

Human Resource Manual 2025
Mizoram State Rural Livelihoods Mission



Rural Development & Administration Department
Government of Mizoram

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1. Introduction

Background

The Government of India is committed to the welfare of the people. Deendayal Antyodaya Yojana- National Rural Livelihood Mission (DAY-NRLM) is a flagship centrally sponsored scheme that creates prosperity by supporting rural women associated with Self Help Groups and their Federations. The Mission, launched in 2011 as a poverty alleviation programme, has, over a decade, become the largest programme for women's empowerment and livelihoods in the World. However, understanding the changes in market rates and evolving requirements of programme, the Ministry of Rural Development had constituted a Human Resource (HR) Committee to revise the Model Human Resource Manual (MHRM) to meet the emerging needs of programme. The recommendation of the committee presented in the revised MHRM read with observations of the Ministry is being shared to States/UTs as an advisory for adoption vide No J. 11060/30/2016-RL (E -348545) Dated 14th October, 2024.

Accordingly, the Mizoram State Rural Livelihoods Mission has customized the MHRM vis-à-vis Mizoram context and adopted the Human Resource Manual, Mizoram State Rural Livelihood Mission, 2024. The adopted Human Resource Manual will also cover all staff under MzSRLM umbrella including DDU-GKY Staff in terms of all mentioned Roles and Responsibilities, Staff/Institutional Structure, Recruitment Selection, Level of Staff, Remuneration etc. before separate HR Manual is introduced.

2. The Organization-MzSRLM Mission, Vision, and Core



The Mizoram State Rural Livelihoods Mission is a registered Society under Registration No. MSR 385 of 2011. The MzSRLM has been established and notified in August 2012 and formally inaugurated on 22nd April, 2013 by Hon'ble Chief Minister Shri Lal Thanhawla.

MzSRLM Staff Non-Negotiable Principles:

All MzSRLM staff shall follow its non –negotiable principles. These are:

- Faith in the Capacity of the People. All Staff have absolute faith in the capacity of the poor.
- Staying, being and working with the Poor in the Village. All Staff need to have maximum time with the community.
- Integrity. All Staff display integrity of highest order in the discharge of their responsibilities.

MzSRLM envisages setting right systems in place to stimulate a positive work environment to achieve desired results. MzSRLM supports open,

transparent, honest, respectful and timely two-way communication across the organization. Hence, it promotes an open-door policy at all levels of implementation, which fosters positive working relationships. All the staff in MzSRLM (across levels) proactively seek and disseminate information to contribute to the goals of the organizations. MzSRLM along with its community operates as a non-hierarchical learning community.

MzSRLM seeks to select, induct and retain the staff dedicated to the 'Mission' of the Mission, with belief in its core values and non-negotiable principles. MzSRLM committed to ensure a healthy working environment for its staff, so as to keep them motivated to go that extra mile in the service of the poor and in the empowerment of the poor.

Mission, Vision, and Core values

a. Mission

To reduce poverty by enabling poor households to access gainful self-employment and skilled wage employment opportunities, resulting in an appreciable increase in their incomes, on a sustainable basis through building solid grassroots institutions for the poor. These institutions empower poor households to build up their human, social, financial and other resources, solidarity, voice, and bargaining power. They, in turn, enable them to access their rights, entitlements and opportunities.

b. Vision

DAY-NRLM's agenda is to reach out, mobilize, and support all poor rural areas in the state into their self-managed SHGs, their federal institutions and bring them in livelihoods collectives. Its long-term dedicated and sensitive support would be with them and extend facilitation support in all their efforts to get out of poverty. It transforms from 'for the poor' to 'of the poor and by the poor'.

It works on three pillars:

- (i) Enhancing and expanding existing livelihood options for the poor,
- (ii) Building skills for the job market outside and nurturing self-employed and Entrepreneurs (for micro-enterprises). And
- (iii) Facilitating them enter larger enterprises.

In addition, the poor would be facilitated to achieve increased access to their rights, entitlements, public services, diversified risks, and better social indicators of empowerment.

c. Core values

The following core values guide all activities and staff in the state:

- a) Hope and belief (that poverty is eradicable) and Faith (in the innate capacity of the poor);
- b) Inclusion, Participation and Ownership (and meaningful role for the poorest/ poor and their institutions in all project processes– planning, implementation and monitoring);
- c) Transparency and Accountability (of all processes and institutions);
- d) Community self-reliance and self-dependence.
- e) Integrity (of the highest order);
- f) Sustainable Livelihoods Provision.
- g) Staying, being and working with the poor (ensuring most/majority of their time with the community) is non-negotiable for all staff.

3. Institutional Arrangements and Staff Structure

Institutional Arrangements

State Society: The state implements the Mission under the guidance of an autonomous engine that has its Governing Body and State Executive Committee.

General Body (GB):

MzSRLM implements the Mission under the broad guidance of the Governing Body and the State Executive Committee.

The Hon'ble Minister i/c Rural Development & Administration is the Chairperson of the Governing Body of the MzSRLM with Secretary, Rural Development & Administration Department, as the Member Secretary. Other members of the Governing Body include Secretaries of line Departments and other relevant Government bodies, representatives of Banks, Academicians, State Mission Director (SMD) and Chief Executive Officer (CEO) of the MzSRLM. The Governing Body is the highest decision-making body in MzSRLM.

Executive Committee (EC): An Executive Committee is set up under the Chairmanship of the Secretary, Rural Development & Administration Department/ State Mission Director, MzSRLM, with the Additional Secretary/Joint Secretary, Rural Development & Administration Department, as the Vice Chairman and Chief Executive Officer, MzSRLM as Member Secretary of the Committee. Additional Secretary, Finance (Budget), Directors of all other line departments, Project Directors, DRDO, are its members. The Executive Committee is entrusted the responsibility of taking decisions on all important matters in the MzSRLM.

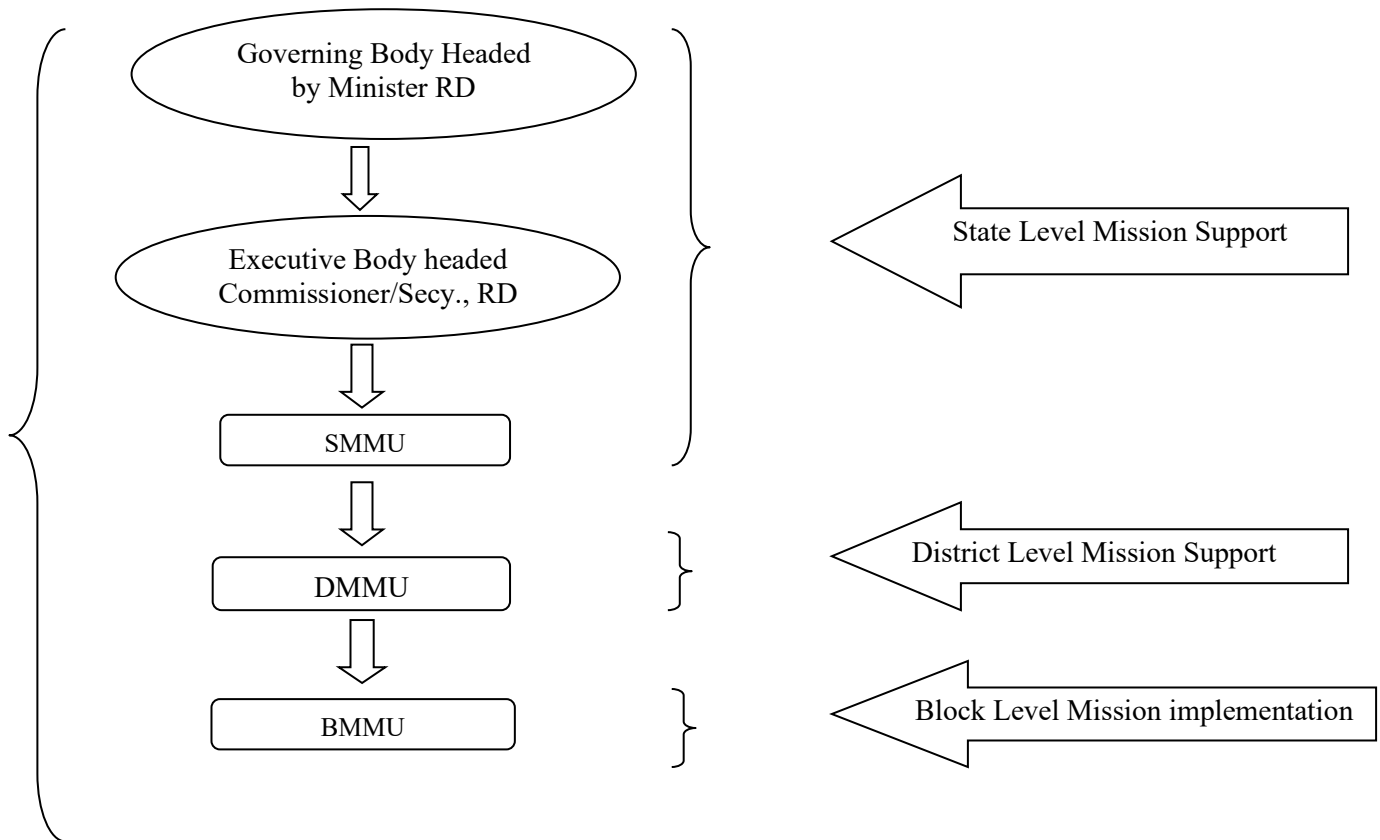
Pay Revision Committee: Pay Revision Committee is set up under the Chairmanship of State Mission Director, MzSRLM, Chief Executive Officer, MzSRLM as Member Secretary of the Committee, Additional Secretary, Rural Development & Administration Department, Director, Rural Development & Administration Department, representatives from DP&AR (GSW), Finance Department (Establishment) are Members of the Committee.

The convening of the Pay Revision Committee and any subsequent revisions to the pay structure, including adjustments for inflation, shall be subject to the Committee's discretion, the availability of funds or based on emerging needs and the overall budgetary capacity of the entity.

Staff Structure

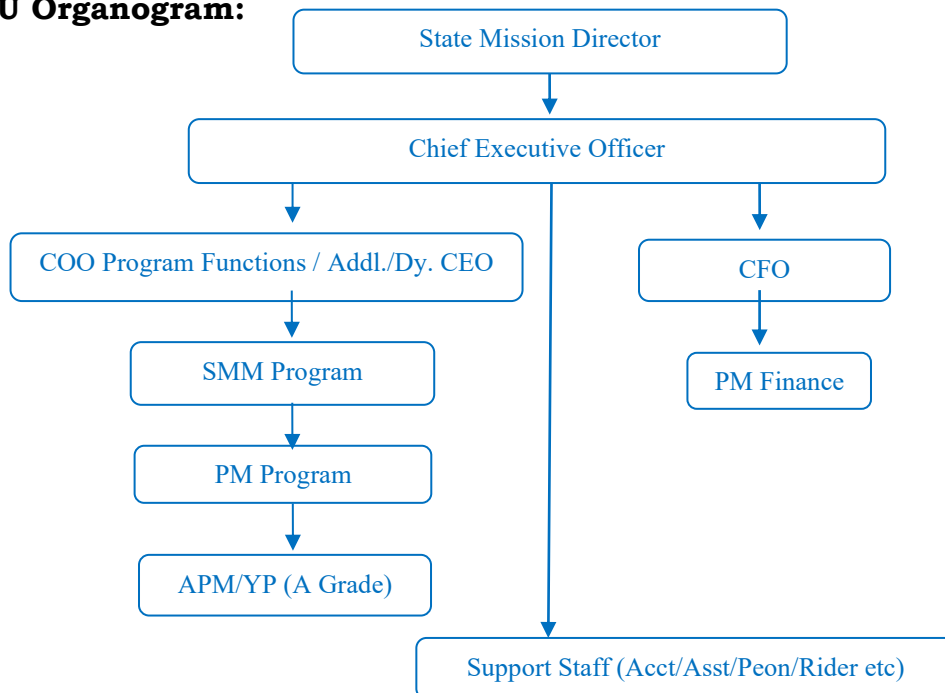
MzSRLM implements the Mission under the broad guidance of the Governing Body and the State Executive Committee.

