

**SERVICE RULES AND REGULATIONS  
(2022)**



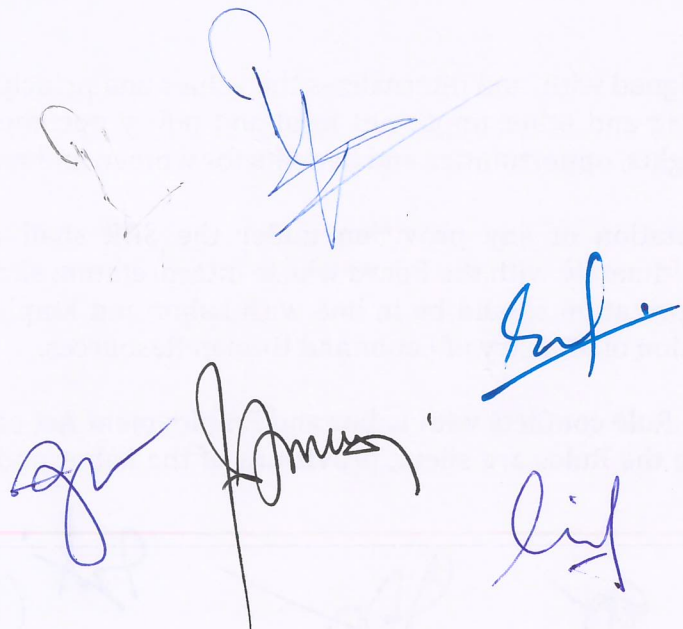
**ROYAL SOCIETY FOR PROTECTION OF NATURE**





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# CHAPTER 1

## INTRODUCTION

### 1.1 Name and purpose

This rule, hereafter shall be referred to as the **SERVICE RULES AND REGULATIONS (SRR) REVISED 2022** of the Royal Society for Protection of Nature (RSPN), Bhutan.

The purpose of this Service Rules and Regulations is to standardize and strengthen the overall management system of the Organization.

### 1.2 Application

The provisions of this Service Rules and Regulations shall apply to all the employees of Royal Society for Protection of Nature.

### 1.3 Effective date

The latest changes in the Service Rules and Regulations came into effect from **1<sup>st</sup> January, 2022** with endorsement by Ministry of Labor and Human Resources (MoLHR) and RSPN Board of Directors.

### 1.4 Overarching policies

The SRR incorporates provisions that are fundamental to good administrative and human resource management and in keeping with the changing management practices. The Constitution of the Kingdom of Bhutan 2008 provides an overarching framework and foundation within which gender equality is enshrined. Furthermore, the Bhutan Civil Service Rules and Regulations (BCSR) 2018 prescribe conditions to enable women's participation, which includes support to create a positive enabling environment for women to enter and remain in the service.

Therefore, RSPN's SRR is aligned with, and internalizes the values and principles enshrined in the Constitution of Bhutan and other important legal and policy documents, and shall endeavor to ensure equal rights, opportunities and benefits for women and men at RSPN.

The authority for interpretation of any provision under the SRR shall rest with the management of RSPN and ultimately with the Board whose interpretation shall be final and binding, however the interpretation should be in line with Labor and Employment Act of Bhutan 2007 and its regulation of Ministry of Labor and Human Resources.

Where the provision of this Rule conflicts with Labor and Employment Act of Bhutan 2007 and its Regulation or where the Rules are silent, provisions of the Labor and Employment Act, 2007 shall prevail.



Where any provision of this Internal Service Rules is not covered under Labor and Employment Act of Bhutan, 2007, shall be dealt as per the relevant Laws of the country.

The internal service rules once approved shall be adequately and reasonably disseminated of its contents to the employees.

## 1.5 Amendment and revision

**1.5.1** This SRR is a living document and shall therefore be amended. This Service Rules and Regulations shall be reviewed, and if necessary, revised from time to time by the management in consultation with all the employees. The amendment of the Internal Service Rule shall be submitted to the Ministry of Labor and Human Resources for their endorsement.

**1.5.2** All the amendment of any provisions under the SRR shall be conducted in consultation with the employees.

**1.5.3** The following information shall be clearly stated on top of each amendment page:

1. The date of revision, which is the date on which the Board approval has been accorded.
2. The effective date of the changes.
3. Every revision shall be added as an additional page right after the relevant section and shall be marked with the same page number followed by an alphabet starting with 'a' at the right bottom of the page e.g., Page '5a' shall mean that the revision pertains to the topic in page 5, 'a' shall be the first revision.
4. If the same topic is further amended, then 'b' shall be added to the page number for example '5ab' shall mean the revision, pertains to the topic in page 5, which was amended previously with the additional page 'a' and is now being further amended with the addition of page 'b'. This shall continue in the same sequential order as long as there are repeated amendments to the same topic.
5. If the revision should exceed one page, then the revised page which is numbered with the original page number followed by a sequential alphabet which describes the number of amendments shall be again sequentially tagged with a roman subscript numerical. for example, Page '7ai', '7a ii', shall mean the topic in page 7 has been revised and the amendment is in page '7a' which has two pages, '7ai' and '7a ii'.

## 1.6 Interpretations and Definitions

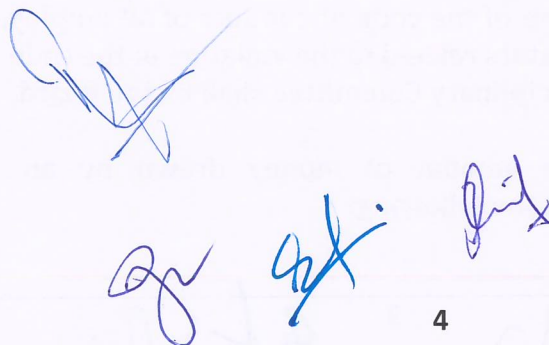
- **"Board"** shall mean directors collectively acting as the Board of Directors of RSPN.
- **"Chairperson"** shall mean a director of the Board of RSPN appointed by the Board as Chairperson of the board.





- **“Executive Director”** or **“ED”** shall mean a full-time manager, appointed by the Board to manage the day-to-day affairs of RSPN or as otherwise determined by the Board.
- **“Management Team”** shall mean the executive body involved in making management decisions and refers to the Executive Director (ED), Director of Operations Department, Director of Program Development Department and Division chiefs to be a part of this decision-making body.
- **“Human Resource Committee”** or **“HRC”** shall mean the committee who shall provide technical advice to the Executive Director/Management team in matters related to human resource development and management.
- **Bond** shall mean an undertaking signed between an employee and RSPN to legally authenticate any agreement.
- **“Employee”** shall mean any person with requisite qualifications, experience and particular skills necessary to carry out responsibilities of the job for a fixed tenure or term as contained within certain terms and conditions laid down in his/ her contract with the RSPN.
- **“Designation”** shall mean the title assigned to an employee at a certain position and level in RSPN. The designation assigned shall be reflective of the function and role, which the employee performs in the Organization.
- **“Position”** shall mean the General Position/Hierarchy defined for an employee in RSPN based on which he/she is defined to work or benefit from the Organization. viz. Position: *Executive Director, Director, Specialist, Chief, Officer, Assistant, Support and Consolidated Pay Employees (CPE)*.
- **“Level”** shall mean the steps within the Position defined for an employee in RSPN based on which he/she is defined to work or benefit from the Organization Viz. Level: *ED, D1/ES1, D2/ES2, D3/ES3, C1, C2, C3, O1, O2, O3, A1, A2, A3, S1, S2, S3, S4 and CPE*.
- **“Family”** shall mean the family of an employee and shall include the parents, spouse and children of the employee, as mentioned in the Service Record of the employee.
- **“Dependents”** shall mean the spouse, child and parents of an RSPN employee.
- **“Disciplinary Committee”** shall mean a committee comprising of the Executive Director and the Department Directors and Division Chiefs, who shall look into all matters relating to violation of the code of conduct of all employees excluding the Executive Director. For matters related to the violation of the code of conduct by the Executive Director, the Disciplinary Committee shall be the Board.
- **“Salary”** shall mean the amount of money drawn by an employee every month(monthly), including the following:

- ✓ **'Basic Pay'** is the amount of money payable to an employee every month without including any allowances and perquisites.
- ✓ **"Allowance"** means any additional payments made by RSPN to an employee in addition to the basic pay and other emoluments claimed or paid to an employee by RSPN.
- **"Service Record"** shall mean the official record as recorded in the employee service file or digital format containing the background details of the employee and other Human Resource records as necessitated by RSPN.
- **"Supervisor"** shall mean the RSPN official to whom one or more employees is directly responsible and reports to.

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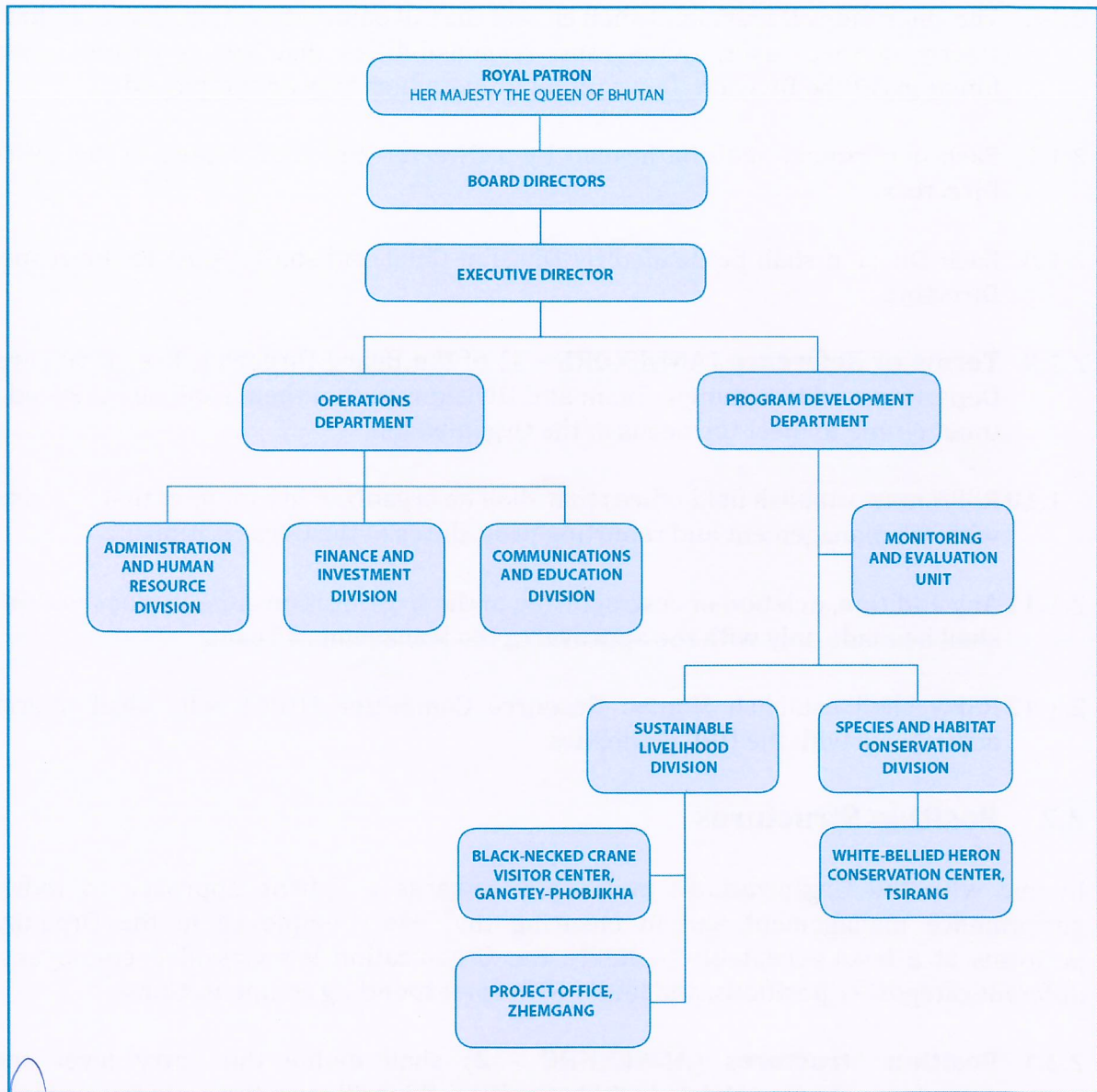
# CHAPTER 2

## ORGANIZATIONAL STRUCTURE

Her Majesty Gyaltsuen Jetsun Pema Wangchuck, the Queen of Bhutan is the Royal Patron

### 2.1 Organizational Structure

Based on RSPN's functions outlined in the Organization's Articles of Association, the Organization broadly comprises of the Board of Directors, the Executive Director, Departments and Divisions.

