



HUMAN RESOURCE MANUAL

**Fostering Climate-Resilient Upland Farming Systems in the
Northeast
(FOCUS) 2.0**

Society for Climate Resilient Agriculture in Mizoram (SCRAM)

Government of Mizoram

India

3rd August, 2026

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CHAPTER 1

Introduction & Guiding Principles of Human Resource Manual

1.1 Introduction & Guiding Principles of Human Resource Manual

The Society for Climate Resilient Agriculture in Mizoram (SCRAM) has been registered under Mizoram Societies Registration Act 2005 (Act No.13 of 2005), holding registration number MSR-882 dt.23.11.2017.

The Society is implementing Fostering Climate Resilient Upland Farming Systems in the Northeast 2.0 (FOCUS) 2.0. For implementation of the project, project management unit has been established at State and District level. Considering the outreach as well as the profile of the Project, there is a need to have a Human Resource Development manual to suggest policy framework and its implementation guideline for governance as well as meeting the requirement of Human Resource associated with the Society. The HR policy was developed on the following broad considerations:

- Keeping in view the objectives, vision, core values, strategies and desired goals of the Society;
- Attempt to balance the needs of the Society with the needs of the employees;
- The expectation of the Society from its employees vis-à-vis the expectation of the employee from the Society;
- Review and analyze the existing rules and regulation of the Government / other similar society like MzSRLM, e-governance departments.

1.2 Terms

In the HR policy the context implies (if otherwise not explained);

- (a) *Society* means Society for Climate Resilient Agriculture in Mizoram (SCRAM).
- (b) *The Project* means Fostering Climate Resilient Upland Farming Systems in the Northeast (FOCUS) 2.0 with the assistance of International Fund for Agricultural Development (IFAD).
- (c) *Governing Council* means the Executive Committee of the Society.
- (d) *Government* means Government of Mizoram.

- (e) *Higher Authority* means the person to whom the employee directly reports in connection with day to day and regular official work.
- (f) *An employee on deputation/ deployment/secondment* means an employee of any other organization including Central Government/ State Government/ Undertaking whose services are obtained by the Society on deputation/deployment/secondment.
- (g) *Employee/staff* means any person serving the Society in any post with regular emoluments. It includes those appointed on Contract/ fixed term basis and on deputation or deployment/secondment.
- (h) *HR Manual* means Human Resource Manual of Society for Climate Resilient Agriculture in Mizoram.

1.3 Preamble of HR Manual

- i. The HR Policy would proactively contribute towards achieving the overall goals of SCRAM by laying down principles, guidelines, and rules/norms to ensure smooth functioning of the Project staff.
- ii. 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.
- iii. The HR Policy would advocate for outcome-based performance by all project staff which is aligned with the organizational goal.
- iv. The Policy aims to build a culture of trust, transparency and integrity among all staff.
- v. 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.
- vi. 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
- vii. 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.
- viii. The HR Policy would not tolerate any discrimination of staff on grounds of gender, disability or selection, religion, race, caste, sex or place of birth.

- ix. The HR Policy would try to establish high levels of accountability towards the Project among staff at all levels.

1.4 Contents of the Manual

The HR Manual lays the policy as well as related rules, guidelines/ norms for the following:

- (i) Society structure, roles & positions.
- (ii) Recruitment and selection of staff.
- (iii) Job descriptions.
- (iv) Staff contract policy.
- (v) Remuneration and benefits.
- (vi) Social securities.
- (vii) Leave entitlements.
- (viii) Travelling Entitlements.
- (ix) Communications
- (x) Code of Conduct and Discipline
- (xi) Disciplinary control system.

1.5 Important considerations while preparing the HR Manual

- (i) Realizing the dearth of skilled human resources and fast changing work environment, SCRAM reiterates the need to revisit and constantly renew its HR manual to achieve its objective. Thus, the HR Manual would be a dynamic document subject to review and redesign with changing needs.
- (ii) The HR 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 SCRAM. The manual proposes relevant policy frameworks aimed at attracting and retaining good human resources in the Society and provides them opportunities to learn, improve professional skills and develop an experience which will be valued across the development sector.
- (iii) The Manual also acknowledges its staff as critical resource for the success of the Project, providing opportunities for enhanced learning through structured capacity building, field studies, exposure visits etc.

- (iv) Continuing its focus on human resources, it proposes to provide a robust selection process which is transparent, and not only assesses knowledge and skill, but also the attitude of the person to explore whether she/he fits the profile of the job. To retain them, it provides challenging job profiles, invests in building the capacity of its staff, and a stable job security by contracting them for a longer period, subject to their overall performance.
- (v) SCRAM expects its staff to be disciplined, possess professional conduct and accountability. The Manual treats any offence as a serious offence relating to 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 funds and asset and these are treated as reasons enough for disciplinary action and discontinuation from the Society. Performance and discipline will be valued and given its due weight age.

1.6 Applicability and Administration of the Manual:

This Manual shall be administered in the manner given below:

- (i) Governing Council will approve the manual.
- (ii) The Manual is a dynamic document and may be amended with the approval of the Governing Council as and when required. All participants in the project are encouraged to share their learning and experiences of the program implementation so as to improve the proposed arrangements made to attain the program objectives.
- (iii) All amendments made to the Manual shall be
 - (a) Circulated to SPIU and DPIU. The circular/notification shall clearly state the paragraph(s) and line(s) to be replaced. All such circulars/notifications shall be serially numbered.
 - (b) The effective date from which the amendments made to the Manual shall be clearly mentioned in the circular/ notification.
- (iv) It will come into effect after approval of Governing Council.