The Implementation Structure of the MzSRLM is as given below:



The Mission Implementation: The Mission is implemented at three levels of operation – the State Mission Management Unit (SMMU), District Mission Management Unit (DMMU) and Block Mission Management Unit (BMMU).

SMMU Organogram:

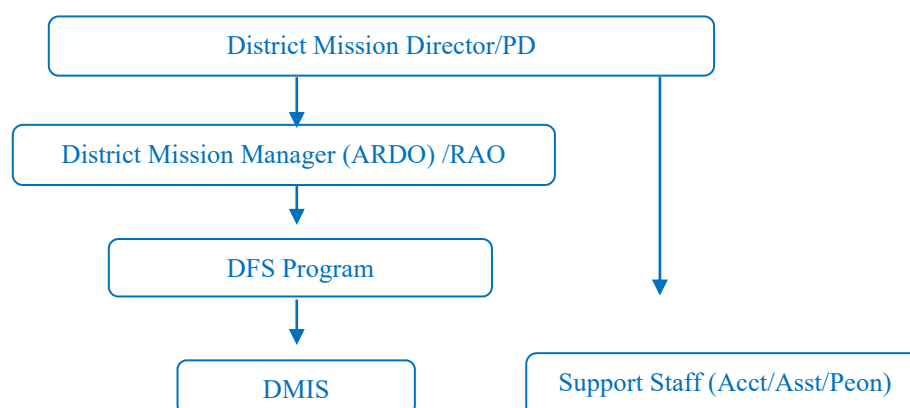


State Mission Management Unit: The SMD (State Mission Director) is in-charge of the SRLM and responsible for running the programme in the entire mission. S/he is supported by the CEO (Chief Executive Officer) who heads the State Mission Management Unit. The CEO is supported by the Additional CEO, the COO (Chief Operating Officer) for Program functions and CFO (Chief Finance Officer) for Finance division. S/he should be from a development sector background having substantial field experience, so that s/he has a deep understanding of the nuances of a mission such as NRLM. S/He would be recruited from the open market/on deputation. S/He can be appointed by State Government and would hold the responsibility to ensure that the Systems like Finance, HR & Admin, MIS, Monitoring and Evaluation, Procurement, etc. are in place across the SRLM.

The CEO is supported by the Additional CEO, COO, CFO, State Mission Managers and support staff at the State Mission Management Unit (SMMU). Each of the State Mission Managers is expected to hold charge of one or more of the thematic units (programme or system). The core team includes SMMs for various themes namely Institution Building & Capacity Building, Financial Inclusion, Livelihoods (Farm & Non-Farm), Social Inclusion Social Development, Skills and Placement, MIS/M&E, ICT, Financial Management, Communication and Knowledge Management and other Systems units namely Human Resources/Admin, Procurement, etc, based on the need and requirement. The SMMU plans for the implementation (State Perspective and Implementation Plans [SPIP] and Annual Action Plans [AAP]) of NRLM/DDU-GKY in the state. It also provides technical assistance to the District Mission Management Units (DMMU) and Block Mission Management Units (BMMU).

District Mission Management Unit: The District Mission Management Unit (DMMU) is headed by the District Mission Director (DMD)/ Project Director, DRDO. The DMMU team consisted of District Mission Manager, Accounts Officers, District Functional Specialist (Program) and Support Staff.

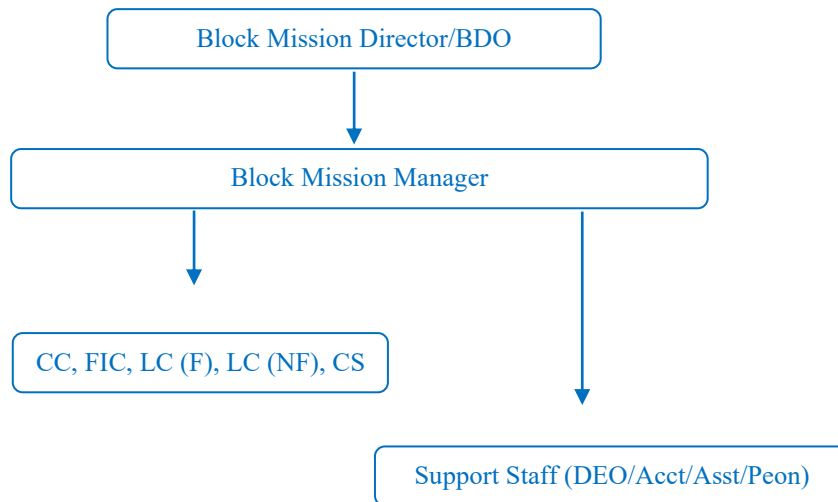
DMMU Organogram:



Block Mission Management Unit: The BMMU will consist of a Block Mission Director (BMD)/ Block Development Officer. He will be supported by Block Mission Manager (BMM), Cluster Coordinator (CC), Livelihood Coordinator-Farm

& Non-Farm, Financial Inclusion Coordinator, Coordinator Skills, Data Entry Operator and Accountant.

BMMU Organogram:



SRLM may recruit Young Professionals/NRLM Fellows (YP/NFs) on its rolls or can offer fellowship to them. They may be engaged at the SMMU, DMMU or BMMU level.

The staff levels in SRLM will be:

- a) L0: State Mission Director (SMD)/Chief Executive Officer (CEO)
- b) L1: Additional CEO/ Joint MD/ Chief Operating Officer (COO)/ Chief Finance Officer (CFO)/Finance Controller/Dy CEO and equivalent Government Officials
- c) L2: State Project/Mission Managers (SPM/SMM)
- d) L3: Project Manager (PM)/ District Programme Manager/ Additional State Project (Mission) Manager (ASP/M/M/ Young professionals (YP) in Category A
- e) L4: Additional Program Manager (APM)/District Functional Specialist (DFS)/ Block Mission Manager (BMM)/Young Professionals (Category B and C)/District MIS Manager (DMIS)
- f) L5: Cluster Coordinator; Livelihoods Coordinator (Farm/Non Farm), Financial Inclusion Coordinator, Support staff (Data Entry Operator (DEO)/Accountants and Assistants
- g) L6: Office Support
- h) L#-Retainer Consultants, Interns, Short- term and on call consultants /Resource Person.

While the structure remains intact with the progress of the SRLM, the number of staff ramps up gradually as the expansion and deepening progresses. The number of staff within the thematic areas also changes with the changing emphasis from mobilization, inclusion, and saturation to deepening social development, livelihoods, collectivization and convergence. Initially, the programme staff had to focus on Institution and Capacity building. As the Mission progresses and the scope and scale of operation increases, the staff

specialization comes to the fore. Some of the initial staff may fit the new role(s). Others may have to be added subsequently as the need arises.

Accordingly, the staffs at the state-level anchor select districts/blocks; the staff at the district level anchor select blocks/clusters and the staff at block level anchor clusters/GPs/villages.

Also, the staff are initially recruited in advance and placed in mature blocks as interns or apprentices to be placed in new blocks/districts or at the state-level.

SMD/CEO will be fully responsible for implementing and approved of HR manual. An HR Committee (COO and Additional CEO/In charge for HR/Deputy CEO and Finance Controller/Chief Financial Officer (From them as members) may advise the CEO within the scope of the approved HR guidelines.

The newly State Mission Director (SMD) / Chief Executive Officer (CEO) should plan for an exposure visit to the National Mission Management Unit (NMMU) and a few advanced states for 3 – 7 days within one month of joining.

The three units of mission in the State namely SMMU, DMMU and BMMU will have staffs to function in cells with key being as under: -

- a. Administration and Human Resource Development
- b. Finance, Accounts and Procurement
- c. Livelihoods (Farm, Non-Farm Value Chain and Marketing)
- d. Institution Building and Capacity Building and Social Inclusion and Social Development
- e. Financial Inclusion
- f. Monitoring Learning and Knowledge Management/MIS

At the level of Additional CEO/JMD/COO (Programmes), candidates with the required technical skills and experience may be hired from the open market or wherever possible, the candidates can be taken on deputation from the other relevant departments like Animal Husbandry, Agriculture and Rural Development etc. subject to the overall number budgeted for the position.

The government employees deputed should also be selected following the prescribe selection, including competition from candidates from the open market

Additionally, across levels, SRLM may take the services of advisors, consultants, and Resource Persons as required, subject to a financial budget approved in the AAP. This will be over and above the prescribed posts.

Security, peons, drivers, housekeeping, etc., will be done through outsourcing agencies or as per SRLMs requirements or subject to state government norms.

The number of posts at various levels are with designated names and mentioned in Table-1.

Table 1-Number of Staff Positions at SMMU/DMMU/BMMU

State Mission Manager Unit (SMMU)

Position	Numbers *
Chief Executive Officer	1
Chief Operating Officer (COO)	1
Chief Finance Officer (CFO)	1
State Mission Manager	
1. Institution Building and Capacity Building	1
2. Social Inclusion and Social Development / Monitoring & Evaluation	1
3. Financial Inclusion	1
4. Farm Livelihoods	1
5. Non-Farm Livelihoods	1
6. Management Information System (MIS)	1
Project Manager	
1. Institution Building and Capacity Building (IBCB)	1
2. Cluster Level Federation (CLF)	1
3. Social Inclusion and Social Development / Monitoring & Evaluation	1
4. Financial Inclusion / Digital Finance	1
5. Farm Livelihoods- Livelihoods & Livestock	2
6. Non-Farm Livelihoods	1
7. Finance	1
8. Knowledge Management Communication (KMC)	1
9. Marketing	1
Assistant Project Manager	
1. Management Information System (MIS)	1
2. Human Resource Management	1
Young Professionals	7
Support Staff	
1. Mission Assistant / Mission Accountant	13
2. Driver	3
3. Peon/Helper/Rider/Chowkidar	8
Total	52

District Mission Management Unit (DMMU)

Position	Numbers
1. Project Director/ District Mission Director (Government)	11
2. District Mission Manager (ARDO / RAO) (Government)	22
3. District Functional Specialist	7
4. District MIS Manager	11
Support Staff	
1. Mission Assistant / Accountant	11
2. Support Staff (Peon / Helper)	11
Total	73

** MzSRLM is planning to function fully fledged in 11 Districts, re-structuring of staff as per need may be taken.*

Block Mission Management Unit (BMMU)

Position	Numbers
1. Block Development Officer (BDO)/ Block Mission Director (BMD) (Government)	28
2. Block Mission Manager (BMM)	28
3. Cluster Coordinator (CC)	84
4. Financial Inclusion Coordinator (FIC)	28
5. Livelihoods Coordinator (Farm)	56
6. Livelihoods Coordinator (Non-Farm)	28
Support Staff	
1. Mission Assistant / Accountant	28
2. Data Entry Operator/ MIS Assistant	28
3. Peon/Helper	28
Total	336

Note: The figures provided under SMMU, DMMU and BMMU include both regular government employees and NRLM programme staff, but do not cover personnel engaged under the DDU-GKY programme.

In case of an increase in the number of components being implemented by DAY-NRLM, there may be the need to increase the number of positions over and above the ones mentioned in the table above. DAY-NRLM should approve any such increase, and the difference in cost should be highlighted at the time of approval of the AAP.