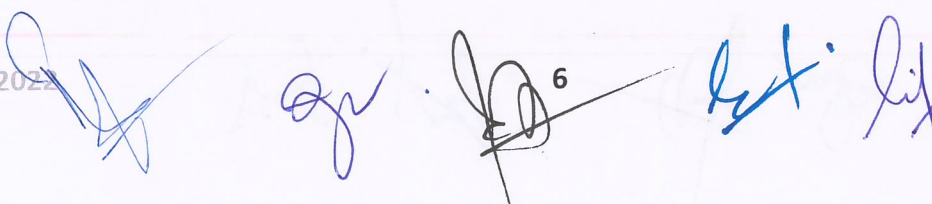


- 2.1.1 The Board Directors shall provide strategic direction and guidance in the governance of RSPN.
- 2.1.2 The Executive Director shall direct and manage the day-to-day affairs of RSPN.
- 2.1.3 The management team shall be responsible for making important management decisions.
- 2.1.4 The Operations Department shall be responsible for providing operation services including administration, human resource, financial, publicity and information dissemination.
- 2.1.5 The Program Development Department shall be responsible for development, planning, implementation, evaluation and monitoring of the programs and projects.
- 2.1.6 The Operations Department shall ensure that all employees of the Organization have clearly defined tasks, duties, and responsibilities that are consistent with the functions of the Division/Department under which they are employed.
- 2.1.7 Each department shall be headed by a Director and shall report to the Executive Directors.
- 2.1.8 Each Division shall be headed by Division Chief and shall report to the respective Directors.
- 2.1.9 **Terms of Reference (ANNEXURE - 1)** of the Board Directors, Executive Director, Departments, Management Team and Divisions within them shall be reviewed from time to time to meet the needs of the Organization.
- 2.1.10 RSPN may establish field offices that shall be organized in a manner that is consistent with the management and reporting procedures of the Organization.
- 2.1.11 Any addition, deletion or restructuring of the Organization and divisions within it shall be made only with the approval of the Management Team.
- 2.1.12 RSPN shall establish Human Resource Committee (HRC), who shall operate in accordance with the HRC guidelines.

## 2.2 Position Structures

In line with the Organization's philosophy towards a holistic approach to individual performance management and in ensuring that every employee in the Organization performs at a level acceptable to RSPN, the Organization has classified employees into different categories, positions, and levels with corresponding compensations.

- 2.2.1 **Position Structures (ANNEXURE - 2)** shall define the entry level and its corresponding growth level within position, this will form the basis for placement of employees:





a) The position structure shall apply to all the employees.

**2.2.2** The Operations Department shall make necessary changes in position structure and salary scale as and when required by the Organization and submit to the Board for approval.

### **2.3 Working hours, Holidays and Office security**

**2.3.1** Other than the winter months of November, December, January and February, the normal working hours shall be between **9:00 A.M to 5.00 P.M** from Monday through Friday for all offices under RSPN with one-hour lunch break from **1:00 P.M. to 2:00 P.M.** During the winter months, normal working hours shall be between **9:00 A.M to 4:00 P.M** with one-hour lunch break from **1:00 P.M. to 2:00 P.M.** The meal break shall be excluded in the working hours. The maximum overtime shall be of **2 hours per day or 12 hours per week.**

An employee working overtime shall be paid overtime pay for the number of hours worked or apply for compensation leave:

1. Normal rate of pay calculated on hourly basis for overtime work other than between 10'O' clock at night and 8'O' clock in the following morning.
2. 1.5 times the normal rate of pay calculated on hourly basis for work between 10'O' clock at night and 8'O' clock in the following morning and over time work hours on public holidays.

**2.3.2** RSPN offices shall remain closed during all national holidays and local holidays declared by the respective Dzongkhags in which the offices are located.

**2.3.3** Breastfeeding mothers shall be allowed paid breaks (**one hour daily**) or reduced daily working time (**one hour per day**) to allow for breast feeding as is necessary for breast feeding till her new born becomes two years old. The age of the infant shall be ascertained through the birth certificate.

**2.3.4** All RSPN offices shall be provided with adequate safety and security measures. Use of office and facilities within the office premises during off-office hours and holidays shall be monitored. All field offices shall also ensure proper safety of the premises, equipment and documents at all times.

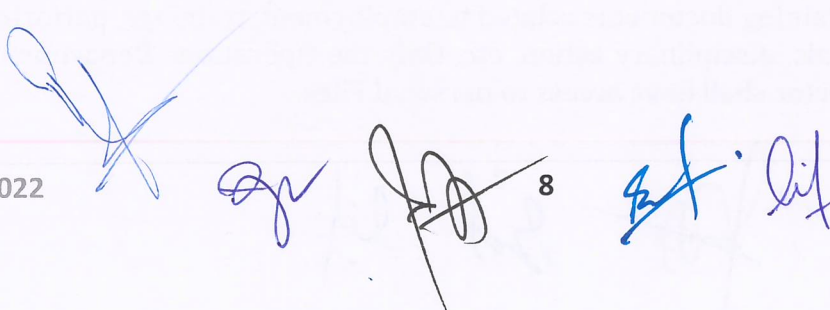
### **2.4 Files and Confidentiality**

**2.4.1** All official records pertaining to the affairs of the Organization shall be maintained in a filing system that allows records to be easily available for future references.

**2.4.2** Confidential Employee Personal Files: RSPN shall maintain confidential files of every employee containing documents related to employment, trainings, performance and salary appraisals, disciplinary action, etc. Only the Operations Department and the Executive Director shall have access to personal Files.

2.4.3 RSPN staff shall refrain from dissemination/sharing of information or records labelled or categorized as 'Confidential' except for official purposes that require such information to be shared.

2.4.4 Information or records of confidential nature shall be labeled 'Confidential' and kept under lock by concerned personnel.



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## CHAPTER 3

### EMPLOYMENT

RSPN shall strive to provide equal opportunities to all candidates and apply objective and fair criteria to ensure that candidates are selected, assessed and incentivized on the basis of their merits, abilities and performance.

Candidates seeking employment shall normally have attained the minimum age of 18 years (Bhutanese nationals between 13 to 17 years may however be employed against jobs/posts prescribed by MoLHR). All the appointment shall follow the RSPN SRR, which is in line with the selection and recruitment regulations of MoLHR and RSPN.

#### 3.1 Creation of new Post

3.1.1 A new post may be created by the concerned Departments/Divisions based on the need of the Organization and submit to the management for approval.

#### 3.2 Authority to Recruit

3.2.1 Recruitment into positions at the Directors and Specialist level shall be submitted to the Board for approval. For all other positions, the approval shall be sought from the Executive Director.

3.2.2 The Operations Department in consultation with the relevant Division shall initiate the recruitment process.

#### 3.3 Recruitment Guidelines

##### 3.3.1 Meeting employment needs in-house

In house retention shall ensure that experienced employees possess the knowledge, skills and aptitude to contribute to the effectiveness of RSPN. Retention of employees shall be done through 'Renewal of contract' of an employee. The in-house recruitment process shall be without any discrimination and in line with Labor and RSPN regulation.

##### 3.3.2 The recruitment processes

1. The Employer shall recruit Bhutanese nationals keeping in view of Royal Government's policy to reduce dependency on foreign workforce. Foreign workers shall be employed only when nationals are not available.
2. Vacancies shall be advertised in the public media and shall be carried out based on merit/qualification/experience.

3. The appointments shall be in line with the Labor and Employment Act of Bhutan, 2007 and its Regulations.
4. Facilitate the appointment of the most suitable employees in the most efficient, transparent and effective manner.
5. Provide a planned and systematic induction of selected candidates.
6. Ensure that the people with required qualification, competence and right attitude for the right job are hired.
7. Any employees not covered under this Internal Service Rules shall be conducted as per the Labor and Employment Act of Bhutan, 2007.

### 3.3.3 Vacancy Announcement

All job vacancies, except those under temporary job category, shall be recruited as follows:

1. Vacancies for jobs may be announced within the Organization. This will enable RSPN to retain its experienced employees and provide them with continued employment with RSPN.
2. Vacancies for job not filled **under clause 3.3.2 above** shall be announced through the public media. These vacancies shall also be posted on the RSPN website.

#### 3.3.3.1 All vacancy announcements must contain the following information:

1. Job Title
2. Required minimum qualification
3. Required minimum experience
4. Nationality
5. Required documents
6. Application deadline

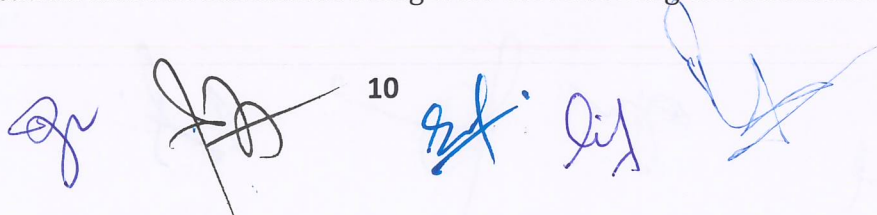
#### 3.3.3.2 Address of RSPN

The following detailed information shall be made available to interested applicants upon request:

1. Full Job description/ Terms of Reference
2. Skills and competencies required to carry out the work
3. Special requirements if any
4. Selection procedures (interviews, written examination etc.)

### 3.3.4 Required documents:

The written application must be submitted along with the following documentation:





1. Resume
2. Copies of academic transcripts
3. Work Experience certificate
4. Contact details of referees
5. Copy of the Citizenship Identity Card
6. Security Clearance Certificate
7. Valid medical certificate
8. Any other information that may be required
9. No objection certificate for in-service candidates

### 3.3.5 Screening, Short-listing and Selection

1. The Operations Department shall facilitate/coordinate the processes. HRC shall carry out the screening, short-listing and final selection of the candidate(s) and submit to the management for approval.
2. The Management shall establish an interview panel for the final selection of the candidate.

### 3.3.6 Interview panel shall;

1. Assess the candidates' knowledge, interest, competency and attitude or the willingness to be posted in any of the RSPN offices if selected.
2. Assess the general language proficiency of the candidate in English, Dzongkha and other local dialects as deemed.
3. Record assessment scores, remarks, and recommendations in the interview format for each candidate and attest signature.

**3.3.7** Evaluation report of the interview and/or written tests conducted shall be compiled by the Operations Department and the overall results shall be declared with the approval of the Executive Director.

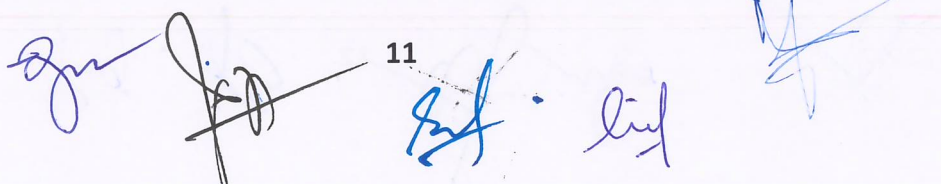
**3.3.8** Candidates called for interview shall not be eligible for reimbursement of expenses incurred on travel unless otherwise communicated to the candidate prior to being called for the interview.

**3.3.9** The interview panels are required to sign the **Conflict-of-Interest declaration form (SRR-FORM -1)** before the interview sitting.

## 3.4 Job Categories

RSPN shall recruit staff for employment under the following job categories:

**3.4.1 Regular Contract:** All employees of RSPN shall be recruited on regular contract with specific terms and conditions drawn against each position.



- 3.4.2 Consultants:** Consultants are employed and paid by the Organization to perform time bound, specific and highly professional tasks. Their payments are predetermined and shall be entitled to benefits as per their contract agreement only in line with Labor Rules.
- 3.4.3 Consolidated Pay Employees (CPE):** This category of employees is employed to perform basic and manual work in RSPN on a consolidated salary. The salary for CPE shall be paid as in (ANNEXURE 5)
- 3.4.4 Consortium of Experts:** This category shall comprise of a selected group of highly qualified experts in various fields, who meet specified criteria and have been enrolled under the RSPNs Consortium of Experts. Their engagement shall be determined by the RSPN management team upon recommendation from the HRC and in accordance to the consortium of expert's guidelines. Under special circumstances the HRC may seek management team's approval for the enrolment of foreign members.
- 3.4.5 Temporary Staff:** This category of employees comprises of those that are employed for short term duration of not more than one year. The salary for temporary staff shall be paid as in **Table 1**
- 3.4.6 Volunteers and Interns:** These categories of staff are engaged to perform specific tasks for the Organization with minimal or no cost or obligation to RSPN. The category includes individuals that have voluntarily offered their services as well as those that are deputed/ contracted by other volunteer agencies to RSPN. Hence, no remuneration is payable by RSPN except for an honorarium, accommodation or payment of expenses incurred in the event of performing specific task assigned by RSPN. However, DSA shall be paid as in **Table 1**.

**Table 1. Incentives for temporary Staff, Intern/Volunteers and Daily paid workers**

Designation	Incentives	Remarks
Temporary staff	20,000/month	Minimum qualification of Class XII and above
Daily Wage Workers	Minimum of Nu. 215/day	
Intern and volunteers	Minimum of Nu. 1000/day	

### 3.5 Employment Terms

- 3.5.1** All employees of RSPN shall be recruited for a period of **5 years** and the contract shall be renewed based on the performance of the employee and the need of the Organization.
- 3.5.2** RSPN position level and Minimum No. of years required for upgrade to the next level/position shown in **Table 2**.



**Table 2. Position level for upgrade to next level**

From Level	To Level	No. of years and authority to endorse for upgrade to the next position level
<b>Director/ Specialist</b>		
D2/ES2	D1/ES1	5 years by the Board upon recommendation by the ED
D3/ES3	D2/ES2	5 years by the Board upon recommendation by the ED
<b>Chief</b>		
C1	D3/ES3	5 years by the Management upon recommendation by the Director
C2	C1	5 years by the Management upon recommendation by the Director
C3	C2	5 years by the Management upon recommendation by the Director
<b>Officer</b>		
O1	C3	5 years by the Management upon recommendation by the chief
O2	O1	5 years by the Management upon recommendation by the chief
O3	O2	5 years by the Management upon recommendation by the chief
<b>Assistant</b>		
A1	O3	5 years by the Management upon recommendation by the chief
A2	A1	5 years by the Management upon recommendation by the chief
A3	A2	5 years by the Management upon recommendation by the chief
<b>Support</b>		
S1	A3	5 years by the Management upon recommendation by the chief
S2	S1	5 years by the Management upon recommendation by the chief
S3	S2	5 years by the Management upon recommendation by the chief
S4	S3	5 years by the Management upon recommendation by the chief

*\*Note: Considerations for upgrade to the next higher level are subject to the performance ratings and management/board approval listed above.*

## 3.6 Appointment

3.6.1 Appointment to any post or position of RSPN shall follow the procedures outlined below:

1. A candidate selected for the post shall be informed of the interview result and written acceptance shall be solicited from him/ her. Thereafter, an office order specifying the designation, salary, date of joining, probation period, and place of posting along with job description shall be issued for his/ her initial placement on probation before his/ her appointment to regular service is confirmed.
2. Upon successful completion of probation period, an appropriate **Appointment Order (ANNEXURE 3)** shall be signed between the employee and the Executive Director within a week of completion of the probation period.
3. Following this, an Appointment Order providing details of the appointment date, designation, position, reporting details, salary structure, place of posting, and allowances, benefits and job specification consistent with the provisions of the contract agreement shall be issued and forwarded to the successful applicant with copies to the relevant officers and departments/divisions of the Organization.

