Project Action Plan	State Team
		Step 2 : Finalizing KPIs at all levels through regional workshops (quantitative & qualitative, individual & team performance)	CEO,SPM - HRD
		Step 3: Official communication of final KPIs across levels	PM - SLPM& DPMs
2	Identification of Capacity Building Needs	Step 1 : Analysis and consolidation of areas identified as weak/average. This could be done at two levels – i) Team based (Field Teams, DPIU, SPMU) or ii) Position based (Team Leaders, Area Coordinators, DTOs, etc)	SPM – HRD
		Step 2 : Communicating CB needs to the SPM – I & CB for initiating CB initiatives	SPM – HRD
3	Rewarding	Step 1 : Categorizing staff based on performance for monetary reward.	SPM – HRD and AO
		Step 2: Finalizing non-monetary rewards	SPM – HRD and AO
		Step 3 : Organizing Performance Rewards Function for recognizing and awarding the performers	SPM – HRD and AO

Component 1 : Identification of Key Performance Indicators

As indicated earlier, the Key Result Areas and Key Performance Indicators would flow from the Overall Project Objectives and Annual Action Plan for the year.

The reference design of KPIs for staff at BPIU, DPCU and SPMU are provided in **Annexure 5A**. These KPIs will vary from time to time as per progress in the project and changing role of the project staff. Hence the annual KPIs will finally be prepared in the beginning of the each project year. The SPM – HR and AO will be responsible for preparing the KPIs in consultation with team and CEO.

Component 2 : Performance Assessment

Most of the indicators can be measured by the data provided by the MIS system of the Project. It would be the responsibility of the PM- SLPM to obtain the necessary data needed for performance assessment from the MIS system.

⁹ Defined and refined time to time by the Society in the aegis of the Project

It would be the responsibility of the SPM – HRD to compile data from any other source in case required.

The Field Team assessment scores would be compiled and shared with them by the concerned DPCU along with one representative from the SPMU.

Component 3 : Identification of Capacity Building Needs

The appraising team would identify areas of growth and capacity building for staff based on the performance and data from one to one interaction. Areas in which performance is below 60% could be explored for further capacity building. This could be done at the time of the Personal Interview with each staff for reviewing Performance Appraisal Scores.

These would be consolidated by the DPM (for all Block Teams) and PM – SLPM (for all DPCU and SPMU staff). The areas emerging as capacity building needs would be shared with the SPM – CB and a plan to address the gaps will be developed and approved by the CEO.

8.5 Qualitative Assessment

In case where a system is not functional through which data on quality of performance can be assimilated, an alternative design of assessing quality of work done would be taken into consideration.

The quality of the institutions (SHGs, Federations, Producer Groups etc,) formed among the community and the strength of the livelihoods promoted would also be assessed. At least 5% (or 10, whichever is lower) of the Institutions promoted should be visited by the assessment team to look at quality of work done. The design principles followed include

1. Prioritizing parameters according to the goals of the project.
2. Identifying source of data to assess and verify performance
3. Developing a range of scores to assess quality
4. Defining each score to assist panelists and standardize across Districts.

8.6 Rewarding Performance

A combination of monetary and non-monetary incentive system based on performance would be awarded. The details are provided below.

8.6.1 Monetary Incentive

The following monetary incentives as “**Annual Performance Pay**” will be provided.

Sl	Performance Score	Incentive
1	Those scoring overall Grade ‘A’	Up to 30% of their total basic remuneration
2	Those scoring overall Grade ‘B’	Up to 20% of their total basic remuneration
3	Those scoring overall Grade ‘C’	Up to 10% of their total basic remuneration
4	Those scoring overall Grade ‘D’	No Performance incentive

8.6.2 Non-Monetary Incentives

- **Recognition:** Three best performing Block Team Shield across the project will be instituted and awarded. The basis for selection would be the overall performance score. (in case of a tie, the SPMU would make the judgment).
- Similarly a best performing DPCU Shield would also be instituted. These awards will be presented to the best teams in an event organized for the entire Project.
- The best performing BPIU/DPCU/SPMU team members can be nominated and sponsored to attend short term courses such as MDP (management development programmes) at institutions such as IIMs, IRMA, XLRI etc. The decision on this can be taken by the CEO.
- In case of a member/ team is awarded an overall 'A' Grade for two consecutive years, s/he (or the entire team) could be sent for an exposure visit outside the state. The decision on this can be taken by the CEO.
- Further incentives will be designed by CEO as and when required.

9. CAPACITYBUILDING NEEDS ASSESSMENT

BRLPS would endeavor to build the capacity of its staff from time to time in order to promote personal growth of the staff as well as improve the quality of work within the Project. A Capacity Building strategy is being put in place which would ensure that all staff operates at the optimal skill and knowledge levels as required by the Society. All staff would undergo the induction programme as well as various capacity building programmes designed for staff at various levels. These would include exposure visits to other similar Projects.

Moreover, to focus on the growth of the individual, BRLPS would try and identify the strengths and the areas which could be further improved. These areas of growth would be identified from the following:

- 9.1 The Performance Management System identifies the key result areas of each staff. Those indicators in which the staff has scored low would be identified from the KPIs. Accordingly capacity building programme would be proposed and executed by SPM – HR.
- 9.2 As part of performance assessment, a one to one interaction with the staff is proposed. All areas identified, would be presented and discussed with the staff during this interaction. Based on this, areas of capacity building would be identified and appropriate programmes would be designed by SPM - HR in consultation with SPM – Capacity Building.

The SPM - HR would follow up with the SPM – Capacity Building or Training Cell to ensure that the required inputs as identified are provided to the staff.

10. GRIEVANCE REDRESSAL SYSTEM

BRLPS recognizes that grievances are incidental to the work environment and that they need to be positively addressed and resolved. A Grievance Redressal Mechanism has been formulated towards providing a channel to staff across all levels for expressing a grievance and seeking quick redressal.

The Grievance Redressal Mechanism has the following precepts:

- That every grievance needs to be heard and resolved
- That redressal delayed implies redressal denied
- That the mechanism is not an alternative for the normal official channels, but an additional channel for staff to seek redressal for their grievances when the official channel fails to provide quick and satisfactory responses.

10.1 Definition of Grievance

It is a cause or source of grief or hardship or burden or distress. In the context of the work environment, the aforesaid maybe of various types such as:

- Those related to terms of service and benefits and their interpretations. Examples under this category would be issues related to leave, working beyond normal hours, workload etc.
- Those related to the work environment. Examples under this category would be issues related to cleanliness of premises, space for functioning, furniture etc
- Those relating to interpersonal relationships, discipline and conduct of colleagues
- Those related to Sexual Harassment
- Others not falling under the above mentioned categories.

A nodal persons from SPMU team at the state would be identified who could be approached by all other for lodging their grievance. This person could be nominated by the CEO.

A three to four member committee to settle grievances has been constituted in all 38 district (District Grievance Redressal Committee) as well as at the state level (State Grievance Redressal Committee). At district level, DPM will be the nodal person (of the concerned district) Other member/s could be nominated by the DPM which will be formally approved by CEO. At state level there should be SPM – HRD and the nodal person (at the state level) as its members. Remaining member/s could be nominated by CEO. At least one person in the each of the committees should be a woman.

Each of the committees would maintain grievance lodging register which would be kept with the concerned nodal person. An acknowledgement of the lodged grievance would be issued (in writing or through mail) by him/her within an hour of its receipt. There should be a separate minute's book with each of the committees where all proceedings of meeting among members would be recorded.

Step 1 :

The person lodging a grievance shall have to provide all the details of the same to the nodal person. This could be done through a letter, email or any written communication. In case of immediate attention, s/he could be contacted over phone, but a written confirmation should follow.

Step 2 :

For grievance emerging at BPIU and DPCU level

The nodal person would first determine whether the grievance relates to local issues or staff or to the policies of the Society.

In case the grievance relates to local issues or staff, the nodal person would determine whether it could be handled by the District Grievance Redressal Committee or whether it should be referred to the State Grievance Redressal Committee. In case the grievance can be handled by the District Grievance Redressal Committee, the nodal person would make a reference to it and place it before the committee within two days of the receipt of grievance. The District Grievance Redressal Committee would convene, look into the grievance and resolve it within ten days of the referral of the grievance. The Committee would also give a confirmation report to the State Grievance Redressal Committee through SPM – HRD and the nodal person.

In case, the District Grievance Redressal Committee fails to resolve the issue, or the grievance is beyond it, the same should be referred with note by the nodal person to the State Grievance Redressal Committee within the prescribed period of five days.

All other issues (including those that cannot be resolved by the District Grievance Redressal Committee) would be referred to the SPM – HRD by the nodal person. The SPM - HRD would place the matter before the State Grievance Redressal Committee with the requisite details. The State Grievance Redressal Committee would look into the matter and resolve the issue within a period of five days of the receipt of the reference and confirm the same to the nodal person who had referred the grievance.

Staff at SPMU level would loge their grievance directly to the state nodal person. The nodal person would refer the issue with his/her note to the State Grievance Redressal Committee. The State Grievance Redressal Committee would look into the matter and resolve the issue within a period of ten days of the receipt of the grievance.

10.2 Sexual Harassment

In India, “sexual harassment” is defined as any unwelcome sexual determined behaviour¹⁰ (whether direct or by implication) such as

- Physical contact or advances

¹⁰ Unwelcome sexually determined behaviour shall include but not be limited to the following instances

- a) Where submission to or rejection of sexual advances, requests or conduct is made either explicitly or implicitly a term or condition of employment or as a basis for employment decisions or
- b) Such advances, requests or conduct (whether direct or implied) have the purpose or effect of interfering with an individual’s work performance by creating an intimidating, hostile, humiliating or sexually offensive work environment.

- A demand or request for sexual favours
- Sexual coloured remarks
- Showing pornography
- Any other unwelcome physical, verbal or non-verbal conduct of a sexual nature.

Thus direct or implied request by any staff for sexual favours in exchange for actual or promised job benefits such as favorable reviews, salary increases, promotions, increased benefits or continued employment constitutes sexual harassment.

As per the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, it is mandatory that an organisation set up a Committee to deal with cases on sexual harassment. It is also the responsibility of the organisation to ensure that an environment is created within the organisation, which shows a strong commitment of the organisation towards a 'zero tolerance to sexual harassment'.

BRLPS has Internal Complaint Committee formed at the State and District Level.

The following may be kept in mind, when constituting a Committee to address sexual harassment in the workplace:

- It is mandatory that the Chairperson is a woman.
- Half of the committee members should be women
- The Committee should depute a third party representative, either from an NGO and/ or someone who is familiar with issues of sexual harassment, as one of the members.

10.3.