Budget and Posts

Administrative expenditure should be within the prescribed ceiling.

The Staff Summary is given in Table-02 below:

Table 2 - Staff Summary

Level	Executive		Support Staff & Helper	Total
	Government	Programme/ Professional/ Technical staff		
SMMU	1	27	24	52
DMMU	33	18	22	73
BMMU	28	224	84	336

The State may decide on some key posts from the open market/Deputation.

Reporting Relationships

1. BMMU facilitates community institutions. BMMU, through its unit head, BPM/ BMM, reports to DMMU and DMMU, through its unit head, DPM/ DMM, reports to SMMU. All the functional anchors at DMMU will report to their unit heads and work in close coordination with their functional heads at the state-level in a matrix responsibility.
2. Specific indicative reporting relationships can be seen in the table-03 below

Table 3- Reporting Relationships

Position	Reporting to
SMMU	
State Mission Director/ Chief Executive Officer	As Per the State government
Addl. CEO/ Dy. CEO, COO (Programme)/CFO or equivalent	SMD/CEO
State Project/ Mission Manager (Programme)	COO/Addl. CEO or equivalent
State Project/Mission Manager (System Functions)	COO/Addl. CEO or equivalent
Project Manager/Mission Executive/ Additional Project Manager	Respective State Project/ Mission Manager/ Project Manager (for APM)
Retainer Consultants	CEO/COO/Addl. CEO/Dy. CEO
Assistant +Accountant	SMM/Functional Head

DMMU	
District Mission Director/PD	SMD/CEO
District Mission Manager	DMD/PD/COO/ Addl. CEO/ Dy. CEO / Jt. MD
District Functional Specialist/YP	District Mission Manager (Team Leader of DMMU)
District MIS Manager	District Mission Manager/DFS
BMMU	
Block Mission Director	District Mission Director/PD
Block Mission Manager	Block Mission Director
Young Professional/Coordinators/Support Staff	Block Mission Manager

Staff Qualifications and Years of Experience

Indicative details of qualifications and experience for various positions and indicative remuneration/ salary range can be seen in the Table below.

Table 4 – Qualifications and Experience

Level	Qualifications	Experience	Starting Remuneration p.m at Joining /restructuring*(₹)
State Mission Director/ Chief Executive Officer/ Addl. CEO (on Deputation from Government)			As per Government norms
COO (Programme Functions)/ CFO from open market	Post Graduate degree in rural management/social science/RD or relevant experience	15+ years post qualification with relevant experience	85,000
Addl. CEO/Dy. CEO deputation from government	Post Graduate degree (or Diploma /Graduation for deputation personnel)	As decided by the Government	As per norms of Government
State Mission Managers from open market	Post Graduate degree (or Diploma/Graduation for deputation personnel)	7+ years with qualification and relevant experience	65,000
Project Managers from the open market	Post Graduate degree or Diploma/Graduate	5+ years with qualification and relevant experience	45,000

Assistant Project Manager/District Functional Specialist /Young Professional Grade A (from open market)	Post Graduate degree or Diploma	5+ years with qualification and relevant experience	40,000
Block Mission Manager (from open market)	Preferably Post Graduate degree or Diploma	2+ years with qualification and Relevant experience	35,000
District MIS Manager	Preferably Post Graduate degree or Diploma	2+ years with qualification and Relevant experience	30,000
Coordinators (from open market)	Preferably Post Graduate degree or Diploma	2+ years with qualification and relevant experience	26,000
Support Staff- Data Entry Operators /MIS Assistant/Accountant /Office Assistant [all level]	Post Graduate degree or Diploma (subject depending on the job profile)	Preferable 2+years of experience	25,000
Retainer Consultants (Category A1 to D1 Response person/Level Wise)	Postgraduate (Minimum)	10+ years post qualification relevant experience	As per Government of India (GOI) norms - ₹12,000 per day -maximum 15 D ays in a month
Driver	Standard VIII with valid driving license (Minimum)	Preferable 1 year of experience	15,000
Support Staff - Peon/Chowkidar/ Rider	Standard VIII (Minimum)	Preferable 1 year of experience	14,000

Note: The Pay Review Committee will consider a revision in salaries as and when there is an increase in the State's budget allocation or based on emerging needs)

For all the above positions, States may depute suitable personnel with experience in relevant fields following a due selection process. No staff should be paid less than the minimum wage of the State.

Notes-

- a) In general, SRLM may not hire consultants/contractual staff above the age of 55 years except Retainer Consultants.
- b) The staff on deputation shall be eligible for a 25% deputation allowance of the Basic Salary in addition to the salary and allowance of the parent department.
- c) SRLM may appoint advisors/Mentors to SMD/CEO on one or more aspects of SRLM on terms EC/GB or an official with delegated powers deems fit. The remuneration and maximum number of monthly days for these advisors/mentors shall be as per these norms for retainer consultants mentioned above.
- d) SRLM may also engage Resource Persons on call, assignment-based consultants, and Interns on a need basis.
- e) Further, SRLM may hire support services like data entry operators, multi-purpose workers etc., on their own or through a service provider/agency.
- f) State may recruit field-level staff from within the community by relaxing qualifications emphasizing community work experience thus empowering community institutions and transferring BMMU responsibilities to them as soon as possible.
- g) Professionals from premium and technical institutes will be given a 15% higher base salary fixation from the base salary of the post or as compared to a similar candidate from a non-premium or non-technical institute at the time of joining.

Institutes/Programme for campus placements

Sl. No.	Institutes/University	Category
1	IIT, IIM, IRMA, XLRI, IIFM, FMS-Delhi, MDI-Gurgaon, BITS,	A
2	XIMB, TISS, MANAGE, Symbiosis, NIFT, GB Pant Agriculture University, BHU, NIAM, IMT, NIRD&PR, EDII, DMI, NDRI, KIIT, VAMNICOM, VIT and others as decided by the state government.	B
3	XISS, IIRM, XIDAS, Delhi School of Social Work, other state Universities and others as decided by the state government.	C

4. Staff Categories, Recruitment/Sourcing

Institutional Arrangements and Staff Structure

The MzSRLM may hire its full-time staff on long-term contracts, short-term contracts, retainer consultant, temporary, volunteer and intern basis, either on deputation or from the open market. It may also take part-time, assignment/task-based consultants and on call Resource Persons. It may also take high-end advisors on appropriate terms. All engagements with MzSRLM are non-permanent.

The staff are sourced in various ways. These include–

- a) **Staff placed by Government:** SMD/CEO; Additional/ Joint CEO /Deputy CEO/ Joint MD/ Finance Controller from State Government.
- b) **Staff on Deputation:** Any other position in the staff structure from the Government provided they go through a prescribed selection process.
- c) **Staff from Open Market:** All other Professional position in the staff structure; the contractual appointment may be on a long-term or short-term fixed tenure basis, further extendable on satisfactory performance and mutual agreement
- d) **Young Professionals (YPs):** Young (not more than 32 years of age) fresh post graduates' degree with experience of not more than two years from reputed academic and training institutes across the country and outside; their recruitment could be through campus selection or special selection process limited to alums of the selected institutes. They would receive a fixed pay; experience would matter only till the point of selection. They would be drawn from disciplines like rural management, Business Management, Social work, agriculture, forestry, engineering, marketing, finance, HR, law, etc. The tenure of a YP would be three years in general, extendable by two years in exceptional cases. Instead of District Managers /Block Managers, YPs may also be positioned. In the case of special projects, the YP taken may continue for the duration of only upto the specific project period but not in perpetuity. The state may take a decision to fit them as member as per its qualification.
- e) **Data Entry Operators/MIS, Accountants, Office Assistants, Assistants, etc.:** Support staff recruited from the open market or through an HR agency, or on deputation.
- f) **Retainer Consultants (RCs):** Short-term, specific assignment/task-based, or part-time experienced consultants, recruited against a Terms of Reference; services of retired persons may be taken; consultants with < 5 years of experience should not be considered. The fee structure for RCs and Resource Persons (RPs) should be the same.

- g) **Advisors:** High-end/long-term RCs, positioned by EC/GB on terms they deem fit, to advise EC/ GB, CEO/SMD and/or SMMU. The remuneration and maximum number of days per month for these advisors/ mentors shall be as per these norms for RCs mentioned above.
- h) **RPs, Interns, etc., as per need, as and when needed: RPs:** RPs on call from a dynamic and regularly augmented Pool of empaneled RPs [includes free lancers, professionals working in livelihoods field and ex-staff and associates of DAY-NRLM] on various livelihoods areas both programme and systems; engaged as and when required (ranging from a day to a few weeks /months) bases. The fee payable, apart from travel and related costs, is according to the category of Resource Person. Categories are as per the NIRD&PR norms of the National Resource Person or as under
- **Category A1** [eminent persons with relevant experience exceeding 20 years]– ₹ 12,000 per day
 - **Category A** [relevant experience atleast 15 years]– ₹ 9,000 per day
 - **Category B** [relevant experience atleast 10years]– ₹ 7,000 per day
 - **Category C** [relevant experience atleast 05 years]– ₹4,000 per day
 - **Category D** [grassroots professionals, Senior CRPs]– ₹2,000 per day
- i) **Interns:** Postgraduate degree/diploma/M.Phil. /PhD students, researchers, freelancers professionals, etc., from diverse disciplines, as per need and availability, from the fields of development, law, management, social sciences, etc., on a full time, short-term basis; duration of engagement of interns and stipend (₹ 10,000-₹ 20,000/month total, apart from actual travel and related costs), may be as decided by SRLM. Interns from international institutes of repute may be paid ₹ 60,000/month.

Recruitment, selection, and appointment

SRLM takes up staff recruitment at all levels in a phased manner, in sync with the progress of the Mission. Recruitment may be taken up directly by SRLM or HR recruitment agency(ies). Recruitment in SRLM begins with the overall HR/staff structure and the recruitment plan agreed to by EC as part of the AAP. This includes engaging community professionals in suitable positions at sub-block, block, district and state levels. CEO may initiate additional recruitment or modify the plan.

Selection

The elements of recruitment and selection include– the Agreed Job Description or Terms of Reference for the Position; this includes the position level, qualifications, experience profile, competencies required, etc. All staff should have the following competencies and skills–

- a) **Essential Competencies**– 3R (read, write, arithmetic); demonstrated willingness to stay, be with and work with the poor; pro-poor facilitation orientation; tenacity; self-control; strategic influencing; concern with impact; de-learning and learning orientation; understanding and experience of poverty, vulnerability, and livelihoods of the poor; specific domain expertise.
- b) **Desirable Skills**– Management, Leadership, Mentoring, Mobilization, Communication, Training, Presentation, Language, etc.

Process

The mode of selection should be transparent to hire a best talent through a fair and transparent selection process. The process of selection must be duly recorded. The selection process may include any or all of the process mentioned below: -

- a) Advertisement (print advertisement, e-advertisement, posting on the website, etc.); e-group announcement; intimation to HR Agencies/consultants, etc.
- b) Receiving Applications against advertisement/announcement, or otherwise [existing staff, possessing requisite qualifications and experience, are eligible to apply].
- c) Screening and first shortlisting of Applications.
- d) Indicative Selection/Pre-selection Methods (with/without stage-wise shortlisting).
- e) Aptitude and/or Written test (if the number of first shortlisted applicants is high).
- f) Village stay/fieldwork with/without agenda/checklist.
- g) Group discussion, presentation, write-ups.
- h) Behavioral Competency Interview/Psychometric test; and
- i) Any other techniques are helpful in screening, shortlisting and knowing candidates.
- j) Interview(s) of the final shortlisted candidates (by a panel that includes an independent professional(s), SMD/CEO or her/his representative(s), community representative(s), one NMMU member (for senior positions) etc.; panel to have a senior woman and a senior SC/ST).

