



Welcome to our Policy Manual

UPAY HR POLICY

Revision: 12

To ensure the organization's success in accomplishing its mission, this Manual has been prepared to provide you with a basic understanding of the Vision, Mission, Policies and your Responsibilities as a Volunteer or Member.

We hope your experience here will be challenging and enjoyable. The organization makes available to all its associated members and volunteers the HR Policy at the website. Any question regarding the content should be addressed to the Human Resources.

Many Thanks!

Latest Revision: 01st April 2025

Prepared by Director (HR)

Approved by Chairman



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BACKGROUND

UPAY– The word which pushes a person to seek solutions even in the most challenging situations. With a vision to render a solution to the problem of deprived education in our society, UPAY was born. UPAY strives to make education for all increasingly accessible with its two major prongs – Footpathshaala and Reach and Teach. Children are taught through open classroom programs using various recreational and skill developmental activities with the vision of a world where education is no longer a distant dream for every child. Intending to replace begging bowls with books, Varun Shrivastava, along with three equally driven young Engineers laid the foundation for UPAY on 20th May 2010. Since its inception, UPAY has achieved various milestones with its multi-dimensional and personally-catered approach. With the motto that, if the children can't reach school, let the school reach them, UPAY envisions removing the disparities in the field of education.

On 19th September 2011, UPAY got registered under the Society Registration act as an NGO. The initial two years were full of learning lessons and challenges. The competency with which the initial torch bearers lead the way made the path easy to be followed. UPAY maintaining its growth trajectory expanded to other areas of North and South India. Walking down these years, it has created its mark and carved a path for itself. The exuberance of the team and the tireless efforts have had an everlasting impact on many lives. It is about making a measurable difference fostering equality, providing opportunities, and empowering people for a better tomorrow.

UPAY was established to provide a SOLUTION to the everlasting problem of rural education. It is working on developing a sustainable process of imparting knowledge to these underprivileged children. We teach as well as imbibe our children with the spirit of UPAY. These children are further carrying this responsibility of upliftment of society. So these children are not just the students of UPAY but they are also the harbingers and volunteers who are spreading its cause across the country. It is a continuous revolution that believes in the overall empowerment of underprivileged areas. So even in the absence of its founders, these volunteers will always keep this chain of development running and hold the flag of UPAY high.

OUR VISION

“A future where, Every child will have a Dignified childhood and Equal opportunity to Live, Learn and Grow.”

OUR MISSION

“To develop a Sustainable Ecosystem for the Underprivileged Community in India by Enabling, Educating, and Empowering its children.”



CORE VALUES

S - Sincerity with Compassion

P- Positivity

I- Inclusivity

R- Resilient Humility

I- Integrity

T- Team work

1) Sincerity with Compassion: Prioritizing genuine interactions that focus on human experience rather than merely following systems or protocols.

Testing Situation: When faced with administrative challenges, staying sincere and compassionate ensures that the needs and feelings of the individuals served are addressed.

2) Positivity: Cultivating an optimistic environment that encourages hope and motivation among students, staff, and the community.

Testing Situation: During difficult times, such as low attendance or funding challenges, positivity helps maintain morale and drive.

3) Inclusivity: Emphasizing equal importance across diverse backgrounds, including caste, creed, gender, religion, and socio-economic status.

Testing Situation: When integrating children from different backgrounds into programs, inclusivity ensures that everyone feels respected and valued.

4) Resilience with Humility: Demonstrating the ability to adapt and recover from setbacks while remaining humble and open to learning from experiences.

Testing Situation: When faced with a significant setback, such as a natural disaster affecting operations, resilience with humility ensures the organization can pivot and continue supporting those in need.

5) Integrity: Upholding ethical standards and transparency in all actions and decisions, ensuring trust within the community.

Testing Situation: In the face of potential conflicts of interest or funding issues, integrity is vital to maintain credibility and trust.

6) Teamwork: Collaborating effectively across all levels of the organization to achieve common goals and enhance the educational experience.

Testing Situation: During high-pressure events, such as organizing a large community outreach program, teamwork is crucial for successful execution.



SECTION-1: PURPOSE AND CATEGORIES OF PERSONNEL

1.1 Purpose

The purpose is to set down policies, conditions, rights and obligations for UPAY's Volunteers/ Fellow/ Members/ Associates/ Trainees, subject to their performing duties and responsibilities in their respective job descriptions.

From the time of joining the organization, each Volunteers/ Fellow/ Members/ Associate/ Trainee will have access to this policy, so that he/she can adhere to it with full knowledge and information.

The policies described below may at any time be subject to modification if governing and executive body of UPAY deems it necessary. In such cases, Volunteers/ Fellow/ Members/ Associate/ Trainee will be fully informed of the changes made.

1.2 Categories of Personnel

All the personnel working/volunteering with UPAY are classified into following types:

1.2.1 Volunteer/ Fellow/ Member/ Associate/ Trainee

Volunteers/ Fellow/ Members/ Associates/ Trainees/U-Mitra/Mission Ambassadors/College Ambassadors are the people who offer to take part in the organizational activities and undertake various responsibilities. They shall be offered positions for a long-term period based on their periodic evaluations and performance appraisals. They will have the responsibility towards the day to day functioning and/or in any one of more ongoing/prospective projects of UPAY. They shall be eligible for stipend and allowances.

All the people associated with the organization are classified into various categories. These categories are as follows:

- i. **Volunteers-** Volunteers are those who offer to tender their services on a voluntary basis or may also be eligible for an honorarium, as necessary.
- ii. **Fellow-** Those who are appointed for a specific task or project for a specific duration and hence they are entitled to obtain stipend.



- iii. **Members-** People who have been granted membership by the authorities on payment of registration fees and regular subscription fees.
- iv. **Associates-** Who are associated with UPAY for part time or full time endeavors.
- v. **Trainee or Intern-** Paid interns will be hired for specific domain-based tasks aligned with the responsibilities outlined in the internship roles.
- vi. **UPAY-Mitra:** Students turned Volunteers/Community Volunteers who are getting scholarship /honorarium /stipend and in return they are contributing social credit.
- vii. **Mission Ambassadors:** Volunteer alumni who will be acting as Mission spreader and spokespersons of UPAY
- viii. **College Ambassadors:** College chapter teams from Impact partners will be known as Impact Ambassadors and chapter team from Change Partners will be known as Change Ambassadors

1.2.2 Consultants

Consultants are professional advisors appointed by UPAY on a short-term basis only for the completion of specific tasks and assignments related to UPAY or one or more of its projects. Separate and limited contracts, defining their job description, timeline, deliverables, reporting procedures and payment details will be issued to consultants. They will be paid on a daily/weekly/monthly basis depending upon the nature of their assignment. They will not be considered as full-time or part-time employees of the organization.

1.3 Body structure and Responsibilities

UPAY has a four-tier structure:

1.3.1 Advisory Body: A body that provides non-binding strategic advice to UPAY. The advisory board does not have authority to vote on operational matters or bear legal fiduciary responsibilities. Persons, who make substantial contributions to the funds of the Society or render distinguished service to the Society, and other eminent persons by virtue of their knowledge or contribution to science, art or literature, may be nominated as Advisory board members. Such nominations may be made by the governing body with or without recommendation of executive body members. Advisory board members will not participate in the day-to-day decision-making process, also they shall not be required to pay any fees or subscriptions.

A) Purpose: The UPAY Advisory Board is established to provide strategic guidance and expert advice to the organization. The board's key role is to ensure that UPAY remains aligned with its mission while fostering growth, sustainability, and innovation. The Advisory Board consists of:



- Advisory Board Members: Offering high-level strategic direction and long-term planning for UPAY.
- Associate Advisors/Domain-Specific Advisors (part of a sub-committee of Advisory Board): Providing specialized expertise in specific functional areas like education, finance, community outreach, and operations.

B) Roles & responsibility: The Strategic Advisors serve as key partners in shaping UPAY's overall strategy and direction. Their responsibilities include:

- Strategic Planning: Helping UPAY define its long-term goals and develop strategies to achieve them.
- Growth and Expansion: Advising on new projects, programs, and initiatives that align with UPAY's mission.
- Governance and Oversight: Ensuring that UPAY follows best practices in governance, compliance, and accountability.
- Resource Mobilization: Assisting in identifying funding opportunities, partnerships, and collaborations.
- Mentorship: Providing guidance to leadership and emerging members of the organization.

C) Qualifications: Strategic Advisors are selected based on the following qualifications:

- Professional Experience: At least 15-20 years of experience in a relevant sector (education, non-profit management, social development, finance, etc.).*
- Leadership Expertise: Proven leadership experience in strategy development, organizational growth, or governance.
- Passion for Education and Social Impact: A deep commitment to UPAY's mission of uplifting underprivileged children through education.

E) Nomination Process:

- Nominating Authority: Chairman, in consultation with the Advisory Board will nominate additional member.
- Nomination Criteria: Candidates will be evaluated based on their experience, qualifications, and alignment with UPAY's mission and values.
- Approval: The nominated individuals will be reviewed by the Board of Directors, who will vote to finalize the appointment.



- Tenure: Strategic Advisors will serve for a term of three years, with an option for renewal based on performance and interest.

F) Meeting Schedule:

- Quarterly Meetings: The Strategic Advisors will meet once every quarter to review the organization's progress and provide strategic recommendations.
- Annual Retreat: A full-day retreat will be held annually to discuss long-term planning, review outcomes, and chart UPAY's future direction.
- Special Meetings: Additional meetings can be scheduled on an ad-hoc basis when significant strategic decisions or urgent issues arise.

1.3.2A. Associate Advisory Council (AAC):

1.3.2A.1 Name of the Body

The sub-committee of domain-specific advisors will be known as the **Associate Advisory Council (AAC)**. They will be eligible to be nominated for UPAY Governance Committees

1.3.2A.2 Role of Domain Advisors in Governance Areas

The UPAY **Associate Advisory Council (AAC)** consists of experts specializing in various operational domains who provide targeted advice to UPAY's specific functions and domains. Their key roles in specific areas are as follows

I. Legal and Compliance

- Provide specialized legal advice on regulations specific to education and child welfare.
- Offer insights on evolving regulatory frameworks.
- Facilitate connections with legal firms or professionals when needed for advice.
- Participate in discussions during meetings, contributing legal expertise for decision-making.

II. Safeguarding and Grievance Redressal

- Bring expertise in child protection, POSH, education ethics, and safeguarding protocols.
- Advise on best practices for creating a safe learning and office environment.
- Review safeguarding reports and provide actionable recommendations.



- Ensure adherence to the best international practices for child welfare and safeguarding.
- Counselling of children on adolescent age related changes
- Expertise in psychological counselling for emotional well being.

III. Fundraising and CSR Partnerships

- Advise on CSR trends, helping the UPAY stay competitive in attracting partnerships.
- Facilitate introductions to potential corporate partners.
- Offer insights on innovative fundraising models and grant opportunities.
- Help shape proposals for CSR projects to align with corporate social responsibility goals of companies.

IV. Excellence in Innovation and Impact

- Offer expert advice on educational trends, technology in education.
- Evaluate the impact of new programs and suggest areas for improvement.
- Bring insights on global best practices in education that can be adapted locally.
- Advise on partnerships with research institutions or educational innovation hubs.
- Recommending digital tools, platforms, and systems that can enhance UPAY's educational outreach and operations
- Assisting in the development of frameworks for tracking program outcomes and impact assessments
- Advising on optimizing internal processes, systems, and operational efficiencies.

V. Program Development and Innovation:

- Providing advice on curriculum design, skill development, and community initiatives.

1.3.2A.3 Qualifications

Domain-Specific Advisors must have:

- **Expertise in a Specific Domain:** At least 5-10 years of experience in their respective area, such as education, finance, operations, or technology.
- **Reputation as a Thought Leader:** Recognized authority or professional within their specific area.
- **Commitment to UPAY's Mission:** A strong interest in supporting underprivileged children and the education sector.



1.3.2A.4 Nomination Process

- **Nomination Committee:** Chairman UPAY will identify the domain advisors on the recommendation of EBM, the same will be put up to the Advisory Board for approval.
- **Nomination Criteria:** Candidates will be assessed based on their expertise, ability to contribute to UPAY's programs, and alignment with the organization's values.
- **Approval:** The nomination committee will make recommendations to the Board, which will finalize the appointments.
- **Tenure:** Advisors will serve for **two years**, with an option for renewal based on performance.

1.3.2A.5 Meeting Schedule

- **Bi-Annual Meetings:** The Functional Expertise Panel will meet **twice a year** to review specific functional areas and provide expert advice.
- **Sub-Committee Meetings:** Domain-specific advisors will meet with relevant UPAY teams (e.g., the education or finance team) as needed to provide guidance and troubleshoot issues.

1.3.2A.6 Operational Guidelines for the Advisory Board:

- ☐ Communication
 - All Strategic Advisors and Domain-Specific Advisors will have open communication channels with UPAY's Executive Team.
 - Advisors will receive regular updates from the Executive Team to stay informed of UPAY's progress and challenges.
- ☐ Reporting
 - Domain-Specific Advisors will submit quarterly recommendations to the Advisory Board with functional recommendations and evaluations of specific areas of operations.
- ☐ Decision-Making
 - Advisors play an advisory role and are not involved in day-to-day management decisions.
 - Recommendations from the Advisory Board and Functional Expertise Panel will be submitted to UPAY's Board of Directors, who will make final decisions on implementation.

1.3.3 Governing Body: The purpose of the Governing Body is to work together as a binding unit in order to achieve the objectives of the organization and have a positive impact on the society.



The governing body of the UPAY shall be the Apex decision-making body. The Governing body shall be constituted of “Founder Trustees”, “Trustees” and “Members”.

The Founding Trustees are the First Governing Body members, in case of any unforeseen circumstances, dispute within the present Governing Body where they are not able to make any decision. The decision of the Active Founding Trustees will be final and binding. They will act as a caretaker till the formation of a new governing body.

The elected trustees must have worked at UPAY for a minimum duration of at least 1 year as a Lifetime-member. Decisions taken by 2/3 majority of the governing body pertaining to any matter shall be treated as the final decision.

The entire Governing body shall meet quarterly every year.

A) Tenure: The tenure of the Governing body shall be of 5 years.