What is Sexual Harassment?

Sexual harassment has been recognised as the most intimidating, degrading and violating form of violence against women. Within the workplace, it creates a hostile work environment and reinforces the perception of subjugation and suppression of women by men in all areas of their lives. In the context of the workplace, the rejection of attempts at sexual harassment may affect a decision concerning the employment status, conditions of work, compensation and other terms and conditions of employment.

The definition of ("Sexual Harassment "under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 includes any one or more of the following unwelcome acts or behaviour (whether directly or by implication) namely:

- Physical contact and advances; or
- A demand or request for sexual favours; or
- Making sexually coloured remarks; or
- Showing pornography; or
- Any other unwelcome physical, verbal or non-verbal conduct of a sexual nature."

Whether or not a particular action or behaviour constitutes sexual harassment is determined by the impact on the recipient, and is not dependent upon the intention of the perpetrator.

Different kinds of Sexual Harassment

Forms of Unwelcome Behaviors Which Can Constitute Sexual Harassment			
Verbal	Non-verbal	Visual	Physical Contact
derogatory comments of a sexual nature or based on gender	staring	presence of sexual visual material, such as posters, cartoons, drawings, calendars, pinups, pictures, computer programs of a sexual nature	unwelcome hugging, sexual touching or kissing
sexual or gender-based jokes or teasing	sizing up a person's body (looking up and down)	written material that is sexual in nature, such as notes or e-mail containing sexual comments	unwelcome hugging, sexual touching or kissing
comments about clothing, personal behavior, or a person's body	derogatory gestures of a sexual nature	knick-knacks and other objects of a sexual nature	standing too close to or brushing up against another person, leaning over, invading a person's space
requesting sexual favors	sexually suggestive looks		patting, stroking, grabbing or pinching
pressure for dates	facial expressions of a sexual nature; winking, licking lips		blocking someone's path with the purpose of making a sexual advance
graphic descriptions of pornography			Stalking
obscene phone calls			rape or attempted rape
telling lies or spreading rumours about a person's personal or sex life			actual or attempted sexual assault, or forced fondling
turning work discussions to sexual topics (using "puns")			

11. DISCIPLINARY CONTROL SYSTEM

11.1 Introduction

Disciplinary action is warranted only in a situation where in an employee commits any act of misconduct. The objective of a disciplinary action is to inform the employee the type of behavior desired. It is also expected to act as a deterrent for others.

All lapses, acts of misconduct, fraud, neglect of duty, indiscipline, discourtesy, insubordination, general inefficiency and contravention of any official instructions or directions already issued or that may be issued from time to time can therefore be dealt with disciplinary action. These acts mentioned above are illustrative and other acts as defined by the Society could be included later on.

Misconduct is an act which is inconsistent with the fulfillment of expressed or implied conditions of service. It has a material bearing on the smooth and efficient working of the Society or which is otherwise considered a criminal act by the law of the country.

An act of misconduct can be broadly classified as follows.

- Minor acts of misconduct – acts of misconduct which are not of a serious nature.
- Major acts of misconduct – acts of misconduct which are of a serious nature

Examples of those classifications are given in **Annexure - 3**¹¹

11.2 Action by authorized officers

The power of dismissal and disciplinary control of employees of BRLPS is vested with the Executive Committee. The BRLPS may delegate its disciplinary powers to the CEO and Addl CEO.

In the case of minor acts of misconduct

- The employee may be cautioned verbally and an entry made in his or her personal record.
- If the offence requires more than a verbal caution, the authorized official may call upon the concerned employee to furnish his or her explanation in writing and caution or advice.

In the case of major acts of misconduct, where the Society considers that the interest of the Society is adversely affected, the employee would be relieved of his or her duties without any notice once he is found guilty of it.

Where disciplinary action is contemplated against a staff of the Society, a preliminary investigation would be conducted to ascertain the facts fully and collect necessary evidence in the act of misconduct. Preliminary investigating officer shall not be below the rank of

¹¹ The list provided in indicative and other provisions may be added as and when necessary.

accused officer. CEO will appoint the preliminary investigation officer in all cases where the accused officer is below his/her rank.

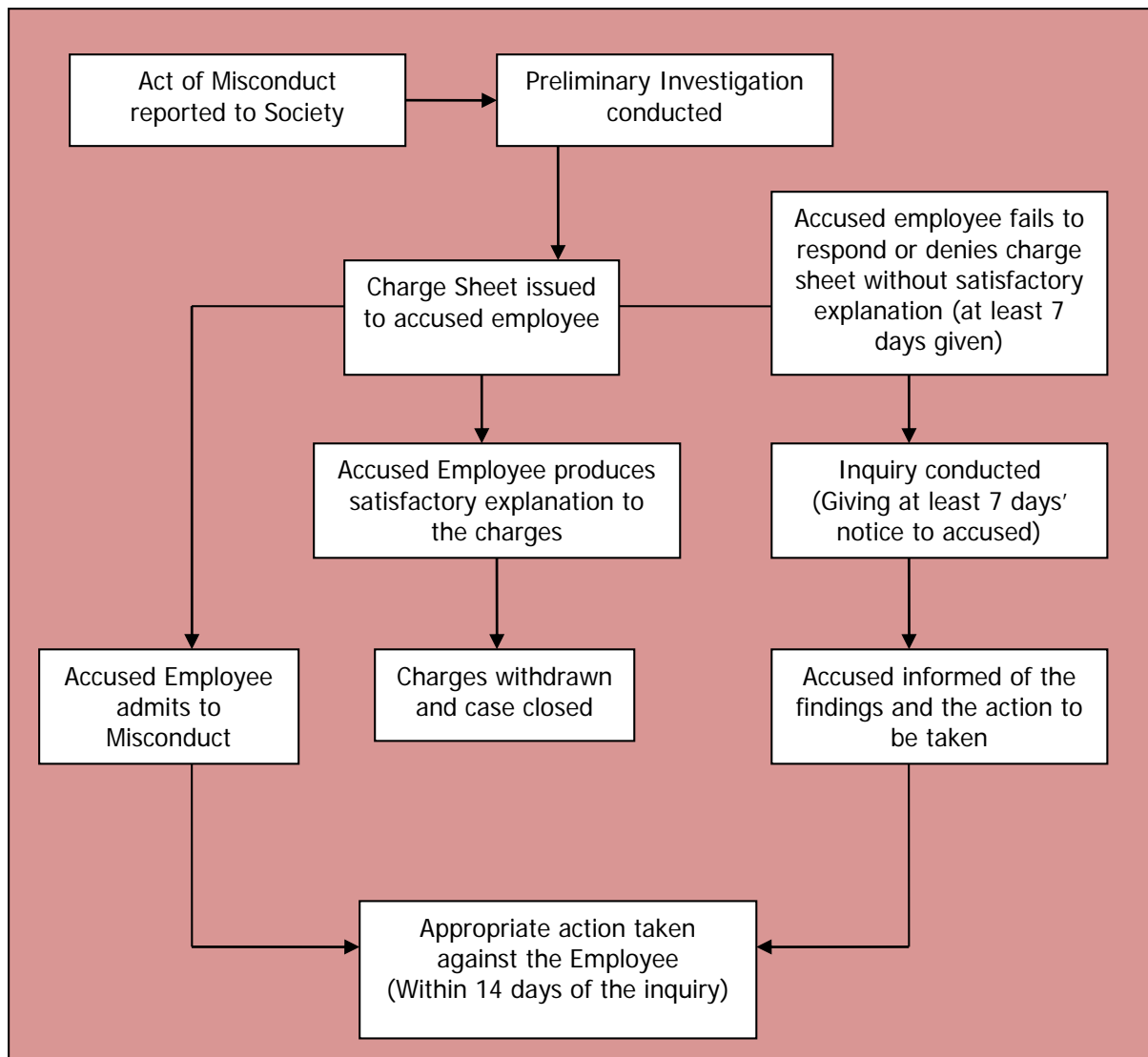
Such preliminary investigation can either take the form of asking witnesses to furnish their own written statements or of a person in authority recording their statements and having them signed by witnesses in question.

On receipt of preliminary investigation report, if the CEO is of the opinion that prima facie evidence exists against the employee and that is sufficiently serious to warrant dismissal, then s/he may be asked to proceed on leave without pay.

If a prima-face case against the staff is disclosed in such a preliminary investigation he or she will be issued a charge sheet. The accused officer is expected to reply to the charge sheet within a stipulated period (between one to two weeks). If s/he fails to submit an explanation to the charge sheet within that period, it will be deemed that s/he has no explanation to offer and action will be taken accordingly.

In the case of employees below the rank of CEO, disciplinary authority shall be the CEO. Officers who may be delegated to exercise disciplinary power under this disciplinary procedure are described in **Appendix - 4**

Sequence of actions for conducting a disciplinary process is given below.



The disciplinary order made by the Disciplinary Authority should contain

- Whether the officer is guilty of each charge and
- Punishments imposed in respect of charges of which the accused officer is found guilty.

All acts of misconduct or lapses by employees should be brought to the notice of the relevant authority as soon as possible by the officer holding supervisory or administrative authority over the employee or officer concerned.

Failure to report such instances by officers holding supervisory or administrative authority also amounts to misconduct calling for disciplinary action against the staff holding supervisory and/or administrative authority over the concerned staff.

12. YOUNG PROFESSIONAL POLICY

The SRLM- Bihar i.e., Bihar Rural Livelihoods Promotion Society (BRLPS) aims to develop a talented pool of Young Professionals (YPs) who have a passion for working with poor and have the potential to become mature development professionals. The YP programme will help develop a cadre of young professionals who will learn and acquire requisite skills as well as competencies for serving the development sector, and particularly to contribute in mission implementation. It will be a unique opportunity for the YPs to learn community development approach to fight against poverty through well-structured field and thematic exposure.

The YP programme intends to recruit newly passed out post graduates from premiere academic institutes across the country. These post graduates will be drawn from disciplines like rural management, management, social work, agriculture, engineering, marketing, finance, HR and show on. These young professionals will be recruited either through campus placement or through open market recruitment annually. The selection methodology will follow test of aptitude, attitude, interest and commitment to work with the poor. Based on requirement, campus recruitment will be conducted periodically by BRLPS to get the YPs on board. Young Professionals, who are fulfilling the requisite qualifications, will also be hired from the open market through a competitive selection process. The selection methodology again will involve test of aptitude, attitude, knowledge and skill.

Eligibility for being YP

The eligibility criteria for an individual to apply for YP will be as follow.

- Post graduate diploma/degree from national/international institutes of repute.
- Individual having above educational qualification with related work experience will also be eligible. However, the experience should not exceed 3 years in total.
- Individual should not be more than 30 years of age.