3.6.2 Appointment into posts or positions shall be effective through an Appointment Letter with or without a preceding contract agreement.

3.6.3 The employment regular contract agreement format shall be in consistent with this service rules and regulations, the format may be revised as and when deemed necessary with the approval of the management and shall include the following:

1. Name of Employee
2. Designation
3. Position and Pay scale
4. Benefits
5. Code of conduct/ Obligations
6. Duties and Responsibilities
7. Reporting line
8. Duration of contract
9. Duty Station/Place of Posting

3.6.4 On signing the regular contract or issue of office order, the Operations Department shall ensure the completion of appropriate HR formalities including salary, taxation details, provident fund contributions, health contribution and group insurance scheme (GIS).

3.6.5 The Operations Department shall ensure that the Program Development Department and the immediate supervisors are informed of the applicant's acceptance and starting date.



### 3.7 Probation period

3.7.1 A probation period of **six months** shall apply to all the regular contract staff.

3.7.2 The probation period is viewed as a period of trial where:

1. RSPN management assesses the competence, character, aptitude, discipline and suitability of the candidate. During this period, RSPN shall provide induction training and orientation programs to introduce the new employee to the Organization.
2. The employee determines his/ her ability to cope with the requirements of the job.
3. RSPN has the right to terminate the employment before the expiry of his/ her probation period for reasons that may or may not be related to 1) and 2) above with a service termination period of 7 days.

3.7.3 Employees during probation period shall not be entitled to:

1. short training programs.
2. Separation benefits in the event of termination of the employment during the probation period.

3.7.4 The probation period shall be counted towards the number of years of active service for calculation of the gratuity, PF, and post-retirement benefit calculations.

3.7.5 On successful completion, an Appointment Letter (**as per section 3.6.1 (3)**) shall confirm regularization of the employee's services. Accordingly, the proportionate earned leave for the period shall be credited to the employee's account.

3.7.6 Probation shall not be applicable for employees whose contract is renewed.

### 3.8 Termination of Service/contract

3.8.1 Expiry of contract/Superannuation (**refer Chapter 11: Employee Separation**).

3.8.2 Termination on Disciplinary Ground (**refer Chapter 10: Code of Conduct & disciplinary procedures**).

3.8.3 Resignation/contract Termination: The regular contract may be terminated at any time upon 30 days' written notice by either party. In the event the employee fails to provide the notice in advance, the employer shall be compensated with the one month's basic pay in lieu of the notice period.

3.8.4 Upon the date of termination of service, RSPN shall pay the employee for work performed.

3.8.5 RSPN shall incorporate any deductions from the final paycheck to cover the balance of any outstanding debt owed to RSPN.

### 3.9 Renewal of Contract

3.9.1 The Operations Department shall inform concerned employees and management team in writing of the expiry of the regular contract term at least two months prior to expiry.

3.9.2 The regular contract of an employee shall be renewed under the following;

1. Retain qualified, experienced, efficient, and committed employees.
2. Scoring considerable points during core competency and annual target rating.

3.9.3 The regular contract shall be renewed not later than a month before the expiry of the existing regular contract term.

3.9.4 The whole period of the past regular contract terms and the renewed regular contract terms on a continuous time scale shall be considered to be active service to the Organization.

3.9.5 The employee contract shall be renewed upon approval from the ED based on the endorsement report of the HRC using **Contract Renewal Office Order (ANNEXURE-4)**

3.9.6 An employee who qualifies the **clause 3.9.7 below** shall apprise the management for their regular contract renewal following the expiry notification issued from the Operations Department.

3.9.7 The following Terms and Conditions shall apply for regular contract renewal;

**i. Annual performance rating (Annual target and Core Competency rating)**

- a) He/she has at least obtained **good category** for the last five consecutive years in **performance rating (Table 3)**

**ii. Terms of reference**

- a) He/she has efficiently delivered the roles and responsibilities reflected in their individual ToR.

**iii. Official code of conduct**

- a) He/she has upheld RSPN rule of law with highest integrity, accountability, transparency and took utmost responsibility in discharging his/her services.
- b) Maintains excellent rapport with staff and beyond with track records.



- c) Lead and initiates new things that supported the growth of the Organization.
- d) Displayed highest leadership role
- e) His/her personal/ private affairs not impeded/damaged RSPN's status.

**iv. Tenure**

- a) He/she has served in the same position for minimum of five years.

**v. Supervisor's recommendation**

- a) He/she has to secure strong recommendation from their supervisor in support of the application.

**vi. Protocol/process**

- a) Fulfill all the required processes of regular contract renewal.
- b) The employee whose regular contract is expiring shall initiate the renewal in consultation with respective supervisor and submit to Operations Department.
- c) The Operations Department shall then submit it to HRC for assessment and recommendations.
- d) The HRC shall submit to the ED for final approval. In case the HRC does not recommend the employee's, regular contract renewable shall be submitted to management for further decision-making process.

**3.10 Up-gradation to next position level**

**3.10.1** The Board/Management may consider an employee for upgrade to next **position level (Table 2)** upon the qualification of the **clause 3.10.2**.

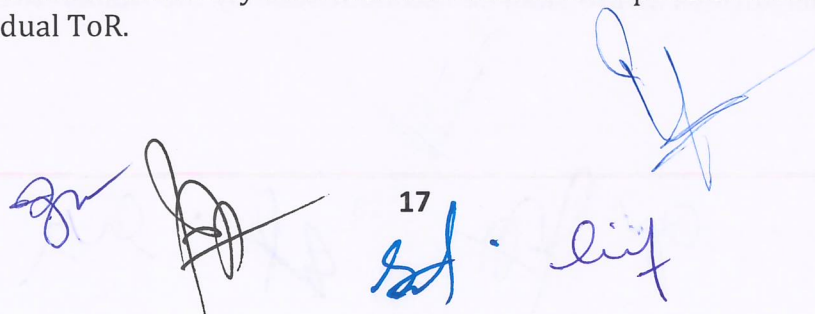
**3.10.2** Any employee who qualifies the following criteria mentioned below shall apply for his/her up-gradation to the next position level.

**i. Annual Performance rating (Annual target and core competency rating)**

- a) He/she has at least obtained **good category and above** for the last five consecutive years in **performance rating (Table 3)**

**ii. Terms of reference**

- a) He/she has to efficiently delivered the roles and responsibilities reflected in their individual ToR.



**iii. Official code of conduct**

- a) He/she has upheld RSPN rule of law with highest integrity, accountability, transparency and took utmost responsibility in discharging his/her services.
- b) Maintains excellent rapport with staff and beyond with track records.
- c) Lead and initiates new things that supported the growth of the Organization.
- d) Displayed highest leadership role
- e) His/her personal/ private affairs not impeded/damaged RSPN's status.

**iv. Tenure**

- a) He/she has served in the same position for minimum of five years.

**v. Supervisor's recommendation**

- a) He/she has to secure strong recommendation from their supervisor in support of the application.

**vi. Protocol/process**

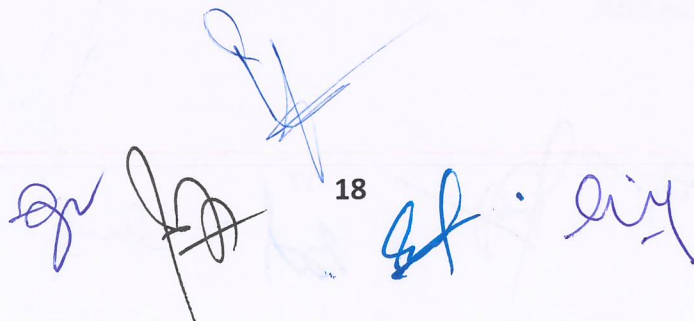
- a) Fulfill all the required processes of contract renewal.
- b) The employee whose contract is expiring shall initiate the renewal in consultation with respective supervisor and submit to Operations Department
- c) The Operations Department shall submit to HRC for assessments and recommendations.
- d) The HRC shall submit to Management for further decision-making process

**3.11 Meritorious award**

**3.11.1** Any employee who performs excellent may be upgraded to next position level. The following criteria shall apply;

1. The criteria and condition set as shown in **Table 3**.
2. An employee should obtain the consecutive three years of performance rating in **excellent category**.

**3.11.2** The meritorious award shall be recommended by the Human Resources Committee (HRC)





## 3.12 Occupational Health and Safety Policy

### 3.12.1 Policy

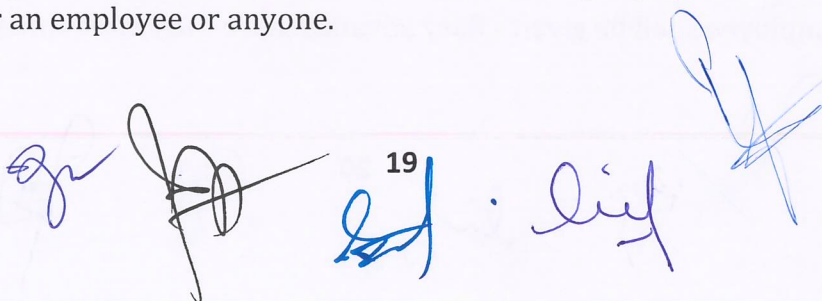
The policy of this rule is to establish standards on occupational health, safety and welfare of premises, instruments, appliances, tools and other hazardous conditions. It is to ensure safety, health and welfare of employees from work related risk to health.

### 3.12.2 Duties of Employer;

1. Ensure health and safety of all employees and other person at work place and comply with regulations.
2. Improve working conditions that are hazardous to the health and safety of employees.
3. Ensure that the employees are;
  - a) Made aware of all known or reasonably foreseeable health and safety hazards to which they are likely to be exposed by virtue of their work.
  - b) Made aware of their rights and duties under the regulations.
  - c) Establish occupational health and safety policies and programs in accordance with the regulation.
  - d) Provide and maintain protective equipment, devices and clothing as required in good condition.
  - e) Provide information, instruction and necessary supervision to ensure health and safety of employees.

### 3.12.3 Duties of Employees;

1. Carry out work in accordance with established safe work procedures.
2. Use of protective equipment, devices or and clothing as required in the work place.
3. Not engage in horseplay or similar conduct that may endanger him/her or other workers or any other person.
4. Ensure that his/her ability to work without risk to his /her own safety and health or to the health or safety of any other person is not impaired by alcohol, drugs or other causes.
5. Report any contravention, absence of or defect of any equipment that is likely to endanger an employee or anyone.



## CHAPTER 4

### PAY & ALLOWANCE

#### 4.1 Salary

RSPN salary policy has been developed to provide attractive salaries that shall allow RSPN to attract and retain skilled and qualified employees.

##### 4.1.1 Salary Scale

1. RSPN's **salary scale (ANNEXURE - 5)** and **position and level (ANNEXURE - 6)**.
2. RSPN staff shall be entitled to the appropriate salary based on the position assigned.

##### 4.1.2 Salary Increment

1. Salary increment shall be provided as prescribed in **salary scale (ANNEXURE - 5)**.
2. Under circumstances of extraordinary performance, Executive Director may consider additional increment(s) as a reward. Such cases shall be determined by the performance ratings of the last three performance evaluations, supported by written recommendation from the employee's immediate supervisor.
3. All employees under **CPE category** are eligible for a flat annual increment of **Nu.500 (Five hundred)** unless otherwise revised.

##### 4.1.3 Salary Revision

- 4.1.3.1 The management may propose the pay revision of RSPN to the Board following the Civil Service pay revision.
- 4.1.3.2 The management may propose for pay revision to the Board to retain the qualified, experienced and attract professionals to deliver effective output and outcome for the Organization.

##### 4.1.4 Salary Advance

1. Salary advances equivalent to two-month basic pay may be approved by the Executive Director (**Refer Financial Rules and Regulations section 5.7.2 A.i**). Such advances shall be recovered from the employee in installments basis from his/her salary within the same financial year.
2. No employee shall be given salary advance more than three times a year.



## 4.2 Deductible taxes, contributions, advances, etc.

RSPN shall have the authority to deduct from gross monthly salary of the employees, personal income tax (as per RGOB PIT updated slab) and health contributions (1% of the existing basic pay as per RGOB policy), welfare schemes (As per EWF guidelines), insurance schemes (As per RICBL GIS policy), employee's contribution to Provident Fund (12% of existing basic pay), monthly repayment installments for loans/personal advances if availed.