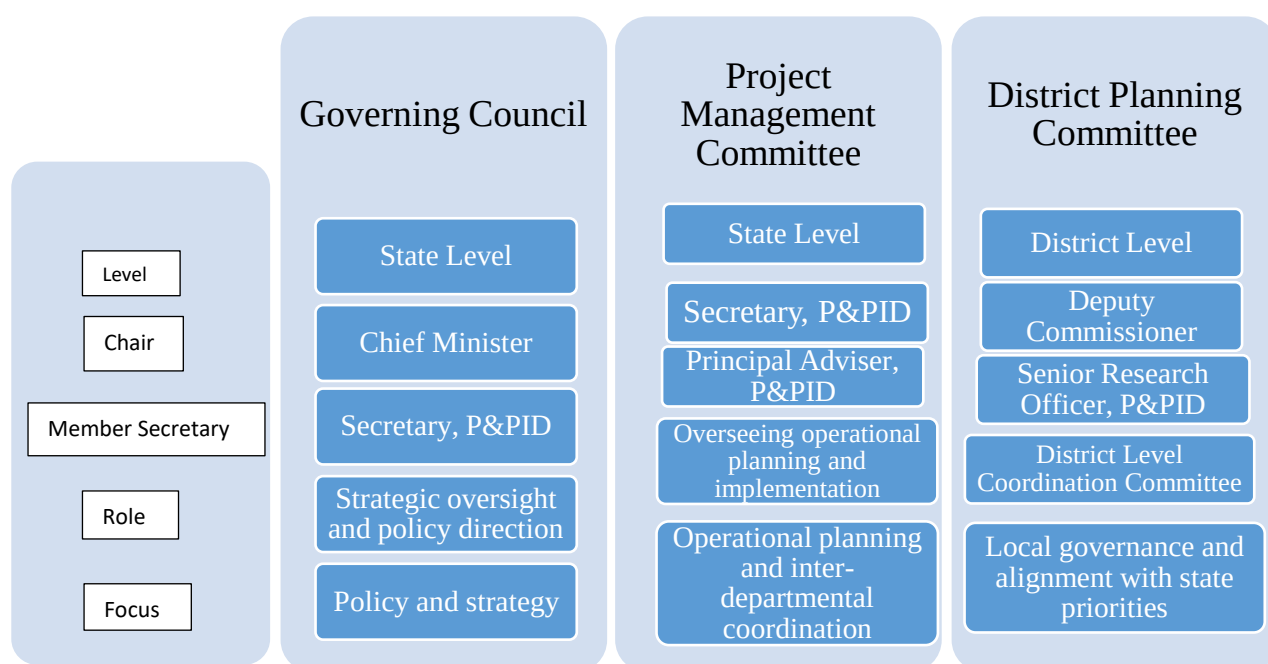
CHAPTER 2

Society Structure, Roles and Positions

2.1 Organization Structures and Roles

The Society for Climate Resilient Agriculture in Mizoram (SCRAM) is led by its General Body, from which Governing Council has been formed for taking all policy level decisions and advising the functionaries of the society on the management of the Fostering Climate Resilient Upland Farming Systems in the Northeast Project (FOCUS).

2.1.1 Governance Structure



2.1.2 Management Structure at State Level (SPIU)

At the State level, the State Project Implementation Unit (SPIU) has been formed with the State Project Director (SPD) and Project Director (PD) as Head of Office. The Project Director will be the operational and managerial head and in charge of the Project. The SPIU will have the district, block levels units and implementation partners like VCs/VOs/CLFs/FPOs/PACs for implementing the project. The Project Director will be assisted by various functional units such as the Human Resources, Finance and Accounts, Procurement, Agriculture and allied services, Monitoring & Evaluation, Knowledge Management and Safeguards and Marketing to oversee and manage the various functions within the Project. The State Project Implementing Unit will act as a controlling centre of all the district project implementing units and will proactively work for designing policy, planning intervention and frame operational strategies for the Project.

2.1.3 Responsibility of State Project Implementation Unit (SPIU)

A. Programme planning, implementing, monitoring and reporting

- (i) Organizing project coordination meeting.
- (ii) Preparing and submitting Annual Work Plan & Budget (AWP&B) after consolidating AWP&B of districts and a procurement plan for review by IFAD.
- (iii) Conceptualizing, supervising and monitoring the project activities and their progress towards achieving physical, financial and outcome related targets.
- (iv) Establishing an effective MIS and M&E system to track project progress.
- (v) Undertaking knowledge management activities.