During induction and probation, SRLM reserves the right to terminate a candidate's engagement for cause, including, but not limited to, documented performance deficiencies, medically substantiated unfitness, or acts of misconduct, which includes indiscipline, insubordination, negligence, criminal conduct or breach of applicable regulations. Prior to termination, the candidate shall be provided a reasonable opportunity to be heard. Termination shall be affected by thirty (30) days' written notice or paying remuneration in lieu thereof.

SRLM may take experts from existing staff within mission activities following due procedure.

SRLM may modify the selection process suitably to ensure community professionals take up SRLM positions. However, the quality of skills required for the position should not be compromised. The Fellows or YPs can also be selected through campus placement. SRLM may outsource some or all selection elements to an HR Recruitment Agency. In any case, the appointed interview panel takes the final selection call.

SRLM may need to follow reservation policy and exemption as per state norms. And must ensure equity in staff selection.

Individual Consultant selection, if the estimated consultancy value is less than ₹ 50 lakh, may be limited to approved Terms of Reference (ToR), e-advertisement, receiving applications, screening, and short listing not less than three potential consultants, and selecting the suitable one using appropriate selection tools, including presentation and interview as per the extant provisions of the General Financial Rules (GFR).

For RPs, SRLM employs a dynamic and regularly augmented pool of RPs to use their services as and when required. The process includes –

- a) E-advertisement or identifying from 03 CVs/ seeking applications/ nominations for empanelment.
- b) Developing a primary list of potential RPs at various levels.
- c) Mapping expertise, thematic area of interest and geographic area of interest and observing the suitability in terms of attitude, articulation and willingness for the tasks in SRLM in an orientation workshop (that introduces NRLM framework, Protocols, and processes) and field visit-
 - i. Class room sessions (2-5 days; as per requirement)
 - ii. Field visits (3-5 days; as per requirement)

Selection, listing and grading of the RPs (by SRLM appointed panel that includes an independent professional(s), SMD/CEO or her/ his representative(s), community representative(s), one NMMU member (for senior positions), etc.; panel to have a senior woman and a senior SC/ST; panel participates in the orientation and screens the potential RPs)

- d) Intimation and publishing of the pool

Empaneled RPs with NMMU, NIRD, SRLMs and other NRLM partner organizations are automatically included in the SRLM pool of RPs.

Staff Engagement and Appointment

Selected candidates are either engaged on a deputation, contract basis or through an outsourcing agency. The deputation or contract is generally long-term till the project tenure as per the government norms, whichever is less, subject to annual renewal based on satisfactory performance. For YPs, the tenure is three years, extendable by two more years. All engagements with MzSRLM are explicitly non-permanent. Preference in selection will be accorded to qualified candidates who are residents of the designated posting location (Block/District).

The internal selection process can absorb the willing and apt YPs into the staff of MzSRLM but depending on the availability of post. For consultants, ToR governs the tenure. EC decides the tenure of advisors.

The steps leading to the selected candidate joining and continuing in SRLM are–

- a) Seek feedback from references.
- b) Issue an offer letter duly signed by the Authorized Signatory [if the feedback from references is not negative] and seek acceptance of the candidate.
- c) Accept the joining report of the new staff member on the date of joining and issue a contract/appointment letter (a copy to be returned accepting the contract/appointment); the following documents may be collected along with the joining report-
 - Updated personal particulars/CV, including permanent account number (PAN), Aadhaar card.
 - Details for Provident Fund, Insurance etc. (As applicable)
 - Details for Identity Card, Details of Bank Account
 - Undertaking for Conflict of interest, confidentiality, etc.

An appointee is transferable across the thematic and geographical areas during the contract/deputation tenure. A competent authority will make routine reshuffle of staffs based on the Mission's requirements. S/he can also be deputed to a community institution. Also, an appointee may be terminated from service if it is found that s/he has furnished wrong information during the selection and appointment time or subsequently.

Promotion: The organizational structure of MzSRLM offers opportunities for staff growth and advancement. However, promotions to the next level or grade will be based on performance, seniority and the availability of a vacancy. The Promotion Committee will first assess the necessity of filling the vacant position and review the performance of eligible staff. Generally, only those with satisfactory performance in the preceding year(s) will be considered for promotion. Recommendations of the Promotion Committee will then be placed before the Executive Committee for final approval.

Staff Roles and Responsibilities

Customized Indicative Job Descriptions (JDs) of the above positions' roles and responsibilities based on the local context and stage of the NRLM implementation in the state are placed in Annexure 2. These could be customized based on the local context and stage of NRLM implementation in the state.

Staff Induction

All new staff members, including consultants, RPs and Interns, must undergo induction immediately upon joining SRLM. The primary documents, including manuals, reports, training materials, etc., are provided in print and e-form as an induction kit to the new staff member.

Induction takes the new staff member through SRLM's Vision, Mission, Core Values and Non-negotiable Principles, NRLM framework, Processes, Protocols, Community Operational Manual and field reality/situation so that s/he fully appreciates the programme and systems and her/his roles and responsibilities, job description, Key Result Areas and Key Performance Indicators therein.

Indicatively, Block staff, District staff, Executives and YPs are in induction for up to 15 days, and DPMs/DMs, Managers, COOs/Additional CEOs are in induction for up to 5-7 days. Depending on the background, the CEO also needs to be in induction for 2-5 days in the area notified by Ministry of Rural Development. Support staff may be in induction for 1-3 days.

The consultants, RPs and interns undergo a short induction programme to internalize the NRLM framework, processes, and core values.

Induction, a mix of fieldwork (60-75%) and classroom training (25-40%), is in four phases: Understanding the Context-Poverty, Vulnerability and Livelihoods; Understanding community institutions and Participatory Assessment; Beyond the Institutions; and Planning. A detailed indicative schedule is in Annexure 3.

During the induction process, the participants are observed closely and graded on indicators like their active participation, unlearning and learning, approach towards dealing with the poor, and other necessary attributes for a development professional. Participants who fail to meet or obtain at least the minimum score on the above requirements during the induction are de-selected forthwith.

Probation

All new staff members at all levels, other than consultants, RPs and interns, are on probation for the initial three months. During probation, services may be terminated with shorter/no notice. Learning and performance of the staff member during the probation is assessed periodically, and feedback is provided. By the end of the probation, if the performance is not up to the mark, the probation may be extended for a further period of up to 6 months. If the learning and performance are very poor, and attitude, behavior and orientation are found not appropriate to SRLM during the initial probation period or learning and performance do not improve significantly during the extended period of probation, deputation/contract is terminated. Otherwise, the probation is deemed over and completed satisfactorily upon completion of the initial/extended probation period.

De-selection, Penalties, separation and exit

A staff member is de-selected and disengaged from SRLM's services if the staff member does not display a minimum level of unlearning/learning and performance during the induction period. A staff member is terminated if the learning and performance during the initial/extended probation period are not up to the mark and/or attitude, behavior and orientation are found inappropriate to SRLM. Apart from these, any staff member found not adhering to or violating any SRLM core values/non-negotiable principles is deselected forthwith. Further, s/he may be deselected if performance during annual performance as part of the Performance Management System is not satisfactory on a recurrent basis. Disengagement is affected by giving notice (as per terms of engagement in the contract/ appointment letter) or paying remuneration in lieu thereof.

De-selection

All staff would be subject to de-selection. Any staff member who is found not adhering to or violating any of the NRLM Core Values, Non-negotiable principles and documented performance deficiencies, medically substantiated unfitness, or acts of misconduct, which includes indiscipline, insubordination, negligence, criminal conduct, or breach of applicable regulations will be de-selected forthwith.

De-selection Penalties may call for imposition of the following penalties on a case-by-case basis, for good and sufficient reasons and as hereinafter provided, on a SRLM staff, namely: -

- Explanation /Show Cause Notice Warning
- Withholding of increments of pay
- Suspension/Loss of remuneration
- Demote to lower position for a period to be specified in the order of penalty,
- Termination of service

Further, de-selection may also be caused after annual performance report is found unsatisfactory. The De-Selection Committee shall have the authority to take appropriate action as required. Additionally, the Chairperson of the De-Selection Committee namely the State Mission Director, MzSRLM/ Commissioner & Secretary, Rural Development & Administration Department shall be the final authority in deciding any de-selection action.

De-selection committee is set up as follows:

Chairman	- Secretary, Rural Development & Administration Department
Vice Chairman	- Addl. Secretary/Jt. Secretary RD/State Mission Director
Member Secretary	- Chief Executive Officer, MzSRLM
Member	- Director, Rural Development & Administration Department
Member	- Project Director/DMD of the Concern District
Member	- Block Development Officer/BMD of the Concern Block

Any staff member may also separate from SRLM voluntarily by resigning and serving a notice period or on completion of the tenure or on attaining 60 years or as decided by the State Government (in the case of full-timers other than advisors, consultants, and RPs).

SRLM, for its records and use, mandatorily documents the feedback of the staff member separating from SRLM. A separation letter /relieving letter and an experience certificate are issued to the outgoing staff member after settling all dues and handing over to the assigned successor on the date of relieving.

Remuneration, Allowances and Benefits

Staff on deputation is paid as per their remuneration package in the parent organization/ department. They are also paid an additional increment/ deputation allowance of at least 25% of the basic salary (subject to availability of funds and overall budgetary space of the society). Other allowances are payable as per the SRLM norms herein. House Rent Allowance (HRA) may be provided to eligible personnel, adhering strictly to the provisions of the prevailing Government of Mizoram norms.

For staff on contract, SRLM pays remuneration as a professional fee or salary package. All the statutory requirements applicable in the context of remuneration structure would be duly met. Hence, the remuneration would be paid subject to Tax Deducted at Source (TDS) deduction, calculated on a fee or salary, as per the details provided by the staff member. Indicative total remuneration payable to each level in SRLM is in **Table 4**. Annual Increments upto 10 percent are provided for all categories of staff on contract based on the Performance management system (PMS).

If SRLM outsources support staff services through an HR agency, the remuneration payable and the annual increment to them are as per the agreed terms with the HR agency.

For all staff, SRLM disburses the remuneration on the last working day of the month or on the first working day of the following month.

Travel Allowance (TA)

MzSRLM appreciates that the staff spends significant amount of time in the field with the poor. Given the nature of SRLM's agenda, the process of approval of the travel plan of field functionaries by the competent authority needs to be quick and timely.

Approved monthly field travel plan would be the basis for travel in the field. Other travel would require prior approval of the competent authority (reporting officer, if not specified otherwise).

All travel claims must be submitted in the prescribed format (claim form) along with supporting documents to the Controlling Officer within 3 months from the date of completion of journey. Claim/Bills after scrutiny by the accounts division is to be settled as soon as possible.

All travel claims must be submitted to the Accounts Division in the prescribed format (claim form) along with supporting documents (bills) within a week of return from the tour. After scrutiny by the account's division, claims are settled.

So broadly, staff would get:

1. Outstation Travel within the State (Outstation Travel includes Travel Allowance (TA), Local Conveyance Charges during outstation travel, Lodging Allowances and Daily Allowance (DA).
2. Outstation Travel outside the State (Outstation Travel includes Travel Allowance (TA), Local Conveyance Charges during outstation travel, Lodging Allowances and Daily Allowance (DA).
3. Travelling Allowance on Transfer: TA on transfer and transportation of Personal Effects.

TA/DA for Block Thematic staff

For thematic staff at the Block level, local field travel does not come under TA/DA. All Block thematic staffs are not entitled for TA/DA on travel within their respective Block except on special detailment order from SMMU/DMMU.