In order to be competitive, a combination of the following attributes will be desirable for YP during the selection:

- S/he should have passion for working with poor.
- S/he should have ability to work in/with teams.
- S/he should have a commitment to undertake grassroots level assignments and stay with rural poor community.
- S/he should be proficient in Hindi or English and one regional language.

BRLPS will follow “equal opportunity” concept for selection of YPs. However, qualified men and women who are differently abled and those coming from ST/SC community will be given preference during the selection.

Programme Specification

- The first year of the YP program would be the same for each of the professionals. The YP however would be given the option of choosing the theme they would want to work on in the second year. But there will be few of the selected YPs taken up at the State Level after immersion in project villages.
- The details of the first year of the program is as follows

- Leading Programme Quality Improvement for blocks at District Level
 - The YP will be selected and attached to a district for quality improvement for a specific theme after 15 days induction.
 - For the next 6 months, the YP will be allocated a old block (a block where the project is being implemented for more than 2 years) to work with the block team & Community Cadres by visiting the grass roots institutions i.e., SHGs, VOs, Producers Groups, CLFs. This is for six months. During this duration, the YP is expected to create a system of quantifying the income increase or return derived through the intervention made or investment done through this project.
 - Upon the completion of the 6 months assignment with an old block, the YP would be allocated a new block (less than 1 year from the start of the implementation) to work with the block team & Community Cadres by visiting the grass roots institutions i.e., SHGs, VOs, Producers Groups, CLFs. This is for five months fifteen days. During this duration, the YP is expected to create a system of quantifying the income increase or return derived through the intervention made or investment done through this project.
 - Rolling out thematic/verticals functions at the district level
 - After one year, the performance of YPs will be evaluated based on specific performance indicators before placing at the District level to work on a particular Livelihood verticals for a period of 1 year.
 - Definition of Livelihoods Verticals : BRLPS is currently working on the verticals such as System of Crop Intensification (SCI), Zero Budget Natural Farming (ZBNF), Dairy, Goat Rearing, Poultry, Arts & Crafts, Public Distribution System (PDS), National Rural Employment Guarantee Scheme (NREGS), Entitlement, Food Security Fund (FSF), Health Risk Fund (HRF), Micro Enterprise, Jobs, Micro Insurance, etc. Many more verticals will about to emerge and will be implemented in the SHGs.
 - These verticals are the products developed by BRLPS.
 - These products will be managed by the YP for 1 year at the district level The main responsibility is to prepare guidelines, implementing quality pilot, handholding block & district teams and rolling out through the State.
 - After successful completion of the work of a product manager or vertical manager for an year, the YPs will be evaluated on the performance of the products / verticals in the villages and will be placed within the suitable designation of BRLPS.
 - Managing Verticals at the State Level : The YPs will be hired at the State Level to handle and manage a specific Livelihoods Vertical.
1. There will be mentors for all the YPs. The mentors will be from senior officer of Government, Corporate, Academic, Management & Research Institutions, NGOs and BRLPS. The Mission Director – SRLM / BRLPS will appoint mentors for all the YPs in the BRLPS. The mentor will act as nodal reference person for all guidance and troubleshooting for YP.
 2. A bi-monthly review system will be conducted for assessing performance and progress of the YPs. MD-SRLM / BRLPS will preside this bi-monthly review meeting along with all SPMU staff. Besides this, YP will have to submit a fortnightly/monthly progress report to SRLM. The nodal reference person will design the reporting format for the YP.
 3. The YP's will go through a yearly performance appraisal. This will decide whether the YP's contract is to be extended further or not. The key performance indicators for this

evaluation will be derived from successful quality implementation of programmes in old & new block and income increase through different livelihoods interventions or any specific output as mentioned in the terms of reference. An exclusive team appointed by the Mission Director– SRLM / BRLPS will conduct the performance appraisal of the YPs. After a thorough appraisal, If the YPs performance is rated/ found non – satisfactory, the appraisal team could recommend for discontinuation of the contract. If the performance is rated/ found satisfactory, the appraisal team will recommend for extension of service.

4. The maximum contract of YP will be of 3 years. The contract could be terminated by either side after giving one month notice or one month remuneration in lieu of the notice.
5. Extension of two Years for the YPs who have completed 3 Years in the Organisation based on their Annual Performance.
6. Every Year 50 YPs can be taken from campus selection/placement process for initial 3 years and after that based on their annual performance ,contract can be extended for another 2 years.
7. At any given point of time the number of YPs should not exceed 280.
8. For campus selection of YPs, HR Team be constituted by competent authority.

(TABLE -1 : Compensation, Benefits and Allowance for YPs & Experienced YPs)

Compensation for YPs will be based on academic and professional experience. This will be very much competitive and best among what is being paid across the development sector. This will be as follows:

Category	Institutions	Monthly Gross Compensation
1	All IIMs, All IITs, Reputed Universities of US & UK, IRMA, IIFM, XLRI, DSE, FMS-Delhi, MDI, SPJIM, BHU-FMS	40,000 to 60,000
2	XIMB, CIMP, TISS, MANAGE, NIFT, CFTRI, NID, DMINIAM-Jaipur, VAMNICOM- Pune, IIIT–Allahabad, IIIT - Hyderabad	30,000 to 50,000
3	KSRM, XISS, IIRM, IICD-Jaipur, National Institute of Agriculture Marketing, Jaipur, NDRI, Karnal, IARI, New Deldi, CIFE, Mumbai, IVRI, UP Vishwa Bharti, Shanti Niketan,	25,000 to 45,000
4	Bihar Agriculture University, Sabour; Sanjay Gandhi Institute of Dairy Science and Technology; Birsa Agriculture University, Ranchi; GB Pant University of Agriculture & Technology; Orissa University of Agriculture & Technology; Bidhan Chandra Krishi Vishwa vidyalaya, WB; Rajendra Agriculture University, Pusa; Benaras Hindu University, Varanasi, Assam Agriculture University, Jorhat Central Agriculture University, Imphal. LN Mishra Institute of Economic Development and Social Changes, Patna; Design Graduates from NIFT	20,000 to 45,000

Apart from monthly gross compensation; the YPs & experienced YPs will be given entitlement as per the entitlement of Category II officers.

- Leave – The leave rule of BRLPS will be applicable for YPs.
- Annual increment of Rs. 5000/- will be applicable to all YPs.
- Annual Performance Incentive will be given to YPs after each year.
 - a) For “A” rates Rs. 50,000/-
 - b) For “B” rates Rs. 40,000/-
 - c) For “C” rates Rs. 25,000/-
 - d) For others no incentive will be given.

The monthly gross compensation of the Experienced YPs will be based on the years of experience & negotiation during the selection process. The Chief Executive Officer of BRLPS or Mission Director of SRLM will be authorized to take the decision in the fixation of the gross monthly compensation of Experienced YPs.

The monthly gross compensation package in the subsequent years for these institutions will be increased depending on the market trends. The decision of BRLPS is final in this regard.

Capacity Building for YP

BRLPS will be responsible for identifying areas of improvement for each of the YPs. Accordingly, the respective mentor will provide required inputs to YPs. Regular field visits will also be conducted by the mentor to guide and provide on the spot solutions at field level. Mandatory orientation and training on NRLM principles, CRP strategies, thematic components and programme management aspects will be provided to all YP in scheduled manner. Each YP will also be sent for MDPs of 10-15 days in reputed training/academic institutions to acquire managerial skill. The mandatory exposures to best practice location will be another feature in YP's capacity building programme.

13. COMMUNICATION

13.1 Disclosure of Information

An employee of the BRLPS shall not, except in the proper course of his duties, whether of a general nature or special nature, divulge to any unauthorized person or body any information relating to administration, programme of work, experiment or any other information concerning the business or finance of BRLPS.

No employee of BRLPS shall be in possession of any minute or document circulated within the Society for any purpose other than those conveyed to him/her for his/her information, compliance or action.

An employee is prohibited from making use of any unpublished or confidential information made known to him in the normal course of his work within the Society for any purpose other than his normal duties.

An employee shall obtain prior approval from the CEO in writing for any publication of any book or article or any other work, subject matter of which is connected to the official functions of the Society

An employee shall not release any information to media and /or be involved in any interview with media without explicit approval of the CEO of the Society.

13.2. Relationship with outside organizations

An employee shall not engage in any outside occupation which is likely to affect the proper discharge of his duties as an employee of the Society.

No employee may be actively associated with the management of, or hold a financial interest in any business concern, if it were possible for him to benefit from such association or financial interest by reason of his employment in the Society. However, an employee is not debarred from holding shares in a public company unless such holding amounts to controlling interest of such company.

An employee shall not accept any favour or a gift for any services rendered by him on behalf of the Society without explicit approval of the CEO.

13.3. Channel of Communication

Reports or any submissions to the senior management or to outside parties for official business should be made through the immediate supervisory officer unless explicit approval has been obtained from the CEO to deviate from the normal channel.

Correspondence must follow the norms and standards as laid down.

I. Letters

- All letters received must be marked when received with a date and time stamp by the reception.

- Official letters/communication from BRLPS may be done by the CEO or the nominated officers only. If any other member of staff needs to issue a letter/fax, the relevant officer should initial these communiqués on the office copy, before it is sent out. A minimum of one copy needs to be kept in the Office File. As far as possible standard paper, fonts, colour etc. should be used for all external communication.
- Signatory – All letters must be approved / signed by the relevant Authorized personnel.

ii. Faxes

- All faxes should be replied (if warranted) within 24 hours of receipt.
- Outgoing faxes should be filed in the relevant project file together with the Sending Receipt.
 - All faxes must be sent with a Fax Cover as given in standard fax cover sheet.
 - If the Fax is short or informal, you may write the message on the Cover Sheet itself.
 - Once a fax is sent, a delivery notice must be attached to the original Fax (or copy if the original is sent by post) and then filed in a project folder
 - All faxes must include the disclaimer notice

iii. E-mail

- All e-mails should be acknowledged within the course of the business day, if received within normal business hours. If e-mail is received after working hours, this is deemed to have been received the next working day.
- Staff are requested to use the Auto reply function when out of the office for a length of time that would prevent adherence to the policy (i.e. training days, leave etc). Alternatively, staff should allow access to their inboxes to other staff member for review and supervision.
- All important e-mails(e.g those which announce change in rules/ policies, grant/seek approval or authorizes action in anyway), should be printed and filed.
- Signature must be added in the format as given in standard e mail signatory
- All e-mails must include the standard disclaimer notice

14. PROFESSIONAL CONDUCT & ACCOUNTABILITY OF STAFF

All employees at BRLPS shall live up to the highest standards of conduct, accountability, and performance. The following are guiding principles by which all staff of BRLPS shall adhere to.