## 4.3 Allowances and honorariums

The following allowances have been designed to compensate the employees based on their position, performance, or nature of work:

- 4.3.1 Communication Allowances:** Communication allowance (such as telephone, mobile phones, internet, etc.) shall be provided to employees whose services is required outside of the office premises. Board's Chairperson shall approve for Executive Director and for others by the Executive Director.
- 4.3.2 Temporary Communication Allowance:** Similar services deemed necessary shall be provided to employees with the approval by the Executive Director. The claims for any official communication shall be properly verified and reimbursed accordingly.
- 4.3.3 Difficulty allowance:** Employees posted in areas that are categorized as 'difficult areas' by the Royal Government of Bhutan shall be entitled to difficulty allowance set by the RGoB.
- 4.3.4 Participation Allowance:** A participation allowance shall be payable for participation of community members in RSPN programs at local wage rate. However, under special circumstances, it shall be at the discretion of the Executive Director to endorse additional payment based on the proposal from the respective division/department.
- 4.3.5 Contract Allowance:** All employees shall be entitled to contract allowance in accordance with the permissible RGoB contract allowance rules and regulations on their current basic pay.
- 4.3.6 House rent allowance:** All employees shall be entitled to 20% House rent allowance on their starting pay scale.
- 4.3.7 Other allowances:** The Board upon recommendation of the management may decide to grant other such allowances as and when deemed necessary.
- 4.3.8 Honorarium:** A committee chaired by the Executive Director may fix honorariums for special tasks required to be carried out by experts/ specialists outside of RSPN such as writing a paper, making a presentation, sitting on an experts' meeting, etc. Minimum payable honorarium per task is **Nu. 15,000 (fifteen thousand)**.





**4.3.9 Medical Grant:** Any staff with serious illness that requires referral to a medical institution outside the country shall be eligible for medical grant by fulfilling the following:

1. Referrals from the referral committee of doctors shall be entitled to **Nu. 50,000**.
2. In the event the individual cannot produce such referrals but requires medical services from an ex-country medical institution, the management of RSPN shall decide on a case-by-case basis considering the severity of the illness. Any individual availing such grant may be paid **upto Nu.50,000**.
3. Such claims shall be disbursed upon production of medical reports verified by competent authorities.
4. Medical grants can be availed only once a year by an employee.

#### **4.4 Health Contribution**

Employees shall make monthly health contributions of 1 % of the basic pay in accordance with the Royal Government of Bhutan.

#### **4.5 Medical Benefits**

Employee shall be entitled to medical support/treatment/facilities both within and outside in accordance with the RGoB health policy.

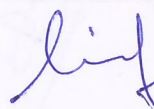
**4.5.1** Employee shall be granted international travel insurance for emergency treatment and evacuation to Bhutan.

#### **4.6 Employee Welfare Fund**

The RSPN shall deduct certain amount from monthly salary as contribution to Employee Welfare Fund (EWF). The operational and management of the EWF shall be guided separately by the **Employee Welfare Fund Guidelines**.



SRR 2022



## CHAPTER 5

### PERFORMANCE MANAGEMENT

The greatest potential for career advancement and growth comes through building a record of performance. Therefore, RSPN endeavors to promote Performance Management System that shall:

1. Provide information to determine employee training needs and career development within the Organization.
2. Promote better understanding and achievement of Organizational goals and objectives.
3. Promote Annual Individual Target Setting and Annual Performance Evaluation.
4. Ensure that the review takes place Annually

#### 5.1 Performance Management System

**5.1.1** RSPN shall establish, maintain, and revise as appropriate Performance Management System that shall promote career advancement opportunities, competence, meritocracy, accountability, professionalism, productivity and morale.

#### 5.1.2 Annual Performance Evaluation

1. Respective Departments shall ensure the preparation of **Annual Target Setting (SRR-FORM-2)** is prepared together with their respective Department/Division staff and accordingly submit to Operations Department.
2. **Annual Target Evaluation (SRR-FORM-3)** shall be rated annually by the respective supervisors. Director (PDD), Director (OD) shall be rated by the Executive Director. Division Chief 's shall be rated by the respect Department Director in accordance with the Organizational Organogram. Rest of the staff by their immediate supervisors.
3. The core competency of the staff shall be rated and submit online to ED annually using **Core Competency Evaluation (SRR-FORM-4)**.
4. Annual Performance Evaluation ratings shall be tabulated by the Operations Department Director. In the absence of Director, the Chief of Adm.HR Division shall take the role to tabulate. Annual Target Rating and Core Competency rating shall be added together as Annual Performance Evaluation.
5. The Operations Department shall maintain confidentiality of the ratings of the employee.



6. The Annual Performance Evaluation rating shall be presented to the management for the final endorsement and decision by the Director (OD).
7. The Annual Target Ratings of all the employees shall be Executive Directors compact with the Board.

**5.1.3 Reward or under observation based on Annual Performance Evaluation ratings**

1. An employee achieving three consecutive excellent ratings shall be considered for meritorious award.
2. After the successful compilation of the evaluation report, the employees shall be incentivized or dis-incentivized as shown in **Table 3**.

**Table 3. Performance rating**

Scale	Ratings	Action to be taken
<55	Poor	Under observation/No increment for that FY
55-65	Satisfactory	Under observation/Mentoring/guidance required
66-75	Good	Normal
76-85	Very Good	Normal
85>	Excellent	Qualified for meritorious incentives

3. An employee with two consecutive poor performance rating shall be under serious observation

**5.1.4 The Table 4 shows performance evaluation schedule;**

**Table 4. performance evaluation schedule**

Performance Evaluation		Schedule
1	Preparation and endorsement of ATS by respective Departments.	1 <sup>st</sup> -31 <sup>st</sup> December
2	All employees shall prepare ATS in the prescribed format and in accordance with the endorsed ATS/output. It shall then be endorsed by the respective supervisors and submitted to the Adm/HR Division.	1 <sup>st</sup> January – 15 <sup>th</sup> January

3	Annual Target Performance Rating (ATPR) ratings shall be rated by concerned supervisors and submitted to Adm/HR Division for computation and onward submission to ED.	15 <sup>th</sup> January – 31 <sup>st</sup> January
5	The final evaluated ATPR result shall be reviewed by ED and provided to the Adm/HR Division for records and follow-up action.	1 <sup>st</sup> week of February
6	The result shall be presented to the management team for the final decision.	2 <sup>nd</sup> Week of February
7	The ATPR of all the staff shall be submitted to EDs by the Director, Operations Department.	15 <sup>th</sup> January to 31 <sup>st</sup> January

### 5.1.5 Performance evaluation results

The Operations Department shall compile and submit the records of the performance evaluation to the management team for final appraisal and decision.



## CHAPTER 6

### HUMAN RESOURCE DEVELOPMENT

RSPN shall promote professionalism and specialization in its employees in areas relevant to the Organization. RSPN shall ensure that its employees have the required qualification, experiences, competent, integrity, accountable, responsible, morale, up-to-date knowledge, skills and also attract the right people in the right positions (**Refer Human Resources Guidelines**)

#### 6.1 Objectives

6.1.1 Human Resource Development shall be implemented with the objective to:

1. build highly qualified human resources towards attaining complete self-reliance in the Organizational functions.
2. Enhance the efficiency, capability, and quality of existing employees.
3. Promote capacity building on need based.
4. RSPN shall strive to maintain professionalism and specialization through:
  - a) Recruitment of qualified and experienced employees.
  - b) Support learning as a strategic value.
  - c) Encouragement of employees to pursue short term skills development program.
  - d) Ensuring that staff have capacity development plans that demand learning.
  - e) Recognizing the training and development needs of all employee.

#### 6.2 Externally funded short term trainings

1. RSPN shall encourage and facilitate externally funded STT that are relevant to the Organization/project.
2. RSPN shall consider co-funding of STT's subject to availability of fund.

#### 6.3 RSPN funded short term trainings

1. RSPN shall bear all the expenses in case of RSPN funded STTs.
2. Employees who avail STT exceeding **30 days** shall require approval from the ED upon recommendation of the HRC.

3. In case, the course is hosted by the Institution/donors where lodge, food and boarding are provided, 50% of DSA shall be entertained.

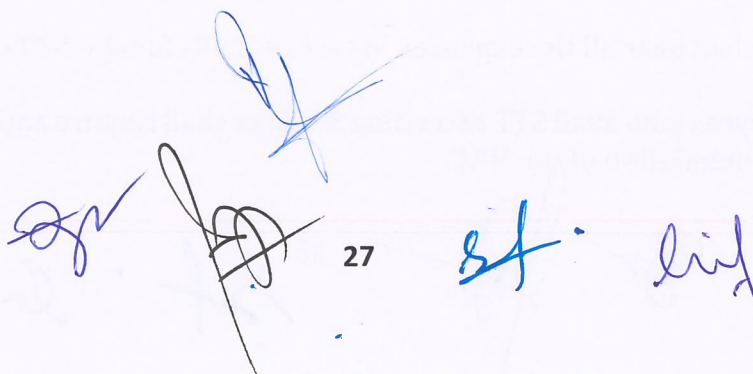
#### 6.4 Short-term training Allowances/Entitlements

1. Employees attending in-country STT shall be entitled to Daily Subsistence Allowance (DSA) in accordance with the provisions for in-country **DSA (ANNEXURE - 7)**.
2. Employees on training are entitled to normal DSA if a training program are conducted during weekends and holidays.
3. Employees deputed by RSPN or invited by other Organization as resources person/trainers shall be entitled to DSA. However, the experts shall not be entitled to DSA if the DSA is covered by either of the Organization.
4. RSPN employees on an ex-country training for a period of 30 days or less shall be paid at existing **RGoB DSA rates (ANNEXURE - 8)**.
5. In case of a courses hosted by Institution/donors where either lodge/board/food are provided, **50% of DSA** shall be entertained.
6. Employees travelling on STT shall be entitled for 90% advance of the total DSA at the time of the departure and remaining 10% on return, upon submission of training report.

#### 6.5 In-Country Long-term Trainings (LTT)

In-country Long-term Training shall be entertained case-by-case basis only. Any Long-term Training outside of the country shall not be entertained by the Organization.

1. The employees attending LTT shall be entitled for full or partial tuition fee **maximum Nu. 300,000.00 (Ngultrum three hundred thousand)** supported by RSPN for his/her entire course upon the endorsement from the management. The additional tuition fee crossing the threshold of Nu. 300,000 shall be borne by the individual.
2. He/she shall be entitled for salary and other benefits.
3. Travel Allowance (TA) and Daily Allowance (DA) shall not be entitled for LTT for any distance travel.





## CHAPTER 7

### TRANSFER

The policy of RSPN requires its employees to accept transfers from time to time. The staff transfer shall be based on the need of the Organization.

#### 7.1 Transfer and Reshuffle Authority

7.1.1 The ED shall approve all transfers and reshuffles of employees.

7.1.2 Directors and Human Resource Committee (HRC) may propose transfer and reshuffle of employees within the department and division.

7.1.3 Any employee on transfer and reshuffle shall report to the new place of posting within five working days from the date of transfer/relieving order.

7.1.4 All transfer and reshuffle orders shall be issued by the Operations Department with approval of ED.

#### 7.2 Transfer Benefits

7.2.1 An employee transferred shall be entitled to the following transfer benefits:

1. Transfer grant of one-month basic pay.
2. Transfer involving movement of residence of more than 15kms from the existing place of residence shall be eligible to claim carriage charges as shown in the **Table 5**

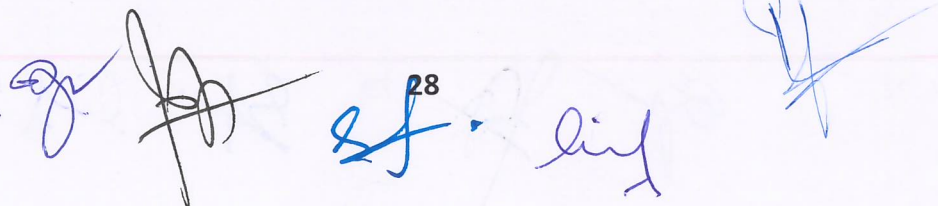
**Table 5. Entitlements to Carriage Charges on Transfer**

Position	Transfer Entitlements
Entire staff	One Truck Load

3. In cases where RSPN vehicle is used by the employee for transporting his/ her household goods, the carriage charges shall not be admissible.

7.2.2 The employee transferred shall not be eligible for mileage using personal vehicle.

7.2.3 Employees transferred to areas where public transport is not available, the employee shall be provided with departmental transportation. In-case private transportation is arranged; the payment shall be made as per actual expenses based on existing market rates.



## CHAPTER 8

### TRAVEL

Employees are expected to travel within the country and abroad as part of their job responsibilities. DSA shall be paid for the travel executed by the employee, in-country and ex-country.

#### 8.1 Authority to Approve Travel

8.1.1 All employees shall undertake travel only after obtaining approval from the competent authority. Employees shall secure **Travel Authorization (SRR -FORM - 5)** from the supervisors. In case of Directors, Specialist and Chiefs, the ED shall grant the approval. For the ED, the Director, Operations Department shall sign.

#### 8.2 Daily Allowance Entitlements

8.2.1 Employee authorized for in-country travel shall be entitled to **Daily Subsistence Allowance (ANNEXURE - 7)**.

8.2.2 Employee authorized for ex-country travel shall be entitled to **Daily Subsistence Allowance (ANNEXURE - 8)**.

8.2.3 Employee travel more than **fifteen (15) kilometers** from the normal place of work shall be eligible for Daily Subsistence Allowance.

8.2.4 Employees on tour shall be entitled to full DSA for the first one month and **50% DSA** for the subsequent two months after which, no DSA claims shall be entertained.

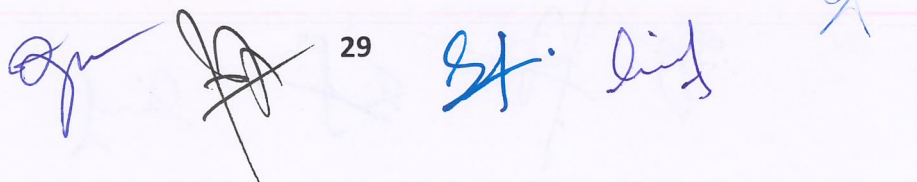
8.2.5 DSA (**ANNEXURE - 8**) shall be paid to the employee who are required to travel outside of the country to process visa with the approval from ED. The actual period of halt shall not exceed more than two weeks.