Fixed TA/DA for field visits:

For block thematic staff, TA/DA amounting Rs 4000 per month will be released only upon submission of the 15-day mandatory field visit report to Block Mission Director at the end of every month, duly supported by field visit report and a detailing order issued by the concerned Block Mission Director. All travel claims must be submitted to the Accounts Division in the prescribed format (claim form) along with supporting documents (bills) within a week of return from the tour. If the number of field visit days is less than 15 days, the TA/DA amount will be calculated on a pro-rata basis. This measure is intended to ensure that field-level staff actively carry out their field responsibilities.

Out Station Travel within the state: Out Station Travel within the State means travel made by employee from their respective station.

Table 5 – within State Travel Norms

Sl. No.	Category	Travel Allowance	Lodging charges subject to max of (Rs/day)		DA (Rs/Day)	
			Capital (C)	Other (O)	Capital (C)	Other (O)
1	2	3	4	5	6	7
1	Category-1 SMD	Hiring of vehicle / Office Vehicle	As per State Govt. norms	As per State Govt. norms	As per State Govt. norms	As per State Govt. norms
2	Category-2 CEO/Addl. CEO	Hiring of vehicle / Office Vehicle	As per State Govt. norms	As per State Govt. norms	As per State Govt. norms	As per State Govt. norms
3	Category-3 COO/CFO or equivalent	Hiring of vehicle / office vehicle	2250	2250	1000	700
4	Category-4 SMMs, PMs, APMs, DMMs, DFS or equivalent	Local transport (Actual Fare)/ Office vehicle	2000	1500	800	600
5	Category -5 BMMs, DMIS, Coordinators, DEO or equivalent	Local transport (Actual Fare)	1500	1000	600	500
6	Category -6 Support staff etc.	Local transport (Actual Fare)	1500	1000	500	450

Amended as approved by the 15th Executive Committee Meeting of MzSRLM

Notes: SMMU staffs, without access to official vehicle, are reimbursed local travel cost incurred on official duty, or travel to residence in the late hours after normal working hours.

Outstation Travel: Outstation Travel (Outstation Travel includes Travel Allowance (TA), Local Conveyance Charges during outstation travel, Lodging Allowance and Daily Allowance (DA)

Outstation Travel outside the State

Table 6 – Outstation Travel Norms

Sl. No.	Category	TA (travel)	DA (food & related)	Lodging- Actual Bills	* Local Travel Actual Bills per day
1	SMD	Air Fare – Economy Class	As per State Govt. norms	As per State Govt. norms	As per State Govt. norms
2	CEO/ Addl. CEO		As per State Govt. norms	As per State Govt. norms	As per State Govt. norms
3	COO/CFO/ SMM and equivalent		Reimbursable on actual, the expenditure should not exceed Rs. 1100 and upto Rs 900 on self declaration (without bills)	Upper limit of Rs.3,500/- per day	Based on actual, up to Rs. 1000
4	PM/APM/D MM and DFS and equivalent	Travel should be by II AC sleeper/Bus (all Class)/any mode of public transport for distance up to 500 kms. In case of any special circumstances , prior permission for air travel may be sought from SMD/CEO	Reimbursable on actual, the expenditure should not exceed Rs. 900 and upto Rs. 750 on self-declaration (without bills)	Upper limit of Rs. 3000/- per day;	Based on actual, up to Rs. 800
5	BMM/DMIS/ Block Coordinator and equivalent		Reimbursable on actual, the expenditure should not exceed Rs.800 and upto Rs.700 on self-declaration (without bills)	Upper limit of Rs. 3000/- per day	Based on actual, up to Rs.700

6	Support Staff/ SHG members etc.		Reimbursable on actual, the expenditure should not exceed Rs.700 and upto Rs 600 on self declaration (without bills)	Upper limit of Rs. 2500/- per day	Based on actual, up to Rs.600
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Note: Amended as approved by the 15th Executive Committee Meeting of MzSRLM

* Sharing should be opted inside and outside state travel (for Staff Level L2 to L6 as refer in Pg 10) if two or more staff travel together in the same place and may split the bill accordingly (if logistic are not provided).

Notes:

- Travel is taken up only when the competent authority approves the travel plan.
- Air Travel, where admissible, should be undertaken in economy class only, utilizing lowest available fares under check fares or other discounted fares on any airline, by the shortest direct route.
- The Ministry of External Affairs will regulate DA rates for foreign travel.
- Office vehicle or taxi, if admissible, should generally be used only where it is more economical or where direct train connection is not available.
- All advances taken for travel or any event must be adjusted promptly. If the outstanding advance is not settled within two months from the date of the event for which the advance was given, the deduction will automatically be made from salary/reimbursement.
- SMD/CEO can allow higher classes of accommodation/mode of journey in case of emergency for a person/staff who does not otherwise qualify.
- SMMU staff, without access to official vehicles, may also be reimbursed local travel costs incurred at headquarters, for travel outside the office, or travel to residence in the late hours after normal working hour
- Cases not specifically mentioned in this manual shall be deal with on a case-to-case basis and shall be governed by the broad principles of the MzSRLM HR manual.

Travelling Allowance on Transfer:

- Travel allowance on transfer shall be applicable as per the norms for official tours within the State.
- In cases where both spouses are transferred to the same block, the transfer grant and vehicle hiring charges shall be admissible for either one of them, not both.
- Transportation of personal effects shall not be admissible in cases where the transfer is made at the staff member's own request.
- The mission categorized RD Blocks into two groups and reimbursement for transportation of personal effects shall be allowed by road at a rate mentioned below for a four-wheeler.
 - **Category 1 Blocks** : ₹35 per kilometre
 - **Category 2 Blocks** : ₹50 per kilometre up to the nearest District Headquarters en route to the place of new posting and vice versa.

Thereafter, from the District Headquarters to the place of posting, reimbursement shall be calculated at the rate of ₹35 per kilometre, subject to the category of the RD Block wherein he/she is transfer.

CATEGORY 1 BLOCK	CATEGORY 2 BLOCK
• AIBAWK	• KHAWBUNG
• DARLAWN	• BUNGTLANG SOUTH
• THINGSULTHLIAH	• CHAWNGTE
• TLANGNUAM	• SANGAU
• CHAMPHAI	• BUNGHMUN
• HNAHTHIAL	• LUNGSEN
• KHAWZAWL	• TLABUNG
• BILKHAWTHLIR	• KAWRTETHAWVENG
• THINGDAWL	• ZAWLNUAM
• LUNGLEI	• WEST PHAILENG
• REIEK	• PHULLEN
• NGOPA	• EAST LUNG DAR
• SERCHHIP	• TIPA
• SIAHA	
• LAWNGTLAI	

Note: Amended as approved by the 15th Executive Committee Meeting of MzSRLM

Other Allowances and Benefits

The mobile and internet allowance and the provision of Medical Allowance is discontinued for MzSRLM staff in view of the current fund constraints.

However, the matter may be reviewed in the future, if there is an improvement in the State's fund allocation.

Ex gratia:

Payment on death of any employee: This lump sum compensation shall be payable to any employee in contract with MzSRLM in case of death while on specific duty assigned by the competent authority. The amounts payable in each circumstance is also indicated.

Table 7 – Ex-gratia

Sl. No.	Circumstance	Ex gratia Compensation
1	In case of death due to accident, while on specified duty assigned by the competent authority	Rs 10 lakhs
2	In case of death caused by Maoist/Extremist/Terrorist/attacks.	Rs 10 lakhs

The ex-gratia payments in relation to loss of human life shall be made on the basis of post –mortem report with Death Certificate issued by concerned Medical Authorities and the police report.

In case of loss of life, ex- gratia payment will be made to the legal heir.
For payment of ex- gratia, detail of the deceased staff should be submitted along with supporting documents:

- Duty Detailment Order (deceased staff was on duty during the accident)
- Medical Certificate as per claim;
- Police report as per claim;
- Certificate to prove that the claimant is legal heir to the deceased in case of death;
- A copy of Post –mortem examination report, if done, in case of death.

Leaves for Staff

The staff with SRLM can avail leaves as mentioned in the table below (for a period of one year i.e. January- December), subject to approval by the competent authority. The staff on deputation can avail of leaves as per their parent department leave policy. Leave for staff in the State Mission Management Unit will be sanctioned by the Chief Executive Officer. While the District Mission Director and Block Mission Director will be the sanctioning authority for the District Mission Management Unit and Block Mission Management Unit staff respectively. However quarterly leave record must be submitted to the Chief Executive Officer.

Table 8– Leave of Staff

Leaves	Days (per calendar year)
Leaves (Earned, Casual, Medical/sick)	30 days
Maternity Leave (up to two living children)	As per state policy
Paternity Leave (up to two living children)	As per state policy

Leave rules, applicable for all staff –

- a) Leave can be availed only on accrual of leave @ 2.5 days/working month. CEO/SMD may sanction advance leave.
- b) It is necessary to apply for leave in advance and essential to get the sanction before proceeding on leave, except in emergencies.
- c) Not more than 30 leaves can be accrued.
- d) The CEO/SMD may provide a maximum of 30 days paid extraordinary sick leave in case of severe long-term illness, including hospitalization.
- e) There shall be no cash reimbursement of the leaves. However, the accumulated leaves can be surrendered and adjusted in lieu of the notice period.
- f) Any leave availed without the reporting officer's permission/approval /ratification will be treated as an absence.
- g) If not on leave or on official duty outside the office, staff members remain in the office /field area of operation. Absence from work for more than six consecutive working days without information entails appropriate penalties of major and minor penalties under these manuals without notice. However, in exceptional cases like accidents/hospitalization, etc. this rule may be relaxed by CEO.
- h) SRLM observes Holidays, Workdays and Working Hours as per the norms of the state government. It is to be noted that SRLM is a field-based

organization, and frequent field-based work exigencies must be met. Field timings and office timings must be customized from place to place and from time to time.

- i) The short-term full-time consultants can only avail the casual leave, with prior permission of the competent authority.
- j) The accumulation of leave for the consultants must usually be avoided.

Staff Training and Capacity Building

The State must conduct a 'Training Need Assessment (TNA)' of staff at various levels periodically and annually as part of Performance Management System. Based on this and the SRLM's needs, SRLM develops an annual staff Capacity Building (CB) Plan. This CB Plan and CB calendars are integral to SRLM's AAP. During the year, SRLM rolls out the CB Plan and Calendar directly, with support from RPs, Resource Cells within SRLM and other SRLMs, CB Agencies including institutes like IIT, IIM, IRMA, IIFM, BITS, NIRD & PR and other national or state level institutes of repute. The National Mission Management Unit may facilitate for trainings and MoUs with National Organization.

Apart from these structured/formal programmes, various day-to-day processes/tasks like review, planning, visioning, mentoring, and handholding also help build the capacity of the staff. Further, each staff member must be encouraged to access a mentor/coach/counselor to enhance her/his understanding and sensitivity and increase her/his efficiency and effectiveness.

Given the nature and focus of SRLM, its staff needs to have understanding, knowledge, tools and skills in the broad poverty reduction, Rural Development, livelihoods, and business/entrepreneurship development arena among other required trainings.

The staff may be sent for international training and exposures. The basic induction, monthly reviews, annual write shops and planning workshops cover many of these aspects. The focus of the trainings must be on livelihoods and income generating activities.

Staff Code of Conduct

All staff of the SRLM is expected to demonstrate exemplary personal conduct in sync with the core values and non-negotiable principles of SRLM. This code of conduct applies to all staff, including consultants and interns. It includes–

- a) Staying, being and working with the poor the majority of the time.
- b) Showing always Hope and belief (that poverty is eradicable) and Faith (in the

innate capacity of the poor).