- S/he will behave in a disciplined manner in all our interactions with colleagues and outsiders. We will operate on basis of trust and mutual respect.
- S/he will not indulge in any activities prejudicial to the interests and reputation of the Society. We will abide by all the Society rules and regulations.
- S/he will show respect to the dignity of all our colleagues, particularly women, minorities, differently abled and other marginalized groups. We will not use authority to undermine a colleague's sense of pride or dignity.
- S/he will show due frugality in the matter of use of all resources (funds and assets) at our disposal. We pledge that dereliction in rendering accounts will be treated as a serious breach of professional misconduct.
- S/he will not have commercial dealings of BRLPS with parties in whom we, our friends or colleagues have a direct financial interest or connection, or indulge in any dishonesty with its funds and works, or act in a way which will procure undue enrichment for us or others.
- S/he will not engage in outside employment or reveal any confidential information relating to BRLPS work to any outsider, nor defame BRLPS or a colleague.
- S/he will not smoke in the work place in the interests of the good health and working comfort of all our colleagues and visitors.
- S/he will not indulge in substance abuse, or the excessive use of alcohol or drugs.
- S/he will endeavor to behave in a manner befitting BRLPS, its values and mission.
- In the event that s/he does not observe the code of conduct, in its full meaning, or indulge in unacceptable standards of work, action of behavior, s/he will render themselves liable to disciplinary action.

Appointment Letter For Staff of BRLPS

To,

Sub: Letter of appointment for the position of

Dear,

We are pleased to offer you appointment against the position of.....with Bihar Rural Livelihoods Promotion Society and this assignment is offered to you on contract tillon terms and conditions mentioned hereunder:

1. You will be posted as part of theYou may be required to tour and camp in field areas of the Project.
2. Your reporting officer will be the of the concern
3. You would be given remuneration for your services in BRLPS as :

A. Monthly Remuneration: Your monthly remuneration will be

Basic Salary	-/-
HRA	-/-
Project Allowances	-/-
Child Education Allowance	-/-*2
Employer's PF Contribution	-/-

B. Annual Performance Linked Pay:

You will be provided an annual performance incentive ranging between 0-30% of the basic salary subject to your individual performance as well as performance by the team according to the performance appraisal system of BRLPS. The offer is made above is the primary slab of consolidated remuneration prescribed for the position. The final remuneration will be fixed according to HRD Manual of BRLPS, after verification of all education and experience being claimed by you at the time of joining. Please note that at the time of joining, you have to essentially produce all educational as well as experience certificates in original which have been claimed by you.

4. An annual increment of 5% of your basic salary may be awarded at the discretion of the management in lieu of increased cost of living.
5. Apart from this, the Society will also provide the Group Accidental Insurance, Mediclaim cover, Travel allowance and Daily Allowance according to provision as and when applicable as per the norms of the Society.
6. The employee would not be entitled to any other benefit except those mentioned above, and others, if any, as per HRD manual of the Society.

7. Initially, you will be on probation for three months. Your probation may further be extended for another three months in case your performance is found not satisfactory. In case the probation is not confirmed after one extension, your services may be terminated as per provision of HRD manual of BRLPS.
8. You will undergo an induction cum training programme scheduled to be organized immediately after the joining. Please come prepared with necessary arrangements. After the training, your actual place of posting will be communicated.
9. As per requirement of the society, you would be assigned for any project or programme being implemented by the Bihar Rural Livelihoods Promotion Society within or outside the state of Bihar. In the event of the project or programme being transferred to any other Society or the Project at a later date, your services would be transferred to that Society or the Project or the programme.
10. Your appointment has been made on a clear understanding that you have supplied all necessary information to enable the Society to judge your fitness for the job and that the information provided by you are true to the best of your knowledge and belief. If at any stage it is found that you have given wrong/insufficient information or misrepresented the facts; your services would be terminated forthwith.
11. In case of discontinuance, either party is required to give one month notice or one month remuneration in lieu thereof. The Society may also terminate your services in the event of continuous absence from duty without approval from competent authority for 5 days or more. During the probation period, your services can be terminated with 7 days' notice period from the Society. However, you have to give one month notice or one month remuneration in lieu of notice if you intend to discontinue from services during the probation period.
12. You will not be entitled to get your salary if you willfully neglect or refuse or due to any other cause, be unable to perform any of the assigned duties. The Society may suspend your salary for allowing you to provide reason for such neglect/negligence with giving sufficient reason during such neglect/negligence or inability as aforesaid and may take decision as deemed fit as per the circumstances of the case.
13. You would be entitled to a total of 36 days of leave, in addition to one day weekly off on Sundays, for one year of completed service or on a pro-rata basis. The breakup of the leave is as follows:
 - Casual Leave: @ one leave after completion of every month of service.
 - Earned Leave: @ 2 days leave after completion of every month of service.

In addition to this, you will be provided half pay leave, Paternity/Maternity leave/Special leave, National Holidays, and other festival holidays as applicable under HRD Manual of the Society.

14. You could be transferred to any of the programme Districts of the Society as and when necessary in view the nature of work assigned and in the best interests of the Society. Apart from work in office, you can be called upon to perform field duties as and when required by the Society.
15. You would not be allowed to take up any part time/ full time employment or assignment elsewhere or do any business during the period of the contract with the Society. If it is found that you engage yourself in such employment, this contract will be automatically terminated and appropriate action would be taken.
16. This appointment offered to you is on contractual basis and any claim for permanence on this basis would not be acceptable.

17. You will not, during any time of your employment keep with yourself any asset or fund of BRLPS, other than what you are entitled for.
18. During your employment or even after that Law of the land as applicable to others would be applicable to you also.
19. While in contract with the Society or at any time thereafter, you shall not divulge any information or knowledge gained and acquired by you during the period of contract which could be detrimental to the interests of the Society.
20. The title rights, copyrights and all other rights of whomsoever nature in any material produced by the Society under the period of this contract shall be vested exclusively in the Society, unless otherwise vested in Government by virtue of project document etc.
21. During the period of contract, you shall not stand for election as Member of any Local or Legislative Body.
22. You would conduct yourself at all times with due regard for the purposes and principles of the Society and in a manner befitting your relationship with the Society under the contract. You will not indulge in any action and in particular any kind of public announcement which may adversely reflect on that relationship, or on integrity, independence and impartiality which are required by the relationship. You will not accept any favour, gift or remuneration from any source external to the Society without approval from competent authority.
23. You are required to bring original as well as attested copies of all your educational certificates, experience certificate/s and caste (if applicable) as well as domicile certificate (issued by SDO and above authority). Further, at the time of reporting, you have to produce a medical fitness certificate issued by a General Physician. You also need to bring the admit card (in original) issued to you.
24. Notwithstanding anything contained herein before, rules, regulations, bye-laws, instructions, lawful orders, etc. as and when framed and issued by Society relating to the conditions of the service and additions, amendments, modifications, alterations, etc made in the said conditions of service from time to time shall apply to you irrespective of whether these matters are provided herein or not.
25. You are required to report.....at If you fail to report during the period as mentioned above, this offer will stand cancelled.

With Best wishes,

State Project Manager - HRD

Annexure - 2

Salary Details for JEEViKA Project Staff

Salary Details effective from 1st April 2013										
Name of Position/Slab	Basic	HRA	Communication Allowance	Medical Allowance	Transport Allowance	Emplr. PF Contribn.	Gross Monthly Salary	Performance Incentive From 0-30% annually	Fixed Child Education Allowance max. up to two child	
		20%	Project Allowance			12%		30%		
Block Level Staff										
Community Coordinator										
Slab 1	Upto 2 Years of working with BRLPS	5800	1160	700	700	420	696	9476	20880	500*2
Slab 2	After completing the required period as prescribed under Slab 1 or 2 to 4 Years working with BRLPS	7300	1460	700	700	420	876	11456	26280	500*2
Slab 3	After completing the required period as prescribed under Slab 2 or 4 Years and above working with BRLPS.	9200	1840	700	700	420	1104	13964	33120	500*2
Office Assistant										
Slab 1	Upto 2 Years of working with BRLPS	5800	1160	700	700	420	696	9476	20880	500*2
Slab 2	After completing the required period as prescribed under Slab 1 /2 to 4 years working with BRLPS.	7300	1460	700	700	420	876	11456	26280	500*2
Slab 3	After completing the required period as prescribed under Slab 2 or 4 Years and above working with BRLPS	9200	1840	700	700	420	1104	13964	33120	500*2
Accountant										

Probation Slab	For first six months period till training on tally completed.	6300	1260	1400	1050	700	756	11466	22680	800*2
Slab 1	After completion of tally training to 2 Years of working with BRLPS as the position Or with relevant working experience from 1 to 3 Years.	7800	1560	1400	1050	700	936	13446	28080	800*2
Slab 2	After completing the required period as prescribed in 1 st slab to 4 Years of working with BRLPS as the position or with relevant working experience from 3 to 5 Years.	9600	1920	1400	1050	700	1152	15822	34560	800*2
Slab 3	After completing the required period as prescribed under 2nd Slab and above or with relevant working experience of 5 years and above.	11900	2380	1400	1050	700	1428	18858	42840	800*2
Area Coordinator/										
Slab 1	Upto 2 Years of working with BRLPS	7800	1560	1400	1050	700	936	13446	28080	800*2
Slab 2	After completing the required period as prescribed under Slab 1/ 2 to 4 years working with BRLPS	9600	1920	1400	1050	700	1152	15822	34560	800*2
Slab 3	After completing the required period as prescribed under Slab 2/ 4 Years and above working with BRLPS.	11900	2380	1400	1050	700	1428	18858	42840	800*2
Livelihoods Specialist										
Slab 1	Upto 2 Years of working with BRLPS	12700	2540	1400	1400	1400	1524	20964	45720	800*2
Slab 2	After completing the required period as prescribed under Slab 1/ 2 to 4 years working with BRLPS	15400	3080	1400	1400	1400	1848	24528	55440	800*2
Slab 3	After completing the required period as prescribed under Slab 2/ 4 Years and above working with BRLPS.	18600	3720	1400	1400	1400	2232	28752	66960	800*2