B. Financial management and procurement

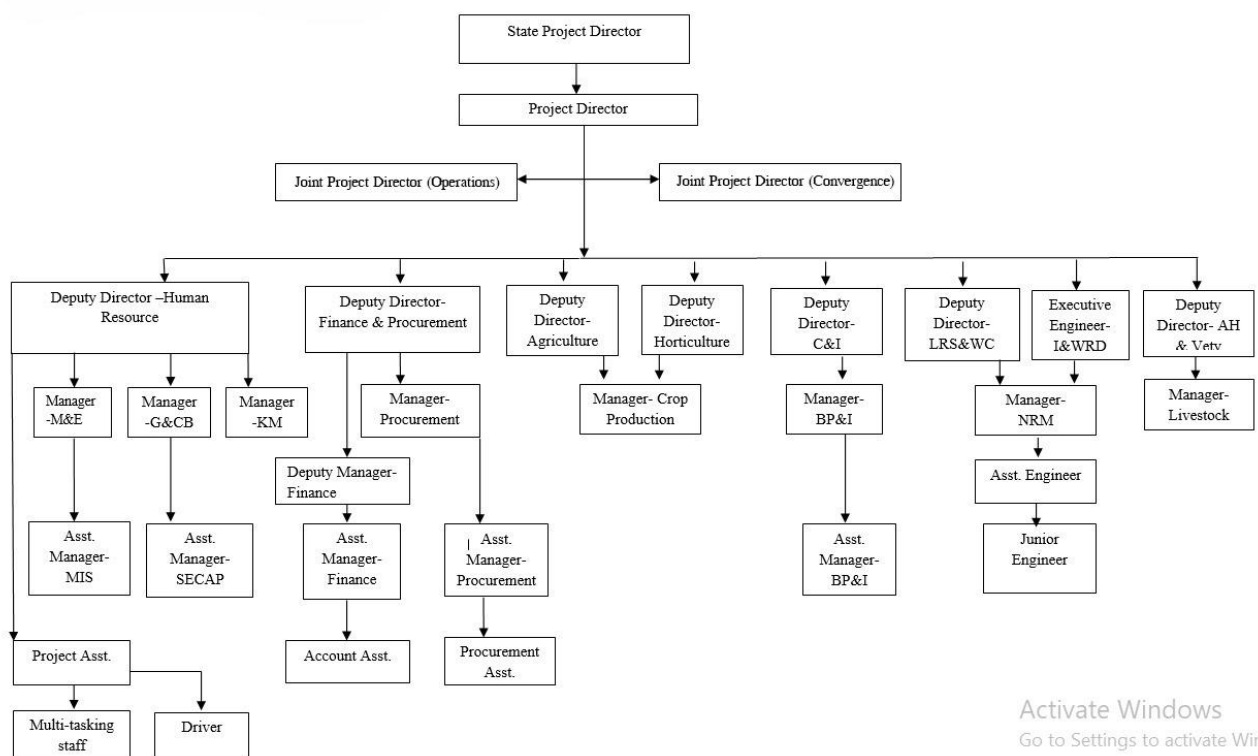
- (i) Incorporating the budget requirements of the project into the overall budget of the Government of Mizoram and ensuring flow of funds to the society.
- (ii) Ensuring release of funds to the District Project Implementation Unit (DPIU) for implementing project activities.
- (iii) Operating Project Accounts for timely release of funds to the districts.
- (iv) Receiving statement of expenditure and supporting documents related to fund release and keeping an account of fund release and utilization.
- (v) Preparing overall project financial statements.
- (vi) Evaluating bids and finalizing and executing contracts with service providers and suppliers of goods and services for implementing various project activities.

C. Management and administration

- (i) Liaising with the State administration and line agencies to ensure coordination and convergence to facilitate project implementation.
- (ii) Establishing DPIU in each project district.
- (iii) Recruiting staff for State Project Implementation Unit (SPIU) and District Project Implementation Unit (DPIU).
- (iv) Preparing and submitting progress reports semi-annually and annually to IFAD.

D. Reporting and co-coordinating with GOI and IFAD

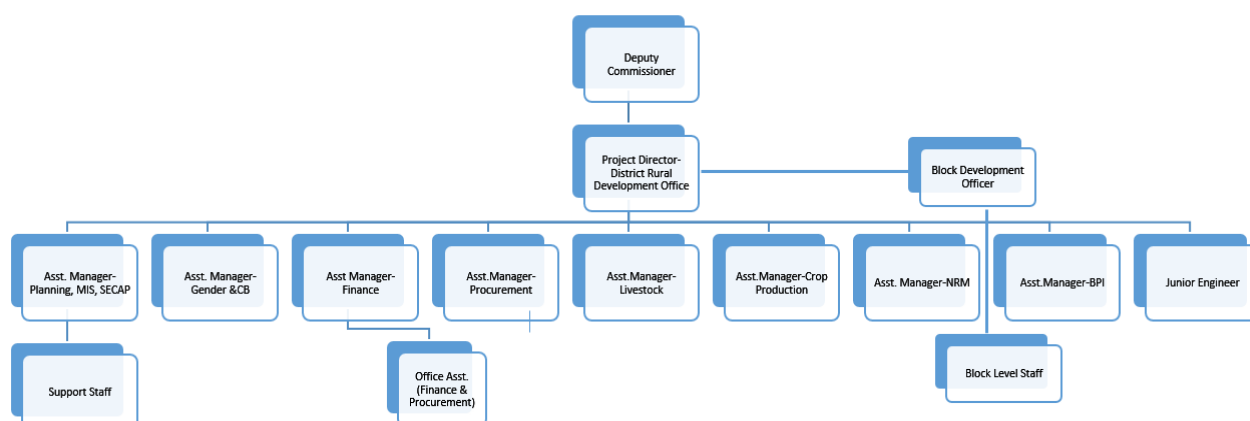
- (i) Preparing and submitting withdrawal applications to GoI/CAAA for onward transmission to IFAD.
- (ii) Ensuring preparation and submission of annual audit reports and financial statements to IFAD and ensuring compliance to the audit observations.



2.1.4 District Project Implementation Unit

The project establishes a District Project Implementation Unit (DPIU) in each district. These units are operational at all 11 district headquarters in Mizoram. The DPIU will be headed by the Deputy Commissioner of the respective district and seconded by the Project Director, DRDO.

DPIU structure



2.2 Reporting Structure

The reporting structure within the Society will work as follows:

2.2.1 State Project Implementation Unit [SPIU]

Sl. No	Positions	Reporting to
1	Project Director	State Project Director
2	Joint Project Director (Convergence)	Project Director
3	Joint Project Director (Operations)	Project Director
4	Senior Engineer (IWRD)	Joint Project Director (Convergence)
5	Deputy Project Director (HR)	Joint Project Director (Operations)
6	Deputy Project Director (Finance & Procurement)	Joint Project Director (Operations)
7	Deputy Project Director (Agriculture)	Joint Project Director (Convergence)
8	Deputy Project Director (Horticulture)	Joint Project Director (Convergence)
9	Deputy Project Director (AH & Vety)	Joint Project Director (Convergence)
10	Deputy Project Director (Land Resources, Soil & Water Conservation)	Joint Project Director (Convergence)
11	Deputy Project Director (Commerce & Industries)	Joint Project Director (Convergence)
12	Manager, Monitoring & Evaluation	Deputy Project Director (HR)
13	Manager, Gender & Capacity Building	Deputy Project Director (HR)
14	Manager-Procurement	Deputy Project Director (Finance & Procurement)
15	Manager, Knowledge Management & Communication	Deputy Project Director (HR)
16	Manager-Livestock	Deputy Project Director (AHV)
17	Manager-Crop Production	Deputy Project Director (Agri & Horti)
18	Manager-Natural Resource Management (NRM)	Deputy Project Director (LRS&WC)
19	Manager- Business Promotion & Incubation	Deputy Project Director (CIG&M)
20	Assistant Engineer	Senior Engineer
21	Deputy Manager-Finance	Deputy Manager (Finance)
22	Assistant Manager-Finance	Deputy Project Director (Finance & Procurement)
23	Assistant Manager- SECAP	Deputy Project Director (HR)
24	Assistant Manager- Business Promotion & Incubation	Manager (Manager-BP&I)
25	Assistant Manager-Procurement	Manager (Proc)
26	Assistant Manager-MIS and data analyst	Manager (M&E)
27	Junior Engineer	Assistant Engineer
28	Accounts Assistant	Deputy Manager (Finance)