- c) Ensuring Inclusion, Participation and Ownership of the Poorest/Poor in all that SRLM does.
- d) Being Transparent and Accountable to the community (and public at large through proactive disclosures and RTI or otherwise, SRLM Management, Auditors, etc.) in all processes and activities
- e) Working for community self-reliance and self-dependence in every step, without compromise.
- f) Integrity.
- g) Being committed to **Communitization**. *Staff members must be more area-focused and participatory with integration and mentoring skills.*
- h) Discipline, Decorum and Decency in conduct, language and dress.
- i) Avoid situations in which personal interest could **conflict** with the **interest** of the SRLM. Conflict, if any, or potential conflict must be disclosed to the next higher management level for guidance and action as appropriate.
- j) Maintaining **Confidentiality** of any information related to the work and SRLM (and not divulging to any unauthorized person or body, and no information shall be shared with others except as per approved policies of the SRLM).
- k) Using SRLM facilities for SRLM purposes only.
- l) Complying with all **legal and statutory requirements** and supporting SRLM in complying with the same.
- m) Complying with **prohibited substance abuse**, including alcohol, tobacco and other intoxicants while at work, in the field and SRLM offices.
- n) Being **gender Sensitive and Social Inclusive** in the field and workplaces. This includes being gender, age and ability sensitive, providing equal opportunities to all, and following non-discriminatory (based on gender, caste, creed, faith, age, etc.) work practices, attitudes, behaviour, beliefs, and values towards healthy, friendly work culture and environment.
- o) **Anti-Sexual Harassment** - No staff member, either male or female, can be subjected verbally or physically to unsolicited, personally offensive, unwelcome sexual overtures or conduct. Every person has the right to work in an environment free of sexual harassment.
- p) MzSRLM employees are prohibited from membership in any registered Trade Union, including but not limited to: (a) Participating in the formation or activities of any registered Trade Union that opposes or acts against the interests of the Government. (b) Seeking or holding office within any registered Trade Union.

- q) MzSRLM employees shall not be members of, associated with, or participate in any political party or organization that engages in political activities. This prohibition extends to participating in, contributing to, or providing any form of assistance to political movements or activities.

There must be zero tolerance towards sexual harassment as per the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, GOI, 2013 [see detailed policy at <http://www.iitbbs.ac.in/notice/sexual-harassmentof-women-and-rules-2013.pdf>]. Behavior that amounts to sexual harassment may result in disciplinary action, including dismissal. Such cases would be referred to the Internal Complaints Committee (ICC)/ Anti Sexual Harassment (ASH) Committee formed by SRLM for the purpose. Any malicious intent on the part of the complainant shall be dealt with seriously as per the Act. This policy is adopted as per Government norms.

Violating any element of this code of conduct may call for an explanation, show cause notice, warning, suspension, loss of remuneration and termination.

Grievance Redressal

In order to ensure that the work culture in SRLM reflects SRLM's transparent, democratic and process-driven nature, SRLM facilitates grievance redressal mechanism/process (GRM) so that staff can express their grievances and seek redressal. Grievances include unfair treatment, delayed/non-payment of remuneration and allowances, and issues adversely affecting the organization's ethos.

The GRM includes –

- a) Grievance Redressal Committees (GRCs) at Block, District and State levels with not less than three members (one woman member with appropriate seniority, SC/ST representative (if related to the member of that community) and another senior member) to redress issues of the staff at the Block, District and State-level respectively. Where the number of staff is less or staff with appropriate seniority are unavailable, the concerned unit may draw upon women/SC/ST representatives from SMMU/DMMU/BMMU level. At each level, a Grievance Handling Officer, nominated/designated from among the staff, supports the GRC.
- b) The Grievance Handling Officer is responsible for issuing acknowledgement and recording the date of receipt of the grievance.
- c) GRC meets quarterly. All complaints received till the current GRC meeting are resolved during the meeting. A record of the proceedings is maintained, and GRC's decision is implemented.
- d) In the event of any emergency, GRC may meet at short notice.
- e) The Grievance Handling Officer at the state-level consolidates and e-compiles SRLM-wide GRC data, Grievances and their redressal information.

Redressal mechanism

At the time of approving the AAP of the SRLM, the SRLM shall also present a slide on the KPIs depicting HR health of the SRLM, like number of employees deployed vs targets (both at a consolidated level and at each district and block level).

If the SRLM follows the following hygiene factors;

- a) Timely payment of salaries and allowance
- b) Timely payment of reimbursements
- c) Doing annual PMS/ACR and Giving annual increments to staff
- d) Coverage of staff under medical insurance
- e) Timely Redressal of grievances
- f) Pending unaddressed grievances

Human Resource Management and PMS/ACR

HR Data base and HR MIS

SRLM must maintain all its HR profiles and other records, including staff members, consultants, RPs and interns. It also e-profiles them and maintains an HR Management database. HR MIS also includes data on required, approved, planned and filled HR positions at various levels; JDs/ToR; individual qualifications and experience; induction details; individual CB (learning) needs, plans and achieved/fulfilled; training/orientation in mandatory CB items for each staff member; other training attended; CB Plan vs Achievement; CB Calendars; data of ASH committees/ committee members and their performance; data of GRCs and members and their performance; data on individual plans and performance assessments/ scores, recommendations etc., as part of PMSs/ACR MIS also keeps tracks of various HR Practices and Hygiene elements.

Performance Management System /Annual Confidential Report (ACR)

SRLM is committed to rolling out PMS/ACR for its staff. The PMS/ACR should be conducted regularly on an annual basis. The HR Committee of MzSRLM decided to implement the PMS/ACR in alignment with the Mizoram State Government Employees' Performance Appraisal Report (PAR) Rules, 2010. Accordingly, the State will facilitate the PMS/ACR process, including the roles and responsibilities of the Reporting Authority, Reviewing Authority and Accepting Authority for all staff.

PMS/ACR aims to align staff efforts towards achieving the mission objectives, recognizing performance, and addressing the issues and challenges of poor performance/ nonperformance. It enables each staff member to know clearly what is expected from her/him, plan for unlearning, learn and build their capacity, plan, and work to achieve planned results, and seek recognition and reward, if any.

As a first step, all positions should have indicative JDs, Key Result Areas (KRAs) and Key Performance Indicators (KPIs). The cycle of the PMS/ACR commences with customizing the JD, KRAs and KPIs for the position jointly by the staff member and her/his reporting officer and for the team.

Staff members who perform better are provided with recognition and non-monetary and monetary rewards following performance. Others with lower under performance are asked to improve learning and performance. Staff members with recurring low or under performance are disengaged forthwith. A detailed description of PMS/ACR is in *Annexure 4*.

Review of HR Processes/Practices, HR Hygiene and independent HR Audit

CEO and /or HR Committee reviews the prevalent HR Processes/ Practices and elements of HR Hygiene in SRLM (as described in the HR manual) against benchmarked processes/ Practices and Hygiene every month and improvement plans. HR manager/CB Anchor at the state-level anchors this agenda. Further, the HR Committee/CEO commissions a full-fledged independent HR Audit annually/biannually and implements the recommendations of the Audit.

Annexures

Annexure-1

Delegation of Powers (Indicative)

Administrative Powers to be delegated at the State, District and Block Levels–

Table 9 (a) – Delegation of powers

Term used	Represents
Head of State-Head of Department /Mission	State Mission Director
Head of Office -State	Chief Executive Officer
Head of District	Project Director/ District Mission Director (DRDO)
Head of Block	Block Development Officer/ Block Mission Director

Note:

- 1) In the absence of SMD/CEO, the following would be Head of office at the State-Level – Joint Mission Director/Additional CEO/ COO If from government (as decided by SMD/CEO).
- 2) In the absence of a competent officer, his/her immediate senior officer may hold additional responsibility of the Junior Officer.
- 3) The same rank officer may be assigned the responsibility on his/her absence.

Table 9 (b) – Delegation of Powers

Nature of powers	Authority	Extent of Power delegated
To accord administrative approval and financial sanction for the procurement of goods and services.	State Mission Director	Full powers within the approved AAP
	Head of office-state*/CEO	Up to ₹ 10 lakh in each case
	Head of office-District/DMD	Up to ₹ 5 lakh in each case
To accord administrative approval and financial sanction for purchasing journals, books, and periodicals.	State Mission Director	Full powers within the approved AAP
	Head of office-state/CEO	Upto ₹0.50 lakh in each case

To accord administrative approval and financial sanction for the purchase of consumable stores, fuel, oil and repair, maintenance and hiring of vehicles on a daily basis.	Mission Director/CEO	Full powers within the approved AAP
	Head of office-state	Up to ₹10 lakh per month
To engage temporary/part-time staff/ Deputation /Contracts/YPS	State Mission Director	Full powers within the approved AAP
	Head of office-state/CEO	NA
To accord administrative approval and financial sanction of salary, office rent, electricity, water charges, taxes, telephone, internet, etc.	State Mission Director/CEO	Full powers within the approved AAP
	Head of office-District/DMD	Actuals/Upto the approved limit
Sanction of recurring, non-recurring contingent expenditure not specified elsewhere.	State Mission Director	Full powers within the approved AAP
	Head of office-state/CEO	Upto ₹ 5 lakh in each case
	Head of office-District/DMD	Upto ₹ 1 lakh per month
To accord administrative approval and financial sanction for payment of legal fees, other incidental charges /legal consultancy fees for lawyers	State Mission Director	Full powers within the approved AAP
	Head of office-state/CEO	Upto ₹ 5 lakh in each case
To accord administrative approval and financial sanction on TA Bills and advance for travelling.	State Mission Director/ CEO	Full powers within the approved AAP
	Head of office-District/DMD	Full powers (within the district) as per approved SRLM norms
To sanction reimbursement of cancellation charges for rail, air	State Mission Director/ CEO	Full powers within the approved AAP

Nature of powers	Authority	Extent of Power delegate
Ticket when cancellation is made in the interest of society or when cancellation is made on account of circumstances beyond the control of the officials	Head of office-state	Full powers (For District level functionaries)
To accord administrative approval and financial sanction for field visits and Attending training/seminars/workshop within the state.	State Mission Director/CEO	Full powers within the approved AAP
	Head of office-District/DMD	Full powers (within the district) as per approved SRLM norms
To accord administrative approval and financial sanction for exposure /immersion/attending training workshops outside the state.	State Mission Director/CEO	Full powers within the approved AAP
To accord administrative approval and financial sanction for attending training workshops/seminars/study/ exposure tours abroad for Tour Advance.	State Mission Director/CEO	Full powers within the approved AAP
To accord administrative approval and financial sanction for expenditure on taxi fares of distinguished visitors	State Mission Director/ CEO	Full powers within the approved AAP
	Head of office-District/DMD	Full Powers for Block level as per approved SRLM norms
To accord administrative approval and financial sanction for repairs/renovation of office, repair of goods, equipment and furniture.	State Mission Director	Full powers within the approved AAP
	Head of office-state/CEO	Up to ₹ 5 lakh in each case

To obtain administrative approval and financial sanction for the one-time installation of office equipment, telephones, internet, electricity, etc.	State Mission Director	Full powers within the approved AAP
	Head of office-state/Other Delegated Official	Full powers
	Head of office-District/DMD	Full powers (within the district) as per approved SRLM norms
To accord administrative approval and financial sanction for organizing food, TA and DA for invitee VIPs/EC members, Experts and Delegates attending meetings	State Mission Director/CEO	Full powers within the approved AAP
	Head of office-District/DMD	Nil
	Head of office-block	Nil
To accord administrative approval and financial sanction or Unanticipated activities	State Mission Director/CEO	Full powers within the approved AAP
Disciplinary action, including suspension of staff appointed on deputation or contract	State Mission Director	Full powers within the approved AAP
	Head of office-state/CEO	NA
To accord administrative approval and financial sanction for programmatic expenditure, which is already approved in the AAP.	State Mission Director	Full powers
	Head of office-state/CEO	Full powers
Any other activities not covered above	State	EC/Governing Body
	District	
	Block	

**Head of Office–State Senior Officer of SMMU nominated by CEO*

Job Descriptions (Indicative)**A. SMMU**

Position 1 (A). Chief Operating Officer (COO)- The Chief Operating Officer will work towards attainment of the results envisaged by the State Mission to the required standards of quality and within the constraints of time and cost.