Block Project Manager										
Slab 1	From 2-4 Years of relevant experience or after completion of 2 Years of service with BRLPS	14500	2900	1400	1400	1400	1740	23340	52200	800*2
Slab 2	From 4-6 Years of relevant experience or after completion of more than 2 Years and upto 4 Years of service with BRLPS.	17600	3520	1400	1400	1400	2112	27432	63360	800*2
Slab 3	After 6 Years and above of relevant experience or after completion of more than 4 Years and above service with BRLPS.	21300	4260	1400	1400	1400	2556	32316	76680	800*2
District Level Staff										
Office Assistant										
Slab 1	Upto 2 Years of working with BRLPS	5800	1160	700	700	420	696	9476	20880	500*2
Slab 2	After completing the required period as prescribed under Slab 1 /2 to 4 years working with BRLPS.	7300	1460	700	700	420	876	11456	26280	500*2
Slab 3	After completing the required period as prescribed under Slab 2 or 4 Years and above working with BRLPS	9200	1840	700	700	420	1104	13964	33120	500*2
Accountant										
Probation Slab	For first six months period till training on tally completed.	6300	1260	1400	1050	700	756	11466	22680	800*2
Slab 1	After completion of tally training to 2 Years of working with BRLPS as the position Or with relevant working experience from 1 to 3 Years.	7800	1560	1400	1050	700	936	13446	28080	800*2
Slab 2	After completing the required period as prescribed in 1 st slab to 4 Years of working	9600	1920	1400	1050	700	1152	15822	34560	800*2

	with BRLPS as the position or with relevant working experience from 3 to 5 Years.									
Slab 3	After completing the required period as prescribed under 2nd Slab and above or with relevant working experience of 5 years and above.	11900	2380	1400	1050	700	1428	18858	42840	800*2
Procurement Associate										
Slab 1	Starting From 0-2 years of relevant experience	9200	1840	1400	1400	1050	1104	15994	33120	800*2
Slab 2	Starting From 2 yrs and up to 4 years of relevant experience	11700	2340	1400	1400	1050	1404	19294	42120	800*2
Slab 3	Starting From 4 yrs and up to 6 years of relevant experience or 4 yrs service with BRLPS as on position/similar position	14800	2960	1400	1400	1050	1776	23386	53280	800*2
Training Officer										
Slab 1	Fresher and upto relevant experience of 2 Years or upto 2 Years working with BRLPS	12700	2540	1400	1400	1050	1524	20614	45720	800*2
Slab 2	Relevant experience from 2-4 Years or from 2-4 Years working with BRLPS.	15300	3060	1400	1400	1050	1836	24046	55080	800*2
Slab 3	Relevant experience of 4 Years and above or more than 4 Years working with BRLPS	18600	3720	1400	1400	1050	2232	28402	66960	800*2
Finance Manager and Thematic Managers-(HR/Social Development & Entitlements/ Health & Nutrition/Jobs /Communication/ Monitoring & Evaluation/Micro Finance/ Micro Insurance /Livelihoods (Farm) /Dairy & Livestock-Off Farm/ Non-Farm& Micro Enterprise/ Community Finance/Chief Executive-Producer Company										
Slab 1	From 2-4 Years of relevant experience or after completion of 2 Years of service with BRLPS.	14500	2900	1400	1400	1400	1740	23340	52200	800*2
Slab 2	From 4-6 Years of relevant experience or after completion of more than 2 Years and upto 4 Years of service with BRLPS.	17600	3520	1400	1400	1400	2112	27432	63360	800*2

Slab 3	After 6 years and above of relevant experience or after completion of more than 4 Years and above service with BRLPS.	21300	4260	1400	1400	1400	2556	32316	76680	800*2
Manager-IB&CB (Training Manager)										
Slab 1	Relevant experience is starting from 3 Years and less than 5 Years or up to 3 Years working with BRLPS.	15200	3040	1400	1400	1400	1824	24264	54720	800*2
Slab 2	Relevant experience from 5-7 Years or 3-5 Years working with BRLPS.	18400	3680	1400	1400	1400	2208	28488	66240	800*2
Slab 3	Relevant experience of 7 Years and above or 5 years and above working with BRLPS.	22300	4460	1400	1400	1400	2676	33636	80280	800*2
District Project Manager										
Slab 1	Starting from Minimum 5 to 7 Years of relevant experience.	20900	4180	2100	2100	1400	2508	33188	75240	800*2
Slab 2	After completion of two years if entry level salary is fixed under slab 1 or relevant work experience from 7 to 9 Years.	25400	5080	2100	2100	1400	3048	39128	91440	800*2
Slab 3	After completion of 4 Years if entry level salary is fixed under 1 st Slab or after completion of 2 Years if entry level salary is fixed under slab 2 or relevant work experience from 9-11 years.	30800	6160	2100	2100	1400	3696	46256	110880	800*2
Slab 4	After completion of 4 Years if entry level salary is fixed under slab 2 or after completion of 2 Years if entry level salary is fixed under slab 3 or relevant work experience of 11 Years and above.	37300	7460	2100	2100	1400	4476	54836	134280	800*2

Salary Details effective from 1st April 2013										
Name of Position/Slab		Basic	HRA	Communication Allowance	Medical Allowance	Transport Allowance	Emplr. PF Contribn.	Gross Monthly Salary	Performance Incentive From 0-30% annually	Fixed Child Education Allowance max. up to two child
									30%	
State Level										
DTP operator cum designer										
Slab 1	Upto 2 years working with BRLPS as the position or with relevant work experience of 2-4 Years.	8100	2430	1400	1400	1400	972	15702	29160	800*2
Slab 2	More than 2 and upto 4 years of working with BRLPS as the position or relevant work experience from 4-6 years.	10200	3060	1400	1400	1400	1224	18684	36720	800*2
Slab 3	More than 4 Years of working with BRLPS as the position Or with relevant work experience of more than 6 years.	12900	3870	1400	1400	1400	1548	22518	46440	800*2
PA cum Steno										
Slab 1	Upto 2 Years of working with BRLPS as the position or with relevant working experience upto 3 Years	8100	2430	1400	1400	1400	972	15702	29160	800*2
Slab 2	For more than 2 and upto 4 years of working with BRLPS as the position or wit relevant working experience of 3-5 Years.	10200	3060	1400	1400	1400	1224	18684	36720	800*2
Slab 3	For more than 4 years of working with BRLPS as the position or with relevant work experience of more than 5 Years.	12900	3870	1400	1400	1400	1548	22518	46440	800*2

Office Assistant, Logistic Assistant, Store Keeper										
Slab 1	For 1-3 years of relevant experience or Upto 2 Years of working with BRLPS as the position.	8100	2430	1400	1400	1400	972	15702	29160	800*2
Slab 2	For more than 2 and upto 4 Years of working with BRLPS as the position Or relevant working experience from 3-5 years.	10200	3060	1400	1400	1400	1224	18684	36720	800*2
Slab 3	For more than 4 Years of working with BRLPS as the position OR with relevant work experience of more than 5 Years.	12900	3870	1400	1400	1400	1548	22518	46440	800*2
Accountant/Cashier										
Probation Slab	For first 6 months period till training on tally completed.	7500	2250	1400	1400	1400	900	14850	27000	800*2
Slab 1	After completion of tally training to 2 years of working with BRLPS as the position Or with relevant working experience from 3 to 5 Years or Fresh C/ICWAI Inter	9200	2760	1400	1400	1400	1104	17264	33120	800*2
Slab 2	After completing the required period as prescribed in 1 st Slab to 4 Years of working with BRLPS as the position or relevant working experience from 5 to 7 Years OR CA/ICWAI Inter with 2-4 Years of relevant experience.	11700	3510	1400	1400	1400	1404	20814	42120	800*2
Slab 3	After completing the required period as prescribed under Slab 2 and above Or with relevant working experience of 7 years and above orCA/ICWAI-Inter with more than 4 Years of relevant experience.	14800	4440	1400	1400	1400	1776	25216	53280	800*2

Project Associate, IT associate, Data Administrator										
Slab 1	Upto 2 Years of working with BRLPS as the position OR for 1 to 3 years of relevant experience.	9200	2760	1400	1400	1400	1104	17264	33120	800*2
Slab 2	For more than 2 and upto 4 years of working with BRLPS as the position OR with relevant working experience from 3-5 years.	11700	3510	1400	1400	1400	1404	20814	42120	800*2
Slab 3	For more than 4 years of working with BRLPS as the position OR with relevant work experience of more than 5 Years.	14800	4440	1400	1400	1400	1776	25216	53280	800*2
System Analyst										
Slab 1	Upto 2 years of working with BRLPS as the position or with relevant working experience from 3 to 5 years.	11700	3510	1400	1400	1400	1404	20814	42120	800*2
Slab 2	More than 2 and upto 4 years of working with BRLPS as the position Or with relevant working experience from 5-7 years.	14800	4440	1400	1400	1400	1776	25216	53280	800*2
Slab 3	More than 4 years of working with BRLPS as the position Or with relevant work experience of more than 7 Years.	18800	5640	1400	1400	1400	2256	30896	67680	800*2
Project Manager, Procurement Officer, Assistant Finance Manager										
Slab 1	Starting from minimum 4 years and upto 6 years of relevant experience Or from joining upto 2 years of total service with BRLPS.	20100	6030	2100	2100	1400	2412	34142	72360	1100*2
Slab 2	After completion of 2 Years of service if entry level salary as fixed under slab 1 Or from 2 years and upto 4 years of total service with BRLPS or total relevant work experience of 6 to 8 Years.	24400	7320	2100	2100	1400	2928	40248	87840	1100*2

Slab 3	After completion of 4 Years in BRLPS If entry level salary is fixed under 1 st slab or after completion of 2 years in BRLPS if entry level salary is fixed under slab 2 or from 4 and above years of total service with BRLPS or total relevant work experience more than 8 years.	29600	8880	2100	2100	1400	3552	47632	106560	1100*2
Finance Officer/State Finance Manager										
Slab 1	Starting from minimum 5 years and upto 7 years of relevant experience or from joining and up to 2 years of total service with BRLPS.	29600	8880	2100	2800	2100	3552	49032	106560	1100*2
Slab 2	After completion of 2 years of service in BRLPS if entry level salary is fixed under slab 1 or from 2 years and upto 4 years of total service with BRLPS Or total relevant work experience of 7 to 9 Years.	35900	10770	2100	2800	2100	4308	57978	129240	1100*2
Slab 3	After completion of 4 years in BRLPS if entry level salary is fixed under 1 st slab or after completion of 2 Years in BRLPS If entry level salary is fixed under slab 2 or from 4 and above years of total service with BRLPS OR total work experience more than 9 Years.	43600	13080	2100	2800	2100	5232	68912	156960	1100*2
State Project Manager, Procurement Specialist										
Slab 1	Starting from minimum 7 years and upto 9 years of relevant work experience or from joining and upto 2 years of total service with BRLPS	29600	8880	2100	2800	2100	3552	49032	106560	1100*2
Slab 2	After completion of 2 years of service in BRLPS if entry level salary is fixed under slab 1 or from 2 Years and upto 4 Years of total service with BRLPS Or total relevant work experience of 9 to 11 years.	35900	10770	2100	2800	2100	4308	57978	129240	1100*2