B) Power and Duties of Governing Body: Following power and duties are assigned to governing body:

- i. The governing body shall consist of not less than seven
- ii. Any decision taken in a general body meeting shall be approved by 2/3 majority of the governing body to be ruled out as a final decision.
- iii. The superintendence, control and direction of the affairs of the society, its income and property (both movable and immovable) shall be entrusted to the governing body members.
- iv. There shall be a Chairman and Vice-chairman of the governing body, who shall not be in the same capacity as of other members in terms of delegation of power within the group. However, if necessary, for any of its functions, the governing body may employ any member, provide them appropriate designation and allowances in order to meet the interests and goals of the organization.
- v. The members of the General body shall unanimously elect a Chairman and Vice chairman from amongst themselves and in case any unanimity is not possible by a majority of votes. The period of the Chairman shall be in accordance with terms of his membership or 5 years, whichever is less. If the Chairman/Vice chairman devotes his full time to work for the society, he shall be entitled to draw an appropriate honorarium or allowance as sanctioned by the governing body.
- vi. The governing body shall be competent to raise funds and purchase property (movable or immovable) as decided by it.



- vii. The governing body shall have full charge of all immovable property(ies) belonging to or vested in the society in such a manner as it thinks fit and these will be handled through the Director (Administration) or as decided by The governing body.
- viii. The governing body shall be competent to invest the funds in the manner it likes and it shall be competent to borrow or mortgage or hypothecate the property(ies) on behalf of the society and these too shall be handled through the Director (Administration) or as decided by the governing body.
- ix. If any Executive Body member is found doing any activity to jeopardize the existence of the Society or he/she does not deliver his duties as per UPAY rules and regulation, he/she may be removed from his responsibility by the governing body with immediate effect and matter to be communicated to the executive body.

C) Responsibilities of the Governing body members:

The key roles of the Governing body includes:

- Strategic leadership,
- Monitoring progress and Evaluating effectiveness of the projects.
- Overall responsibility of delegating budget and managing finances.
- Appointing Zonal Directors and Functional Officers in consultation with the Executive body,
- Coordinating with Advisory Board, Managing resources, expansion of projects country-wide, taking up the new initiative in consultation with trustees, collaboration for Fundraising.

The Apex body shall chair the Executive body, General Body and Governing body meeting and can remove/modify the Executive body after consulting with the Chairman, such powers can be exercised as provided by the regulation and delegated by the Executive Body from time to time. The chairman shall preside over all meetings of the organization.

All documents and records of the Society shall be in the name of the Chairman and the Vice-Chairman shall execute the Chairman's duties in his/her absence.

1.3.3 Executive body: Executive body members consist of the Board of Directors who are required to be well-informed and fully engaged with all the major issues that affect the organization. The Directors shall be nominated by the Governing body in the general body meeting. To become eligible for the Executive body, a member must have served UPAY for a



minimum 1 year as a lifetime member. Directors or Chairman can be an honorary worker also. If he is a full time worker, he will be entitled to an appropriate amount or honorarium as decided by the governing body in the HR policy of UPAY.

Structure of the executive body will be as follows:

- A. Chief Executive Officer (CEO) /President/Chairman
- B. Director (Programs)
- C. Director (Finance)
- D. Director (Outreach)
- E. Director (Operation/Admin/Program Support Management)
- F. Director (Technical Development)
- G. Director (Human Resources)
- H. Director (Organizational management - Governance)
- I. Zonal Director (from each zone)
- J. Steering Committee Members
- K. Executive Directors (Asst/Chief)
- L. Co-Directors
- M. Associate Director

A) Tenure & Nomination : The executive body is nominated by the Chairman in consultation of the Governing Body amongst the eligible members of the Society who shall administer the Society. The tenure of the members will be decided by the chairman in consultation with the governing body. The shuffling of responsibility or change of responsibility will be done as deemed fit for the organization.

B) Power and Duties of Executive Body:

Following power and duties are assigned to Executive body:

1. To appoint paid fellows/Associates for the work of organization
2. To run, implement and monitor the daily work of the organization of essential rules, sub rules & miscellaneous rules and to create and put in front of a general meeting for grant.
3. To appoint sub-committees or to give special power for work to some member
4. To oversee all the branches which are operational in different areas.
5. To keep credit and debit accounts and the auditing to put in front of General meetings.
6. For the benefit of organization, executive body members shall plan, implement and monitor laws of the work.



7. If any change takes place in the organizational structure or personnel of the Executive Body or property, such applications must be sent to the Divisional sub-Charity Commissioner's office. The copy of resolution of the organizational executives body list shall be submitted to the Assistant Registrar of Societies office. This information needs to be sent every year to the Assistant Registrar of societies.
8. The office bearers of the organization shall be constituted of the Board of Directors and Zonal Directors.
9. The Executive body shall have the power to manage the affairs of the Society according to the Rules and Regulations of the Society.
10. The office bearers shall hold office for a period of three years and shall be eligible for re-election, if necessary.
11. The standing Executive body shall be in charge until the new Executive body takes over the charge after the election.
12. List of Executive Body shall be filed at the Office of District Registrar in the Annual Report.
13. The Governing Body holds the power to nominate members to the Executive body in the event of an interim vacancy.
14. Executive body members shall be removed from the Executive body if the member is absent for three consecutive Executive Body meetings without proper reason. If there is a valid reason for absence and the same has been conveyed by the members of the Executive body in advance, the member shall be allowed to continue.
15. In any case, if the majority of the Executive body member resigns; Director (Administration) shall convene a Special Requisition General Body Meeting for the election of a new Executive body.

C) Responsibilities of the Executive Body members:

Followings are the responsibility of Executive Body members.

- i. **Chief Executive Officer (CEO)/President/Chairman:** The core purpose of the CEO is to provide leadership and direction to the organization. The CEO of UPAY shall work closely with the Board of Directors to develop organizational strategies, advocate for equal rights of the underprivileged communities, take up new initiatives, monitor and impact projects across the Nation. CEO shall chair the Board meetings and exercise powers delegated as per the regulations of the organization. The CEO shall lead the entire organization towards the mission and vision by positive and principled acts of integrity. He shall also be



responsible for developing high performing teams to work collaboratively in order to achieve the goals of the organization.

Key Roles:

Key areas of work shall include ensuring alignment with strategic goals, fundraising and financial goals management, effective communication that maximizes the opportunity for advocacy and brand reputation, establishing strong stakeholder relationships that can be leveraged to deliver best services and ensuring excellent productivity, transparency and accountability of the organization. He shall also be responsible to coordinate with the Board of directors, Zonal Teams, Governing and Advisory body, and Regional and Functional Officers to achieve long-term and short-term goals. He shall coordinate with various functional teams such as Operations, Admin, Finance, HR, Communications and Promotions, Technical Support, Disciplinary Action and establish strategies as deemed fit for the organization. He shall also set framework, amend and reinforce systems and procedures for the people to work within.

ii. Director (Programs): The Director (Programs) plays a pivotal role in managing and overseeing the comprehensive implementation of all educational, developmental, and career-oriented initiatives Projects and Program within UPAY. They supervise academic management, including syllabus planning, content development, monthly student performance reviews, and quarterly assessments. The Director also ensures the effective execution of community empowerment programs, such as baseline and end-line surveys, educational and home visits, parent meetings, and extracurricular activities like sports and cultural events. Under their leadership, career support management initiatives, such as scholarship coordination, vocational training, career counselling, and job fairs, are designed and implemented to empower students and beneficiaries. They oversee specialized programs like the U-Mitra Fellowship and post-10th class mentoring, focusing on skill development and higher education facilitation. Additionally, the Director manages SDC operations, ensuring collaboration with markets, product sales, and exhibitions, and drives new initiatives and partnerships that align with the organization's mission. By focusing on program evaluations, impact assessments, stakeholder engagement, and resource planning, the Director ensures that all programs contribute effectively to the holistic development of beneficiaries and the community at large. to Support the Director(Program) , initiative wise Directors will also be given the responsibilities.



iii. Director (Finance): Director of Finance is responsible for treasury management, which includes supervising salary disbursement (payroll), managing financial dashboards, and ensuring timely transactions and bank account reconciliation. The Director ensures the creation of detailed MIS (Management Information System) reports, providing insights into cash receivables, bank receivables, and fund utilization. In financial planning and analysis, the Director leads the budgeting process by collaborating with departmental heads to prepare comprehensive financial plans. They approve project-specific and operational budgets while monitoring expenditures to ensure alignment with the organization's goals. They also identify cost-saving opportunities and implement strategies for optimizing resource allocation. Accounting functions are another critical area managed by the Director. This includes ensuring accurate recording and categorization of expenditures, conducting periodic audits, and reconciling bank statements to maintain financial accuracy. The Director oversees the preparation of monthly expenditure reports, facilitates donor management by ensuring transparency in fund utilization, and supervises the payment and receipt processes. Additionally, they ensure the timely preparation of the organization's balance sheet, highlighting its financial health and sustainability, while also focusing on cost optimization and effective asset management. The Director also coordinates with zonal finance teams to maintain consistency in financial practices across regions. They provide guidance and training to zonal managers, monitor regional budgets, and ensure alignment with organizational objectives. Beyond these functional roles, the Director contributes strategically by collaborating with the governance committee and senior leadership to set financial policies and priorities.

iv. Director (Human Resources): The Director (HR) holds a strategic leadership role in overseeing and managing all HR functions, ensuring alignment with the organization's mission and values. They drive volunteer onboarding by ensuring smooth integration through center visits, comprehensive induction processes, and proper database management, including certificates and ID cards. In intern management, they supervise mentoring programs to nurture talent and align interns with organizational goals. The Director oversees performance assessments, particularly for Center Coordinators, to identify areas for improvement and enhance productivity. Additionally, they lead the development and implementation of impactful training programs, including zone-level and virtual sessions for volunteers and associates, fostering skill development and inclusivity. By providing strategic oversight across these functions, the Director ensures an engaged, motivated, and well-supported workforce that contributes to UPAY's long-term impact and success.

v. Director (Outreach): The Director (Outreach) plays a crucial leadership role in managing and enhancing UPAY's external communication, stakeholder engagement, and marketing efforts to



amplify its reach and impact. They oversee social media management across platforms like Instagram, LinkedIn, YouTube, and Twitter, ensuring maximum visibility and engagement through content creation and graphic coordination. The Director supervises the production of newsletters, magazines, annual reports, and website/blog content, while also collaborating with zonal teams and media partners to track and update media coverage and drive promotional campaigns. In communications, they lead event organization, foster institutional collaborations, and explore new partnerships, including college outreach, webinars, and CSR engagements. The Director also manages existing stakeholder relationships, ensuring timely reporting for sponsorships and CSR initiatives. Additionally, they drive fundraising efforts, including donor outreach, corporate engagement, CSR proposals, and employee engagement, ensuring sustainable partnerships and financial support. By strategically aligning outreach and marketing efforts, the Director strengthens the presence and cultivates long-term relationships with key stakeholders.

vi. Director (Program Support Management/Operation/Admin): The Director (Program Support Management) is responsible for ensuring the smooth execution and sustainability of the programs by overseeing revenue generation, administrative efficiency, and system improvements. They lead sustainability initiatives, including sales of UPAY merchandise and the conversion of students into volunteers, while fostering collaborations with markets and exhibitions for SDC products. The Director ensures effective system management and continuous improvement by monitoring data management, conducting quarterly audits, and streamlining operations. They also coordinate events such as fundraisers and community mobilization activities, while managing meetings, action points, and resolutions. By capturing and utilizing social media inputs, the Director enhances program visibility and engagement. Additionally, they spearhead expansion initiatives through feasibility studies for new centers and zones and oversee talent identification to support extracurricular opportunities. Their strategic oversight ensures that all program support activities align with the mission and operational goals, driving sustainable impact and growth.

vii. Director (Technical Development): The Director (Technical Development) holds a pivotal role in driving the technological vision of UPAY, ensuring seamless operations through innovation and technical efficiency. They lead the development of new initiatives, such as module creation and implementation, to support the organization's programs and enhance their impact. The Director spearheads the adoption of innovative tech solutions, identifying and implementing technologies that optimize processes and improve service delivery. They are also responsible for maintaining the digital infrastructure, including the website and in-house applications, ensuring these platforms function effectively to support outreach, operations, and stakeholder engagement. By aligning



technology with organizational goals, the Director (Technical Development) ensures that UPAY stays ahead in leveraging digital tools for maximum impact and efficiency.

viii. Director (Organizational management - Governance): The Director (Organizational Management - Governance) is responsible for overseeing and ensuring the effective functioning of the organization through strategic governance and compliance. They manage key meetings such as EBM and ABM, maintaining a centralized meeting calendar and addressing open tasks. Their role includes succession planning, risk mitigation, and the execution of governance committee decisions. The Director ensures compliance with statutory requirements, including audits, ITR filing, and certifications like 12A and 80G, while also leading legal and policy updates. They drive stakeholder outreach by engaging with corporate partners, donors, and media, fostering strong relationships and partnerships for sustainable growth. Additionally, the Director oversees annual planning and KPI monitoring, resource and fund planning, and the alignment of national policies with SDG goals. They are also tasked with impact assessment, capacity building, and the development of strategic policies and circulars to enhance organizational performance. By integrating these functions, the Director ensures operational efficiency, transparency, and alignment with UPAY's mission.

ix. Director (Academics): The Director (Academics) is responsible for overseeing and ensuring the effective functioning of the Learning Center Reach & Teach and Footpathshala.. This role involves developing and implementing academic strategies, designing and updating curricula, and ensuring smooth program execution. The Director provides training and support to educators, monitors program impact, and drives continuous improvements. Additionally, they coordinate with stakeholders, including community members and partners, to enhance the quality and reach of these educational initiatives.

x. Director (Career Support & Community Empowerment): The Director (career Support & community empowerment) is responsible for guiding beneficiaries towards impactful careers and employment opportunities, with a special focus on students above the 10th grade. This role involves providing career counseling, facilitating scholarships, and designing career-oriented courses. The Director also oversees skill development and vocational training programs, ensuring students gain practical skills for sustainable livelihoods. By collaborating with industry partners and community stakeholders, they create pathways for higher education, employment, and entrepreneurship, empowering students to achieve long-term success.



xi. Zonal Director (from each zone): Day to day Center coordination, Center Heads Coordination, Zonal Bank Account operations, Funds arrangements, Monthly volunteers meeting, Stipend of the volunteers, Center funds distribution, Center expansions in zone Resources coordination at centers, volunteer's induction and orientation, appointment of center heads, will distribute new volunteers at different centers in consultation with Zonal secretary(operations).