29	Procurement Assistant	Manager (Procurement)
30	Project Assistant	Deputy Project Director (HR)
31	Driver	Deputy Project Director (HR)
32	Multi-Tasking Staff	Deputy Project Director (HR)

2.2.2 District Project Implementation Units [DPIUs]

Sl. No	Position	Reporting to
1	Deputy Commissioner	State Project Director
2	Project Director, District Rural Development Officer	Deputy Commissioner
3	Block Development Officer	Project Director, DRDO
4	Asst. Manager- Finance	Project Director, DRDO
5	Asst. Manager Planning& MIS, SECAP	Project Director, DRDO
6	Asst. Manager-Animal Husbandry & Veterinary	Project Director, DRDO
7	Asst. Manager- Land Resources, Soil &Water Conservation	Project Director, DRDO
8	Asst. Manager- Crop Production	Project Director, DRDO
9	Asst. Manager-Livestock	Project Director, DRDO
10	Asst. Manager- NRM	Project Director, DRDO
11	Asst. Manager-Gender & Capacity Building	Project Director, DRDO
12	Asst. Manager- Procurement	Project Director, DRDO
13	Asst. Manager- Business Promotion and Incubation	Project Director, DRDO
14	Project Assistants (Finance & Procurement)	Project Director, DRDO
15	Support staff	Project Director, DRDO
16	Block Level Staff	Block Development Officer

CHAPTER 3

Recruitment & Selection of staff

At the State level, officers from the State Government of Mizoram will be posted at the Society on full time and secondment basis.

Employees of the Society, except officers posted or deployed from State Departments will be recruited/ engaged from open market by the Society itself. Engagement of employees shall be on contract basis for a period of one year which will be subject to annual renewal based on performance till closure of the Project.

The SPIU shall be formed with various specialists in disciplines like agriculture, horticulture, soil and water conservation, monitoring and evaluation, communication, procurement, finance and accounts, administration etc. with necessary supporting staff. In addition to specialists, employees for clerical and other day-to day functions of the office shall also be engaged.

The SCRAM shall recruit employees of the Society, required for the running of the State and District offices and also for the implementation of various projects implemented by the Society. For the purpose of administrative matters and disciplinary action, the State Project Director will be the Appointing Authority.

Terms of references/ employment/ engagement of employees of the Society of various posts is at Appendix-I.

CHAPTER 4

Staff Development- Orientation & Capacity Building

4.1 Staff Development- Orientation & Capacity Building

The Society considers staff development as crucial and important in optimizing the potential of its employees and therefore increase the effectiveness of its programmes. SCRAM will provide orientation and training to all employees as per the requirement of the job to fulfill the objectives of the Society. These may include:

- i. Training-Perspective Building/ theoretical and practical trainings
- ii. Exposure to other states with similar working issues
- iii. Inputs and support from technical experts
- iv. Attending workshops, trainings, seminars
- v. Reading and Desk researches, accessing other resources

4.2 Service Performance Appraisals

The society will adopt an open system of evaluation which provides an environment of professional growth and learning. Service Evaluation Report shall be reported for each financial year in a prescribed form. Forms of Service Evaluation Report for each category of employee is at Appendix I of HR Manual.

CHAPTER 5

Leave Entitlements

5.1 The society will be committed in respecting the diverse needs of an employee which can be brought about by culture, religion, pregnancy, parenthood, illness by providing leave entitlements. Entitlements for leave cannot be claimed as a matter of right. All staff will be entitled to a specific number of days leave with pay for a calendar year. The following leaves will be applicable for every individual employee.

- i)* **Earned leave:** 15 days will be credited as earned leave in the month of January and another 15 days in the month of July. Earned leave can be accumulated upto 100 Days only. Earned leave should be planned in advance and application for it should be requested 2 weeks prior to the commencement of leave.
- ii)* **Casual Leave:** Casual leave is granted to an employee for certain unforeseen situation. A maximum of 8 days Casual Leave can be taken in a year (calendar year). Casual Leave cannot be accumulated or taken over in the next year. In case an employee exhausted his Casual Leave, and has to avail Casual Leave in excess, the excess Casual Leave availed shall be deducted from balance of Earned Leave at his/ her credit.
- iii)* **Maternity Leave:** All female employees with less than two surviving children who have completed six months of service may be granted Maternity leave for a period of 6 months (180 days) with pay upon production of medical certificate signed by a doctor of Govt. Medical Hospital or a registered medical practitioner. This will be considered and be applicable for both cases of natural and adoptive maternity. An employee must give 1 month advance notice from the date of commencement of the leave. However, if any urgency like pregnancy complications, premature birth occur, the matter may be considered by the competent authority.
- iv)* **Leave for miscarriage:** In case of miscarriage, a woman shall, on production of medical certificate, be entitled to leave with wages at the rate of maternity benefit for a period of 15 days immediately following the day of her miscarriage.
- v)* **Paternity Leave:** Employees with less than two surviving children who have completed six months of service may be granted Paternity leave for a period of 15 days during the confinement of his wife for childbirth with pay upon production of medical certificate signed by a doctor of Govt. Medical Hospital or a registered medical practitioner. This will be considered and be applicable for both cases of natural and adoptive paternity. An employee must give a month advance notice from the date of commencement of the leave. However,

if any urgency like pregnancy complications, premature birth occur, the matter may be considered by the competent authority.