Slab 3	After completion of 4 Years in BRLPS if entry level salary is fixed under 1 st Slab or after completion of 2 years in BRLPS if entry level salary is fixed under Slab 2 or from 4 and above years of total service with BRLPS or total relevant work experience of more than 11 years.	43600	13080	2100	2800	2100	5232	68912	156960	1100*2
Program Coordinator/Director										
Slab 1	Minimum 12 yrs of relevant experience	56600	16980	2100	2800	2100	6792	87372	203760	1100*2
Slab 2	After 3 yrs of working on 1st Slab	70800	21240	2100	2800	2100	8496	107536	254880	1100*2
Chief Finance Officer and OSD to CEO										
Slab 1	Starting from minimum 10 years and upto 12 years of relevant experience or from joining and upto 2 years of total service with BRLPS.	35900	10770	2100	2800	2100	4308	57978	129240	1100*2
Slab 2	After completion of 2 years of service in BRLPS If entry level salary is fixed under slab 1 or from 2 years and upto 4 years of total service with BRLPS or total relevant work experience of 12 years and above.	43600	13080	2100	2800	2100	5232	68912	156960	1100*2
CEO, Additional CEO, Director, Administrative Officer /Govt. Employee on deputation		Provision as per deputation norms								
<p>Note: Employee on deputation will be awarded remuneration as per provision of Government of Bihar. Apart from this Performance Pay will be applicable for him/her as per provision of BRLPS. If a retired Government of Bihar employee is selected, s/he will get remuneration as either his/her last pay minus existing pension or the remuneration applicable as above according to his/her length of experience, at his/her option. Annual Performance Pay- 0-30% Subject to Annual Performance Assessment</p>										

Travel Claim Format

Name:..... Place of Visit:..... Month of Visit:.....Year.....

Designation:..... Place of Posting:..... Purpose of Visit:.....

A. Outstation Travel Details:

Sl.	Date & Time	From Departure Place	To Arrival place	Date & Time	Mode of Transport and Ticket Details	Total Days	DA Claim [*]	Lodging ¹	TA Claim ²	Others ³	Total Amount (*+1+2+3)
Remarks if any: Total											

B. Local Conveyance Details

Sl.	Date	From	To	Mode of Transport	Distance	Purpose	Amount	Others	Total
Remarks if any: Total									
Grand Total- (In words)									

This is to certify that I incurred the above expenditure in course of official work and that I have not claimed it from elsewhere.

1. Lodging Bills attached
2. Travel bill/tickets Attached
3. Others/Incidental bills attached
Tour Diary Attached

Signature of Claimant.....

Tour By:..... Approving Authority:..... Verified By:..... Total amount Payable:.....

BRLPS Tour Diary Format

Name:.....Designation:.....

Tour Diary for the Month.....Year.....

Sl.	Date	Time	Place Visited		Purpose
			From	To	

Signature of Employee

Approving Authority

Classification of Misconduct

(a) Acts of misconduct not considered grave

1. Unpunctuality
2. Leaving work places while on duty, without permission
3. Unauthorized use of vehicles belonging to the Projects
4. Overstaying leave

(b) Acts of grave misconduct

1. Misappropriation of the funds of the project, dishonesty and fraud
2. Theft of property belongs to the project.
3. Negligence resulting in serious loss to the Project
4. Discourtesy to communities.
5. Being under the influence of liquor whilst on duty
6. Insubordination to superior officers of the project.
7. Conviction of court or by other statutory body
8. Sabotage or willful damage to property of the Project
9. Taking or giving of bribes
10. Riotous or disorderly behavior
11. Misuse of property belonging to the project.
12. Abuse of authority
13. Committing of any criminal offence
14. Publication of any information without approval of proper authority
15. Bringing disrepute to the project
16. Dangerous driving of project vehicles resulting in death or injury to a person.
17. Misuse of authority, power or position for personal gain
18. Submission of false or forged certificates

The classifications made above are illustrative and not exhaustive. Further addition could be done by CEO as and when required.

Delegation of Disciplinary Power

Authorized officer	Subordinate officers	Form of Punishment
Executive Committee, BRLPS	All officers and staff except CEO and officer on deputation	Reprimand, suspension, stoppage of salary increment/pay increase not exceeding one year, A fine not exceeding one week's pay, dismissal, termination of service contract, reduction in rank/ grade/ seniority
CEO	All officers and staff at State Project Management Level, All Officers and staff at District Project Implementation Unit Level, All Officers and staff at Block Teams Level	Warning, reprimand, suspension, stoppage of salary increment/pay increase not exceeding one year, A fine not exceeding one week's pay. Dismissal, Termination of service contract, Reduction in rank/ grade/ seniority.
Addl CEO	All officers and staff at State Project Management Level, All Officers and staff at District Project Implementation Unit Level, All Officers and staff at Block Teams Level	Warning, reprimand. A fine not exceeding two day's pay.



JEEVIKA

An Initiative of Government of Bihar for Poverty Alleviation

Bihar Rural Livelihoods Promotion Society
State Rural Livelihoods Mission, Bihar



बिहार सरकार

1st Floor, Vidyut Bhawan - II, Bailey Road, Patna - 800 021; Ph. : +91-612-250 4980; Fax : +91-612-250 4960, Website : www.brllp.in

Ref.: BRLPS/Fin. Power/1/06/304

Date: 22.04.2014

Office order

In view of expansion of project activities to all districts and all blocks, it has been decided to devolve Programmatic, Administrative and Financial powers as per enclosures in respect of functioning of BPIUs and DPCUs. Such decision has been taken to enable authorized functionaries at different levels to take decisions and implement them in efficient manner.

This would come into effect from 24.04.2014 and would form part as addendum to HRD manual of BRLPS. All concerned authorities are directed to ensure circulation of the same among project staff and strict adherence to the directions contained therein.

Encl.: As above.

By the order of CEO,

22.04.2014

(Kumar Anshumaly)

Director

Distribution:

1. CEO/Addl.CEO/OSD/CFO/AO/FO/PS
2. All PCs/SPMs/PMs/SFMs/AFMs
3. All DPMs/In-charge /All BPMs/In-charge
4. All Thematic Managers
5. All YPs
6. IT Section
7. Concerned file

Devolution of Programme, Finance and Administrative Authority at BPIU

(w.e.f. - _____)

PROGRAMME PART					
Sl. No.	Particulars	Programme Authority at BPIU level			
		CEO/Addl. CEO	DPM	TM/ Thematic Managers/ YP	BPM
A1	Preparation of AAP & Budget		Support preparation of AAP & Budget	Support preparation of AAP & Budget at DPCU/BPIU	Prepare Block level AAP & Budget
A2	AAP & Budget Approval		Submit AAP & Budget to SPMU for approval		
A3	Execution of the AAP & Budget	Full power	Based on approved AAP & Budget, will approve quarterly Action Plan for execution with intimation to the concerned SPM	Put up quarterly Action Plan of execution for approval	1. Prepare quarterly Action plan with due support from concerned Thematic Mangers / YPs and submit for approval. 2. Prepare execution plan For non recurring expenditure as per approved financial delegation.
A4	Hiring of Resource Persons/ Trainers		Approve as per the procurement guidelines with prior information to the concerned thematic SPM	Recommend to the DPM	Put up proposal
A5	Approval of Exposure visits of CBOs	Full power	Full power within state		Full power within district
B Advance for Training Purposes					
B1	Village level Training/event/exposure etc.	BPM may give full Budgeted amount as advance for a particular event on recommendation of concerned AC/ LS.			
B2	Out of the block exposure visit	BPM may give advance up to 75% of approved budget subject to the recommendation of the concerned AC/ LS.			
B3	Residential Training	BPM may give up to 60% advance against the approved budget for a particular event.			
B4	<p>Remarks: 1. BPM will ensure that all bills and vouchers are submitted with due recommendation to account section within 15 days of completion of an event, 2. FM will ensure that all bills and vouchers submitted are verified and adjusted within 15 days of receiving the bills and vouchers. 3. If bills and vouchers are not submitted within 15 days, advance amount will be deducted from the salary/ any amount payable to the concerned staff. 4. BPM will furnish status of advance to DPCU along with absentee statement. 5. If Advance is given to any body other than staff, concerned BPM would be responsible for its recovery if required.</p>				

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Admin. and Finance Part					
		For CC	For AC/ Livelihoods Specialist	For Accountant /OA	For BPM
C Travel of Staff					
C1	Approval of tour within DPCU area		BPM		DPM
C2	Approval of tour within State		On recommendation of BPM, DPM will approve		DPM
C3	Approval/Reimbursement/advance of TA/DA Claim		BPM		DPM
C4	Approval of FLTA/local travel as per admissibility		BPM		DPM
C5	Remarks: 1. BPM will submit advance tour plan to DPM for approval. 2. DPM to approve detailed travel plan for outside state once programme is approved by the competent authority.				
D Cheque Issuing Authority and Limit					
D1	Cheque up to ₹ 50,000/- (fifty thousand) for CID Purpose - Project fund	BPM and Accountant or authorised signatory in absence of the Accountant			
E Salary of the Staff					
E1	Recommendation of Absentee		BPM		Self
E2	Approval of Absentee	Mnager-HR will consolidate absentee of BPIU staff to be approved by DPM			
E3	Disbursement of salary to Staff	As per approved absentee, DPM to disburse the salary of all BPIU staff			
F Operational Office Expenditure					
F1	Approval and payment of printing/Stationery	BPM is authorized to make expenditure up to ₹ 10,000/ per month			
F2	Approval and payment of computer/ printer Consumables purchase	BPM is authorized to make expenditure up to ₹10,000/per month			
F3	Approval and payment of Refreshment related to meeting etc.	BPM is authorized to make expenditure up to ₹ 10,000/per month			
F4	Maintenance of office equipment, furniture and fixtures	BPM is authorized to make expenditure up to ₹ 5,000/per month			
F5	Miscellaneous Office Expenditure	BPM is authorized to make expenditure up to ₹ 5,000/per month			
F6	1. For expenditure upto 50% above the prescribed limits, approval of DPM would be required. 2. For expenditure exceeding more than 50% of the prescribed limit, approval may be given by AO on recommendation of DPM. 3. Local travel expenses incurred on daily basis by support staff would be approved by BPM upto a limit of ₹ 500/- in a month.				
G Advance for Motorcycle / Cycle / Use of Motorcycle / Cycle for Official Purpose					
G1	Recommendation of the application for advance	BPM			
G2	Approval of Advance	DPM to approve on recommendation of a committee formed by DPM consisting of FM, Manager-HR and one Thematic Manager/YP nominated by DPM.			
G3	Releasing the Advance amount	DPM			
G4	Recommendation of application for using own Motorcycle for official purposes		BPM		Self
G5	Approval for using own motorcycle for official purposes	DPM to approve on recommendation of DPCU Committee consisting of FM, Manager-HR and One Thematic Manager/YP nominated by DPM.			
G6	Remarks: BPM will ensure that if motorcycle / cycle is not purchased within 30 days of release of advance, the advance will be recovered in one installment.				
H Laptop advance and maintenance					
H1	Approval/ Payment of laptop advance and approval of Maintenance Allowance	DPM shall give approval of advance as per approved policy			DPM to approve Laptop advance and maintenance allowance as per approved policy
H2	Remarks: DPM will ensure that if Laptop is not purchased within 30 days of release of advance, the advance will be recovered in one installment.				