In new zones where the charge of Zonal Director has not been given upon, a three-member Steering Committee would be appointed by the Governing Body. Decisions pertaining to any matter of the zone will be taken collectively with positive approval by at least two of the three members.

1.3.4 Mission Ambassadors:

To leverage their expertise and passion for social impact, UPAY seeks to engage its alumni as Mission Ambassadors, empowering them to drive the organization's vision in their respective areas.

Objective

To formally onboard UPAY alumni working in diverse professional domains as Mission Ambassadors who will:

- Act as ambassadors of UPAY's mission.
- Contribute their expertise to expand UPAY's impact in their regions or fields of influence.
- Build partnerships, mobilize resources, and advocate for children's rights.

Scope of Work

1. Outreach and Advocacy:

- Advocate for UPAY's mission within their networks.
- Organize and promote local campaigns/events to increase visibility and support.

2. Mentorship:

Offer mentorship to current volunteers and team members, sharing expertise and best practices.

On boarding Process



1. Invitation and Application:

- Alumni will be invited to apply via an official communication from UPAY.
- Interested alumni submit their profiles and areas of expertise.

2. Screening and Selection: A Selection Committee will review applications based on expertise, alignment with UPAY's mission, and potential for contribution.

3. Orientation: Selected alumni will undergo a comprehensive orientation, including: Overview of UPAY's programs and goals.

4. Agreement: An official Letter of Engagement will outline the advisor's roles, terms of engagement, and review mechanisms.

Operational Framework

1. Term: Mission Advisors will serve a renewable term of 2 years.

2. Engagement: Advisors will dedicate approximately 4-6 hours monthly to UPAY-related activities.

3. Collaboration:

- Monthly check-ins with UPAY's Regional/Zonal Heads.
- Participation in quarterly strategy review meetings.

4. Recognition:

- Advisors will be acknowledged in UPAY's annual report and public events.
- Top-performing Advisors will receive special awards.

Review and Evaluation: Biannual Review to be done to evaluate contributions based on the number of partnerships/collaborations initiated and Impact of advocacy efforts.

1. Take Feedback from team members and stakeholders.

2. Self-Assessment Report: Advisors submit a report highlighting achievements, challenges, and suggestions.



3. Feedback Mechanism: Advisors receive structured feedback to enhance their contributions.
4. Renewal Decision: Based on the review, Advisors may be invited to extend their term.

Expected Outcomes

1. Enhanced regional and professional outreach for UPAY's mission.
2. Stronger networks and partnerships fostering resource mobilization.
3. Increased visibility and advocacy for children's rights.
4. Empowered alumni community contributing meaningfully to social change.

1.3.5 Governance Committee

The Governance Committee is part and parcel of the NGO's leadership structure. They ensure that accountability, transparency, participation, and fairness are part of the governance principles. The committee ensures strategic oversight, ethical conduct, and the development of trust from stakeholders, donors, beneficiaries, employees, and volunteers.

Selection Process of Governance Committee

The members of the Governance Committee will be appointed by the Chairperson in consultation with the Governing Body.

Committees for Governance

A . Audit Committee

- **Budget Approval:** Review and approve the NGO's annual and project-specific budgets to ensure alignment with financial goals and organizational priorities.
- **Audit and Balance Sheet Oversight:** Conduct regular audits to ensure accurate financial reporting and review the organization's balance sheets for transparency.
- **Budget Monitoring:** Track financial activities, ensuring all expenses adhere to the approved budget.



- **Financial Control System:** Develop and maintain robust financial control systems to prevent misuse of funds and ensure compliance with regulations.

B. Safeguarding and Grievance Redressal Committee (SGRC)

- **Chair Safeguarding and Protection Policy:** Oversee the implementation of policies to ensure the safety and protection of all beneficiaries, employees, and stakeholders.
- **Discipline Management:** Address disciplinary issues within the organization, ensuring fair and transparent resolutions.
- **Ethical Committee Oversight:** Monitor ethical practices across all programs and projects, promoting accountability and integrity.
- **POSH Committee Management:** Supervise the Prevention of Sexual Harassment (POSH) policy, ensuring a safe and inclusive workplace.
- **Grievance Redressal:** Act as the central body to address complaints and resolve conflicts raised by employees, volunteers, or beneficiaries.
- **Mental Health Counselling:** Facilitate access to mental health support for staff and beneficiaries to promote well-being.

C. R&D Committee

- **Tech Development and Process Improvement:** Explore and implement technological solutions to streamline NGO operations and enhance project efficiency.
- **Academic Development:** Drive research initiatives to improve the quality of educational programs, ensuring relevance and effectiveness.
- **Cost Reduction Strategies:** Identify and implement cost-saving measures without compromising the quality of services.

D. Volunteer Management Committee

- **Volunteer Engagement:** Develop and execute strategies to recruit, train, and retain volunteers, ensuring they are motivated and aligned with the NGO's mission.
- **Core Values Alignment:** Educate volunteers about the organization's core values and ensure their actions reflect these principles.
- **Vision and Mission Alignment:** Align volunteer activities with the NGO's overall vision and mission to maximize impact.



- **Volunteer Development:** Provide continuous learning and development opportunities for volunteers, including skill-building workshops and leadership training.

E. Legal & Compliances Committee

- **Statutory Compliances:** Ensure the NGO adheres to all legal requirements, including tax filings, charity registrations, and labor laws.
- **Policy and SOP Development:** Develop and regularly update policies and Standard Operating Procedures (SOPs) to guide operations and ensure consistency.
- **Charity Office Management:** Oversee administrative and legal processes related to charity operations, such as managing donations, handling contracts, and resolving disputes.

1.3.6 Zonal Team

The Zonal Team shall be headed by the Zonal Director, who will be an Executive body member and will be coordinating directly with the CEO. Zonal Director will be assisted by Associate Zonal Director.

A. Role and power of Zonal Body

The Zonal team will have 7 number of secretaries in the team who will be coordinating with respective directors in the executive body. The Zonal team will operate a zonal account. Zonal teams shall be nominated by the executive body or elected by the centre heads of respective zones. Zonal Director shall be nominated by the Governing body in consultation with the executive body and respective zonal team. A member **must** have served UPAY at least for a minimum of 1 year as a member to become eligible for Zonal Director and Zonal Secretary. Zonal team will be as follows

1. Zonal Director
2. Associate Zonal Director
3. Zonal secretary (Finance)
4. Zonal Secretary (Programs)
5. Zonal Secretary (Outreach)
6. Zonal Secretary (Program Support Management/Operations/Admin)
7. Zonal Secretary (Human Resources)
8. Zonal Secretary (DAC/Presiding Officer)



9. Associate Zonal Secretaries

Key Responsibilities:

Zonal Director & Associate Zonal Director	<ul style="list-style-type: none"> -Day to day Center coordination -Center Heads Coordination -Zonal Bank Account operations -Funds arrangements -Resources arrangement -Will chair Monthly volunteers meeting -Distribution of Stipend of the volunteers -Center funds distribution -Center expansions in their respective zones, volunteer's induction and orientation -Appointment of center heads. -Will distribute new volunteers at different centers in consultation with zonal secretary(operations) -Zonal sub head Will work in Zonal Director's absence
Zonal Secretary (Outreach)	<ul style="list-style-type: none"> -Zonal personal relation coordination -Coordination with Director (Outreach) -Print, electronic and social media coordination -Internship, fellowships coordination -Event organization, -Magazine, Newsletters -Volunteers recruitment drives -Social awareness programs -Publicity -Information about UPAY -Meeting with external stakeholders
Zonal Secretary (Human Resources)	<ul style="list-style-type: none"> - Hiring of new employees. - Onboarding/separation of Employees. - Training and Development of Volunteers, Employees. - Performance assessment. - Awards and Recognitions. - Feedback & Grievances. - Salary Approval - Certificates and Letter of Recommendations - Get-togethers of employees and volunteers. - Succession Planning - Attendance and Leaves management - HR dashboard management.



Zonal Secretary (Finance)	<ul style="list-style-type: none"> -Managing allowances of volunteers -Will operate the zonal bank account -Will keep the records of all receipt donation and expenditure -Funds/ Advance/allowances for the volunteers in consultation with Zonal Directors
Zonal Secretary (Programs)	<ul style="list-style-type: none"> - Oversee the execution of zonal programs like education and skill development. - Monitor program performance and ensure regular reporting. - Plan syllabus, activities, and monthly calendars for centers. - Engage with parents, volunteers, and local communities. - Conduct surveys for program evaluation and data collection. - Organize training for center coordinators and volunteers. - Manage budgets and allocate resources for programs.
Zonal Secretary (Program Support Management)	<ul style="list-style-type: none"> - Ensure revenue generation through merchandise sales and initiatives. - Coordinate with donors and sponsors for timely reporting. - Organize zonal fundraisers and exhibitions. - Manage zonal data and ensure accurate reporting. - Oversee the submission of MIS and program support reports. - Mentor volunteers and interns in program support tasks. - Build partnerships with local markets and institutions.
	<ul style="list-style-type: none"> -In charge of center -Responsible for center operations -Coordination with volunteers at centers -Syllabus completion



Center Heads & Associate Center Heads	<ul style="list-style-type: none"> -Activities at center, Bal sabha, Center diary, Center tests -Over all developments of students -Will chair the parents meeting -Will chair the any functions at the center -Will be free to take new initiative in consultation with zonal Directors -Financial coordination with secretary(Finance) -Resources arrangements at center by taking advance -I-cards of Children, Parents meeting coordination center related issues authorities, schools, coordination with secretary (Operation) & Zonal Directors -Will choose the Centre Heads with the approval of Zonal Coordinator.
Mentors/Teachers/Class Coordinators	<ul style="list-style-type: none"> -Will be responsible for teaching and taking up new initiatives at the center -Will choose the center head with the approval of Zonal Directors -Back bone of UPAY and will attend every monthly meeting
Zonal Presiding officer (Safeguard and Grievance Redressal Committee)	<p>Zonal Presiding officers shall be appointed by the Governing body and executive body who will work as a nodal officer for receiving the complaint and coordinating the further investigations.</p> <p>Presiding officers will inform the Chairperson of SGRC about the complaint and, Chairperson of SGRC in consultation with Chairman (UPAY), will appoint an investigation committee.</p>

- Zonal Director will appoint Centre Heads in consultation with the Zonal Team and based on the recommendation of Mentors of respective centers.
- The Chairman will appoint the Zonal Directors in consultation with the Governing Body on recommendation of the centre heads and zonal team.
- The Chairman will appoint the Zonal Secretaries in consultation with the Zonal Directors and concerned Functional Directors.
- The Executive body and Governing body will be free to assign additional responsibility to any volunteer as per need.



- The executive body will be responsible for funds and resources arrangements.
- In case of dispute, the Chairman will be the final decisive authority.

B. Centre Heads and Associate Centre Heads

Centre Heads and Associate-Center Heads are to be nominated by the Zonal Director in consultation with Zonal Team & volunteers. Centre Head and Associate-Center head must be at least a registered volunteer.

Role and Power of Center Heads and Associate Center Head

Center head will be responsible for center operations and shall be in charge of UPAY center. Center Head shall be nominated by the Zonal team. The center head will get allowances and a center fund for center operations. She/He must complete the registration process and shall have a bank account.

Sub Center Head will have a role and power similar to that of the Center Head and would work as a lead in absence of the Center.

1.3.7 College Ambassadors: They will play a significant role in networking and outreach efforts for UPAY. These ambassadors will be selected from colleges UPAY collaborates with and will.

1.3.7.1 Key Responsibilities:

- Build a network and create outreach opportunities for UPAY.
- Recruit and onboard more volunteers from their respective colleges to work at UPAY centers.
- Actively participate in the organization's growth strategy and contribute to events and activities organized by UPAY.

1.3.7.2 Social Credits System:

- Ambassadors will earn social credits based on the hours they contribute.
- These credits can be redeemed to participate in exclusive trainings and workshops organized by UPAY in collaboration with business schools across India.



SECTION-2: VOLUNTEER AND PERSONNEL RECRUITMENT

2.1 Volunteers/Trainee-

Volunteers/Trainees are individuals who work at UPAY out of their own choice or have been deputed at UPAY by another organization/NGO. They will be assigned tasks from time to time as deemed necessary by UPAY. UPAY will have a limited contract with Volunteers/Trainee and will not provide any compensation except under special conditions. They will not be considered as full-time or part-time employees of the organization.

2.2 Personnel Recruitment

UPAY believes in equal fellow/volunteering opportunity to each individual, regardless of race, color, gender, religion, age, sexual orientation, national or ethnic origin, disability, marital status, veteran status, or any other occupationally irrelevant condition. This policy applies to recruitment/association and advertising; hiring and job assignment; promotion, demotion and transfer; layoff or termination; rates of pay and benefits; selection for training; and the provision of any other human resources service.

2.3 Notice of Vacant or New Position

It is the responsibility of the Director(HR)/Zonal Director to fill vacant Paid/Voluntary positions respectively in Central and Zonal level as well as new regular positions and new temporary positions of a duration exceeding more than six months. Director(HR)//Zonal Director must make sure that the positions can be filled under the organizational budget.

For all new positions, a Job description shall be prepared that include the following elements:

1. Position Summary
2. Description of duties and responsibilities
3. Conditions of work
4. Pay structure
5. Qualifications



Notice of a new or vacant position must be approved by the competent authority as per the DOP before it is released publicly.

Association with UPAY in the form of Fellow/volunteer for a new or vacant position can be opened to internal and external competition. For external recruitment, positions in the professional category can be advertised publicly through newspapers/social media/Job Portals.

2.4 Interview and selection

As a general rule, a selection committee of at least two members shall be composed for filling all positions. Selection committee will be formed by the Competent Authority.