8.2.6 Confirmed tickets shall be issued to the official before proceeding on official travel. Where halts are inevitable or enforced on employee; DSA up to **2 days** shall be admissible.

8.2.7 DSA/related expense shall not be paid by RSPN for employee attending workshop/seminar/conference/symposium that are borne by organizer's other than RSPN.

8.2.8 Where RSPN shall have to pay DSA for other Organization employee, RSPN shall follow the DSA rates of the concerned Organizations.

8.2.9 DSA for RSPN project beneficiaries such as communities shall be;





1. Paid minimum of the national daily wage rate.
2. **50% of** minimum national daily wage shall be paid if lodge/food are arranged by the organizer.

**8.2.10 50 % of DSA** shall be provided to employees if travel/lodge/food are arranged by the organizer for ex-country and in-country travel.

### **8.3 Travel Allowance Entitlements**

**8.3.1** During in-country official tours, RSPN shall provide its employees for '*Use of vehicles on Field Trips*' '*Hire of Vehicles*', and '*Mileage Claims*'. **(Ref 8.5, 8.6 and 8.7)**

**8.3.2** Employee travelling abroad (India and Third Countries) for official duty shall be entitled to the following:

1. Economy Air fare.
2. Visa fee/Airport tax on production of original receipts.
3. Taxi and Public transport fare from airport to hotel and back on the production of original receipts.

### **8.4 Submission of Claim**

**8.4.1** Employee after completion of the tour shall submits their claims to the approving authority within **15 days**.

**8.4.2** Employee tour claims shall be accompanied by a tour report.

### **8.5 Use of Vehicles on Field Trips**

**8.5.1** Employees shall be provided with office vehicle for official works. The transport request shall be made in advance **(SRR-FORM-6)**. In the absence of official vehicles, the concerned employee may be authorized to hire private vehicle or use his/ her personal vehicle and claim mileage.

**8.5.2** Any other mode of travel request shall be made only with the approval of the immediate supervisors.

### **8.6 Hiring of Vehicles**

**8.6.1** The Director, Operations Department shall approve hiring of vehicle at most competitive prices and also ensure quality standards and safety.

**8.6.2** Vehicle hire charges shall be paid at the prevailing market rate.

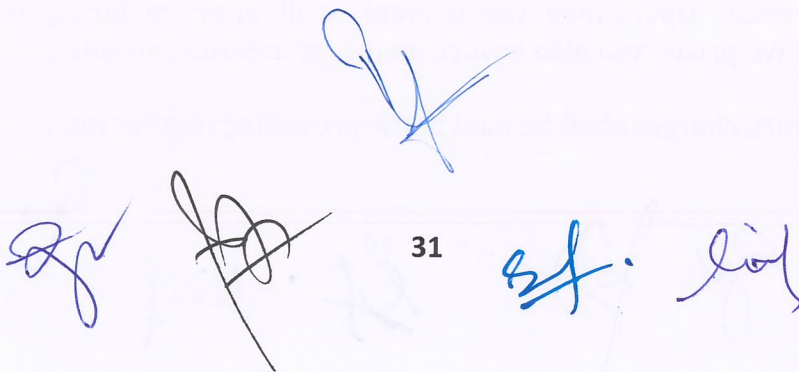
## 8.7 Mileage Claim

8.7.1 Employee authorized to travel using personal vehicle shall be eligible to mileage claim as shown in **Table 6**. Halt charges shall not be entertained.

**Table 6. Mileage Rates**

Type of Vehicle	Mileage Rate
Four-Wheeler	Nu.16 per Kilometer
Two-Wheeler	Nu.6 per Kilometer

8.7.2 The admissible distance for Mileage Claims shall be as per the official distance published by the Road Safety and Transport Authority (RSTA).

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## CHAPTER 9

### LEAVE

Employee are encouraged to take leave accrued to them each year to re-energize (reduce stress, prevent burnt out and promote work life balance).

Operations Department shall arrange a replacement to carry out the day-to-day work of the employee on leave.

#### 9.1 General Leave Rule

9.1.1 Employee on leave shall be considered on duty and can be called on duty by the appropriate authority at any time depending to exigencies of services.

9.1.2 Employee shall remain absent from work, except in the case of sudden illness or unforeseen circumstances.

9.1.3 Employee shall apply for leave using **(SRR-FORM-7)**.

9.1.4 Leave shall accrue to an employee pursuing short term training/meeting/conference/symposium/workshops.

9.1.5 Adm/HR Division shall keep Leave records of all employee in the prescribed register.

9.1.6 ED shall approve leaves for Directors, Specialists and other employee by the immediate supervisors.

9.1.7 Employee shall be paid basic pay and allowances for casual leave, paternity leave, earned leave, maternity leave and medical leave.

9.1.8 Employee not reported to work on expiry of their leave shall be recorded absent.

9.1.9 Employee not reported to work on expiry of their leave under unavoidable circumstances may be granted leave.

#### 9.2 Revocation of Leave Granted

9.2.1 Employee not granted leave by the respective supervisor shall not take leave.

#### 9.3 Types of Leave

An employee shall be entitled to the following types of leave:





### 9.3.1 Casual Leave

Employee shall;

1. be granted to an employee on account of illness or urgent personal affairs.
2. be granted with approval from the competent authority;
3. be admissible for a maximum of **ten (10) days** during a calendar year;
4. be credited to the Earned Leave provided there is leave balance during the calendar year.
5. not be accounted during holidays and weekends.
6. be granted even for half-a-day;
7. be allowed to avail by an employee while on tour with the approval of the respective supervisors.

### 9.3.2 Earned Leave

Employee shall;

1. be earned of **2.5 days every** month of service.
2. be accumulated only to a maximum period of **ninety (90) days**.
3. be counted during Government holidays and weekends.
4. be approved by the ED except ED's leave shall be approved by the Chairperson of the Board.
5. submit leave application form at least one day prior to proceeding on leave.
6. return to work in earlier than the sanctioned earned leave shall be allowed to re-adjust upon submitting his/ her joining report.
7. be entitled to encash **30 days** of earned leave annually equivalent to one-month basic salary.
8. be entitled to encash the balance earned leave credit on separation from the Organization.

### 9.3.3 Short Term Training Leave

1. Shall be granted upon approval by the ED on recommendation by the HRC.





### 9.3.4 Medical Leave

Employee shall;

1. be granted on the production of the written advice of a recognized health professional.
2. be granted to escort an immediate family member for medical treatment outside of the country for a maximum of one month.
  - a) Employee on medical leave shall be entitled to his/ her salary up to a maximum period of one year, after which, the cases shall be submitted to management for recommendation.

### 9.3.5 Compensation Leave

1. Employees engaged in official work during weekends and holidays on approval of the immediate supervisors, shall be entitled to avail **compensation leave (SRR-FORM-8)**
2. Employees paid DSA, on official tour during weekends and holidays shall not be eligible for compensation leave.

### 9.3.6 Maternity Leave

1. Employee shall be granted maternity leave from the date of delivery up to six months with salary. Availing such leave shall follow the following;
  - a) Full leave for the first three months.
  - b) Employee shall report to office at least 8 days in a month for the remaining 3 months.
2. Maternity leave may be combined with any other form of leave, subject to above clause.
3. A female employee shall be entitled to maternity leave with salary subject to three confinements during the entire service of the employee.
4. Executive Director shall approve the leave upon production of medical certificate.
5. Immediate supervisor shall be responsible to arrange a temporary replacement to take up his/her responsibilities.
6. Medical Leave shall be granted in the event of miscarriage upon production of medical certificate.



### 9.3.7 Paternity Leave

1. Employee shall be granted paternity leave of **15 (fifteen) days** with salary.
2. Executive Director shall approve the leave upon production of medical certificates.

### 9.3.8 Bereavement Leave

1. Bereavement leave of **30 days** shall be granted in the event of death of an immediate family member.

### 9.3.9 Transit Leave

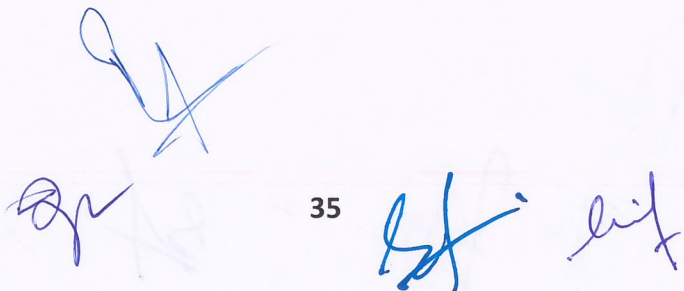
1. Transit Leave of **5 days** shall be granted to the employee on transfer.

### 9.3.10 Sick leave

1. Employee shall be granted sick leave on the production of medical certificates/advice from the medical Doctor.

## 9.4 Leave Travel Concession

Employee shall be granted LTC of basic salary **maximum** to **Nu. 30,000 annually**. The eligible criteria to claim shall be minimum of one year in the service.





## CHAPTER 10

### CODE OF CONDUCT & DISCIPLINARY PROCEDURES

Employees shall adhere to the highest standards of personal and professional integrity/accountability/responsibility/conduct/morale/ and failing which disciplinary action shall be taken.

#### 10.1 General Code of Conduct

Employees shall;

**10.1.1** observe all rules, regulations and instructions of the Organization.

**10.1.2** be punctual and reliable at work.

**10.1.3** comply with the prescribed terms and conditions of the employment.

**10.1.4** refrain from engaging in political activities of any kind while in the employment with the Organization.

**10.1.5** treat colleagues with courtesy and respect.

**10.1.6** handle properties, tools, materials, equipment, funds and other property with care, diligence and honest.

**10.1.7** not indulge in corruption, dishonest, fraud, misrepresentation and embezzlements of properties of the Organization.

**10.1.8** inform the management promptly upon learning of an occurrence or suspicion of any occurrence of misappropriation, fraud, theft or any other undue harm committed against the property of the Organization.

**10.1.9** fill out the Asset Declaration form at <http://www.anti-corruption.org.bt/ads/>.

#### 10.2 Professional conduct

Employee shall;

**10.2.1** not engage in any other employment/ professional activity.

**10.2.2** abstain from activities that will jeopardize the reputation of the Organization.

### 10.3 Discrimination, Harassment and Violence

Employees shall;

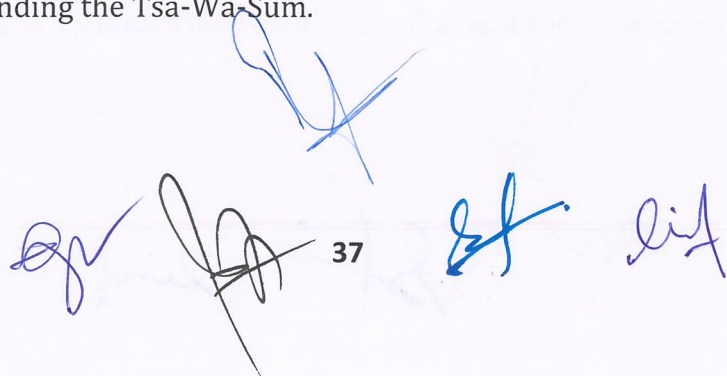
- 10.3.1 abstain from committing any acts of insubordination, insult and physical assault on superiors, subordinates and co-workers.
- 10.3.2 not carry any lethal or dangerous weapons within the office premises unless authorized
- 10.3.3 not indulge in violence on the office premises and harassment of colleagues.

### 10.4 Alcohol, Drugs, and Smoking

- 10.4.1 Employee shall not indulge in any kind of intoxicating substances within the office premises.
- 10.4.2 Employee found under the influence of intoxicating substances while on duty shall be dealt accordingly.

### 10.5 Gross Mis-Conducts

- 10.5.1 Employee misconduct on the following shall be liable for punishment, including termination from the service;
  - 1. Fraud, theft or misuse of the enterprise's/employer's property, including employer's intellectual property.
  - 2. Assault and other serious crime.
  - 3. Willful insubordination and repeated disobedience.
  - 4. Habitual irregular attendance.
  - 5. Sabotage.
  - 6. Sexual harassment of co-workers.
  - 7. Abandonment of the employee's post.
  - 8. Persistent absence from the workplace.
  - 9. Willfully offending the Tsa-Wa-Sum.





## 10.6 Disciplinary Proceedings

Employee in violation of the code of conduct shall result in disciplinary action being taken against the employee as per rules and regulations of the Organization.

## 10.7 Disciplinary Committee

**10.7.1** Disciplinary Committee comprising of the ED, Directors and relevant Chiefs shall constitute.

**10.7.2** Board of Directors shall be the disciplinary Committee for ED.

## 10.8 Disciplinary Actions


Employee found guilty of violation of the code of conduct depending on the severity of the violation shall be dealt in accordance with the rule of law established within the Organization.

### 10.8.1 Minor disciplinary action

1. Minor disciplinary action in which case an official warning (verbal and written) shall be issued.
2. An employee who receives three official verbal or written warnings shall be subjected to major disciplinary action.
3. It may have implication in renewal of contract and up-gradation to next level.

### 10.8.2 Major disciplinary action

1. **Suspension of Service:** An employee may be suspended from service for a duration not exceeding three months, if in opinion of the disciplinary authority; the continued presence of the employee in RSPN is prejudicial to RSPN.
2. The disciplinary committee shall make a decision on the appropriate penalty or termination from service within three months of the suspension period, failing which the employee shall be reinstated with full benefits.
3. If charges are not proved and no penalty is imposed against a suspended employee after conclusion of the disciplinary proceedings against him/her, the period of suspension shall be treated as on active duty with full pay and other benefits.
4. **Termination from service:** The employee shall be given a month's notice before termination of his/her service. However, the incumbent employee shall be ordered to start handing over all tasks and properties to RSPN and obtain necessary clearances as soon as the decision of termination is taken.