I Child Education Allowance			
I1	Recommendation of application for availing child education allowance	BPM	Self
I2	Approval of child education allowance	DPM	DPM
J Leave of Staff			
J1	Approval of CL/ SL/ Permission to leave head quarters	BPM	DPM
J2	Approval of EL/LWP/HPL/Merger of leaves (up to a limit of 15 continuous days, subject to availability)	BPM	DPM
J3	Recommendation of application for EL/LWP/HPL/Merger of leaves (from 15 to 30 continuous days) subject to availability	BPM	DPM
J4	Approval of EL/LWP/HPL (from 15 to 30 continuous days) subject to availability	DPM	SPM-HR
J5	Approval of application for Paternity Leave (maximum up to 15 days)	BPM	DPM
J6	All types of leaves more than 30 days(except maternity leaves) will be approved by CEO/Adl. CEO/Director with prior recommendation of DPM.		
J7	Recommendation of application for Maternity Leave (maximum up to 90 days)	BPM	DPM
J8	Approval of Maternity Leave (maximum up to 90 days)	DPM	SPM-HR
J9	On recommendation of DPM, all types of leaves merged with maternity leaves shall be approved by CEO/Adl.CEO/Director.		
K Hiring of Office Premises			
K1	Signing of agreement for hiring of Office Premises	For BPIU office, DPM is authorized to approve and sign on behalf of the Society up to a limit of ₹ 6,000 per month rent with carpet area up to 1500 square feet excluding parking and genset shade. Beyond this, DPM to sign after approval of AO/ OSD.	
K2	Payment of monthly office rent	BPM	
L Telephone / Internet Connection			
L1	Getting telephone and internet connection in the office	On the written request of BPM, DPM will give the approval	
L2	Monthly expenditure on telephone and internet up to ₹ 4000/-	BPM to approve and make payment.	
L3	Monthly expenditure on telephone and internet exceeding ₹ 4000/- upto ₹ 6000/	BPM with approval from DPM	
L4	Monthly expenditure on telephone and internet exceeding ₹6000/	AO/OSD to approve on specific recommendatin from DPM.	
M Vehicle Hiring			
M1	Hiring of Vehicle on monthly basis for official purpose	As per procurement guideline reiterated by letter no. 3578 dated 28.12.2012 limited to ₹ 22,000/ for vehicle rent plus fuel (@ 10 km per litre) upto 1300 km per month. Above this, approval would be given by AO/OSD on the basis of recommendations of DPM.	
M2	Hiring of Generator on monthly basis for official purpose	As per procurement guideline reiterated by letter no. 3578 dated 28.12.2012 limited to ₹ 6000/ per month for generator rent, plus fuel (@ 1litre per hour for upto 150 hrs). Above this, approval would be given by AO/OSD on the basis of recommendations of DPM.	

M3	Payment of hired vehicle / Generator	BPM		
M4	The hired vehicle to be used for official purposes only. Any out of district movement of hired vehicle to be approved by DPM.			
N	Advance against Salary			
A BPIU staff in case of emergency or extreme genuine requirement, may get advance against salary up to his/ her one month salary. After recommendation of BPM, DPM will give approval. This amount to be recovered in a maximum of five equal instalments.				
O	Disciplinary Action			
O1	Act of Misconduct which are not grave	In case of minor act of misconduct (As per HR-Manual) BPM is authorised to issue show cause notice, start proceedings against the employee, and can issue warning/reprimand if found guilty after making such enquiry as he / she deems fit. Every such punishment shall be intimated alongwith enquiry report to DPCU. The DPM will communicate the same to SPM-HR.		
O2	Grievous Act of Misconduct	In case of grievous act of misconduct (as per HR-Mannual), BPM is authorised to issue show cause/ conduct such preliminary enquiry as he / she deems fit and send report to DPM who will send his report to SPM-HR for further action.		
Note: BPM herewith refers to Block Project Manager or In Charge, DPM refers to District Project Manager or In Charge of the particular district, AO refers to Administrative Officer, OSD refers to Officer on Special Duty and YP refers to Young Professionals				

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Devolution of Programme, Finance and Administrative Authority at DPCU

Programme Part		Programme Authority at DPCU level						TM/ Thematic Managers/ TP/BPM	
Sl. No.	Particulars	CEO	Audi. CEO.	Director	P. Coordinator	AO/OSD	SPM	DPM	
A1	Preparation of AAP & Budget				Guide and support the concerned themes in preparation of AAP & Budget		Support preparation of AAP & Budget	Consolidate and prepare AAP & Budget for approval as per templates/guidelines approved	Consolidate and prepare thematic AAP & Budget on the basis of BPTUs proposal.
A2	AAP & Budget Approval	Full Power			Consolidate & Recommend the proposal		Consolidate & Recommend the proposal through P.C.	Recommend the AAP & Budget for approval as per templates/guidelines approved	Put up the proposal
A3	Execution of the Programme /workshop as per the approved AAP & Budget	Full Power						Based on approved AAP & Budget, will approve quarterly Action Plan of execution with intimation to the concerned SPM	Put up quarterly Action Plan of execution for approval
A4	Programme/workshop other than Approved Quarterly Plan and Budget but within AAP & Budget	Full Power	UP TO ₹ 5.0 lakh	Approval up to ₹ 2 lakh to concerned theme.	Approval upto ₹ 2 lakh to concerned theme.		Recommend to PC	Put up for approval to the concerned thematic SPM	Put up the proposal to DPM
A5	Programme/workshop other than Approved Plan and Budget	Full Power	UP TO ₹ 5.0 lakh	Recommend for approval relating to concerned theme.	Recommend for approval relating to concerned theme.		Put up for recommendation to P.C./Director	Put up for recommendation to the concerned thematic SPM	Put up the proposal to DPM
A6	Innovation Fund	Full Power	Approval up to ₹ 10.0 lakh		Approval on concerned theme upto ₹ 5 lakh		Recommend the proposal	DPM will prepare & recommend proposal and is authorised to make the expenditure as per approval.	Put up the proposal

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Finance & Administrative Part			
Sl. No.	Particulars	For Thematic Managers/ TO/ YP	For Accountant / OA / Support Staff
B	Travel of Staff	DPM	Director/OSD
B1	Approval of tour within state	DPM	Director/OSD
B2	Approval of TA & DA Claim	DPM (up to a limit of ₹ 20,000/- per month)	Director/OSD
B3	Payment and adjustment of TA/DA claim	DPM	
C	Advance for outstation Tour		Director/OSD
C1	Approval for tour Advance : as per the entitlement	DPM	
C2	Payment of advance for tour	DPM	
C3	Remarks: 1. In the case of TA/DA claim exceeding the limit, the approval to be given by Director/ OSD on the basis of recommendation made by DPM (In case of TO, Managers, YPs, Accountant and OA), 2. DPM will submit an advance tour plan to Director/OSD 3. DPM to approve detail travel plan for outside state once programme is approved by the competent authority. 4. Any claim beyond entitlement shall require approval of competent authority.		
D	Cheque Issuing Authority and Limit		
D1	For salary disbursement upto full amount	DPM and FM (In absence of FM, one of the DPCU staff authorized by the DPM)	
D2	Cheque upto ₹ 20,00,000 (Twenty lakh) for administrative, financial and Programme purposes- CID Purpose - DPCU Expenses	DPM and FM (In absence of FM, one of the DPCU staff authorized by the DPM)	
D3	Cheque more than ₹ 20,00,000 (Twenty lakh) for administrative, financial and Programme purposes- CID Purpose - DPCU Expenses	DPM will recommend and Director/OSD will approve	
D4	Cheque upto ₹ 30,00,000 (Thirty lakh) for CIF Purpose	DPM and FM (In absence of FM, one of the DPCU staff authorized by the DPM) to operate	
D5	Cheque exceeding ₹ 30,00,000 (Thirty lakh) upto ₹ 50,00,000 (Fifty lakh) for CIF Purpose as per the guideline - DPCU Expenses	DPM and FM (In absence of FM, one of the DPCU staff authorized by the DPM) to operate with the prior approval of Director/OSD	
E	Salary of the Staff		
E1	Recommendation of Absentee	Manager-HR	Self
E2	Approval of Absentee	Consolidated absentee of DPCU is to be approved by DPM	Self
E3	Disbursement of salary to Staff	As per approved absentee, DPM to disburse the salary of all DPCU and BPTU staff.	Self
E4	Statutory payment other than Salary (GIC, Pension, GPF, TDS of IT and VAT, Professional tax etc.)	DPM is authorized to make payment	
F	Office Expenditure		
F1	Stationery and Computer Consumable Purchase		
F1.1	Approval and payment upto ₹ 40,000.00 (Forty Thousand) in a month	DPM	
F1.2	Approval and payment of more than ₹ 40,000.00 (Forty Thousand) in a month	DPM with prior approval from Director/OSD	

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DoP DPCU Enclosure of Ref. No. 22-474/304 Dated: 22.04.2014

F2	Maintenance of Office Equipment and Furniture	
F2.1	Approval and payment upto a limit of ₹15,000/- per month	DPM
F2.2	Approval and payment for more than ₹15,000/- per month	DPM with prior approval from Director/OSD
F3	Miscellaneous /Meeting related Office Expenditure	
F3.1	Approval and payment upto a limit of ₹25,000/- per month	DPM
F3.2	Approval and payment of more than ₹25,000/- per month	DPM with prior approval from Director/OSD
F3.3	For meeting local travel expenses, incurred on daily basis by support staff, DPM to approve upto a limit of ₹ 500 at a time	
F4	Issuing of certificate against TDS of IT/VAT (Form C11) and submission of requisite form as per rules.	DPM is authorised to issue certificate which will be prepared by FM
G	Advance for Training/ workshop/event Purpose	
G1	DPM may give advance upto 60% of the approved budget for a particular event.	
G2	Remarks: 1. DPM will ensure that all bills and vouchers are submitted with due recommendation to account section within 15 days of completion of an event, 2. FM will verify and adjust all bills and vouchers submitted within 15 days of receiving the same. DPM to ensure it. 3. If bills and vouchers are not submitted within 15 days, advance amount will be deducted from the salary/ any amount payable to the concerned staff. 4. If Advance is given to any body other than staff, concerned DPM would be responsible for its recovery if required.	
H	Advance for Motorcycle/Cycle and / use of motorcycle for official purpose	
H1	Recommendation of the application for advance	Three member committee consisting of DPM, FM and One Thematic Manager / YP nominated by DPM
H2	Approval for availing advance facility	DPM Director
H3	Releasing the amount of advance	DPM
H4	Recommendation of the application for using own Motorcycle for official purposes	Three member committee consisting of DPM, FM and One Thematic Manager / YP nominated by DPM
H5	Approval for using own motorcycle for official purposes	DPM Director
H6	Remarks: DPM will ensure that if motorcycle / cycle is not purchased within 30 days of release of advance, the advance will be recovered in one installment.	
I	Laptop advance and maintenance	
I1	Approval/ Payment of laptop advance and approval of Maintenance Allowance	On recommendation of three member-committee consisting of DPM, FM and One Thematic Manager / YP nominated by DPM, approval shall be given by DPM as per approved policy.
I2	Remarks: DPM will ensure that if Laptop is not purchased within 30 days of release of advance, the advance will be recovered in one installment.	