The committee will go through the applications received through the company website as well as external job platforms, retaining those that show the best qualifications. It will evaluate each candidate's application with the help of an evaluation form created beforehand, containing well-defined criteria.

A list of the candidates chosen to be interviewed will be shortlisted by the Selection Committee. The interviews will serve to make a final choice and also to establish a database of potential future candidates.

Details of selected candidates (full time) to be shared with Director (HR) for final consultation before releasing offer letter and other joining documents.

2.5 Membership & Registration Process

A) Eligibility: Any person irrespective of cast, race, sex and economical background, having attained the age of 18 years, not convicted in court of law and desirous of betterment of the Society shall be eligible to be a member of the society. However, the award of membership in UPAY is under sole discretion of the Director (Human Resources). He/She holds the right to issue or cancel the membership under all circumstances with valid notice.

If volunteers under 18 are interested, then they must provide written consent from a parent or guardian and be accompanied by them for in-person activities unless otherwise approved. They may participate in non-academic roles such as content creation, event assistance, social media engagement, and data entry under supervision, but are restricted from financial, legal, or physically demanding tasks. All activities will comply with child protection policies to ensure a safe volunteering environment. By volunteering, minors and their guardians agree to these terms.

**B) Steps of granting membership:**

- i. An eligible person shall apply for the membership.
- ii. The eligible person shall complete the registration process which may include an induction/training program as decided by the executive body.
- iii. After the approval of competent authority and the payment of one-time Membership fees the person shall be granted membership.
- iv. After granting the membership, the member shall be provided UPAY identity cards, badge etc. after one month from the date of Induction.
- v. Volunteer ID of UPAY shall start as (Year of joining)_(Zonal code)_(joining serial number/total number of volunteers joined till date in that zone) for example-16MDA05.
- vi. The ID card will be Valid for the period of three months from the date of Issue, after which it shall be renewed. The renewal of the ID cards will be done by Zonal Director or Director (HR) with proper seal and signature.
- vii. The volunteers, members, fellows, interns and associates have to sign a legal undertaking at the time of Registration.

Type of Members:-The two types of members in the organization are as follows:

1) General Members: - This membership shall be valid for two financial years, in the year he/she was granted membership and in the consecutive next financial year. One time membership fees of Rs. 1000 shall be paid by the General members to UPAY at the time of registration and annual subscription of minimum of Rs 1200 shall be paid before 31st March every year.

2) Life time Members: This membership shall be valid for the lifetime of the member. It will start from the financial year in which the membership was granted. One time membership fees of Rs 10,000 shall be paid by the member to UPAY at the time of registration and min Rs 6000 (Rs 500/month) shall be paid before 31st March every year.

C) To Dismiss Membership:-

The Governing body has the right to dismiss any member from UPAY membership. The Executive Body has right to expel/dismiss any member except Governing body member from the



membership of UPAY and zonal body has right to expel/dismiss any volunteer from their zone from UPAY on the following grounds: -

1. On his/her death
2. If the member fails to pay the yearly subscription within three months from the due date of paying the subscription.
3. If the member works against the aims and objects of the association and does not follow the Operational guidelines of UPAY.
4. If the member tenders his/ her resignation.
5. If the member fails to attend three consecutive meetings of the General Body without any information.
6. If any member is declared bankrupt at that time
7. If any disciplinary action is/was taken against the member by UPAY DAC,
8. If any member is/was convicted by the court of law.

The reasons for expulsion shall be communicated to the concerned members or volunteers.

D) Appeal

The expelled member shall have a right to appeal before the Governing Body and expelled volunteer shall have a right to appeal before the executive body, which may or may not be accepted. If required, any matter under consideration of the executive body may also be referred to the governing body. The decision of the Governing Body shall be final and binding. The decision shall be communicated to the member concerned (If right of appeal is to be incorporated or not)

E) Re-Admission

Re-admission of expelled members/volunteers may take place subject to the decision of the Governing Body.

F) Rights & privilege of member

Every member shall have the right to participate in the General Body meetings, and shall also be entitled to inspect the records of the association with prior approval of the Governing Body. Besides this, "Members of the Society" will also have the right to vote in the meetings/ election of



the Association. Every member will be entitled to participate in the functions and get together programs organized by the organization. He shall also inform the organization pertaining to any matter / grievances. They will be entitled to allowances and financial power as per UPAY HR policy and Financial Policy.

G) Declaration for Confidentiality and Breach of Information

The purpose of this policy is to provide security to all the confidential and personal information that has been entrusted to the members as a part of their nature of work and safeguards any unauthorized access, use, disclosure to inappropriate individuals or to report such theft involving data breaches or exposure.

All the members of the Organization must sign a Declaration for Breach of Information and Confidentiality after his/her registration with the NGO. Failure to follow this policy may result in Disciplinary action or termination or as provided in the Disciplinary Action Policy of the Organization.

H) Statement of Undertaking

All the volunteers, members, interns, fellow registering with the organization must sign a statement of undertaking mentioning his responsibility as a volunteer towards the organization and that he/she will abide by the policies and Law governing Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, Indian Penal Code (IPC), The Code of Criminal Procedure (CrPC) The Prevention of Corruption Act-1988, Protection of Women from Domestic Violence Act 2005, The Immoral Traffic (Prevention) Act-1956. The Narcotic Drugs and Psychotropic Substances Act-1985. The volunteers must understand their responsibility towards individual conduct in and around UPAY premises. Immediate and proper actions would be taken against the individuals in case of Violation of the Policies.

I) Permission from competent authority for any kind of public representation.

Permission to be taken from competent authority for any kind of public representation by Associates/ Fellows/ volunteers / interns. All information to be properly checked before representation.



SECTION-3: APPOINTMENT AND STAFF ORIENTATION

3.1 Appointment Letter

Any personnel volunteer/fellow/ honorarium paid member, associated with UPAY will be issued an appointment letter prior to his/her association with UPAY. The appointment letter will officially announce his/her position within the organization, the place of assignment and the effective date of association. The appointment letter will carry annexes, specifying the volunteer/fellow/ honorarium paid member's job description, terms of reference, benefits and other relevant terms of association with UPAY.

3.2 Probationary Period

A probation period shall be decided by the competent authority during the selection process for all new associate members from the date of association. Exceptionally, the probation period may be extended up to additional six months. In case, if a new member/volunteer/fellow/Associate fails to perform in accordance with expectations of NGO staff/board, he/she will be terminated at or during the probationary period without any notice period as per terms and conditions in offer letter.

3.3 Induction / Orientation/Police verification/Previous employment verification

All new Volunteers/Fellow/members/associate/trainee will get an orientation about the organization's mission and strategies, its structure and the staff within it, the policies and conditions of association, the internal rules and regulations, etc.

A newly joined full-time associate/Associate will be oriented about the organization, its work culture, duties, and responsibilities during their onboarding process. Additionally, all associates/Associates must undergo a compulsory 15 working days training program upon joining, as outlined by the management. Furthermore, every associate/Associate will participate in two mandatory half-yearly training sessions, which will be conducted physically at any designated UPAY zone.

As part of the onboarding process, associates/Associates are required to complete and sign a Declaration Form and a Know Your Associate (KYA) form. These must be supported by a



recent photograph, valid ID proof, and the payment of the required registration fees. This comprehensive process ensures that every associate/Associate is fully aligned with UPAY's mission, values, and operational framework.

All associates before onboarding shall be verified about their previous employment by the HR team. References provided by associates shall be contacted on their official email-id.

Associates will have to submit a police verification report on the date of joining and hand-over to the concerned person along with other joining documents.

3.4 Onboarding strategy execution plan

Onboarding documents are to be submitted on the reporting day in physical copies and before joining for verification in soft copies through email. The HR is responsible for verification and collection as well as maintaining the database along with all other documents in the Employee lifecycle such as increment letter, performance bonus records, promotion letter, etc. Asset submission is usually done in the last 2 days before leaving the organization, without which we do not proceed for FNF.

3.5 Honorarium

UPAY believes in attracting and retaining a qualified and effective workforce through a system of payment that is both appealing and fair. Volunteers/Fellow/members/associates of NGO are entitled to an honorarium, depending upon their skills, qualification, and experience. The honorarium will be mentioned in the appointment letter.

3.5.1 Honorarium Cycle

Honorarium cycle shall be 25th day of previous month to 24th day of current month and shall be credited on or before 7th day of next month.

3.6 Honorarium Increment

Honorarium increment is subject to an individual performance and position. Increment may be provided to an individual on an annual basis after their performance evaluation.



3.7 Hardship Allowance: Hardship allowance may be given to paid staff if located in a very remote area and shall be decided by the management.

3.8 Staff Members: The staff at UPAY will be full-time/part-time employees, appointed after rigorous evaluation and will be eligible for fixed honorarium and incentives.

3.8.1 Central Level: Staff appointed to function at central level, coordinating between all the zones of UPAY and will report to Chairman, Functional Directors or Chief Executive Officer or other Executive body member and shall be defined in offer letter.

- A. **Chief Operating Officer:** The COO will assure the secure functionality among all the zones of UPAY and will lead the ZC from different zones. She/he will ensure smooth implementation of the operational guidelines, will assess and report the operations to the Chairman. Along with operations, she/he will look after the financial records of any kind of expenditure done by the Zonal team and Executive body members. The responsibility of the COO will as per the framework laid by the Governing body. Any additional responsibility shall be laid down by competent authority.
- B. **Chief Administrative Officer:** The CAO will support operations and organizational needs to ensure the systems and procedures are well in order and have critical understanding of the organization. She/he will lead the team of ZC from different zones, public relation representatives and Technical experts to plan and implement various projects. She/he will be responsible for building working relations with government agencies, corporate bodies and other stakeholders and internal members. The responsibility of the CAO will as per the framework laid by the Governing body. Any additional responsibility shall be laid down by competent authority.
- C. **Functional Leads:** Function leads will ensure the respective functions are handled from central level and will be coordinating with zonal members of the respective functions to ensure the compliance of the work allocated to them. He/she will be reporting to the functional director of their specific function.
- D. **Regional Coordinators:** The regional coordinators are responsible for monitoring, coordinating, training, and accomplishing the regional and zonal goals. They shall be looking after the entire outreach of the zones under their region and coordinate for volunteer outreach,



onboarding and grooming along with college tie ups. Their main role will be making operations sustainable with specific targets on volunteers and their retention. The Zonal coordinators (Program Support) shall have functional reporting to the Regional Coordinators.

- E. Program Leads:** The Program lead will be a key member reporting to the Chairman and working in proximity with the Functional Directors. S/he will be responsible for Planning, Implementing and Monitoring the various functions of UPAY keeping in mind the rules, initiatives, and goals and help the organization execute long-term and short-term plans and directives by implementing vision, management, and leadership. The Program lead shall be leading the team of functional leads and regional coordinator of the delegated region and shall monitor the zones under his/her region.
- F. Program Coordinators -** Program Coordinator is responsible for managing and executing specific program functions while ensuring alignment with the organization's mission. Their role includes planning and implementing initiatives, coordinating with teams, volunteers, and external partners, and monitoring program progress through documentation and reporting. They oversee logistics, budgeting, and resource allocation while ensuring compliance with organizational policies. Additionally, they recruit, train, and engage volunteers, ensuring effective support for beneficiaries.

3.8.2 Zonal Level: Staff appointed to function at zonal level, and will report to Zonal Director and Regional Coordinator.

Zonal Coordinators: The ZC will be a key member reporting to the Regional Coordinators and working in close proximity with the Zonal Director and the Zonal Secretaries. S/he will have to acquire the basic working of the organization, taking care of its diverse operations, to be an efficient leader. The goal of the ZC's position is to secure the functionality of our organization to drive extensive and sustainable growth. The responsibility of the ZC will be as per the Framework laid by the Executive body. The ZC will efficiently and effectively support the daily office procedures and ensure the systems are in order and implemented well. ZC will act as a point of contact to volunteers, members and stakeholders to provide support and manage queries. ZC will work along with the Zonal Director and Zonal Secretary and will report to the Regional Coordinator. Candidates should understand the organizational requirements and have a deep understanding of the concepts, practices and procedures in order to support the Directors.



Centre Coordinators: Center coordinators will be responsible for the functionality of individual centers at all the zones of UPAY and will ensure the operations are carried out according to the organizational policies. He will be reporting to the Zonal Body and ZC. He will coordinate with the fellow volunteers for conducting regular classes, planning of syllabus, student's performance evaluation, co-curricular activities, handling finances, organizing parent's meetings, managing assets, and preparing reports.



SECTION-4: CODE OF CONDUCT AND WORKPLACE ETHICS

4.1 Professionalism

The personal and professional behavior of the volunteers and members shall conform to the standards expected of persons in their positions, which includes:

- A commitment to and adherence to professional standards in their work and in their interactions with other Employees of the organization.
- A commitment to maintaining the highest standards of integrity and honesty in their work
- An adherence to ethical and legal standards to be maintained in business
- A responsibility to support the organization in its efforts to create an open and mutually supportive environment
- A responsibility to share information and give willing assistance in furthering the goals and objectives of the organization.
- A responsibility to ensure that there is no misrepresentation of facts. Wherever a misunderstanding is thought to have taken place through unclear communications, this should be corrected promptly.

4.2 Conflict of Interest

The Volunteers and members are expected to avoid situations in which his or her financial or other personal interests or dealings are, or may be, in conflict with the interests of the Organization. Accordingly, the Organization expects all individuals to act in the Organization's interest at all times. They must also not engage in any other activity which could reasonably conflict with the Organization's interests and inculcate teaching including but not limited to religion, caste, creed, and politics in and around the premises of the organization or its counterparts. He/ She must not use any Organization's property, information or position, or opportunities arising from Code of Conduct & Workplace Ethics for personal gains or to compete with or to tarnish the image of the Organization. Every volunteer must avoid situations in which their personal interest could conflict with the interest of the Organization.



4.3 Confidentiality of Information

As a result of association with UPAY, Volunteers and Members may be entrusted with confidential information; with regard to the Organization and/or its affiliates, its supporters and stakeholders. Upon joining, Volunteers are required to separately read, acknowledge and sign the 'Declaration of Confidentiality and Breach of Information' that shall explicitly mention the terms and conditions of the confidentiality obligation and treatment of confidential information of the Organization. Integrity of Financial Information, Stakeholders, management and other interested parties must have complete and accurate financial information in order to make informed decisions.