- vi) Restricted Holidays:** An employee will be able to choose 2 days as restricted holiday in a financial year, adhering with any cultural/ ethnic or religious significance.
- vii) Public Holidays:** The Society will observe all the State Government public holidays.
- viii) Absence without Leave:** An employee shall not absent himself/ herself from duty without prior information and approval from the competent authority except under medical emergencies. In such cases, intimation about absence shall be sent at the earliest.
- ix) Leave without pay:** The State Project Director in his/ her discretion may sanction a maximum of 30 days only for an employee to be on leave without pay during his/her service. This is to be considered only for an event of genuine emergency.

Chapter 6

Remuneration, Travel Entitlements and Daily Allowance

6.1 The salary of an employee will be paid as specified in Terms of Reference for engagement of the respective post.

6.2 An annual increment will be granted to the employee who completed a minimum period of one year's service and based on performance ratings. The rate of increment shall be 3% per annum.

6.2.1 Date of next increment (DNI):

(i) For the Employees engaged between 1st and 15th of a month (inclusive of both days), the next date of increment will be the 1st day of the month he/she was appointed of the following year.

Example: An employee joined his service on 10.05.2026, his date of next increment will be 01.05.2027.

(ii) For the Employees engaged between 16th and 30th (or 31st) of a month (inclusive of both days), the next date of increment will be the 1st day of the month following the month he/she was appointed of the following year.

Example: An employee joined his service on 18.05.2026, his date of next increment will be 01.06.2027.

6.2.2 If an Employee is on leave on his DNI, the increased pay will be drawn only from the date on which he resumes duty and not from the date of increment.

6.3 Travel entitlements and Daily allowance:

The employees of SCRAM will have to travel extensively to implement program. Official travel will be undertaken by the Employee on the direction of the Project Director at the SPIU and Deputy Commissioner at the DPIU. Therefore, provision of adequate travelling allowance packages will be provided to enable staffs for smooth functioning while implementing project. For this purpose, the following provisions will be considered:

1. Travel allowance
2. Daily allowance

The Employee will complete and send his/ her monthly travel requisition form, approved by the Reporting Officer / supervisor, and submit within two weeks from the date of performing tour or by the 25th of every month.

If travelling out of place of operation, original tickets would be required to settle the travel claim and should be enclosed with Out of Pocket Expenses Invoice. A fixed Daily Allowance (DA) would be paid for boarding & lodging to the Employee for every night of outstation travel. Original bills and signed original duty slips from taxi stand/ agency would be required for taxi booked for half/ full day.

Upon return from travel, the Employee would be required to provide detailed expenditure report, along with supporting documents. If found appropriate and in accordance with the stipulated guidelines, this will lead to the final claims settlement with regards the Employee's official travel.

6.3.1 Reimbursement of Travel Costs and Daily Allowance Rules of FOCUS within the state of Mizoram: Travel costs and daily allowance on tour **within the State of Mizoram** shall be admissible on reimbursement basis as per the rates shown below:

Level	TA	Daily allowance subject to a maximum of	Travel time more than 8 hours without night halt
SPD/ PD	Actual fare paid	Rs.3000/- with hotel bill Rs.1800/- without hotel bill	Rs.1000/-
JPD/DD	Actual fare paid	Rs.2700/- with hotel bill Rs.1500/- without hotel bill	Rs.1000/-
Managers, AE, Deputy Manager and Asst. Manager	Actual fare paid	Rs.2400/- with hotel bill Rs.1500/- without hotel bill	Rs.750/-
Block Level staff, Project Asst. Accounts & Procurement Asst.	Actual fare paid	Rs.2000/- with hotel bill Rs.1200/- without hotel bill	Rs.750/-
MTS/Drivers	Actual fare paid	Rs.1600/- with hotel bill Rs.900/- without hotel bill	Rs.750/-

6.3.2 Reimbursement of Travel Costs, accomodation and Daily Allowance Rules of FOCUS outside the state : *Travel costs, accomodation and daily allowance on tour in the **Capital of all States & Union Territories** shall be admissible on reimbursement basis as per the rates shown below:*

Level	TA	Accommodation with a maximum of	Daily allowance	Taxi Charges
SPD/PD	Actual fare paid (economy class by air travel)	Rs.5900/- with hotel bill Rs.3500/- without hotel bill	Rs. 1200/-	Actual expenditure commensurate with official engagement within the city
JPD/DD/DRDO	Actual fare paid	Rs.5000/- with hotel bill Rs.2700/- without hotel bill	Rs.1000/-	

Managers, Deputy Managers, AE, Asst. Manager, JE	Actual fare paid	Rs.4300/- with hotel bill Rs.2000/- without hotel bill	Rs.900/-	
Project Asst., Acct & Procurement Asst., Block staff	Actual fare paid	Rs.3300/- with hotel bill Rs.1500/- without hotel bill	Rs. 800/-	
MTS/Drivers	Actual fare paid	Rs.2700/- with hotel bill Rs.1500/- without hotel bill	Rs.700/-	

Note: Actual hotel bill is inclusive of taxes and food bill.

6.3.3 Reimbursement of Travel Costs, accomodation and Daily Allowance Rules of FOCUS outside the State: *Travel costs, accomodation and daily allowance on tour in the **all cities and towns outside the State of Mizoram** other than Capital of all States & Union Territories shall be admissible on reimbursement basis as per the rates shown below:*

<i>Level</i>	<i>TA</i>	<i>Accomodation with a maximum of</i>	<i>Daily allowance</i>	<i>Taxi Charges</i>
SPD/PD	Actual fare paid	Rs.5700/- with hotel bill Rs.3400/- without hotel bill	Rs. 1200/-	Actual expenditure commensurate with official engagement within the city
JD/DD/DRDO	Actual fare paid	Rs.5000/- with hotel bill Rs.2600/- without hotel bill	Rs.1000/-	
Managers, Dy. Manager, AE, Asst. Manager, JE	Actual fare paid	Rs.4500/- with hotel bill Rs.2000/- without hotel bill	Rs.900/-	
Project Asst., Account & Procurement Asst., Block staff	Actual fare paid	Rs.3200/- with hotel bill Rs.1500/- without hotel bill	Rs. 800/-	
Driver, MTS	Actual fare paid	Rs.2500/- with hotel bill Rs.1500/- without hotel bill	Rs.700/-	

Note1: Actual hotel bill is inclusive of taxes and food bill.