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Leave of Staff		DPM	Director/OSD
J	Approval of CL/SI/Permission to leave Headquarters	Self	Self
J1	Approval of application for EL/LWP/HPL/Merger of leaves (upto a limit of 15 regular days)	DPM	Director/OSD
J2	Approval of application of EL/LWP/HPL/Merger of leaves (upto a limit of 15 regular days)	DPM	Self
J3	Recommendation of application for EL/LWP/HPL (for more than 15 to 30 regular days)	Director / OSD	
J4	Approval of Application for EL/LWP/HPL/Merger of leaves (for more than 15 to 30 regular days)	Self	Self
J5	Recommendation of application for Paternity Leave (maximum upto 15 days)	DPM	Director/OSD
J6	Approval of application for Paternity Leave (maximum upto 15 days)	Self	Self
J7	All types of leaves for more than 30 days except maternity leave mentioned above shall be approved by Addl CEO/CEO.	DPM	Director / OSD
J8	Recommendation of application for Maternity Leave (maximum upto 90 days)	Self	Self
J9	Approval of application for Maternity Leave (maximum upto 90 days)	DPM	Director / OSD
J10	Remarks: All types of leaves merged with maternity leaves shall be approved by Addl CEO/CEO. The DPCU office will submit a status of staff leave records on monthly basis to Administration Unit in the prescribed format		
J11	Hiring of Office Premises		
K	Signing of agreement for hiring of Office Premises		
K1	Payment of monthly office rent		
K2	Telephone / Internet Connection		
L	Getting telephone and internet connection in the office		
L1	Monthly expenditure on telephone and internet up to ₹ 6000/-		
L2	Monthly expenditure on telephone and internet exceeding ₹ 6000/-		
L3	Child Education Allowance		
M	Recommendation of application for availing child education allowance	Manager-HR	Self
M1	Approval of child education allowance	DPM	Director
M2			

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Dated: 22.04.2014

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DoP DPCU Enclosure of Ref. No.

N		Vehicle and Generator Hiring							
N1		As per procurement guideline reiterated by letter no. 3578 dated 28.12.2012 limited upto ₹ 22000/month and fuel cost for maximum of 3000km @10km/litre.							
N2		The Vehicle cost should not be more than ₹ 16000/-per month. The maximum Km should not exceed 2000 km and the fuel cost will be 10 km per litre							
N3		As per procurement guideline reiterated by letter no. 3578 dated 28.12.2012 limited to ₹ 6000/ per month for generator rent, plus fuel (@ 1litre per hour for upto 150 hrs). Above this, approval would be given by Director/OSD on the basis of recommendations of DPM.							
O		Advance Against Salary							
P		A DPCU staff, in case of emergency or extreme genuine requirement, may get advance against salary upto his/her one month consolidated remuneration after approval of DPM. This amount to be recovered in a maximum of five equal installments. For DPM, approval to be given by the Director/OSD							
Particulars		CEO	Addl. CEO.	Director.	P. Coordinator	AO/OSD	SPM	DPM	TM/ Thematic Managers/ YP/BPM
Procurement: DPCU will follow the procurement guidelines in all procurement functions at DPCUs and BPIUs.									
P1	Procurement of Goods, Works and Non Consultancy services for Official purpose	Full Power	Up to ₹ 30 lakh	On recommendation of Procurement Specialist, Director will approve proposal up to ₹ 20 lakh.				DPM is authorised to make expenditure upto the threshold limit as per approved procurement guidelines	Put up the proposal
P2	Procurement of Consultancy Services	Full Power	Full power in absence of CEO					As per Procurement Guidelines	Put up the proposal
P3	Procurement of Individual Consultants	Full Power	Full power in absence of CEO				The PS will issue no objection on the approved procurement plan mentioned in the AAP and Budget. Other than the approved AAP and Budget, PS will recommend for approval.	As per Procurement Guidelines	Put up the proposal
P4	Approval for procurement plan	Full power	Full power in absence of CEO					DPM will prepare & recommend the procurement plan based on AAP and Budget	Put up the proposal
P5	Issuance of Bidding Document/P.O./Work Order							Full power up to threshold limit. Above threshold limit subject to prior approval of SPMU.	Put up the proposal
Q	Disciplinary Action	In case of minor act of misconduct (As per HR-Manual) DPM is authorised to issue show cause notice, start proceedings against the employee, and can issue warning/reprimand if found guilty after making such enquiry as he / she deems fit. Every such punishment shall be intimated alongwith enquiry report to DPCU. The DPM will communicate the same to SPM-HR.							
Q1	Act of Misconduct which are not grave	In case of grievous act of misconduct (as per HR-Manual), DPM is authorised to issue show cause/ conduct such preliminary enquiry as he / she deems fit and send report to SPM-HR for further action.							
Q2	Grievous Act of Misconduct								

Note: BPM herewith refers to Block Project Manager or In Charge. DPM refers to District Project Manager or In Charge of the particular district. AO refers to Administrative Officer, OSD refers to Officer on Special Duty and YP refers to Young Professionals, P. Coordinator refers to Programme Coordinator.

DOP DPCU Enclosure No. 304 Dated: 22.04.2014

(Signature)



JEEVIKA

An Initiative of Government of Bihar for Poverty Alleviation

Bihar Rural Livelihoods Promotion Society State Rural Livelihoods Mission, Bihar



1st Floor, Vidyut Bhawan - II, Bailey Road, Patna- 800 021; Ph.:+91-612-250 4980; Fax:+91-612-250 4960, Website:www.brlp.ir

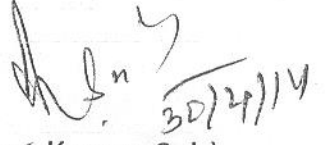
Ref: BRLPS/Estt/309/09/ Vol-2/ 39A

Date: 30.04.2014

Office Order

Approval of the Competent authority is conveyed to all staff of BRLPS that Earn Leave shall not accrue for the period spent on earn leave. However, Earn Leave shall accrue during the period of Paternity Leave, Maternity Leave, Special Leave and Casual Leave.

Earn Leave, henceforth, be calculated accordingly.


(Arun Kumar Sah)

State Project Manager-HRD

Copy to;

1. Director, OSD, CFO, AO, FO, SFMs & ASFMs
2. All PCs, SPMs, PMs & all SPMU staff
3. All DPMs, DPM In Charge, FMs & M-HR with request to circulate this order to all DPCU staff
4. All BPMs with request to circulate to all BPIU staff
5. IT Section
6. Concerned File



JEEVIKA

An Initiative of Government of Bihar for Poverty Alleviation

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Ref.: BRLPS/Fin. Power/1/06/95A

Date: 12/6/2014

Corrigendum

There have been some inadvertent errors in Office Order no. BRLPS/Fin. Power/1/06/304 dated 22.04.2014 through which financial and administrative powers had been devolved / increased at BPIU and DPCU levels. Vide this corrigendum, those errors are being rectified as below:-

BPIUs							
Existing (with errors)				Rectified			
C4	Approval of FLTA/local travel as per admissibility		BPM	DPM	Approval / Reimbursement of FLTA/local travel as per admissibility		BPM DPM
J4	Approval of EL/LWP/HPL (from 15 to 30 continuous days) subject to availability		DPM	SPM-HR	Approval of EL/LWP/HPL/ Merger of Leaves (from 15 to 30 continuous days) subject to availability		DPM SPM-HR
M1	Hiring of Vehicle on monthly basis for official purpose	As per procurement guideline reiterated by letter no. 3578 dated 28.12.2012 limited to ₹ 22,000/ for vehicle rent plus fuel (@ 10 km per litre) upto 1300 km per month. Above this, approval would be given by AO/OSD on the basis of recommendations of DPM.			Hiring of Vehicle on monthly basis for official purpose	As per procurement guideline reiterated by letter no. 3578 dated 28.12.2012 it is limited to ₹ 18,000/ as vehicle rent. Fuel cost shall be borne by the user @ 10 km/ litre up to 1300 km per month. If this exceeds, approval would be given by AO/OSD on the basis of recommendations of DPM.	
DPCUs							
Existing (with errors)				Rectified			
J4	Recommendation of application for EL/LWP/HPL (for more than 15 to 30 regular days)		DPM	Self	Recommendation of application for EL/LWP/HPL/ Merger of Leaves (for more than 15 to 30 regular days)		DPM Self
N1	One Permanent Vehicle at the DPCU	As per procurement guideline reiterated by letter no. 3578 dated 28.12.2012 limited upto ₹ 22000/ month and fuel cost for maximum of 3000km @10km/litre.			One Permanent Vehicle at the DPCU	As per procurement guideline reiterated by letter no. 3578 dated 28.12.2012 it is limited upto ₹ 18000/ month. Fuel cost shall be borne by the user up to 2000 km @ 10 km/litre. Above this, approval would be given by Director/ OSD on the basis of DPM's recommendation.	

Remaining provisions will remain unchanged. This would be come into force with immediate effect.

By the order of CEO,

(Kumar Anshumaly)

Director

Distribution:

1. CEO/Addl. CEO/OSD/CFO/AO/FO/PS/PO
2. All PCs/SPMs/PMs/SFMs/AFMs/ All DPMs/In-charge
3. All BPMs/In-charge /All Thematic Managers/All YPs/IT Section