4.4 Protection and Use of Company Property

All the Volunteers of the Organization are responsible for protecting and taking reasonable steps to prevent the theft or misuse of, or damage to Organization's assets, including all kinds of physical assets, movable, immovable and tangible property. All Volunteers must use all equipment, tools, materials, supplies, and time only for the Organization's legitimate interests. Organization's property must not be borrowed, loaned, or disposed of, except in accordance with appropriate approval.

4.5 Acceptance of Gifts and Other Benefits

Volunteers/Fellow/Members/Associate cannot solicit or accept tips, gifts, favors or other forms of gratuities for services rendered or required to be rendered in performing their duties within the organization.

4.6 Harassment

The Organization is committed to provide a work environment that is free of inappropriate behavior of all kinds and harassment on account of age, physical disability, marital status, race, religion, caste, sex, sexual orientation or gender identity. Volunteers/ Members/ Fellows/ Interns/ Associate are responsible for supporting the organization in its endeavor to protect others from any form of such harassment. In the course of volunteering with UPAY, conduct of any person, wherever harassment occurs to any such Volunteers, member, fellow, intern, or student as a result of an act or omission by any third party or outsider, the Organization shall take all steps necessary and reasonable action as per the "Prevention of Workplace Harassment Policy". Any volunteer,



member, intern, fellow found guilty or attempt made to harass someone will be treated appropriately and necessary action will be taken in this regard.

If any person comes across a case of harassment or exploitation of any nature against themselves or any other associates of UPAY, He/she must report the case as per the policy.

4.7 Alcohol & Substance Abuse

The use or possession of alcohol, illegal drugs, and other controlled substances in the workplace and being under the influence of these substances during working hours is strictly prohibited. If any member is found guilty with evidence, his or her association with UPAY will be terminated with immediate effect. However, possession of prescription medication within permissible limits for medical treatment shall be exempted.

4.8 Fraud

Fraud or the act or intent to cheat, trick, steal, deceive, or lie is both dishonest and, in most cases, criminal. Intentional acts of fraud are subject to strict disciplinary action, including dismissal and possible action against the concerned person. The cases of Fraud include but are not limited to Submitting false expense reports; Forging or altering checks; Misappropriation Of assets or misusing Organization's property; Unauthorized handling or reporting of transactions; Making any entry or financial statements that is not accurate and in accordance with proper accounting standards, etc.

4.9 Compliance with Policies and Agreements

All volunteers, members, interns, fellows shall work in compliance with all applicable policies and regulations. Non-observance of this Policy shall be construed as misconduct that could warrant disciplinary action, including dismissal or termination in deserving cases. The decision in this regard will lie with the Governing body.

4.10 Conflict Resolution

Whenever a dispute arises among the Volunteers/Fellow/Members/Associate of the organization, it shall be resolved in a constructive manner, i.e. the solutions shall lead to positive changes. Volunteers/Fellow/Members/Associate who feel unfairly treated or who have complaints about a



situation or about working conditions should notify the Director (HR) immediately. If unsatisfactory or no resolution is provided within a month, she/he can write to the Chairman.

4.11 Overall Behavior of the Volunteers

The Members, volunteers, fellow and interns are expected to maintain and promote discipline at the workplace. The individuals must be motivated and dedicatedly work for betterment of the society. He/ She must accept situations, individuals and difficulties and should be committed to the cause. He/ She must be patient and communicate with colleagues and help each other to derive positive solutions.

The volunteers, members, interns, fellows must not indulge in any inappropriate activity, violate policies, abuse, perform illegal actions, or produce a negative image at any time; which may be addressed seriously and appropriate disciplinary action may be taken.

4.12 Transparency and Accountability

We recognize transparency, mutual accountability, openness, loyalty and honesty as fundamental values and preconditions for the growth of our partnership.

- a. We believe that every person is accountable for their actions and each person is considered a unique contributor who is valued and respected.
- b. Transparency in all decision making process, performance assessment, and communication should be maintained
- c. We believe sharing the concerns and apprehensions of all those we serve in the spirit of trust and mutual respect
- d. Team spirit is fundamental to organization's culture wherein work becomes a process of learning and progressing together
- e. If a person finds any unethical/illegal practices by any representative of UPAY, she/he shall immediately report the same to any Executive Body Members.



SECTION-5: VOLUNTEER BENEFITS AT THE NGO

5.1 Benefits

Selected Volunteers/Fellow/Members/Associate shall receive a mutually agreed honorarium on a periodical interval. Bonus will be given as per performance assessment only to full time paid staff. However, Volunteers can deny accepting honorarium as this is charity work for the society.

5.1.1 Working Days and Hours

5.1.1.1 Working Days

The Organization follows a six days a week working schedule where Saturdays and Sundays are intended to be working days. A day off can be taken in the week, on mutual agreement with the reporting officer. Although in case of exceptions, approval to be taken from the Director (HR) for shifting of weekly off.

Director (HR) will prepare a calendar of public holidays comprising 6 no. central holidays and 4 no. zonal holidays at the end of last fiscal year and circulate it to all Volunteers/Fellow/Members/Associate.

5.1.1.2 Office Hours

Full time employees need to complete 9 working hours daily with 1 hour allowed as lunch break. Office hours can be extended provided work is not completed by employees within allowed time frame and no overtime shall be paid for the same. Part-time employees shall complete the hours defined in their job offer and any deviation from the same is liable for salary cut.

5.1.1.3 Work from Home

Work from home: 3 days per quarter shall be allowed with permission of the reporting officer. This shall be excluding Menstrual/period leaves clause for female employees. 6 days per quarter may be allowed with prior approval of the Director/Co-Director (HR). The chairman will be approving authority beyond 6 days per quarter.

In case of pandemic or any other situation beyond control, a separate order shall be issued by the Director (HR).



5.1.1.4 Overtime

Various factors, such as workloads, operational efficiency, and staffing needs, may require variations in a Volunteers/Fellow/Members/Associate's total hours worked each day. In such circumstances, the Volunteers/Fellow/Members/Associate may have to work beyond the scheduled office hours. However, no overtime compensation will be provided to Volunteers/Fellow/Members/Associate.

5.1.1.4 Rewards/ Appreciation/ Certificates

The Volunteers/ Member/ Fellow/ Associates/ Interns/ Trainees are eligible to receive Reward/Certificates/ Letter of Appreciation on behalf of UPAY.

- A. **Rewards-** Rewards are given to the Volunteers/ Member/ Associates/ Fellow on the basis of their performance over a period of time.

Details of Awards along with frequency and eligibility is tabulated below:

Name of Award	Frequency	Category/ (Number of Awards)	Eligibility	Nomination Authority
Change Maker Awards: Consistently performing in the month for making a change in the zone.	Monthly	Center Volunteer & Teacher (1 no every Zone in both category)	Volunteer/ Volunteer teachers/Paid Teachers/ Staff	Zonal Teams and Centre Head



Volunteer Excellence Awards: Awarded to Volunteers who are consistently working towards the cause and giving their best. Minimum 3 months association required for eligibility to this award.	Quarterly	Center (2 no Pan UPAY)	Change maker awardees (volunteer category)	ZD
		Zonal (2 no Pan UPAY)	Zonal Secretaries & Center Heads.	ZD
		Functional (2 no Pan UPAY)	Functional Secretaries and Central team	FD
Associate Excellence Awards: Awarded to paid associates (full time/part time who are performing their duties well and going beyond to ensure the organization is on the right path towards its vision/mission.	Quarterly/ Half-yearly	Center (1 no Pan UPAY)	Change maker awardees (paid staff category)	ZD
		Zonal (1 no Pan UPAY)	Zonal Coordinators	ZD/PL/RC
		Functional (1 no Pan UPAY)	Functional Leads/ Coordinators/ Leads	ZD/FD/Chairman



President Awards: Most prestigious award. Awarded to the most deserving candidate who has contributed throughout the year for the welfare of the community.	Yearly	Center/Zonal/Functional (2-3 awards-one each category) Center/Zonal/Functional (3 awards-one each category)	Associate Excellence awardee Volunteer Excellence awardee	Auto nomination/Chairman Auto Nomination
Bravery Awards Awarded to volunteers/associates who have gone beyond their normal routine work and help someone in dire need. This award is representative of true spirit of UPAY's Values	Yearly	2 awards open to all.		ZD/FD/Chairman

Besides above tabulated awards, provision of other awards/accolades have been kept. Details are as below:

Other Awards and Accolades						
S.no	Name of Award	Frequency	Eligibility	Nomination by	Criteria	Approved by
1	Appreciation Letter	Anytime	All	Reporting officer	Exemplary work	ZD/FD/Chairman



2	Thank you Notes	Anytime	All	-	When Someone goes beyond their working zone and help others	Anyone
3	Most Innovative Teacher	Annual	Footpath Shaala Teacher	ZS Operations/ Centre head	Innovative way to teach and improvement in students	ZD
4	Best Teacher	Annual	Reach & Teach Teacher	ZS Operations/ Centre head	Based on improvement in performance of students in schools and UPAY test	ZD
5	Most Innovative Zone	Annual	All Zones	FD/Chairman	Innovative project to be implemented in the zone, Report to be submitted with assessment and impact	FD/chairman
6	Best Centre Award	Annual	All centres	Zonal team		ZD

B. Letter of Appreciation- Volunteers/ Member/ Associates/ Fellow are eligible to get the letter of appreciation for their Noble work towards society.



C. Donor's Appreciation: Donors are anyone donating money/articles to the organization. Every zone must maintain a donor's list and should send acknowledgement to the donors. Major donors are felicitated with a Donor's Certificate or a token of Appreciation annually, in order to thank them for their valuable contribution to the organization.

A thank-you mail/letter to be sent to the donors from time to time. Person donating articles at UPAY centers to be presented with thank you cards immediately. Greetings/ wishes/ e-Cards to be sent through e-mail/text messages/post on festivals/ special occasions such as Birthdays/Anniversaries/ Diwali/ New Year/ etc.

D. Certificates- Volunteers/ Member/ Associates/ Fellows are eligible to get certificates only after their active contribution on behalf of UPAY for a period of at-least two months. College Interns are eligible for certificate only after they have worked at UPAY for a minimum one Month.

E. Long Association Recognition- This initiative is designed to recognize and reward those who have been an integral part of our journey for more than 5 years or 10 years, showcasing their relentless support and belief in our cause. Highlights of this program includes:

1. Recognition for 5 Years of Service:

- A personalized **certificate of appreciation** recognizing their incredible journey with UPAY.
- A token of gratitude as a memento for their valuable contribution.
- Special acknowledgment at our annual events or meetings.

2. Recognition for 10 Years of Service:

- An exclusive **plaque of honor** celebrating their decade-long association with UPAY.
- A heartfelt letter of gratitude from our leadership team.
- Special feature in UPAY's newsletter and social media platforms, sharing their inspiring journey.



5.1.1.4.1 Certificate Issuance Guidelines

A. Guidelines for Certificate issuance:

1. Interns are eligible to get a certificate if they have worked at UPAY for a minimum of one month. (in case of college interns).
2. Volunteers/members/ fellows/operating officers are eligible to get a certificate if they have worked at UPAY for a minimum of two months.
3. Only Zonal Directors/ Director (HR) are authorized to issue the certificate. Zonal Directors will issue the certificate for the applicants working at zonal level. Director (HR) will issue the certificate for the applicants working at central level.
4. No certificate shall be issued without a noting of number of working days by Centre heads/ Zonal secretaries/ Executive body members/ Mentors.
5. In case of interns/fellows, Center Head /Zonal Secretary/Executive body members to certify only after receiving the work report and feedback form from the interns (As per internship/fellowship guidelines)
6. To maintain the credibility of the organization, members are requested to issue the genuine certificate only after receiving the Certificate Requisition form.
7. A unique number shall be written in the certificate issued.

B. Process for Certificate issuance:

Step-1: Volunteer to fill the certificate requisition form.

Step 2: Form to be certified by Center head/Zonal Secretary /Executive body member/ Mentor.

Step 3: Applicant to submit certified form to Zonal director/Director HR for issuance of certificate.

Step 4: After receiving the duly signed certificate requisition form, Zonal Director /Director (HR) to issue the certificate along with an unique serial number and stamp of Zonal office on the certificate and file the requisition form for future records.

5.1.1.5 Conveyance Allowance

A. Purpose

To reimburse the cost of traveling by volunteer/member of UPAY, incurred by him/her for traveling from his/her residence to UPAY centre/ site of work.

**B. Conveyance Allowance Guidelines**

1. Applicable for Volunteers and members who joined UPAY by registering themselves.
2. No allowance would be payable in the first month.
3. Volunteers can only claim for reimbursement at the end of the month through the claim form for petrol allowance which after having been approved by the Zonal director would be processed further by the Zonal finance secretary. The attendance sheet certified by the centre head would be attached with each claim form.
4. Conveyance allowance will be decided on the basis of attendance of the applicant-
 - o If present for only 7 days in a month, no allowances payable.
 - o If present for 8-14 days, one-third allowance would be payable.
 - o If present for 15-21 days, two-third allowance would be payable.
 - o If present for more than 21 days, full allowance payable.
5. The rate* of allowance as per financial policy for volunteers and Zonal members is set to:

For Metro Cities	Rs. 5/km/day
For Non-Metro Cities	Rs. 3/km/day

*The rate of Allowances is subject to change and Governing Body Members reserve the right to amend the rates from time to time.

6. The Zonal Secretaries may claim the petrol allowances for their visit to different centers in their zone in a month. The amount of allowance shall be calculated on the basis of the number of visits to the centers. The distance will be calculated as the average of the farthest and nearest distance between place of residence and UPAY center/ Site of work.
7. Zonal director will be the final authority along with the Zonal secretary (Finance) and centre head to decide the amount to be paid to the applicant.