5. An employee whose employment is terminated by RSPN on disciplinary ground or has been convicted of a felony under any court of law shall be entitled only to his/her contribution together with proportionate returns credited thereon to PF account unless the management decides otherwise.
6. An employee shall have the right to appeal against the decision of the disciplinary committee to the Chairperson, or the Board as appropriate.

## 10.9 Appeals

**10.9.1** Employee shall have the right to appeal against the decision of the disciplinary committee.

**10.9.2** An appeal should be put in writing to the Management/Board within 10 working days of any disciplinary decision.

## 10.10 Grievance Procedure

### 10.10.1 Policy:

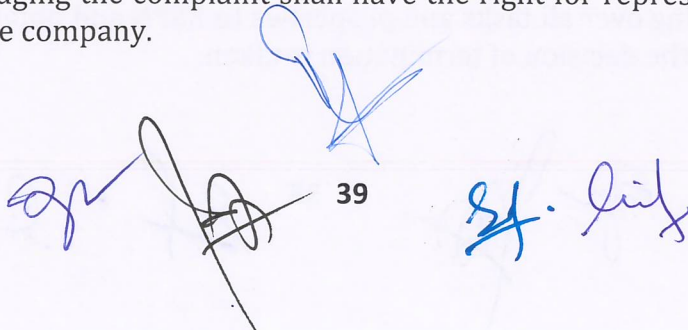
1. The policy of this rule is to ensure that complaints and problems are resolved within Organization without the need for other parties' intervention.
2. Prevent minor labour problems and complaints from escalating in to a formal dispute.
3. Encourage great cooperation and build trust between workers and managers.

### 10.10.2 Grievance Procedure Preparation

1. The procedure shall be prepared in consultation with the employees.
2. The procedure shall be written in simple language and presented in form easy to follow by all employees.
3. It shall be reviewed periodically.

### 10.10.3 Rights and Obligations

7. Employer shall not retaliate in any form against an employee who lodges a complaint.
8. Employee who lodges the complaint shall not be subject to disciplinary provisions of the SRR.
9. Employee lodging the complaint shall have the right for representative from within or outside the company.





10. Both employer and employee should make effort to resolve the complaint within the Organization without having to notify the complaint to the Board of Directors or Chief Labor Administrator, MoLHR.

#### 10.10.4 Steps in Procedure

1. The aggrieved complainant shall make complaint in writing identifying the other party about the dispute, the place where the dispute exists and subject matter of the dispute.
2. The dispute matter shall be received by the designated officer who shall acknowledge complaint receipt within two working days and commence investigation within 5 working days.
3. The time period in which the complaint matter shall be dealt with will be 10 working days from the commencement of the investigation.
4. If a grievance remains unresolved following an attempt to settle it by applying the workplace grievance procedures at a workplace, the party or the parties who initiated the grievance shall notify the Management.
5. The grievance beyond the capacity of the Management may be put up to the Board of Directors.
6. If the decision of the Board of Directors is not satisfactory to the complainant or the party, it shall be notified to the Ministry of Labor and Human Resources that a labour dispute exists.

### 10.11 Sexual Harassment

#### 10.11.1 Policy

1. The policy of this rule is to prohibit the incidence of sexual harassment in work places and during recruitment. It is to establish and introduce procedures for dealing with sexual harassment complaints within workplace and during recruitment.

#### 10.11.2 Sexual Harassment shall include;

1. Subjecting a person to any act of physical intimacy.
2. Making any oral or written remark or statement with sexual connotation to a person or about a person in his or her presence.
3. Making any gesture, action or comment of sexual nature in a person's nature in a person's presence.
4. Conduct is not sexual harassment if it is welcome.

### 10.11.3 Sexual Harassment complaint procedure

1. The victim shall make a complaint in writing identifying the alleged harasser/harassers, describing the incident including places, times and dates, naming any witness, signed by the complaint and bring it to the attention of the person designated in the procedure.
2. The designated officer shall acknowledge receipt of the victim's written complaint within 2 days and commence an investigation within 5 days. The outcome of the investigation shall be communicated to the victim within 10 days from the commencement of the investigation.
3. If the victim is not satisfied with the outcome of the internal complaint procedure, the victim may lodge a complaint to Ministry of Labour and Human Resources.
4. If a victim is dissatisfied with the outcome of the Internal Complaints Procedure or who chooses to by-pass that procedure may lodge a sexual harassment complaint with MoLHR.

### 10.11.4 Liability of Employer

1. Employer of a person found to be guilty of sexual harassment may be legally liable if the employer knew or reasonably should have known of harassment and failed to take action. However, if the employer had prepared and implemented sexual harassment policy and who have clear internal procedures for handling sexual harassment complaints, employer shall not normally be liable to the victim.

## 10.12 Private Trade and Employment

The rules and regulation on Private Trade & Employment is being put in place in order to ensure the employees does not engage in trade and commercial activities which have conflicting interests with Organization and thereby compromise the Organizational interests. In order to avoid any possible conflict of interest, the following procedures/restrictions shall be strictly observed:

**10.12.1** Employee shall refrain from participation in the Tender Committee if there is a conflict of interest by way of participation of his/her spouse/dependent in the bidding process or the employee concerned has a direct interest in any of the parties competing in the bid.

**10.12.2** Employee participating as a member of a tender committee shall not communicate any information to the bidders, except those officially required.

**10.12.3** Utilization of office time and resources for private purposes is not permitted.

**10.12.4** Employee found engaging in activities violating any of these rules shall be dealt with as per the disciplinary rules.



## CHAPTER 11

### EMPLOYEE SEPARATION

Employee separation shall be the termination of employee's contract, voluntary resignation, compulsory retirement, superannuation, etc.

#### 11.1 Superannuation Age

Employees shall retire from the employment under superannuation on attaining the age of 65 for positions of ED, Directors and Specialist, and 60 years for all other employees. A three months' notice to that effect, shall be given to maintain the continuity of the responsibilities. The power to retain who has crossed the superannuation age shall vest with the board.

#### 11.2 General Rules

**11.2.1** Employee contract shall not be renewed beyond the employee's superannuation age.

**11.2.2** Employee date of birth recorded in the CID card shall be the basis for superannuation.

**11.2.3** Employee superannuated shall be entitled to claim gratuity and other post-retirement benefits computed as on the effective day of retirement.

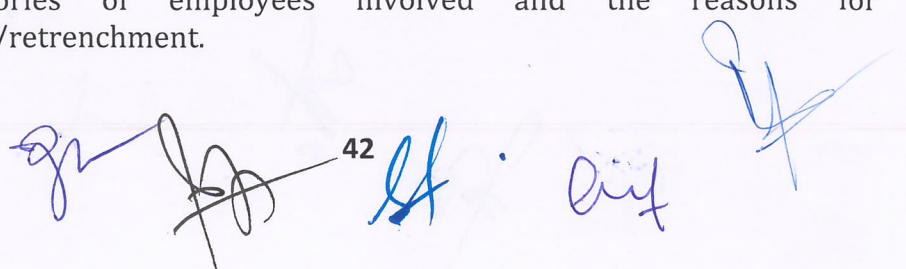
**11.2.4** Employee seeking voluntary resignation from service shall provide at least one month notice in advance.

**11.2.5** Operations Department shall notify an employee three month prior to his/her superannuation date

#### 11.3 Retrenchment

**11.3.1** The Management shall retrench the employees depending on the needs and viability of the business. The retrenched shall be conducted as in the followings;

1. The Organization shall consult with the employees at the work place, advising of the number of employees likely to be made redundant and the period over which this may occur;
2. Give notice of one month and additional notice of seven days for every year of continuous employment.
3. Notify the Chief Labour Administrator, MoLHR of the proposal, including the number and categories of employees involved and the reasons for their termination/retrenchment.



## 11.4 Benefits upon Separation

### 11.4.1 Gratuity

1. Fund shall be and maintained separately equal to one-month basic salary of the employees, contributed annually by the employer which shall not be deducted from the employees' salary.
2. The gratuity fund may be invested in an interest-bearing account with a financial institution.
3. Employee who superannuates/resigns/retires/retrenched/dies, while in the service shall be eligible for gratuity, provided the employee has completed minimum of three years of service including probation period.
4. The amount of gratuity payable under this rule shall be computed based on the last basic pay drawn times the number of completed years of employment. However, service of six months and above shall be considered as complete year for purpose of calculating gratuity

**Gratuity = Basic Pay \* Number of completed years of Service**

5. **Payment:** A gratuity shall be paid to the dependents/nominees of an employee whose employment is terminated by death. The payment shall be made within 15 working days

### 11.4.2 Provident fund

1. Employees' provident fund scheme shall be set up with a Financial Institution with a deduction of 12 % of employee's monthly basic salary along with an employer's contributions to the PF accounts.
2. Employee employed for a minimum of one year including probation period but separated from RSPN for reasons not related to disciplinary actions shall be entitled to the provident fund benefits.
3. Employee whose employment is terminated on the disciplinary ground (gross misconduct) or has been convicted of a felony under court of law shall be entitled to his/her contribution only.

### 11.4.3 Group Insurance Scheme

1. Employee separated shall be entitled to the benefit of Group Insurance as per the scheme.



## 11.5 Condition for Payment of Benefits

**11.5.1** Employee separated from the Organization shall follow the following conditions to claim their benefits.

1. The employer shall verify the benefits claim by the employee.
2. The gratuity, PF and other benefits shall be payable:
  - a) The gratuity, PF and other benefits payable to an employee who expires without filing the nomination shall be disbursed in accordance with the law of the country.
3. Employee annual increment due on the date of retirement shall be released and considered for the purpose of calculating all retirement benefits.
4. Employee shall claim their provident fund payments within 15 working days from the date of separation.

### 11.5.2 Authority to sanction Gratuity, Provident Fund and other Benefits

1. The Chairperson of the Board Directors shall be the authority to sanction separation benefits for the ED. The ED shall be the authority to sanction separation benefits to all other employees.

**11.5.3** Employee retired or nominee shall not be illegible for gratuity, and other retirement benefits if the individual:

1. Is under indictment or has outstanding charges faced under the Organization rule of law or the law of the Kingdom of Bhutan;
2. Willfully remains outside the country with the knowledge of the indictment or charges or
3. Fails to appear, testify, or produce before a court of law or relationship with a foreign Government/Agency plot and attempt or matters involving plot/attempt or relating to an interference with or endangerment of, or involving in a plan or attempt to interfere with or endanger the national security or sovereignty of the Kingdom of Bhutan.

## 11.6 Workers' Compensation

**11.6.1** The employer shall compensate an employee as a result of workplace injury, occupational illness or death arising from work or related to the task and duties they performed. The compensation payments shall be but not limited to emergency care, medical care and surgery, loss of earnings, support services and in terms of death.

**11.6.2** Employer shall facilitate employee to claim insurance maintained with Royal Insurance Corporation of Bhutan (RICB).

**11.6.3** The agreed premium shall be paid by the Organization and shall not be deducted from the employees' wage/salary.

## **11.7 Nomination**

**11.7.1** Employee shall file nomination from the date of joining the Organization in the prescribed form conferring on one or more persons the right to receive gratuity, PF and other Benefits in the event of employee's death while in service.

**11.7.2** Employee desires to nominate more than one person shall specify the amount payable in percentage to each of the nominees.

**11.7.3** Employee may cancel, or modify a nomination and send a fresh nomination.

## **11.8 Employee Separation Formality**

There shall be proper handing/taking over of the charge before an employee is relieved.

**11.8.1** Employee separated shall hand over all properties belonging to the Organization.

**11.8.2** Employee separated shall fill up the service clearance form (SRR-FORM-9) and submit it to process benefits

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## LIST OF ANNEXURES

List	Remarks
<b>Annexure - 1</b>	Terms of Reference for the Board of Directors, Executive Director, Directors and Divisions
<b>Annexure - 2</b>	Position Structure showing entry and threshold levels
<b>Annexure - 3</b>	Appointment Order
<b>Annexure - 4</b>	Contract Renewal Office Order
<b>Annexure - 5</b>	Salary Scale
<b>Annexure - 6</b>	Position and Level
<b>Annexure - 7</b>	Daily Subsistence Allowance for in-country travel
<b>Annexure - 8</b>	Daily subsistence allowance for ex-country travel

**TERMS OF REFERENCE****for the Board of Directors, Executive Director, Directors and Divisions****1. The Board of Directors**

The Board of Directors is the highest decision-making body of the Organization. It shall ensure that the Organization functions in accordance with its Articles of Association and the Civil Society Organizations rules and regulations. The Board shall set the direction of the Organization through approval of the Organization's strategic plans.

**i. Specific Powers and Responsibilities of the Board**

- a. Be responsible for providing overall guidance and directives to RSPN and exercise full fiduciary and governance responsibilities of RSPN's Affairs.
- b. Shall have authority to hire or terminate the Executive Director.
- c. Shall delegate authority to the Executive Director for day-to-day management of the Organization's business affairs.
- d. Shall select appropriate investment committee members and clearly articulate an investment policy and guidelines to manage the Organization's financial investment.
- e. Shall approve the annual financial budget proposal.
- f. Periodically review the extent to which the purpose of RSPN is being met and other relevant matters and shall through unanimous consensus recommend amendments in the Article of Association of RSPN.
- g. Shall observe a Code of Ethics in dispensing their responsibilities.
- h. Shall periodically review RSPN's Articles of Association and the extent to which the purpose of the Articles is being met and other relevant matters, and may by unanimous consensus recommend amendments to the Articles;
- i. May institute specialized committees comprised of external specialists to inform and assist the Board in its decision-making.
- j. All powers of the governance of the Organization shall be vested in its Board of Directors.



## ii. Composition and tenure

The Board of Directors shall be constituted in accordance with the Organization's Articles of Association.