Note2: In case of pre-arranged accommodation by the organizing agency and urgent matters, the above mentioned can be relaxed by the Project Director

- 6.4 Travelling allowance on transfer: Travelling allowance shall be paid to officers deputed to FOCUS 2.0 from the Government of Mizoram and employees of FOCUS 2.0 on contract basis.
- 6.4.1 Officers on deputation from Government of Mizoram: Officers under Government of Mizoram posted at FOCUS 2.0 on deputation shall be entitled to claim travelling allowance as prescribed by the Government of Mizoram from time to time.
- 6.4.2 Contract employees: Employees under FOCUS 2.0 are entitled to Travelling Allowance on transfer which includes 3 components:
- (i) Travel entitlements: Travel entitlements as prescribed for tour in para 6.3.1 above will be applicable in case of journeys on transfer.
 - (ii) The Composite Transfer Grant shall be paid at the rate of 80% of the last salary/ remuneration drawn involving a change of station located at a distance of or more than 20 kms from each other.
 - (iii) Transportation of personal effects: Costs of transportation of personal effects from residence to residence by road at the rate of Rs.40/- per kilometer. The claim for reimbursement shall be admissible subject to the production of actual receipts or vouchers by the Employee.
- 6.5 Per diem for international travel: A lump sum DA of USD 200 equivalent with 50% prescribed for accommodation. In case the hotel accommodation exceeds 50%, the differential will also be paid.
- 6.6 Senior professional Management staff engaged on contractual basis, travel for official purpose shall be entitled for project vehicles or entitled for hiring of vehicles.
- 6.7 Travelling Allowance Bills shall be submitted by officers and staff within 60 (Sixty) days from the completion of journey on tour, otherwise the TA Bills will be forfeited.

CHAPTER 7

Social Securities

7.1 The Society will endeavor to support the staff well-being for which a framework for guaranteeing the social securities of its employees will be provided. Social Securities will refer to the following framework which the Society can outlay in its policy to cater to employee's eventuality of sickness, accidental death, sexual harassment and exploitation.

- a. Medical and accidental Insurance
- b. Employees Provident Fund
- c. Prevention of Sexual Exploitation: The society will endeavor in providing a safe working environment free from fear of sexual harassment for all the employees. To enable this, Internal Complaint Committee (ICC) will be instituted in adherence with the guidelines provided by the Sexual Harassment at Workplace Act 2013.
- d. Prevention of Workplace harassment: This includes mobbing or bullying, any improper and unwelcome conduct, including words or actions that can reasonably be expected to cause offense or humiliation to another person, marginalize or exclude a person, or unreasonably disrupt that person's work.

CHAPTER 8

Communications

8.1 Letters

- i. All letters received must be marked when received with a date stamp by the reception.
- ii. Official letters/communication from SCRAM may be done by the State Project Director 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.
- iii. Signatory – All letters must be approved/ signed by the relevant Authorized personnel

8.2 E-mail

- (i) All e-mail 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.
- (ii) Staff are to use the Auto reply function when he/she is out of the office for a longer period (i.e. training days, leave etc.).
- (iii) All important e-mails should be printed and filed.

8.3 Channel of Communication

- (i) 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 State Project Director to deviate from the normal channel.
- (ii) Correspondence must follow the norms and standards as laid down.

8.4 Transparency and Disclosure

The project will maintain transparency at all levels about the decisions taken, ongoing implementation processes and information on the progress. Decisions related to project activities will be disclosed regularly and there will be a proactive disclosure system for the public

CHAPTER 9

Code of Conduct and Discipline Introduction

The Society expects that the employees will not only act but also be seen to act by way of following certain code of conduct.

9.1 Policy:

- (i) All employees/staff at SCRAM shall live up to the highest standards of conduct, accountability, and performance and shall maintain absolute integrity, discipline, impartiality and sense of ownership. S/he will behave in a disciplined manner in all interactions with colleagues/outside and avoid any conflict of interest.
- (ii) Every employee/staff of the SCRAM shall have strong faith in the capacities of poorest of the poor and poor, commitment to work, honesty, sincerity, truthfulness, integrity, transparency and committed to the development of poor communities especially the deprived communities.
- (iii) Every employee/staff shall treat her/his fellow employees, members and staff of Community Organizations courteously and respectfully.
- (iv) No employee/staff shall behave in a manner which is unbecoming of such employee/staff or derogatory to the prestige of the SCRAM or which will place her/his official position under any kind of embarrassment.
- (v) Every employee holding a superior post shall take all possible steps to ensure the integrity and devotion of duty of all employees for time being under her/his control and authority.

9.2 Demonstrations and strikes

- (i) No employee shall engage himself or participate in any demonstrations which is prejudicial to the interests of the sovereignty and integrity of India, security of the state, friendly relations with foreign states, public order, decency or morality or which involves contempt of the court, defamation or incitement to an offence.
- (ii) No employee shall participate in any strike or similar activities or incitement thereto:
 - (a) Absence from duty or work without permission.
 - (b) Neglect of duty with the object of compelling any superior officer, or Community Based Organization to take or omit to take any official action.
 - (c) Any demonstration fast like 'hunger strike', etc. with the object mentioned in item(b)

- (d) Concerted or organized refusal on the part of the employees to receive their pay.
- (e) Pen down strike or any form of non-cooperation.