SECTION-6: MEETING AND MEETING GUIDELINES

6.1 General Guidelines

- i. Zonal Director along with respective section heads will attend all the zonal meetings, if Zonal Director or section secretary is absent, they will nominate one of the Secretary to chair the meeting.
- ii. CMC visit shall be done by secretary CMC in presence of Zonal Director and Secretary Center operation.
- iii. Outreach meetings shall be done by secretary (Outreach) in presence of Zonal Director.
- iv. Meeting with external stakeholders likely to be done by secretary (Outreach) in presence of Zonal Director.
- v. Meeting with bank officials, charity office, auditors and donors shall be done by Secretary Finance in presence of Zonal Director.
- vi. Meetings related to center operation, like sports meet, centralized tests, etc to be chaired by Secretary (centre operation) in presence of Zonal Directors.
- vii. Venue of meeting will be either UPAY offices, or park (to be decided by the zonal team).
- viii. Meetings related to the center will be done at respective centers like center volunteers meet, parents meet, bal sabha etc to be taken by center head in presence of Secretary (centre operation), MoM's of every meeting shall be released by respective meeting coordinators.

6.2 Monthly Zonal planning meeting:

- Monthly meetings shall be coordinated by the secretary (Admin), Every volunteer must attend the meeting. Failing to attend 2 consecutive meetings without prior information, a show cause notice to be issued by secretary (Admin) and if failing to attend 3 consecutive meeting volunteers can be debarred from UPAY.
- Meetings shall take place in the UPAY office, Zonal Director to update volunteers of other zones about the major highlights.
- Center heads should submit last month's activities and next month plan, that is monthly report in prescribed format along with expenditures, Secretary operation to distribute and collect all the monthly formats from center heads prior to meeting, Secretary finance or



Zonal Directors to take advance for center funds and collect the expenditure details, Zonal Director or Zonal Admin to release monthly Zonal calendar within 5 days of meeting.

6.3 Volunteers Induction meeting

- a) To be organized by Zonal HR in presence of Zonal Director and Secretary (center operation).
- b) Volunteers must submit duly signed declaration form and know your volunteer form along with Photograph and valid ID-Proof.
- c) Zonal HR should inform new volunteers through mail or call.
- d) One man day training will be provided to the new volunteers by Zonal Secretaries and Zonal Director.
- e) Zonal HR in consultation with Zonal Director and Secretary Centre Operations will decide upon allotment of the center and the role to be assigned to the new volunteer.

6.4 Annual planning meeting

To be organized annually by the Director (Administration) & shall be chaired by the Chairman/Vice chairman. Executive body members, zonal body members and all the life time and general members must attend the meeting. Annual planning, Budget Planning and approval, Annual report approval review must be done in the executive body meeting. Agenda of the meeting shall be circulated 7 days prior to the meeting. Date and venue of the next meeting shall be finalized during every Annual planning body meeting itself.

6.5 Executive body meeting

To be organized quarterly at different zones by the Director (Administration) & shall be chaired by Chairman/Vice chairman. Every executive body member must attend the meeting. Quarterly review must be done in the executive body meeting. Agenda of the meeting shall be circulated 7 days prior to the meeting. Date and venue of the next meeting shall be finalized during every executive body meeting itself. If Executive Body members demand a meeting by one-third majority, then a demanding meeting shall be called by the Director (Administration). For demanding meetings, 50% member's presence should be compulsory. MOMs to be released by the Director (Administration). Every month directors must submit a brief action taken report regarding executive body meeting discussion to the executive body.



6.6 Advisory Board Meeting

To be organized quarterly by Director (Administration) & shall be chaired by Chairman/Vice-chairman of Advisory Board. Every governing body member must attend the meeting. Agenda of the meeting shall be circulated 7 days prior to the meeting. Date and venue of the next meeting shall be finalized during every advisory body meeting itself.



SECTION-7: INTERNSHIP PROGRAMME AT THE NGO

Internship at UPAY-NGO can be done by college students with due consent from their respective educational institution for the period of 15 days and can be extended upto 6-8 months. The internship will be held under the able guidance of a mentor (to be decided at Central level) and the interns will be provided with a proper certificate from the organization after completion of internship. The applications are received through the company website as well as external job platforms.

7.1 Guidelines for Internship

1. The interns will have to give a minimum of 2 - 3 hours per day.
2. The intern should meet the mentor at regular intervals.
3. A daily report regarding work done for the day to be uploaded in the google assignment tracker sheet.
4. A weekly project report to be submitted to the mentor and director via email or hard copy.
5. The intern has to work in favor of the interest of the organization. Any type of malpractice will not be tolerated and will result in expulsion of the individual from the internship programme.
7. Views on personal belief, including but not limited to religion, caste, political issues, language and other controversial topics are strictly prohibited to be discussed and imparted to children.
8. Decent behavior and conduct should be maintained at all times by the intern.
9. The intern must submit a letter from the institution, identity proof and photograph along with Resume at the beginning of the programme.
10. The intern must sign a letter of undertaking at the time of reporting to the organization.

7.2 Onboarding Process

1. Getting signed NDA(Non Disclosure Agreement) from Interns before joining
2. Collection of the following documents :
 - o Letter of recommendation on Institute's letterhead
 - o Resume
 - o 2 passport size Photographs



- o Photocopy of Valid ID Proof (Self-attested with Date)
 - o Undertaking from the candidate
- 3. Verifying documents before uploading on the joining folder
- 4. Sending offer letters only after verification
- 5. Assigning mentors on the basis of zone and functional area
- 6. Updating onboarding sheets and adding interns to the groups
- 7. Conducting virtual Induction/Orientation sessions

7.2 Duties of the Interns

The interns will have to perform every task with sheer dedication and within the interest of the organisation. Also, the intern may choose the tasks, depending upon their area of interest, from the following:

- A. Education
- B. Operation In charge
- C. Fundraising
- D. Publicity and Digital Marketing
- E. Photography/ videography
- F. Graphic designing
- G. Content writing
- H. Website/ App development
- I. Human Resources
- J. Finance
- K. Research and Development
- L. Administration

7.3 Certification

The final Certificate of Internship completion will be handed over only after submission of final reports to Mentor. Interns shall be asked for a testimonial for issuance of LORs.

7.4 Duties of the Mentors

- i. Mentors should be in the interview panel.



- ii. Mentors should provide the interns with detailed guidelines and task-lists along with the timeline.
- iii. Mentors should give access to the assignment tracker sheet to the interns.
- iv. The Mentor must visit, monitor, guide, and assess the work done by the Intern periodically.
- v. The mentor should regularly check the intern's assignment tracker sheet.
- vi. By the end of the Internship the mentor must sign the NOC and send it to the competent authority for issuance.

7.5 Domain-specific Internship programs:

Domain	Internship Program Description	Key Activities
Creative and Content Writing	Interns create compelling content to promote the NGO's mission, programs, and initiatives.	<ul style="list-style-type: none"> - Write blogs, articles, and social media posts. - Develop stories highlighting beneficiary impact. - Edit newsletters.
Documentation and Resource Management	Interns assist in organizing and maintaining accurate project records, donor reports, and resources.	<ul style="list-style-type: none"> - Prepare detailed project reports. - Maintain donor and volunteer databases. - Assist in grant documentation.
Education and Content Generation	Interns develop educational material to support the NGO's programs, such as workshops and community training sessions.	<ul style="list-style-type: none"> - Create lesson plans and training modules. - Research and adapt content for different demographics.
Event Planning and Management	Interns plan, coordinate, and execute events to raise awareness and funds for the NGO's programs.	<ul style="list-style-type: none"> - Organize fundraising events or awareness drives. - Coordinate with vendors and volunteers. - Develop event logistics.



Graphic Designing and Photography	Interns work on creating visual assets that effectively communicate the NGO's impact and initiatives.	<ul style="list-style-type: none"> - Design brochures, posters, and infographics. - Capture images of beneficiaries and events. - Edit visual content.
Marketing: Fundraising, Digital, and Communications	Interns design and implement digital campaigns to attract donors and engage stakeholders.	<ul style="list-style-type: none"> - Manage social media platforms. - Create donor engagement campaigns. - Track campaign analytics.
Planning and Research	Interns assist in strategic planning and research to optimize NGO programs and operations.	<ul style="list-style-type: none"> - Conduct needs assessments and impact evaluations. - Analyze data to recommend program improvements.
Social Awareness Campaigns	Interns develop and implement campaigns to raise awareness on key social issues the NGO addresses.	<ul style="list-style-type: none"> - Create campaign strategies and timelines. - Mobilize communities and stakeholders. - Develop advocacy material.
Talent Search and Upliftment	Interns identify and nurture talent within beneficiary groups to create future leaders.	<ul style="list-style-type: none"> - Organize talent identification workshops. - Conduct skills gap analysis. - Create capacity-building programs.
Website and App Development	Interns contribute to enhancing the NGO's digital presence by developing user-friendly platforms for stakeholders.	<ul style="list-style-type: none"> - Develop and maintain the NGO's website. - Create donor and volunteer portals. - Optimize site performance
Finance	Interns assist in managing the NGO's financial resources, ensuring transparency and accountability.	<ul style="list-style-type: none"> - Prepare budgets and track expenses. - Maintain financial records and assist in audits.



		<ul style="list-style-type: none">- Ensure compliance with financial regulations.- Reconcile accounts and prepare financial reports.
Human Resource	Interns assist in recruitment, employee engagement, and policy development to support the NGO's workforce and volunteers.	<ul style="list-style-type: none">- Manage recruitment processes for staff and volunteers.- Develop and update HR policies.- Conduct employee/volunteer orientation sessions.- Plan and execute employee engagement activities.- Assist in training and development programs.



SECTION-8: HOLIDAYS AND LEAVES IN NGO

8.1 Leave

- 1) This Policy is applicable to all associates on payroll of UPAY unless specified.
- 2) Leaves shall be applicable for the same Calendar year (Jan-Dec) without any carry forward to next Calendar year.
- 3) Employees who are appointed during the course of the year shall be entitled to the leaves on a pro-rate basis.
- 4) Employees whose date of joining service falls between 1st to the 15th of a month are entitled to get the leave credit for that month.
- 5) Employees whose date of joining service falls between 16th to the end of the month are not entitled for the leave credit for that month.
- 6) If an employee is relieved on any day between 1st to 15th of a month, then he / she is not entitled for leaves due for that month.
- 7) If an employee is relieved on any day between 16th to the end of the month then he / she is entitled for leaves due for that month.
- 8) When leave is required for more than 7 days, the leave application should be submitted at least 7 days in advance for approval to Zonal Director/Reporting officer and intimation to Director (HR).
- 9) Weekends will be working and one no. weekly off shall be given on weekday. Weekly-off shifting approval to be taken a day prior from Reporting officer and shifting can be done within range of 3 days only.
- 10) Work from home: 3 days per quarter shall be allowed with permission of reporting officer. This shall be excluding Menstrual/period leaves clause for female employees. 6 days per quarter may be allowed with prior approval of Director/Co-Director (HR). Chairman will be approving authority beyond 6 days per quarter.
- 11) Any leave without intimation to reporting officer will lead to disciplinary action. Repeated unauthorized leaves may lead to termination of employment.

Details of Leaves:

1) Casual Leaves/Annual Leaves:

- a. Twelve days of Casual Leaves will be available per calendar year.
- b. Casual leaves will accrue on a pro rata basis at the rate of one leave per month from the date of joining.
- c. Casual leaves will neither be en-cashed nor be carried forward to the next calendar year.

2) Sick Leaves:

- a. 8 days of Sick leaves will be available per calendar year.



- b. Sick leaves will accrue on a pro rata basis at the rate of 2 leaves per quarter from the date of joining.
- c. Medical documents required for leaves more than 3 days.

3) Maternity Leaves:

- a. As per applicable law. Reporting officer and Director/Co-Director (HR) to be consulted before availing maternity leaves.
- b. These leaves shall be applicable to full time employees only.

4) Paternity Leaves:

- a. All male employees are entitled for 11 calendar days paternity leave within 180 days of childbirth/adoption provided the employee has worked with UPAY for a minimum period of six months before availing the paternity leave.
- b. Paternity leaves can be taken in not more than 2 stretch.
- c. Paternity leave can be availed only twice during the entire lifetime by an employee.
- c. Leaves cannot be clubbed with any other leaves.
- d. These leaves shall be applicable to full time employees only.

5) Special Leaves/ Emergency leaves:

- a. Employees are entitled for 8 calendar days per year for any serious illness of self, parent, spouse or child.
- b. Medical documents to be furnished for medical emergencies.

6) Menstrual/Period leaves:

- a. Leaves shall be applicable to female associates.
- b. 6 leaves can be availed in a calendar year not exceeding one per month.
- c. In addition to 6 leaves, 6 no. of work from home will be allowed, not exceeding one per month provided that they are not overlapping with menstrual leave month.

7) Closed Holidays:

- a. 6 no. Central holidays and 6 no. Regional Holidays. Will be declared by end of December every year.

8) Birthday Holidays:

- a. Employee shall be entitled for one day leave on their birthday or on spouse's birthday as per their choice.