- a. The term of office of the Board Directors shall be in accordance with the Articles of Association.
- b. The Executive Director shall be the Member Secretary of the Board, who as a seventh voting member of the Board, shall recuse him/herself from all discussions and votes relating to his/her performance and remuneration.
- c. The Board of Directors shall meet and make decisions in accordance with the RSPN's Articles of Association and the Civil Society Act of Bhutan.

## 2. The Executive Director

The Executive Director is the Chief Executive Officer of RSPN, responsible for the overall leadership and management of the RSPN's day-to-day operational and administrative functions. Working under the guidance of the RSPN Board, the Executive Director defines the institution's strategic vision, and is accountable for its implementation and the results achieved. The Executive Director shall maintain strong relationships with a diverse range of stakeholders and funders that directly or indirectly contribute to the mission and goals of RSPN. The Executive Director has the responsibility and accountability to set the tone for the Organization's external interactions by exemplifying values of high ethical standards, integrity, and fairness.

## 3. Management Team

The Management Team shall comprise of the Executive Director, the Directors and Division Chiefs. The Management Team shall be responsible for all the management decisions and shall function as a platform for synergizing the roles of the various divisions. It will also review the Organizational processes and procedures and recommend Organizational development exercises for the Board's consideration. The management team may also institute specialized committees comprised of national and international experts to play advisory role in technical and resource mobilization.

## 4. Departments

### A) Program Development Department

The Program Development Department shall have the primary function of managing all program/project matters related to the Organization. PDD shall be the Department within which RSPN programs are planned and implemented. The Department shall be headed by the Director. The Department shall be primarily responsible in:

- a) ensuring that RSPN programs/projects are in line with its mandate and its strategic plan and;





- b) contribute to sustainability of RSPN programs through resource mobilization and lead in project development aligning with RSPN strategic plan, and maintenance of donor and stakeholder relationships. (For detailed mandate refer the Program Operation Procedures 2014)
- c) Enhance Jigme Khesar Environmental Research Fund (JKERF) and continue providing support to foster research culture in the country.

## 1. Sustainable Livelihood Division

### Overall Responsibilities:

The overall responsibilities of the Division shall be to implement programs and projects under various priority areas as mandated in the strategic plan.

### Specific objectives:

- Planning, implementation, monitoring, and reporting of projects on regular basis towards achieving intended outputs and outcomes.
- Foster strong working relationship with communities, partners and stakeholder in smooth implementation of project activities.
- Support PDD in development of project concepts and networking with potential donors/partners for sustaining RSPN programs.

## 2. Species and Habitat Conservation Division

### Overall Responsibilities:

The overall responsibilities of the Species and Habitat Conservation division shall be to generate science-based information and implement Species and Habitat Conservation programs.

### Specific responsibilities:

- a) Conduct appropriate researches on social and environmental issues, flagship species and climate change.
- b) Support PDD in development of project concepts and networking with potential donors/partners for sustaining RSPN programs
- c) Plan, implement and monitor and reporting of projects towards achieving intended outputs and outcomes

### 3. Field offices

The field offices shall report to their respective Department/Divisions. The staff shall be placed in different field offices to coordinate and implement project activities. RSPN may have offices in the field. To institute a field office, the management shall ensure that the following conditions are fulfilled:

- a) Directive from RSPN management to establish a field office.
- b) Requirement by a project to establish a field office.

### B) Operations Department

The Operations Department shall be headed by the Director. The department shall have the primary function of ensuring efficient operation and service delivery through strategic management:

- a. administration,
- b. human resource,
- c. finance and investment,
- d. procurement,
- e. logistics, and
- f. information and communication

### 1. Administration and Human Resource Division

#### Overall Responsibilities:

The overall responsibilities of the Administration and Human Resource Division shall be to ensure efficient management of RSPN property, human resources, store and procurement process in line with existing policies, and to ensure legal compliance and operational efficiency.

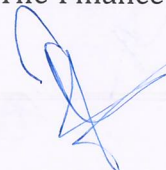
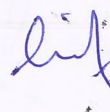
#### Specific responsibilities:

- Administer daily office operations and coordinate logistic requirements of the office.
- Ensure effective implementation of Administration and Human Resource Management and procurement manual
- Represent RSPN for any legal proceedings

### 2. Finance and Investment Division

#### Overall Responsibilities:

Finance and Investment Division shall maintain books of accounts of all programs and projects and provide efficient and accurate financial services. The Finance and Investment





Division shall also be responsible for ensuring transparency and accountability in utilization of RSPN fund and investment in accordance to the prescribed regulations.

**Specific responsibilities:**

- Ensure adherently follow the Statutory and RSPN Rules and Regulations in any financial transactions and recordings.
- Provide accurate and efficient financial services to RSPN programs and projects.
- Initiate and coordinate investment of RSPN fund.
- Update on the financial status of the Organization and statutory rules and policies on regular basis.

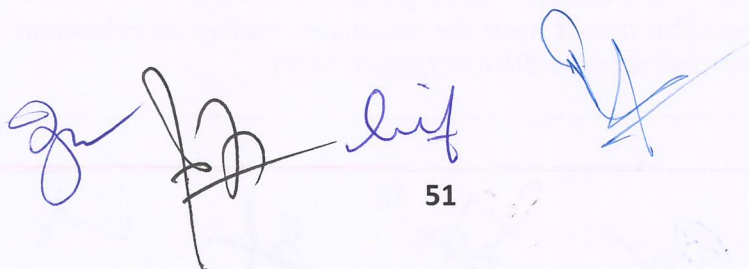
### 3. Communications and Education Division

**Overall Responsibilities:**

CED shall contribute to inspiring personal responsibility and active involvement of the people of Bhutan in the conservation of the Kingdom's environment through education, awareness and advocacy programs and initiate RSPN's visibility and advocacy needs through strong, membership base, regular publications, maintenance and updates of RSPN websites. CED is also delegated to ensure adequate knowledge management through the Jigme Khesar Environment Resource Centre and shall provide regular ICT services for information education and communication materials.

**Specific responsibilities:**

- Foster publicity and Organizational information sharing through newsletters, annual reports and regular updates of website, social networking sites and various forums.
- Develop and implement membership activities to strengthen and expand membership base of RSPN.  
Assist fund raising program of RSPN.
- Enhance capacity of stakeholders to empower and mainstream conservation initiatives at all level of the society
- Disseminate information on environment conservation through education, awareness, and advocacy programs at various levels
- Support and backstop other programs in implementation of EEA program
- Support PDD in development of project concepts and networking with potential donors/partners for sustaining RSPN programs



## ANNEXURE - 2

## Position structure showing entry and threshold levels

Position	Designation, qualification and experience		Level			
			4	3	2	1
<b>Executive Director</b>						
1		Qualification				Master's Degree
		Experience				15 yrs (5 yrs managerial post)
<b>Director/Specialist</b>						
2	Director (D)	Qualification			Master's Degree	Master's Degree
		Experience			12 yrs (2 yrs managerial post)	15 yrs (5 yrs managerial post)
	Specialist (ES)	Qualification			Masters Degree	Masters Degree
		Experience			12 yrs	15 yrs
<b>Division Chief</b>						
3	Chief (C)	Qualification		Master's Degree	Master's Degree	Master's Degree
		Experience		6	8	10
<b>Officer</b>						
4	Officers (O)	Qualification		Bachelor's Degree	Bachelor's Degree	Bachelor's Degree
		Experience		0	4	8
<b>Assistant</b>						
5	Assistant (A)	Qualification	Class XII	Class XII	Class XII	Class XII
		Experience	0	4	8	12
<b>Support Staff</b>						
6	Support (S)	Qualification	Class X	Class X	Class X	Class X
		Experience	0	4	8	12
<b>Consolidated Pay Employee (CPE)</b>						
7	CPE	Qualification	NA	NA	NA	NA
		Experience	NA	NA	NA	NA
<b>Note:</b> All Qualification, experience and trainings shall be gauged in terms of relevance to the requirements of the positions. Those employees that do not meet the minimum required qualifications can only climb up the hierarchy in terms of salary but not in position or responsibility.						



**Appointment Order**

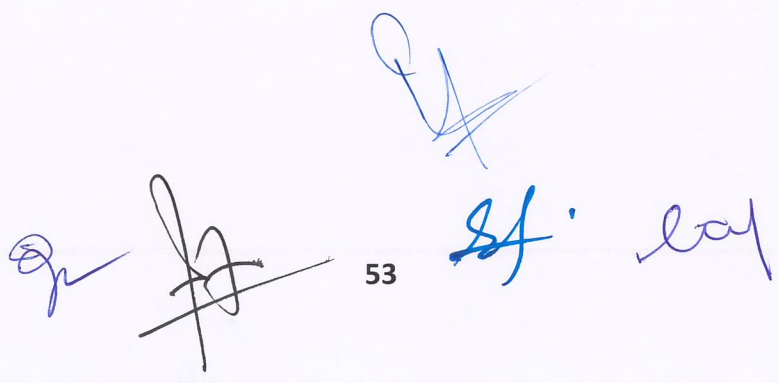
Following the selection interview and based on the acceptance letter submitted on.....to RSPN, **Mr/Mrs/Ms**....., bearing CID number ..... is being selected as ..... with effect from..... . He/She shall be placed under the following post, Grade and Salary structure in accordance with RSPN Service Rules and Regulations.

Post :  
Project :  
Grade :  
Contract term :  
Salary :

He/She is entitled to annual Leave Travel Concession (LTC) and Leave Encashment (LE).

Mr/Ms/Mrs..... is required to serve a probation period of six months upon which his/her employment shall be regularized. His/her direct line of report is to the .....

**(Executive Director)**



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**Contract Renewal Office Order**

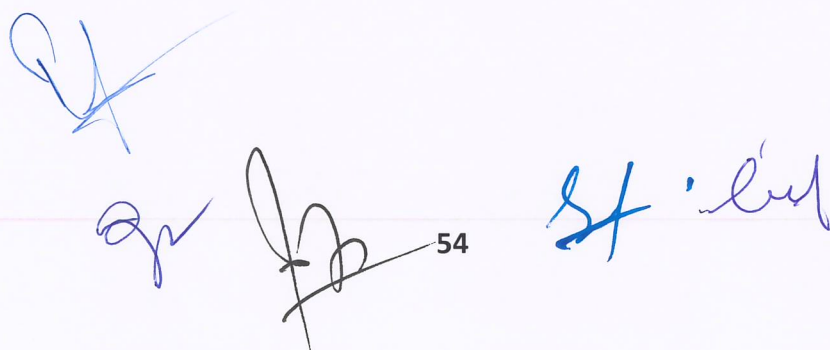
The management is please to renew Dasho/Mr/Mrs/Miss.....contract with RSPN with effect from November 1, 2021 to November 1, 2026 as endorsed by the HRC meeting held on November 4, 2021. Her salary, entitlements and all other employment terms and condition shall remain the same.

The employment terms and condition provisioned are subject to change based on the requirement of the Organization.

**(Executive Director)**

Cc

- Director, PDD for information
- Chief (FID, SLD, SCHD, CED) for information and necessary action
- Chief (Adm/HR) for necessary action

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## Salary Scale

Level	Pay Scale (Nu.)		
	Starting	Increment	Max
ED	92,226	4611	161,396
D1/ES1	79,292	3965	138,767
D2/ES2	65,398	3270	114,447
D3/ES3	51,504	2575	90,132
C1	47,078	2354	82,387
C2	41,278	2064	72,236
C3	36,752	1838	64,316
O1	30,097	1505	52,670
O2	27,689	1384	48,455
O3	25,090	1255	43,908
A1	23,709	1185	41,492
A2	21,032	1052	36,805
A3	19,465	973	34,064
S1	18,761	938	32,832
S2	17,633	882	30,857
S3	16,020	801	28,034
S4	12,107	605	21,188
CPE	11,482	500	11,482





## Position and Level

Position	Level
Executive Director	ED
Director	D1/D2/D3
Specialist	ES1/ES2/ES3
Chief	C1/C2/C3
Officer	O1/O2/O3
Assistant	A1/A2/A3
Support	S1/S2/S3/S4
Consolidated Pay Employee (CPE)	CPE





**ANNEXURE - 7**

**Daily Subsistence Allowance for in-country travel**

*(This Annexure may be replaced with the updated DSA rates as approved by the Board of Directors from time to time)*

Level	Position	Revised DA Allowance		
		Maximum reimbursable for paid lodge and Cash (Nu.)		DA Allowance (Nu.)
ED	Executive Director	Lodge - 3000	Or	2500
		Cash - 1500		
D/ES	Director / Specialist	Lodge - 2000	Or	2300
		Cash - 1200		
C1-3	Chief			2100
O1-3	Officer			1900
A1-3	Assistant			1700
S1-4	Support			1500
CPE, Temporary staff and Intern				1000





## ANNEXURE -8

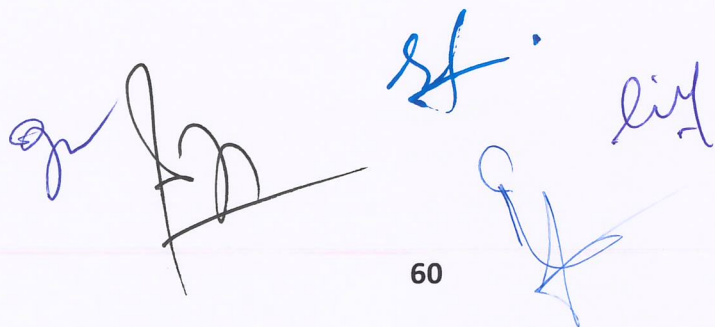
## Daily Subsistence Allowance for Ex-country travel