9.3 Observance of Secrecy

No employee shall divulge directly or indirectly any official document or any official Information or records of confidential nature either to a member of the public or any outside agency or to any other employee who is not authorized to receive the same or to any non-official person or the press.

9.4 Seeking to Influence

- (i) No employee shall bring or attempt to bring any political or other outside influence to bear upon any superior authority to further his interests in respect of matters pertaining to employment under SCRAM.
- (ii) No employee shall interfere in the Society decision making process and influence/compel them to take decisions in favor of his/her personal interest.
- (iii) No employee shall influence/compel Society to take decisions in favor of influential people.

9.5 Absence from duty

- (i) No employee shall absent herself/himself from her/his duty or be late in attending office or leave the station without having first obtained the permission of the competent authority.
- (ii) Provided that in the case of unavoidable circumstances where availing of prior permission is not possible or is difficult, such permission may be obtained later subject to the satisfaction of the competent authority that such a permission could have been obtained.

9.6 Taking up outside employment

- (i) No employee shall engage her/himself directly or indirectly in any trade or business or undertake any employment for remuneration.
- (ii) 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.
- (iii) 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/her to benefit from such association or financial interest by reason of his employment in the Society.

- (iv) Honorary work of social or charitable nature, work of literary, artistic or scientific, professional, cultural, educational, religious or social character can be taken up provided it does not interfere with his/her official duties.

9.7 Acceptance of gifts:

- (i) An employee shall not accept any favors or a gift for any services rendered by him on behalf of the Society.
- (ii) No employee shall accept or permit any member of her/his family to accept, from any person any gift, the receipt of which, or any service the performance of which, will place the employee under any kind of official obligation or embarrassment in performing his/her duties in relation to any person.
- (iii) If any question arises whether the receipt of a gift or the performance of a service places the employee of the SCRAM under any kind of official obligation or embarrassment, the decision of the State Project Director shall be final.
- (iv) No employee shall ask for, or accept or in any way participate in raising of, any subscriptions or other pecuniary assistance in pursuance of any object whatsoever, without previous sanction of the State Project Director.

9.8 Giving Evidence

No Employee shall give evidence in connection with any inquiry conducted by any Committee, Commission or other Authority except with the previous permission of the State Project Director.

9.9 Contributions to Newspapers, Radio etc.

- (i) No employee shall communicate directly or indirectly any official document or any of its contents or any official information to any employee or any other person not authorized (except persons requested as per the Right to Information Act) to receive such document or information.
- (ii) No employee shall participate in radio broad cast or drama or any tele-serial or feature film or contribute any article or write any letter in his own name or anonymously, pseudonymously or in the name of any other person, to any newspaper or periodical, without previous sanction of the State Project Director.
- (iii) Provided that no such sanction is necessary if such broadcast, or drama or any tele- serial or feature film or article or letter is of a purely literary, artistic, or scientific character, or if such broadcast relates to a talk arranged under the general or special order of State Project Director SCRAM

and the employee may accept the remuneration prescribed for such broadcasts, dramas, or tele-serials, or feature film, or articles or letter.

9.10 Taking part in politics and elections:

- (i) No Employee shall be a member of, or be otherwise associated with any political party or any organization in respect of which there is slightest reason to think that the organization has a political aspect and takes part in politics, nor shall he participate in, subscribe in aid of, or assist in any other manner, any political movement or activity.
- (ii) It shall be the duty of every Employee of the SCRAM to endeavor to prevent any member of his/her family from taking part in, subscribing in aid of, or assisting in any manner, any movement or activity which is, or tends directly or indirectly to be, subversive of the State, being prejudicial to national security; and where an employee is unable to prevent a member of his/her family from taking part in, or subscribing in aid of, or assisting in any other manner, any such movement or activity, he/she shall make a report to that effect to the State Project Director.
- (iii) No Employee shall canvass or otherwise interfere or use his/her influence, in connection with, or take part in, an election to Parliament or any House of a State Legislative or any local authority or body.

9.11 Criticism against the Government of India, Government of Mizoram and SCRAM

- (i) No employee shall criticize the activities of the Government of India, Government of Mizoram and SCRAM.
- (ii) A breach of any of the provisions of these conditions shall be deemed to constitute misconduct punishable under disciplinary control system

9.12 Behavior towards others – Respect and Tolerance

All employees are expected to demonstrate at all times respect, tolerance and professional behavior towards all colleagues and others, both within and outside the work place as it reflects directly on SCRAM and impacts the Society's credibility and reputation.

9.13 Sexual Exploitation/ Harassment in the workplace:

No employee shall use any inappropriate language, remarks, and gestures which may offend or intimidate the dignity of any person. Strict action will be taken for such kind of incidences.

9.14 Fraud and Corruption

Fraud and corruption in any form is unacceptable in SCRAM. This is broadly applied and includes bribery, bid-rigging, kickbacks, reciprocity, theft,

embezzlement, forgery, making false statements (including submission of false medical claims), smuggling and corrupt practices.

No employees should be involved in fraudulent and corrupt practices which can seriously damage SCRAMs reputation and diminish donors' trust in its ability to deliver results in an accountable and transparent manner.

Furthermore, it may also affect staff and personnel effectiveness, motivation and morale, and impact on the society ability to attract and retain a talented work force.

9.15 Protection of Society Resources

All employee having access to Society assets and resources (e.g., monetary funds, computer systems, telephones, supplies, vehicles etc.) are responsible for their appropriate use and protection. It is expected to use the property and resources wisely and for the benefit of the society and the public we serve, and to prevent waste or misuse. Assets include not only money and physical items, but also intangibles such as time, information and technology. If any property or cash of SCRAM is lost or damage by any staff or volunteer then recovery shall be made from concern person. The working committee is authorized to take an appropriate view on a case-to-case basis.