SECTION-9: TRAVEL AND ACCOMMODATION COMPENSATION AND GUIDELINES

1. This Policy shall be applicable only on **travel outside the city (workplace)** for **approved official work** with proper approval from concerned EBM members (**ZD/FD/Chairman**) via **email**.
2. **EBM & GBM members** to take approval from Chairman via Email/Message.
3. The reimbursable expenses will be adjudged by the competent authority of UPAY as per the set financial Policy.
4. This policy applies to **UPAY team members which means all Volunteers/ Employees (part-time and full time) / Members/ Fellows/ UPAY Guests/Interns**. It also applies to the consultants, when mentioned in their agreement.
5. **UPAY Guests** are the ones who will be invited for any UPAY function, seminars, meetings, and lectures by/or approved by the Chairman.
6. All **Volunteers/ Employees (part-time and full time) / Members/ Fellows/ UPAY Guests/Interns** shall be eligible for Accommodation expenses, Dearness Allowance and Mode of Transport expenses.
7. UPAY will pay only for surface transport as far as possible, i.e., bus, train, self-driving, auto etc. Details of entitlement and eligibility is tabulated below:

S.no	Mode of transport	Eligibility	Entitlement
1.	Bus Journey	For all UPAY Team members Travelling on approved tour	As per Actual (Ticket proof required)
2.	Train Journey	a) For all UPAY Team members (Other than intern and Part time employees) on approved tour.	3 AC as per actual fare (Train Ticket proof required)



		b) For intern and part time employees with the Prior approval of Director (HR) on approved tour.	
3.	Air Journey	<p>If the train journey time is more than 17 Hrs and air travel is requested</p> <p>Prior Approval of Director (HR) is required for other than EBM members and no prior approval for EBM members. (Reference of Rajdhani/Superfast trains will be taken for time).</p>	<p>a) Part Economy Air fare as per Entitlement in Annex-1 for customized routes.</p> <p>b) 2nd AC fare for non-customized routes (Air Ticket proof required)</p> <p>lower of actuals or entitlement fare (as mentioned in pt a and b) shall be reimbursed.</p>
		<p>In case of urgency or traveling of UPAY Guests</p> <p>Prior approval of Chairman is required as following.</p> <p>1) For all other than UPAY Guests only in urgency cases (Like no ticket available in train or emergency visits)</p> <p>2) For approved UPAY Guests</p>	<p>Full Economy Class Airfare as per actual (Air Ticket proof required)</p>



4.	Personnel Vehicle/Taxi for Outstation Journey.	<p>In case of non-availability of train route/public transport or any urgency.</p> <p>Taxi fare for mini/sedan vehicle and personal vehicle expenses shall be reimbursed with the prior approval of Director (HR) for all other than EBM Members.</p> <p>Sharing of taxis should be done in case two or more people are travelling.</p> <p>If using taxi or personal vehicle without prior approval or where train route is available, reimbursement to be restricted to 3rd AC fare or actual whichever is less for all UPAY Team members.</p>	<p>In case of personal Vehicle:</p> <ul style="list-style-type: none"> Upto 100 km one way travel: Rs 15/km or actual whichever is lower. If one way travel is more than 100 km, then additional driver allowance at Rs 600/day. <p>In case of taxi:</p> <p>a) Rs 25/Km all over India except northeast and hill station.</p> <p>b) Rs 50/Km for Northeast and hill station:</p> <p><input type="checkbox"/> In case of Taxi, original bill is required.</p> <p><input type="checkbox"/> For personal vehicle toll/tax copy is required</p> <p><input type="checkbox"/> Toll and taxes (as actual) shall be paid extra.</p>
5.	Local Travel	Public transport shall be desired mode of transport in local travel like metros, local trains, bus etc.	<p>a) Rs 15 /Km in nonmetro b) Rs 20/Km in Metro c) Rs.40/Km North-east and hill stations.</p>



		<p>Ola/Uber can be reimbursed as actual if more than one person is sharing.</p> <p>In case public transport is not available autos and mini cab shall be reimbursed as per entitlement.</p> <p>Online services like Ola, Uber etc may be preferred for the same.</p>	(No bill is required in case of travel by Auto)
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- Tatkal charges shall be reimbursed as per actuals.
- In case of cancellation, cancellation charges shall be reimbursed as per actuals if authorised by UPAY management. If requested by a member/associate then the same shall be borne by the requestee.
- In case of change in route in travel due to personal reason. 3rd AC train fare shall be reimbursed for the shortest route applicable or actual whichever is lower.
- Any deviation from the below mentioned policy shall have prior approval of the chairman.
- In all the cases, Reimbursement will be for the entitlement amount or Actual bill /Ticket amount whichever is less.
- **Accommodation expenses** shall be reimbursed, if not arranged by the UPAY. Accommodation entitlement for Volunteers/Associates/Members/Guests is tabulated below:

S.no.	Type of City	Accommodation expenses Entitlement	Remarks
Volunteers/Associates/Members/Fellows			
1.	Metro (Delhi-NCR, Bangalore, Pune,	Rs 2500/day or actual whichever is lower.	



	Kolkata, Mumbai)		If actual expenses are more than entitled than prior approval of the Director (HR) to be taken.
2.	Urban (except Metro and Rural cities as defined in S.no 1&3)	Rs 2000/day or actual whichever is lower.	
3.	Rural (Mouda, Garo and Gadarwara)	Rs 1500/day or actual whichever is lower	
UPAY Guest			
1.	Metro (Delhi-NCR, Bangalore, Pune, Kolkata, Mumbai)	Rs 5000/day or actual whichever is lower.	To be arranged by Respective ZD in consultation with Director (HR). Prior approval to be taken from Chairman for amount more than entitlement.
2.	Urban (except Metro and Rural cities as defined in S.no 1&3)	Rs 3000/day or actual whichever is lower.	
3.	Rural (Mouda, Garo and Gadarwara)	Rs 2000/day or actual whichever is lower.	

- NGO guest's entertainment expenditure (Foods, local travel, Memento etc.) shall be reimbursed as per actual with approval of Director (HR).
- The expenses except local movement expenses shall not be reimbursed if proper justifying documents (original receipts) are not attached.
- All the expenses shall be reimbursed only for official travel and related movement.

Dearness Allowances (DA) will be provided to the part time /Full time employee /Interns travelling on approved official tour as tabulated below:



S.no	Type of City	Normal DA	Composite DA
1.	Metro (Delhi-NCR, Bangalore, Pune, Kolkata, Mumbai)	Rs 600/day	Rs 1200/day
2.	Urban (except Metro and Rural cities as defined in S.no 1&3)	Rs 400/day	Rs 800/day
3.	Rural (Mouda, Garo and Gadarwara)	Rs 300/day	Rs 600/day

Composite DA: If a person is making his/her own stay arrangement at relative/friends etc place, then they can claim composite DA. They will not be entitled for accommodation expenses in that case.

This has approval of Competent authority and all the claims with bill date on or after this circular shall be compensated as per this revised circular.



SECTION-10: ADVANCE SALARY OR LOAN

UPAY recognizes that, on rare occasions, employees, volunteers or members may have an extraordinary personal need to receive a loan, salary or stipend advance. In such emergency circumstances, the organization may consider an eligible volunteer, member or employee's request for a salary advance, subject to the requirements and limitations set forth in this policy.

10.1 Scope:

This policy applies to all of our permanent full-time or part-time employees, volunteers and members regardless of position. Temporary employees who have contracts that span more than one year may also be included in this policy.

Definition:

1. **Salary advance** refers to the employees, volunteers or members receiving a portion of their pay before their next scheduled payday.
2. **Emergency** is considered to be an event or circumstance that is unforeseen, and which could not be reasonably anticipated in the normal/routine daily life of the employee requesting the advance. Emergency needs are limited primarily to expenses associated with the death of an immediate family member, extraordinary medical costs that are not covered by insurance, or an event that would have irreparable adverse impact on the employee if no advance were approved.

10.2 Policy Terms:

10.2.1 Request and Eligibility:

1. All the volunteers and employees working in part or full-time, who have been employed for at least 90 days on the day of raising request and draw a monthly salary are eligible to claim an advance salary.
2. The associated people must raise a written request for advance salary payment as per the prescribed format to the reporting in charge through email or written application. A Request for Salary Advance or Loan shall only be approved for an eligible employee for an unforeseeable emergency which would cause severe financial hardship.



3. The employees shall not request or receive more than one salary advance within a 10 month period, until otherwise approved by the Chairperson under special circumstances to make an exception on a case-by-case basis.
4. The employee shall not request or receive salary advances in consecutive pay periods, even if the consecutive pay periods cross a calendar or financial year.
5. By submitting the Request for Salary Advance or Loan, the applicant authorizes the Department of Human Resources and Finance to deduct the amount of the advance from the next regularly-processed paycheck.

10.2.2 Advance and Repayment for Employees:

1. The advance pay cannot exceed 33% of an employee's annual net pay or equivalent to four month's net pay or INR 50000, whichever is lower.
2. The organization will deduct the amount of the advance pay from the employee's future paychecks. This may mean:
 - Deducting the full amount from their next paycheck.
 - Repaying the amount in small installments out of a number of future paychecks.
3. The employees need to repay the entire amount of advance taken within 6 months from the date of issue and not exceeding 9 months.

Amount of advance to be repaid	Time duration
Equivalent to 2 month's salary or INR 25000	Within 6 months
Equivalent to 4 month's salary or INR 50000	Within 9 months

10.2.3 Volunteer Hardship Loan:

1. The maximum amount of loan entitlement for volunteers is INR 25000.
2. The volunteers will have to return the entire amount of the loan taken within 6 months from the date of issue and not exceeding 9 months.

Amount of advance to be repaid	Time duration
Less than or equal to INR 10000	Within 6 months
Less than or equal to INR 25000	Within 9 months

NOTE:

- If an employee or volunteer resigns or is terminated before they repay their payroll advance completely, HR is responsible for reaching a new agreement with the employee or deducting the entire remaining amount from the final pay check before relieving the employee from



his/her duties. Any relevant legal requirements (whether national or local) must be followed as deems fit.

- The organization will not charge any administrative fee or interest at any time.

10.3 Approval of Request:

1. Employees or Volunteers should submit the application to request advance salary or hardship loan to their reporting in-charge in writing or through email.
2. A Request for Salary Advance or Hardship loan must have the approval of the employee's reporting in-charge prior to submission to the Payroll Manager of the HR function for final review.
3. The reporting in-charge must determine the reasons for the request and make a recommendation to the HR personnel. All supporting documentation must be attached. The HR personnel will validate the reason given by the employee taking into account:
 - Validity of the reasons
 - Employment and disciplinary record
 - Copy of last salary slip
 - Number of advances previously requested by the employee
4. All the document proof along with the application must be reviewed and a decision on whether the request needs to be approved or not must be made by Reporting In-charge and Admin-HR jointly within two days of application.
5. If the request is approved, HR must create an agreement form on pay advance and repayment terms. This agreement must be signed by HR, the reporting in-charge and the employee and include relevant dates and amounts as per the prescribed format.
6. HR must forward the signed agreement to the Finance personnel, who must ensure the transaction of advanced pay through check, cash or bank transfer within two working days after receiving the form.
7. If the request is denied, the HR or reporting officer shall ensure to inform the employee within one working day.

10.3.1 Delegation of power for approval of request:

Request raised by	Approval by Zonal Director	Approval by Chairman
Volunteers- Unpaid volunteers as well as volunteers drawing	Up to the amount of INR 10000.	Up to the amount of INR 25000.



conveyance or study allowances		
Zonal level staff- Paid teachers, Centre coordinators, Zonal Functional Officers	Up to the amount equivalent to 2 month's payment or INR 25000, whichever is lower.	Up to the amount equivalent to 4 month's payment or INR 50000, whichever is lower.
Central Level Staff-Executive leads	NIL	Up to the amount equivalent to 4 month's payment or INR 50000, whichever is lower.

10.3.2 Waiving off Repayment of the Advances by the Employee:

Under rare circumstances should it be observed that the employee or volunteer is unable to repay the advance taken, within the allotted time, in part or in whole, the employee can request for relaxation of time duration for repayment or waive off the repayment to the Reporting in-charge.

The complete authority of issuing relaxation for repaying the amount or waiving off a part of the entire amount lies with the Chairman on a case-by-case basis. However, the power shall only be utilized only if it is established that the employee is not in a position to return the advance in the predetermined time duration due to unforeseen conditions not in its capacity with due background verification and submission of appropriate proof by the volunteer or employee.

Annexure:

1. Advance Salary Request form
2. Advance Salary agreement
3. Advance Salary Transaction



SECTION-11: PERFORMANCE EVALUATION SYSTEM

11.1 Performance Evaluation System:

Monthly performance system has been developed for employees. Attributes have been finalized for full time employees. Assessment includes Qualitative work, behavior and delivery of services, KRA based scores and other attributes like process improvement and efficiency. Same shall be assessed by reporting officers on a monthly basis.

Targets of next month shall be assigned by reporting officers on the last working day of the previous month and assessment of previous month shall be done by end of first week of next month.

On a half-yearly basis, the average scores from these assessments by all reporting officers are combined with the average score derived from 360-degree feedback. The scores obtained in these assessments shall be used in bonus release on 6 monthly basis and promotion of employees as tabulated in next sections.

Director (HR) shall be responsible for finalizing and communicating bonus % to all full time employees.

11.2 360-degree Feedback system

360-degree feedback of full time employees shall be taken every 6 months and the score obtained in the feedback shall have weightage in bonus % along with score in monthly assessment.

Director (HR) shall be coordinating for 360-degree feedback, analyzing and communicating the score obtained along with areas of improvement.

11.3 Hierarchy and progression in UPAY under various portfolios for Full time/part time employees is tabulated below:

Class Coordinators/ Teacher	Center coordinators	Zonal Coordinators	Regional Coordinators	Functional Lead	Program Lead	Executive Lead/CA O/COO/CEO
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Assistant Primary Teacher/Coordinator	Assistant Center Coordinator	Assistant Zonal Officer	Senior Regional Officer	Assistant HR/Finance /Outreach/ Operation Manager	Program Manager	Assistant Executive Director
Primary Teacher/Coordinator	Deputy Center Coordinator	Deputy Zonal Officer	Assistant Regional Manager	Deputy HR/Finance /Outreach/ Operation Manager	Senior Program Manager	Executive Director
Senior Primary Teacher/Coordinator	Center Officer	Zonal Officer	Deputy Regional Manager	HR/Finance /Outreach/ Operation Manager	Chief Program Manager	Senior Executive Director
Assistant Teacher	Senior Center Officer	Senior Zonal Officer	Regional Manager	Senior HR/Finance /Outreach/ Operation Manager		Chief Executive Director
Teacher		Assistant Zonal Associate	Senior Regional Manager	Chief HR/Finance /Outreach/ Operation Manager		Managing Director
Senior Teacher		Deputy Zonal Associate	Chief Regional Manager			
		Zonal Manager				
		Senior Zonal Manager				
		Chief Zonal Manager				

**Guidelines:**

- Minimum 2-year service duration till Senior Executive Director.
- Minimum 65% score is required for being considered for promotion.
- Every Promotion will give Salary increment.
- Promotion will be based on monthly performance score, 360 degree feedback and interview by panels.

11.4 Performance Appraisal Time period

S.No	Performance Appraisal Period	Remarks
1.	Jan-June	Assessment by the end of June and Bonus release in salary being processed in the month of July.
2.	July-December	Assessment by the end of December and Bonus release in Salary being processed in the month of January.



SECTION-12: ASSOCIATE DISSOCIATION RULES

12.1 Prohibition on Outside Employment and/or Engagement:

Full-time Fellows/Associates of NGO are not allowed to undertake outside employment. Termination may be done if full time employees are found working with any other organization other than UPAY, subject to decision of management.