Sl.No.	Country	Revised DSA(\$)	Sl.No.	Country	Revised DSA(\$)
1	Afghanistan	140	105	Liberia	160
2	Albania	140	106	Libya	160
3	Algeria	200	107	Lithuania	175
4	Angola	250	108	Luxembourg	200
5	Anguilla	300	109	Macedonia	200
6	Antigua	230	110	Madagascar	120
7	Argentina	200	111	Malawi	100
8	Armenia	135	112	Maldives	150
9	Aruba	200	113	Mali	100
10	Australia	200	114	Malta	200
11	Austria	200	115	Mauritania	100
12	Azerbaijan	150	116	Mauritius	170
13	Bahamas	210	117	Mexico	200
14	Bahrain	200	118	Micronesia	100
15	Bangladesh	100	119	Moldova	150
16	Barbados	195	120	Monaco	200
17	Belarus	145	121	Mongolia	150
18	Belgium	200	122	Montenegro	130
19	Belize	170	123	Montserrat	170
20	Benin	115	124	Morocco	160
21	Bermuda	200	125	Malaysia	130
22	Bolivia	130	126	Mozambique	160
23	Bosnia & Herzegovina	135	127	Myanmar	120
24	Botswana	150	128	Namibia	100
25	Brazil	170	129	Nauru	100
26	British virgin island	200	130	Nepal	120
27	Brunei	160	131	Netherlands	200
28	Bulgaria	170	132	Netherland, Antilles	200
29	Burkina Faso	140	133	New Zealand	200
30	Burundi	190	134	Nicaragua	120
31	Cambodia	90	135	Niger	100
32	Cameroon	165	136	Nigeria	150
33	Canada	200	137	North Korea	170
34	Canary island	150	138	Niue	100
35	Cape Verde	150	139	Norway	230
36	Cayman island	200	140	Oman	160
37	Centra African Republic	130	141	Pakistan	130

38	Chad	150	142	Palua	150
39	China	160	143	Panama	150
40	China,Hong kong	200	144	Papua New Guinea	130
41	China,Macau	200	145	Paraguay	150
42	Chile	150	146	Peru	150
43	Colombia	180	147	Philippines	130
44	Comoros	200	148	Poland	200
45	Congo	160	149	Portugal	200
46	Congo Dem Rep	160	150	Pueto Rico	160
47	Cook Islands	140	151	Qatar	160
48	Costa Rica	150	152	Romania	200
49	Cote Divoire	150	153	Russian Federation	260
50	Croatia	200	154	Rwanda	140
51	Cuba	200	155	Samoa	120
52	Cyprus	150	156	Sao Tome and Principe	120
53	Czech Republic	200	157	Saudi Arabia	200
54	Denmark	200	158	Senegal	150
55	Djibouti	130	159	Serbia	160
56	Dominica	170	160	Seychelles	200
57	Dominica Republic	170	161	Sierra Leone	130
58	Egypt	150	162	Singapore	180
59	Ethiopia	100	163	Slovenia	200
60	Ecuador	160	164	Slovak Rep	170
61	Equatorail Guinea	160	165	Solomon islands	150
62	El Salvador	160	166	Somalia	100
63	Eretrai	100	167	South Afaica	160
64	Estonia	190	168	South Korea	200
65	Fiji	190	169	Spain	200
66	Finland	210	170	Sri Lanka	130
67	France	200	171	St.Kitts and Nevis	150
68	Gambia	150	172	St. Iucia	150
69	Gabon	150	173	St. 26incent Grenadines	150
70	Georgia	130	174	Sudan	160
71	Germany	200	175	Suriname	130
72	Ghana	200	176	Swaziland	100
73	Gibraltar	150	177	Sweden	230
74	Greece	200	178	Switzerland	220
75	Greenland	200	179	Syrain Arab republic	160
76	Grenada	200	180	Taiwan	165
77	Gaum	180	181	Tajikistan	140
78	Gautemala	140	182	Tanzania	140



79	Guinea	200	183	Thailand	130
80	Guinea Bissau	160	184	Timor-Leste	100
81	Guyana	160	185	Togo	100
82	Haiti	150	186	Tokelau	75
83	Honduras	150	187	Tonga	150
84	Hungary	200		Trinidad & Tobago	150
85	Iceland	230	188	Tobago	150
			189	Turkey	200
86	India	Given Seperately	190	Tunisia	145
87	Indonesia	160	191	Turkmenistan	150
88	Iran	160		Turks & Caicos Island	150
89	Iraq	120	192	Tuvalu	100
90	Ireland	200	193	Uganda	135
91	Israel	200	194	Ukraine	200
92	Italy	200		United Arab Emirates	210
93	Jamaica	200	196	United Kingdom	220
94	Japan	300	197	USA	200
95	Jorden	160	198	Urugauy	180
96	Kazakhstan	160	199	Uzbekistan	120
97	Kenya	160	200	Vanuatu	160
98	Kiribati	100	201	Venezuela	200
99	Kuwait	200	202	Vietnam	100
100	Kyrgyzstan	140	203	Virgin Island USA	200
101	Lao	100	204	West Bank	130
102	Latvia	200	205	Yemen	100
103	Lebanon	160	206	Yugoslavia	160
104	Lesotho	100	207	Zambia	100
			208	Zimbabwe	100
			209		







## LIST OF FORMS

Form number	Name of the forms
SRR - FORM - 1	Conflict of Interest Declaration
SRR - FORM - 2	Annual Target Setting
SRR - FORM - 3	Annual Target Evaluation
SRR - FORM - 4	Core Competency Evaluation
SRR - FORM - 5	Travel Authorization
SRR - FORM - 6	Transport Requisition
SRR - FORM - 7	Leave Application
SRR - FORM - 8	Compensation Leave
SRR - FORM - 9	Service Clearance

*[Handwritten signatures and initials in blue ink]*



**CONFLICT OF INTEREST DECLARATION**

I, ..... (name), bearing CID No.....,  
(Position Title) ..... as per the provisions of the  
**Service Rules and Regulations revised 2022, Section 10.2.1.** I declare that in serving as  
a member of ..... (Committee):

I do not have or anticipate any conflict of interest. I shall notify the management's  
concerned immediately in the event such interests arise in the course of or before  
discharging my duty; OR

I do have conflict of interest in view of the following reason(s):

- Family member:.....
- Close relative:.....
- Close friend:.....
- In-laws:.....
- Enemy:.....
- Others:.....

I, hereby confirm that the above information is true to best of my knowledge. In the event  
the above declaration is found to be incorrect, I shall be liable for administrative/legal action.

(Signature)

Place:

Date :

*[Handwritten signatures in blue ink]*

**ANNUAL TARGET SETTING**

Department/Division				
Target Period	Start date:	End date:		
Objectives/expected outcome	Indicator	Baseline data value/situation at the start	Final target/overall objectives/outcome level target	Annual target

**Submitted by:**

Department/Division

Date:

**Verified by:**

Department/Executive Director

Date:

**Endorsed by:**

Executive Director

Date:

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**ANNUAL TARGET EVALUATION**

<b>Name:</b>	
<b>Designation:</b>	
<b>Department/Division:</b>	
<b>Target period</b>	<b>Start date:                      End date:</b>
A. What output did you contribute/initiate in achieving the Department/Division's target? (30%)	
<b>Output/Contribution</b>	<b>Remarks</b>
1)	
2)	
3)	
4)	
<i>Add rows if needed</i>	
<b>Total rating (A)</b>	
B. What other additional contribution/initiatives/output/ did you perform outside of the Department/Division Target? (20%)	
<b>Output/Initiative/Contribution</b>	<b>Remarks</b>
1)	
2)	
3)	
4)	
<i>Add rows if needed</i>	
<b>Total rating (B)</b>	
1. Overall individual performance review rating (A+B)	
2. Overall Competency Rating (50%)	
<b>Overall Performance Rating (1 +2)</b>	

**Assessed/Verified by:**

Division/Department/ED

Date:

**Approved by:**

**Chairperson/Executive Director**

Date:

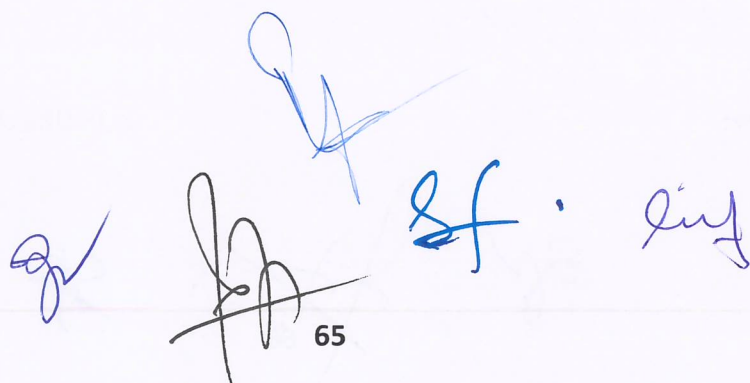


### CORE COMPETENCY EVALUATION

Name: \_\_\_\_\_

Name of the employee to be evaluated: \_\_\_\_\_

	Excellent	Very good	Good	Satisfactory	Poor
Value and Ethics	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Personal Integrity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Attitude and behavior	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Discipline	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Responsibility and accountability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Commitment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Interpersonal and communications skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Initiative and creativity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Job knowledge	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



**TRAVEL AUTHORIZATION**

NAME :  
POSITION :  
DESIGNATION :

DATE :

DATE	P L A C E		MODE OF TRAVEL	PURPOSE
	FROM	TO		

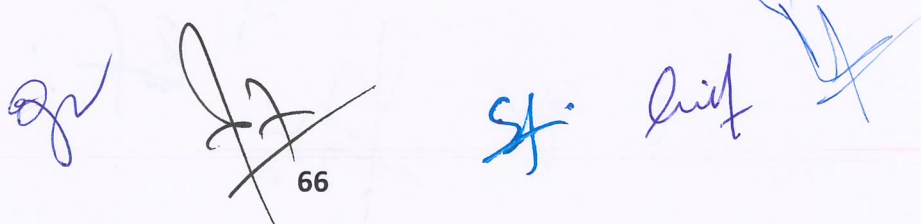
Daily Allowance Advance Request: Nu.  
In words: Ngultrum

Submitted by:

Signature

Approved by:

ED/ Director/Chief



**TRANSPORT REQUISITION**

The Executive Director/ Administration/HR Division  
RSPN, Thimphu

Please arrange transport for my/our official tour below:

Specify type of vehicle required:  
BP-1-.....

Purpose of the visit	Destination/Visit Place	Project	Time when required	Return time/pick up

Requested by:

Tour Approved by:

Signature/Name

Signature/Name

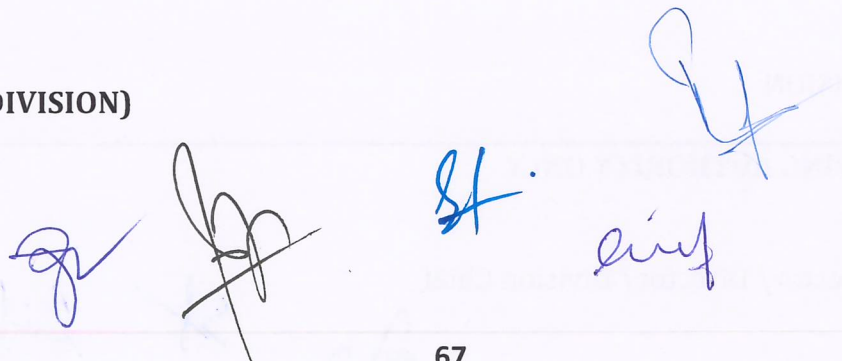
For use by Adm/HR Division only

\_\_\_\_\_

Vehicle allocated; BP-1-.....

Driver assigned.....

**(ADM/HR DIVISION)**

Handwritten signatures in blue ink, including a large signature on the right and several smaller ones below.



LEAVE APPLICATION

Name of the employee:

Designation:

Division:

Type of leave applied for (tick the relevant one):

Casual leave/Earned leave/Maternity leave/Paternity leave/Medical leave/ Study leave/bereavement leave/ transit leave/ Others(specify):

Duration of leave applied for .....days from ..... to.....

Reason (state briefly):

Note: All types of leaves except casual and earned leave requite supporting documents to be attached.

[Empty rectangular box for supporting documents]

Signature of the applicant:

FOR ADMINISTRATIVE PURPOSE ONLY

Verification of leave balance and supporting document (if required)

Certified that there is /are ..... day(s) of leaves at his/her credit as per the records on ..... for the applied leave, supporting documents are received / not required (cross out the irrelevant one)

Note:

Verified by:

ADM/HR DIVISION:

FOR APPROVING AUTHORITY ONLY

Approved by:

Executive Director/ Director/ Division Chief:

Handwritten signatures in blue ink, including a signature with the number '68' next to it.

COMPENSATION LEAVE

Name of the Employee :  
Designation :  
Division/Department :  
Name of the intended Task :

Brief description of the task

[Empty box for brief description of the task]

Proposal approved by:.....

Planned timing :.....

Date :.....

**Date of completion of the task:.....**

Assessed by :.....

Designation :.....

Time taken to complete the task: .....

No of days compensated :.....

Approved by : **Director / Executive Director**

[Handwritten signatures in blue ink]

**SERVICE CLEARANCE**

This service clearance is issued to Mr/Ms.....to settle his/her accounts holding with RSPN.

Unit/Div. Name	Clearance issued by (Name)	List of Assets (if any)	List of Liabilities (if any)	Signature
Adm/HR Division				
Finance and Investment Division				
Program Development Department				
Communications and Education Division				
Species and Habitat Conservation Division				
Sustainable Livelihood Division				

*Please note that once every division issued this clearance, Executive Director, ADM/HR Division and Finance and Investment Divisions shall not be held responsible for any unsettled accounts and any liabilities arising in future.*

Approved by;

Executive Director