9.16 Consumption of intoxicating drinks and drugs

An employee of SCRAM shall:

- i. Strictly abide by any law relating to intoxicating drinks or drugs in force in any area in which he may happen to be for the time being
- ii. Not be under the influence of any intoxicating drink or drug during the course of his duty and shall also take due care that the performance of his duties at any time is not affected in any way by the influence of such drink or drug
- iii. Refrain from consuming any intoxicating drink or drug in a public place
- iv. Not appear in a public place in a state of intoxication
- v. Not use any intoxicating drink or drug to excess.

9.17 Disclosure of Information

An employee is prohibited from making use of any unpublished or confidential information which is conveyed to him/her in the course of duty.

- (i) An employee of SCRAM shall not, except in the proper course of his duties, whether of a general nature or special nature, divulge to any unauthorized persons or body any information relating to administration, programme of work,

experiment or any other information concerning the business or finance of SCRAM.

- (ii) No employee of SCRAM 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.
- (iii) 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.
- (iv) An employee shall obtain prior approval from the State Project Director 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.
- (v) An employee shall not release any information to media and/or be involved in any interview with media without explicit approval of the State Project Director.

9.18 No Employee shall bring or attempt to bring any political or other outside influence to bear upon any superior authority to further his interests in respect of matters pertaining to his service under the Society.

9.19 Making of joint representation by employees for their common interest should be viewed as violation of disciplinary control system of SCRAM and should not, therefore, be entertained. Any employee willing to submit representation should do so separately in his own name.

9.20 Disciplinary Control System

9.20.1 Disciplinary Authority:

In service jurisprudence, State Project Director, FOCUS 2.0 and Secretary, Planning & Programme Implementation Department, Government of Mizoram is disciplinary authority for FOCUS 2.0. He commands full authority over the employees under FOCUS 2.0 under its administrative control and jurisdiction.

It is the disciplinary authority

- (i) who examines the complaint, if any, or decides to take suo moto action against him;
- (ii) who decides whether or not to suspend him;
- (iii) who takes decision to prosecute him in a court of law or to take departmental action or both where the lapse on the part of the employee amounts to an offence as well as a misconduct;
- (iv) who issues the charge sheet for departmental action,

- (v) who appoints the inquiry officer and scrutinizes its report, and decides what penalty, if any, be imposed on him.

The law of the land is that if action is taken bona fide for cogent reasons and with adequate opportunity of defense to the employee, no court of law shall interfere in any of the above actions on merits, nor shall it be re-appreciate the evidence collected during inquiry and, finally, it can only rarely interfere in the punishment imposed. Thus, the disciplinary control is subject to three important requirements, namely.

- (i) before any departmental penalty is imposed on the employee, the reason for the action, with full particularity, is disclosed to him and he is afforded a reasonable opportunity of defense;
- (ii) the requirements of prescribed procedure as supplemented by Principles of Natural Justice are complied with so that the employee gets reasonable opportunity of defense;
- (iii) the decision is taken in good faith, is based on relevant material on record and with proper application of mind.

9.20.2 Penalties

The Disciplinary Authority, after following giving a reasonable opportunity of defense, can impose any of the following penalties to any employee who violated the Code of Conduct laid down in HR Manual, FOCUS 2.0.

1. Censure
2. Recovery from his pay of the whole or part of any pecuniary loss caused by him to FOCUS 2.0 by negligence or breach of orders
3. Withholding of increment(s)
4. Dismissal from service which shall ordinarily be a disqualification for future employment under SCRAM.

EMPLOYEE PERFORMANCE REPORT
SOCIETY FOR CLIMATE RESILIENT AGRICULTURE IN MIZORAM
“Fostering Climate Resilient Upland Farming Systems in the North East (FOCUS 2.0)”

Reporting Period _____ to _____

I. EMPLOYEE INFORMATION

1. Name of Employee : _____
2. Designation : _____
3. Date of Birth : _____
4. Date of Joining : _____
5. Period of Absence on leave:

<i>Sl. No</i>	<i>Nature of leave</i>	<i>Period of leave</i>	<i>No of days</i>

6. Reporting, Reviewing and Accepting Authorities:

	<i>Name & designation</i>	<i>Period worked</i>
Reporting Authority		
Reviewing Authority		
Accepting Authority		

II. SELF APPRAISAL

1. Brief description of duties and responsibilities

2. Please specify important targets/objectives/goals that were set for you or set by yourself in order of priority for the reporting period and your achievement against such targets/objectives/goals:

<i>Sl. No.</i>	<i>Targets/Objectives/Goals</i>	<i>Achievements</i>

Signature : _____

Name : _____

Designation : _____

Date : _____

III. REPORTING

1. Performance Evaluation Assessment should rate the staff on a scale of 1 – 10 for each line. Total weightage will be 100.

<i>Sl. No</i>	<i>Performance Evaluation</i>	<i>Reporting Officer</i>	<i>Reviewing Officer</i>
1	Job knowledge		
2	Work quality		
3	Technical Skills		
4	Overall bearing and personality		
5	Emotional Stability		
6	Communication skills		
7	Initiative		
8	Relationship with fellow employees and public		
9	Capability to work in a team		
10	Attendance and punctuality in attendance		

2. Has the staff reported upon met any significant failures or disciplinary action in respect of his/ her work/ duties? If yes, please furnish details.

3. Please comment on the integrity of the staff reported upon.

4. **Remarks/ comments:** Has the staff reported upon is recommended for extension of service?

YES/ NO

Signature : _____

Name : _____

Designation : _____

Date : _____

IV. REVIEW

1. Is the Reviewing Authority satisfied that the Reporting Authority has made his report with due care and attention after considering all the relevant material?
2. Do you agree with the assessment made by the Reporting Authority?
3. In case of differences of opinion, details and reasons for the same may be given.

Signature : _____

Name : _____

Designation : _____

Date : _____

V. ACCEPTANCE

1. Do you agree with the assessment of the Reporting and Reviewing Authorities?
2. In case of difference of opinion, details and reasons for the same may be given.

Signature : _____

Name : _____

Designation : _____

Date : _____