12.1.1 Dissociation of Employment

12.1.2 Conditions for Dissociation: Volunteers/Fellow/Members/Associate shall lose their association under any of the following conditions:

1. Voluntary Resignation

- i. Personnel wishing to resign from their post may do so by giving a resignation letter to the Director (HR) stating the valid reasons for resignation and effective date of the same. Notice period as per terms and conditions in offer letter is required for such resignations.
- ii. The date in which the resignation letter is received at the NGO office is considered the date on which notice of resignation is given. Failure to provide sufficient notice may be ground for forfeiture of all accrued.

2. Redundancy of the Position

Depending on the nature and volume of its operation, NGO may declare certain positions redundant. Persons occupying those positions will therefore be forced to be separated from NGO with proper notice. While doing so, NGO will give at least 1 month advance notice.

3. Dissociation with Cause Grounds for employee dissociation is the following:

- i. Continuing inefficiency and gross negligence in duty
- ii. Fund Embezzlement
- iii. Misuse of office equipment and other properties



- iv. Repeated unauthorized absence and leaves
- v. Intoxication while on official business or within office premises
- vi. Unauthorized disclosure of official information
- vii. Unlawful act with any associate of UPAY including women and children.

4. Death

In case of the death of a volunteer/ member/ fellow/ associate, his/her association will eventually end.

12.1.3 Procedure followed before Dissociation

Disciplinary action to be taken as per Disciplinary Action (DA) policy of UPAY and the following steps to be taken:

- a. NGO will ask the Volunteers/Fellow/Members/Associate for a written explanation on the offense deemed committed by the Volunteers/Fellow/Members/Associate concerned, identifying the charges against him/her and the particulars of the facts relied upon to support it.
- b. The Volunteers/Fellow/Members/Associate is given 3 working days to submit his/her explanations.
- c. Based on the written explanations submitted by the Volunteers/Fellow/Members/Associate concerned and the strength of evidence presented, the NGO may choose to decide on the charges or pursue further investigation of the case as per DA policy.
- d. NGO can, shall it feel necessary to, suspend the Volunteers/Fellow/Members/Associate in question from duty during the period of investigation subject to the following conditions in line with DA policy:
 - A. Should the Volunteers/Fellow/Members/Associate be in a position to tamper with the evidence against him/her.
 - B. Should the Volunteers/Fellow/Members/Associate's continuing presence in the organization be deemed inimical to the interest of the organization.



SECTION-13: SETTLING GRIEVANCES AND FEEDBACK SYSTEM AT THE NGO

13.1 Grievances

If a Volunteers/Fellow/Members/Associate feels unfairly treated by circumstances that infringe on his/her rights or change his/her association conditions, he/she should discuss the situation with his/her immediate supervisor. If, after the matter has been discussed and corrective measures taken, a Volunteers/Fellow/Members/Associate feels it has not been satisfactorily settled, he/she can submit a grievance to the Director (HR) or similar higher authority.

13.2 Grievance Address Mechanism

Any person who feels it necessary to address his/her grievance before the higher authorities may do so by submitting a grievance through Email or Call, directly to the Director (HR) who will discuss with the Zonal Secretary (ADMIN/HR) and provide appropriate solutions. All grievances shall be handled internally because there is no recourse to external mediation or arbitration.

Any individual can address their grievance to the below mentioned contact information-

Email Address	directorhr@upayngo.com
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13.3 Feedback

The purpose of Feedback is to ensure there is consistency in the standard of the organization. UPAY is committed to maintain clear and accountable systems to record and support the management processes and protect rights of individuals involved with the organization with regard to privacy and confidentiality. The Director (HR and Administration) must encourage the individuals to submit their feedback once every three months.



13.4 Feedback System

All the volunteers/ members/ fellows/ interns/ supporters are entitled to register feedback periodically. The feedback should be transparent, equitable, valid, and reliable. The volunteers/ members/ fellows/ trainees can submit their feedback on the website which shall be accessible only to the Chairman.

NOTE: The individual providing the feedback or grievance has the right to anonymity and the organization respects and protects such rights of its associates.

13.4 Whistle blower policy

Establishment of a secure and confidential mechanism for UPAY team members to report any unethical, illegal, or inappropriate behavior that violates the organization's Code of Conduct, without fear of retaliation or punitive measures. This policy aims to foster a culture of integrity, trust, and accountability, aligning with UPAY's core values and principles.



SECTION-14 : HEALTH INSURANCE POLICY

To safeguard the health expenditure, management has decided to provide Health Insurance to our full-time employees.

Guidelines for Health Insurance are as follows:

- Shall be mandatorily applicable to full-time employees on payroll of UPAY.
- Minimum cover for the policy shall be Rs 2 lacs.
- Health insurance shall be purchased by employees and reimbursement will be done at Zone/Central level as per the place of posting.
- Employees can also claim for already running health insurance with their spouse or family member. Provided employees name is clearly mentioned in the policy. Provided at least 9 months of duration is left for renewal of the policy from the date of issue of this circular.
- Reimbursement shall be restricted to Rs 3500/year or actual whichever is lower.
- The chairman shall be approving authority beyond the permissible limit in special cases.
- Reimbursement shall be made for only one policy.
- If employees leave the organization within 3 months of taking insurance, then the reimbursed insurance amount shall be recovered from final salary.



SECTION-15 : GET TOGETHER/CELEBRATIONS/GIFTS:

A. Get-together/Celebrations:

- a. Zonal Directors shall be approving authority for planning get-together in their respective zones.
- b. Appropriate Financial/Admin approval shall be taken as per the DOP.
- c. Employees, Zonal team, Interns and active volunteers may be invited for the same.
- d. Employees on central payroll shall be covered in the zones as per their place of posting.
- e. Get-togethers shall be planned with specific agendas and may include various team building exercises, discussions on future plans, current issues and action plan, fun activities etc.
- f. Expenditure in these get-togethers to be limited to Rs 1000/person/year in Metro cities (Delhi-NCR, Bangalore, Pune, Mumbai and Kolkata) and Rs 750/person/year in other cities. ZD shall be the final authority for deciding the number of get-togethers within the defined expenditure limit. Prior approval from the Director (HR) shall be required beyond the allowed limit.
- g. These get-togethers exclude physical meetings which are being called upon by ZD for day-to-day activities.
- h. ZS(HR) to coordinate for such events at their zones.
- i. Central get-togethers shall be organized by Director (Admin)/ Director (HR).

B. Gifting:

- a. All employees will be given gifts in May on occasion of Foundation Day, and in September on occasion of Teachers Day & it shall be arranged from central.
- b. ZD shall be approving authority for distribution of gifts/sweets to Employees, Zonal team and Active volunteers in their Zones as per regional festivals. Expenditure of the same to be restricted to Rs 500/person/year.
- c. Employees in Central payroll shall be covered in the zones as per their place of posting.
- d. ZS(HR) shall be coordinating in the zones for arranging the gifts/sweets

**ANNEXURE- 1****Advance Salary/Hardship Loan request form**

Date:

Name of the applicant:

Contact number:

UPAY ID:

Email:

Position:

Date of last Advance salary drawn:

Amount of Last Salary:

Reason for requesting Advance Salary (attach document proof wherever possible):

Seeking amount of advance:

Signature:

FOR OFFICE USE ONLY

Request form received by: Date:

Review Remarks:

Employee's Date of joining: Previous Salary Advance status:

Amount of entitlement of advance salary:

Final amount of Advance Salary Approved:

Final Status of Approval: Approved / Rejected

Approval ID:

Date of last salary slip collected:

ADMIN APPROVAL

	HR	Reporting In-charge
Name:		
Date:		
Signature:		



ANNEXURE-2

Advance Salary/Loan Agreement

Approval ID: _____

Date of application: _____

I, _____, of _____ centre/function, working as _____ at UPAY requests the advance salary of Rs. _____ in the below-mentioned Bank account:

Payee:	
Account Number:	
IFS Code:	
Bank Branch:	

I agree that this salary advance will be repaid in full by making a deduction from the next scheduled pay-check. I agree that this salary advance will be repaid by making deductions of Rs. _____ from the next _____ pay-checks. I authorize, if employment ends prior to full repayment is made, that the remaining balance due will be deducted from the final pay-check.

	Applicant	Office Attestation
Name:		
Post:		
Date:		
Signature:		

Office Seal

FOR OFFICE USE ONLY

Approval ID:		Date of Admin approval:	
Amount approved:		Approved By:	
Period of Deduction:		No of deductions:	
FINAL APPROVAL	Reporting In-Charge	Finance Personnel	
Name:			



Post/Function		
Date:		
Signature:		



ANNEXURE-3

Advance Salary/Loan Transaction

Approval ID:

Date of application:

Name of the Applicant:

Contact number:

UPAY ID:

Amount Approved:

Date of Admin Approval:

Date of Transactional Approval:

TRANSACTION DETAILS

Payee:	
Account Number:	
IFS Code:	
Bank Branch:	
Date of transaction:	
Mode of Transaction:	
Amount:	
Transaction ID:	
Transaction by:	
Signature:	

Copy to-

1. Applicant:
2. HR Personnel:
3. Reporting Personnel:
4. Finance Personnel:
5. Others:

**ANNEXURE-4**

	Delhi-NCR	Pune	Bangalore	Kolkata	Guwahati	Gadarwara
Nagpur - Mouda	1500	1500	3000	2500	5000	700
Delhi-NCR		3500	5000	3000	5000	1500
Pune			1500	5500	7000	2000
Bangalore				5500	6000	6000
Kolkata					1500	6000
Guwahati						7000

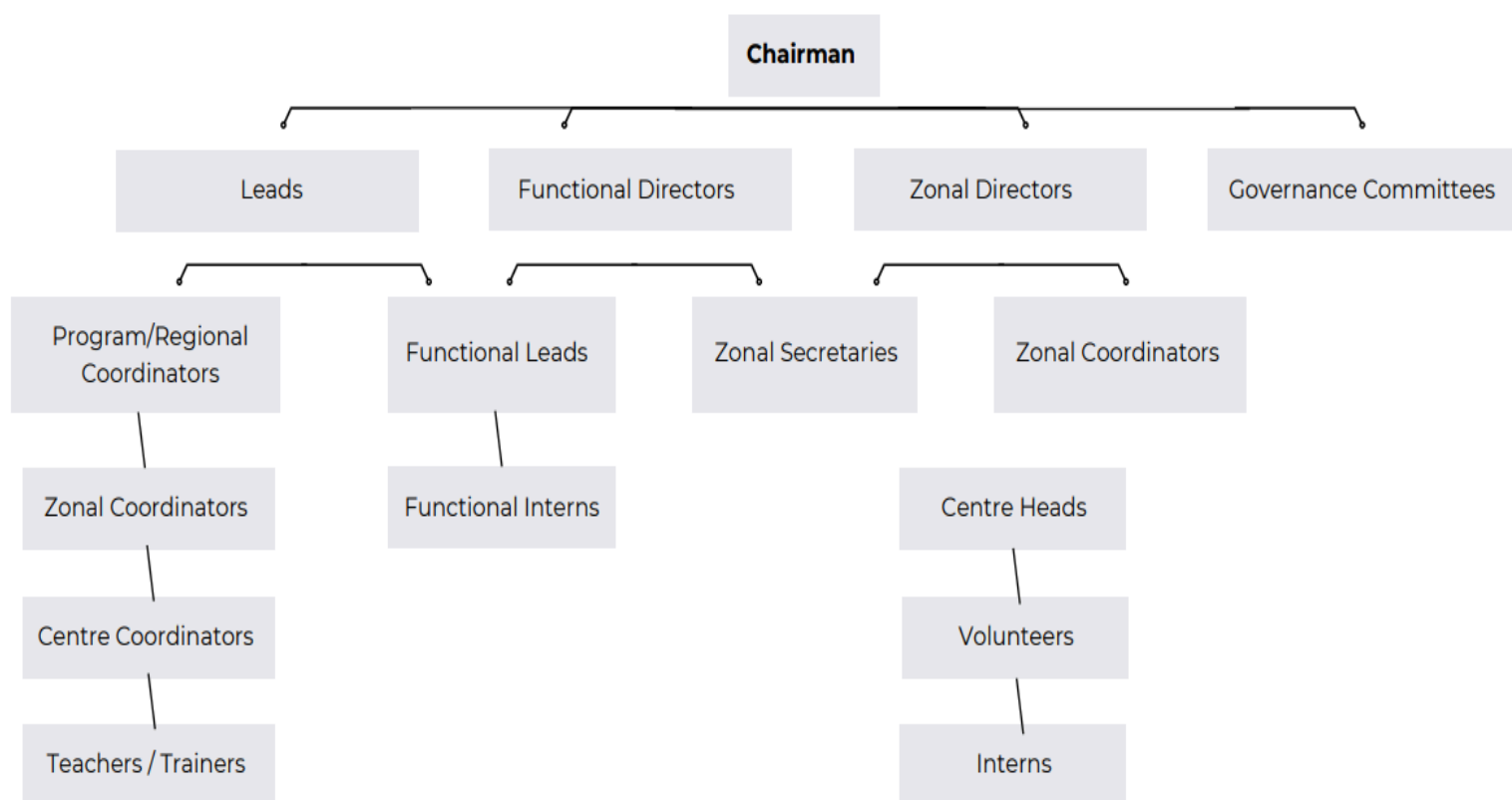
Empl – Part time and full-time employees, interns, fellows

Memb- Other than Empl



ANNEXURE-5

ORGANIZATIONAL STRUCTURE





REFERENCES

Access all the UPAY Policies: <https://www.upay.org.in/upay-policies/>

NOTE:

All queries and clarifications on the policy and procedures may be referred to the Director (HR) at directorhr@upayngo.com

AMENDMENTS:

The Governing Body reserves the rights to change/ amend / add /delete/ modify this Policy in whole or in part, at any time without assigning any reason whatsoever. The Volunteers and Members are advised to check for any such change/ amendment / addition /deletion/ modification regularly. The volunteers, members, fellow, interns hereby unconditionally agree to all such changes / amendments / additions / deletions / modifications. Any such amendment will be communicated to all the associated people from time to time.