Roles and Responsibilities:

- i. Lead the multidisciplinary team of professionals under MzSRLM.
- ii. Ensure that all programmatic function is being successfully implemented as per desired schedule and standards.
- iii. Represent MzSRLM for strategic partnership, liaison, interface, review and knowledge/information sharing with different stakeholders.
- iv. Lead the SRLM for planning, budgeting and developing implementation strategies of all activities of the mission.
- v. Review and monitor the mission activities on key success parameters.
- vi. Undertake any task assigned by the Chief Executive Officer.

Position 1 (B). Chief Finance Officer (CFO)- The Chief Finance Officer will work towards attainment of the results envisaged by the State Mission to the required standards of quality and within the constraints of time and cost.

Roles and Responsibilities:

- i. Lead the multidisciplinary team of professionals under MzSRLM.
- ii. Ensure that Fund Utilization is as per Financial Rules and Procedures of Ministry of Rural Development, State and Central Government.
- iii. Represent MzSRLM for strategic partnership, liaison, interface, review and knowledge/information sharing with different stakeholders on financial aspects.
- iv. Lead the SRLM for planning, budgeting and developing implementation strategies of all activities and Schemes of the mission on financial aspects.
- v. Review and monitor the mission on financial activities for all Schemes under MzSRLM.
- vi. Undertake any task assigned by the Chief Executive Officer.

Position 2 (A). State Mission Manager (Programme)- Thematic Area Institution Building & Capacity Building (IBCB), Financial Inclusion (FI), Social Inclusion & Social Development (SI&SD) & Gender, Farm Livelihoods, Non-Farm Livelihoods

IB/CB- Ensure mobilization & monitoring of all community institution including, SHG, VO, CLF, PG, PE/FPO, Cluster or any other similar community organizations.

Specific Responsibilities:

Financial Inclusion: Ensure proper bank linkage, insurance, digital financing, didi banks and similar activities.

SI/SD: Ensure Social inclusion and Development through various policy initiatives in coordination with other themes. Facilitating gender, ultra poor and FNHW by deepening of initiatives in the specific areas.

Livelihoods: Ensure creating eco-system for income generating activities along with other themes.

Role and Responsibilities

- i. Develop relevant thematic strategy and plan for poverty alleviation; develop and strengthen coherent approach for livelihood & entrepreneurial activities.
- ii. Ensure that the thematic strategy aligns with other Govt schemes or influence plans of Govt schemes to align with the Mission agenda; facilitate convergence with Govt Schemes.
- iii. Identify value addition opportunities and establish market linkages support and extension services.
- iv. Ensure convergence/partnerships with other government agencies and organizations to collaborate with SRLM to achieve the Mission's goal.
- v. Maximize value derived from budgetary spending.
- vi. Develop policies, protocols, modules, standard operating procedures (SOPs), training materials and guidelines for staff and cadres for activities and work in the relevant thematic area.
- vii. Set up a training calendar for staff and cadres and ensure it is implemented successfully.
- viii. Deploy National Resource Persons (NRPs) to support the deployment of the Mission strategy and plan.
- ix. Identify and deploy best practices in the thematic area of intervention.
- x. Align and leverage efforts across the state- promote learning and success stories.
- xi. Ensure that the right staff/consultants'/ resources are inducted, trained and deployed for work in the thematic area; ensure staff is engaged and motivated to deliver results.
- xii. Facilitate formation of higher order enterprises
- xiii. Facilitate Lakhpati initiative
- xiv. Conduct regular and periodic monitoring of the work done in the

thematic areas in the Blocks and Districts.

xv. Ensure proper documentation, and dissemination of best practices.

xvi. Meet AAP and state-defined targets.

Position 2. (B) State Mission Manager - Support functions (Finance and Accounts/Procurement/Admin and HR)

Role and Responsibilities:

- i. Provide primary inputs in the development of the annual plan.
- ii. Monitor implementation of SRLM plans at District and block levels.
- iii. Monitor spending through SRLM and Other Schemes.
- iv. Ensure relevant resources are made available to Districts and blocks to operate effectively.
- v. Strengthen SRLM community development professionals.
- vi. Ensure effective placement of staff to run operations.
- vii. Strengthen capacity among cadres; Monitor cadre growth and effectiveness of institutional platforms.
- viii. Map learning and success and evaluate how learning from one area can be successfully scaled across the state.
- ix. Meet AAP and state-defined targets.

Position 2 (C). State Mission Manager (MIS)

Role and Responsibilities:

- i. Ensure proper systems are in place to facilitate reporting at all levels.
- ii. Develop monitoring mechanisms for tracking the performance of Projects, CB activities, community cadres, Resource pools and training centres.
- iii. Update systems to keep current with SRLM's requirements.
- iv. Train staff and cadres to use the reporting systems effectively.
- v. Ensure Timely submission of Weekly, monthly and Quarterly reports.
- vi. Monitor practical usage of the reporting systems; ensure integration with the NRLM reporting system.
- vii. Prepare performance dashboard and circulate it to relevant members.
- viii. Prepare reports to evaluate performance across the state, Districts and Blocks.
- ix. Compile data relevant to planning and budgeting.
- x. Ensure the development of evaluation & analytical reports of various mission activities
- xi. Incorporate approved plan in MIS database.
- xii. Ensure the integrity and security of the database.
- xiii. Meet AAP and state-defined targets.

Position 3 (A). Project Manager– Knowledge Management and Communications (KMC)

Role Responsibilities:

- i. Develop the brand identity & promote the work of the programme.
- ii. Educate District and block personnel on various media means.
- iii. Diligently handle the social, electronic & print media.
- iv. Coordinate with audio-visual agency for the creation of Missions activities in documentaries.
- v. Curate the documents for various themes.
- vi. Facilitate the formation/development of Media Sakhis/CRPs.
- vii. Coordinate with various govt. and private media agencies.
- viii. Maintain and promote an authentic public image of SMMU

Position 3 (B). Project Manager & Assistant Project Manager

Role and Responsibilities:

Project Manager and Assistant Project Manager will assist the State Mission Manager in their respective thematic.

B. DMMU

Position 1. Project Director (PD) /District Mission Director (DMD) -DMMU

Role and Responsibilities:

- i. To ensure the SRLM plan is implemented in the district most effectively.
- ii. Coordinate the allocation of resources across the district; assess and process fund release requests/disbursals.
- iii. To facilitate convergence with government schemes in the district and to engage with district functionaries in leveraging government schemes to benefit the target households.
- iv. Monitor the training and grooming of RPs and keep staff updated and current with best organization practices.
- v. To align and leverage efforts across Blocks-promote learning and success stories.
- vi. To ensure that the right staff/consultants'/ resources are inducted, trained and deployed for work in the district; To drive CB of Mission staff, community institutions and cadres.
- vii. To ensure staff is motivated to deliver results in the district.
- viii. To guide and support better participatory planning by panchayats and the community organization network.
- ix. To increase the capability of CBOs to demand entitlements.
- x. To develop a democratically conscious community to strengthen and

sustain local government institutions.

- xi. To conduct regular and periodic monitoring of the work done in the district.
- xii. Meet AAP and state-defined targets

Position 2: District Mission Manager/District Functional Specialist/Account Officer (Thematic)

Role and Responsibilities:

- i. Guide and train District and block staff in the implementation of strategy and plan in the thematic area;
- ii. Ensure that the area's policies, protocols and SOPs are understood and implemented by District and block staff.;
- iii. Ensure that work integrates with other interventions in the area;
- iv. Ensure inclusion of the vulnerable in Mission engagements;
- v. Facilitate convergence with government schemes in the district;
- vi. Identify value addition opportunities, establish market linkages support and extension services in the district;
- vii. Optimize spend on the different interventions;
- viii. Setup a training calendar for staff and cadres and ensure it is implemented successfully;
- ix. Deploy best practices in thematic area of intervention;
- x. Align and leverage efforts across the district-promote learning and success stories;
- xi. Conduct regular and periodic monitoring of the work done in the thematic areas in the Blocks;
- xii. Meet AAP and /Or defined targets

Position 3: District MIS Manager

Role and Responsibilities:

- i. Ensure proper systems are in place to facilitate reporting at District and block levels.
- ii. Train District staff and cadres to use the reporting systems effectively.
- iii. Ensure Timely submission of Weekly, monthly and Quarterly reports.
- iv. Monitor practical usage of the reporting systems; conduct periodic checks on the system availability.
- v. Prepare performance dashboard and circulate it to relevant members.
- vi. Compile data relevant to planning and budgeting.
- vii. Study data to evaluate trends and patterns and highlight outliers and Blocks that are lagging behind.
- viii. Ensure the integrity and security of the database.

C. BMMU

Position 1: Block Development Officer (BDO) / Block Mission Director

Role and Responsibilities:

- i. To ensure the SRLM plan is implemented in the block in the most effective way.
- ii. To coordinate the allocation of resources across the block; assess and process fund release requests/disbursals.
- iii. To facilitate convergence with Govt Schemes in the block; to engage with Govt functionaries in leveraging Govt schemes to benefit the target households.
- iv. To review work done and make course corrections proactively.
- v. To ensure staff are kept updated and current with best organization practices.
- vi. To align and leverage efforts across clusters-promote learning and success stories.
- vii. To monitor training and grooming of CRPs.
- viii. To drive capacity building of cadres.
- ix. To guide and support better participatory planning by panchayats together with the community organization network.
- x. To increase the capability of CBOs to demand entitlements.
- xi. To develop a democratically conscious community to strengthen and sustain local government institutions.
- xii. To conduct regular and periodic monitoring of the work done in the block.
- xiii. Coordinate with the district on resources and plan implementation.
- xiv. Ensure that SOPs and protocols setup by the state are followed.
- xv. To ensure that cadre and staff report work done using the Mission reporting system.
- xvi. To use market control mechanisms to drive performance in clusters.
- xvii. Meet AAP and state-defined targets.

Position 2: Block Mission Manager

Role and Responsibilities:

- i. Implement block SRLM plans and priorities.
- ii. Mobilize communities in the Cluster and ensure that target households are brought into the SRLM fold through SHGs.
- iii. Support CRPs in bringing women together into SHGs.
- iv. Plan for livelihood activities suitable for the assigned Cluster.
- v. Support SHGs to open accounts.

- vi. Support SHGs in setting up and managing community resource centers.
- vii. Organize and coordinate training of SHG members—organize skill training as relevant for members of SHGs.
- viii. Enable forming PGs, producer companies and federations to bring entrepreneurs under one umbrella and give them more bargaining power.
- ix. Provide information about and enable the SHGs to access resources of other government Schemes.
- x. Form VOs and CLFs and enable them to access funds – Revolving Funds and Community Investment Funds.
- xi. Keep posted on the activities of SHGs; mentor and support them to reach a level of vitality, confidence and empowerment.
- xii. Monitor funds/ schemes accessed by SHGs, VOs, and CLFs.
- xiii. Ensure that the vulnerable, Elderly, PWDs, etc, are brought into the SHG fold.
- xiv. Keep BMMU updated on activities in the field and report on success and learning that can be shared.
- xv. Update MIS on SHGs formed, members, VOs, CLF, etc.
- xvi. Meet AAP and state-defined targets.

Position 3: Cluster Coordinator (CC)

Role and Responsibilities

- i) Ensure that target households are brought into the SRLM fold.
- ii) Manage data of SHG households and community cadres.
- iii) Supervise, strengthen, monitor & mentor SHG, Village Organization and Cluster Level Federation towards programme objectives.
- iv) Social mobilization, training and capacity building of SHG and Federations at blocks/cluster/village level.
- v) Facilitate Cluster Level Federation, Village Organization, conflict management, relationship building with Village Councils.
- vi) Ensure timely audits and trainings to book keepers, master book keeper etc.
- vii) Conduct frequent field visit, conduct review with Cluster and resolve any biases with the institutions and provide monthly reports of work done in the cluster.
- viii) Meet AAP and State defined targets.

Position 4: Financial Inclusion Coordinator (FIC)

Role and Responsibilities

- i) Supervise, strengthen, monitor and mentor SHGs, community cadres and federation towards financial inclusion and funds to community.

- ii) Provide technical support to supported SHGs in terms of SHG credit linkage with public sector banks and cooperative banks, NRLM bank linkage MIS; keeping track of SHGs data on Bank Loan.
- iii) Coordinate with Community Cadres and Community institutions in maintenance of the books of records at all level of the institutions.
- iv) Ensure timely proposal and disbursement of community funds such as start-up cost, RF, CIF, VRF and Livelihoods Fund to the community institutions and ensure the capitalization of such funds.
- v) Ensure that eligible SHGs, Producers Groups, VOs, CLFs and BLFs are credit linked on time and as targeted.
- vi) Monitor and resolve any issues or delay in credit application by the institutions and also disbursement of loan by the banks.
- vii) Coordinate with Banks, community institutions, sub committees and CBRMs in loan recovery and sensitization of defaulter.
- viii) Ensure that all SHGs prepare their MCPs on time, records are keep properly maintained, and loans internal/external are taken in line with their MCPs.
- ix) Meet AAP and State defined targets.

Position 5: Livelihoods Coordinator (Farm)

Role and Responsibilities

- i) Supervise, strengthen, monitor and mentor SHGs, Producer's Group and Producer Company towards farm livelihoods intervention.
- ii) Provide technical support to SRLM supported women farmers towards promotion of sustainable livelihoods, Integrated Farming Clusters, MKSP Value Chain and market linkage.
- iii) Development and nurturing of community cadres/CRPs and execution of convergence plan with line departments and other agencies.
- iv) Provide support to Custom Hiring Centre for drudgery reduction.
- v) Develop a farm livelihoods database and extend support on need basis.
- vi) Conduct regular field visit to Clusters, villages and livelihood sites for training, support the field level intervention, monitoring and evaluation of the livelihood initiatives.
- vii) Consolidating livelihood report on a regular basis at the block level.
- viii) Meet AAP and State defined targets.

Position 6: Livelihoods Coordinator (Non-Farm)

Role and Responsibilities

- i) Supervise, strengthen, monitor and mentor enterprises towards non-farm livelihoods intervention.
- ii) Provide technical support to CRP-EP and enterprise in terms of supply chain management, production, post production and market linkage.
- iii) Work on SVEP, MED, Clusters, OSF, Incubation and extending learning to all blocks.

- iv) Promote and contribute to ODOP-One District One Product.
- v) Develop a non-farm livelihoods database and execution of convergence plans with line departments and other agencies.
- vi) Conduct regular field visit to Clusters, villages and non-farm livelihood sites for training, support the field level intervention, monitoring and evaluation of the non-farm livelihood initiatives.
- vii) Consolidating livelihood report on a regular basis at the block level.
- viii) Meet AAP and State defined targets.

Position 7: Data Entry Operator/MIS Assistant

Role and Responsibilities

- i) Entry of MIS related data of the Mission and Community Institutions on time.
- ii) Ensure timely submission of weekly, monthly and quarterly reports of the activities undertaken in NRLM MIS and LoKOS
- iii) Update systems to keep current with SRLM's requirement.
- iv) Provide support to community cadres to use the reporting systems effectively.
- v) Meet AAP and State defined targets.

Position 8: Young Professional

Role and Responsibilities

- i) Ensure that target households are brought into the SRLM fold.
- ii) Manage data of SHG households.
- iii) Work on SVEP and extending learning from SVEP to all blocks through.
- iv) Develop a livelihoods database and extend livelihoods survey to other blocks.
- v) Market SHG products.
- vi) Provide training to rural women through RSETI, DDU-GKY, UPSDM, Skills Based Guidelines and other agencies about market scenarios, current market trends, costing, and design to make it sustainable.
- vii) Set up and manage community resource centre.
- viii) Promote and contribute to ODOP – One District, One Product.
- ix) Enable the formation of PGs, producer companies and federations to bring entrepreneurs under one umbrella and give them more bargaining power.
- x) Provide technical support to supported SHGs in terms of SHG credit linkage with public sector banks and cooperative banks, NRLM bank linkage MIS; keeping track of SHGs data on Bank Loan.
- xi) Meet AAP and MoRD/State-defined targets.

Induction Schedule (Indicative)

Training Modules in each of the phases would broadly include the following:

Table 10– Training Modules

All the staff members would undergo a field immersion visit, including field exposure before the commencement of the first phase of training
PHASE I: Understanding the Context- Poverty, Vulnerability and Livelihoods
Introduction to NRLM and NRLM framework; Identifying NRLM Target Group, PIP Process
Poverty, Vulnerability, gender and Livelihoods
Understanding self, qualities of a development worker
Teambuilding–cooperation, teamwork, conflict management, negotiation skills
Poverty, Vulnerability, gender and Livelihoods
PRA/PLA Tools –introduction to tools
Initiation in to documentation
PHASE II: Understanding Institutions and Beyond
Architecture of Institutions (SHGs, Federations), District and block organogram-Administrative structure– Revenue and development (various line departments)
Gender and Social Inclusion
SHG: Mobilization, Group Dynamics, Panchasutras
Financial inclusion beyond savings and credit
SHG: Bookkeeping, Grading, RF, MCP, CIF and Bank Linkages, Interest subvention, VRF
Livelihoods – major livelihoods of the poor, resources, issues; livelihood situation analysis, livelihood interventions under NRLM-various schemes, their features, guidelines, etc. Importance of feasibility, minimum income from a livelihood activity, opportunity cost of the community (what the community gives up while taking up a suggested livelihood activity), Entrepreneur profit is a % of the sales
CB: Community Institutions/cadres, Local Stake holders
Leadership–problem-solving, decision-making; Team vision, Team Management and Team Learning
Planning for interventions – feasibility, viability and cost-effectiveness
Participatory Training Methods Overview of Methods and Tools [Module Development], Planning, Case Studies, Games, Songs, Material, non-verbal communication, etc.]

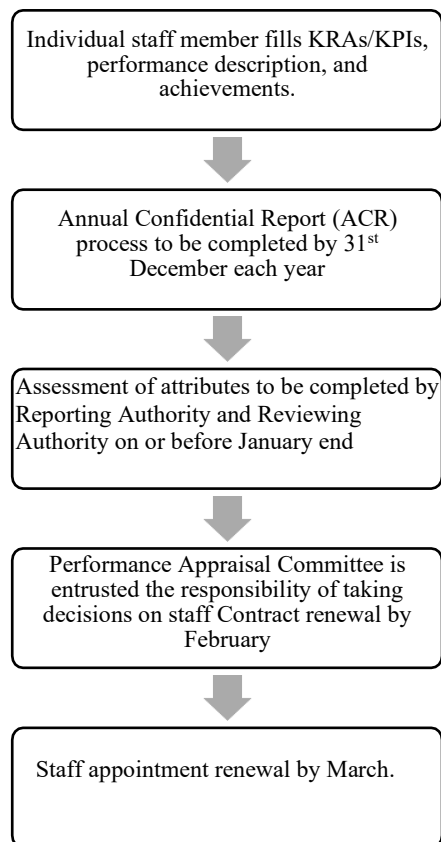
Social Security schemes, entitlements, MGNREGS, PRI-CBO convergence, GPDP, FNHW
PHASE III: Thematic/Management Orientation
Introduction and Scope of themes-IBCB, SISD, Financial Inclusion, Farm and Non-farm livelihoods
Processes at the community level –interventions, institutions, community cadres, CB, etc.
AEP, Livestock clusters, Producers group and Producer Enterprises, SVEP, MED, Clusters, Incubators, OSF Annual Action Plan-The various components of the AAP and the annual targets -physical and financial
PHASE IV: Planning
Financial Management-Fund Transfers-Start-up, RF, CIF, VRF, VLF, PG Support fund, etc. SNA, PFMS, PDMS, CFMS, etc.GF, tender process
MIS, M&L, FM, community Procurement etc.; ICT and learning
Feasibility, viability, and cost-effectiveness of interventions
Planning for poverty Reduction, Planning for Interventions
Plan for Interventions: Business Plan, proposals, Training Plan, Integrated Plan
Convergence with various departments and Partnerships, different memorandum of understanding (MoUs), opportunities
Phase V-Special Projects
Farm and Non-farm Value Chains projects-MKSP
Convergence Projects
Any other special Livelihood Project of the SRLM

Performance Management System (PMS)/Annual Confidential Report (ACR)**State, District, Block level Teams**

- 1) The PMS/ACR applies to the SMMU, DMMU and BMMU and would cover all those who are drawing their salary from the society, i.e. those who are deputed from government and those who have been recruited from the open market.
- 2) For each staff member, PMS/ACR involves planning for performance [to work out and finalize JDs for all staff and agree with staff on their KRAs and Key Performance Indicators [KPIs] in sync with AAP], supporting towards/in performance, tracking performance [the progress on KPI regularly based on MIS], assessing/appraising performance
- 3) PMS/ACR provides feedback to the staff on their performance, including recognition and development through CB to fill in the skill gaps and de-selection if and when required. Feedback enables staff to enhance efforts and make any required mid-course corrections.
- 4) The capacity building/development needs of the staff are decided based on the gap between expected KPIs and actual achievement by the staff member.
- 5) The process of Performance Assessment-
 - I. The individual staff member must fill the agreed KRAs/KPIs in the prescribed format to describe/narrate the performance (including critical achievements, additional initiatives, challenges faced, lessons learned, etc.). Further, Individual staff members are to fill in the achievement against the KPIs and to list contributions to the team, learning and behavior; and to fill the achievement/action in area anchoring, working with the community, night stays in the village and fieldwork. ii. Based on the above, individual staff members should score her/his assessments.
 - II. Reporting Officer/supervisor will comment on the above achievements and overall performances write and score assessments.
 - III. The final scores are to be added, and consolidated performance scores are to be obtained; looking at the score, the individual's performance is to be rated as Excellent/Very Good/Good/Average.

Block anchor and BMM, District anchor and DMM, Additional CEO/COO and the representative of CEO (other than HR person) at block, District and state levels, respectively, lead the teams and ensure the assessment is completed in time and systematically.

Performance Assessment process flow chart:



Performance Review/Appraisal Committee:

Performance Review Committee will be set up under the Chairmanship of State Mission Director, MzSRLM, Chief Executive Officer, MzSRLM as Member Secretary of the Committee, Representatives from RD Secretariat and Directorate of Rural Development & Administration Department.

In addition to the Performance Management System mentioned in the HR Manual, the Competent Authority decided to implement the existing Mizoram State Government Employees (Performance Appraisal Report) Rules 2010 as amended from time to time.