

GANDHI FELLOWSHIP
unfold impact enjoy



Piramal
Foundation

Gandhi Fellowship Guidelines

October 2023



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unfold impact enjoy



Preamble to the Gandhi Fellowship Guidelines

Welcome to the Piramal Foundation GF Guidelines Handbook.

This handbook is intended to outline the principles, values, and guidelines that govern our ways of working. As an organization we are committed to transformative social impact, we strive to empower communities, foster sustainable development, and create lasting change across various sectors.

This handbook is a living document that will evolve with the changing landscape of Gandhi Fellowship and the communities Fellows serve. All Fellows have a crucial role in realizing the vision of Building Bharat.

As we move forward together on this journey, let us be guided by the core value of Seva Bhav and our values of Knowledge, Action, Care and Impact.

All Gandhi Fellows share a common purpose and dedication to improving the lives of individuals, families, entire communities, and Bharat. Fellows' success is defined by the positive change they bring to the lives of those they serve. In that spirit, these guidelines are built on the principles of autonomy, inclusivity, and adaptability. We hope these guidelines will enable the Fellows to be responsive to the dynamic needs of the communities they support, embracing diversity and continuously learning and evolving to stay at the forefront of nation-building. We also hope that this handbook serves as a roadmap, encapsulating the essence of Gandhi Fellows' collective mission and outlines the standards of conduct, responsibilities, and impact that underpin every aspect of the work done by Fellows.



The pages of this handbook aim to guide all Gandhi Fellows, in ensuring that they work cohesively while adhering to the highest ethical standards to maximize our positive impact.

At Gandhi Fellowship, we value the unique perspectives and capabilities our Fellows bring to the organization, recognizing the importance of autonomy in driving innovation and personal growth. As we do so, it is essential to understand the delicate balance between individual autonomy and ownership and our collective responsibilities towards the work we undertake.

With autonomy comes the responsibility to align our actions with the broader mission and values of Gandhi Fellowship. By embracing this symbiotic relationship between autonomy and responsibility, we can collectively achieve greater success and sustainable impact.

All Fellows have a crucial role to play in creating an environment where individuals are empowered to take initiative while remaining mindful of the impact their decisions have on the team and the communities they serve. Together, we can weave a tapestry of collaboration, creativity, and accountability, ensuring that our work transcends individual aspirations and contributes to the greater good we aim to achieve.

Thank you for your dedication to the Piramal Foundation's mission and for upholding the principles outlined in this GF Guidelines handbook.

With a shared commitment and a spirit of collective responsibility, we can create a positive and lasting impact on society, transforming lives one step at a time.



Objective and Scope of these Guidelines

1. 'Gandhi Fellow' is an individual who is currently a part of the Gandhi Fellowship Program offered by the organization.
2. The Gandhi Fellowship is an experiential learning program following a predetermined curriculum for a specified time period and is not an employment or any kind of engagement for services.
3. Term of the Gandhi Fellowship is 23 months. Gandhi Fellows are expected to complete the Fellowship by being part of it for the full duration of 23 months
4. Gandhi Fellows are not employees of the organization; and no employer-employee relationship exists between the Fellow and the organization.
5. The terms of these Guidelines may be updated from time to time based on organizational needs or changes in regulations.



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Total Pages	5
Effective Date	25 September 2023
Originating Department	Central Fellowship Team
Scope of Guidelines	All current Gandhi Fellows

Stipend Guidelines

This document establishes guidelines that govern the stipend that the Gandhi Fellows are eligible to receive.

1. Eligibility and Disbursement Cycle:

- 1.1.** Gandhi Fellows shall be eligible for a Fellowship Stipend during the course of the Program from the date of their joining the Fellowship.
- 1.2.** Gandhi Fellows must be present in their assigned location to be considered a part of the Fellowship and to be eligible for their monthly stipend.
- 1.3.** The payout and attendance cycle for the stipend is from the 16th of the current month to the 15th of the next month.
- 1.4.** Anyone joining the Fellowship on or before the 15th of the ongoing month will receive their stipend in the same month.
- 1.5.** Anyone joining the Fellowship on the 16th or after, will receive the Stipend on the date of disbursement next month.

2. Stipend Amount:

2.1. The amount of stipend received per month will depend on the mode of engagement, location and program that the Gandhi Fellow is assigned which may be one of the following:

2.1.1. Gandhi Fellowship Experience at Location: Self-Managed

- a)** The Gandhi Fellow will receive all-inclusive stipend amount of ₹ 24,500 per month to support and sustain themselves.
- b) The monthly stipend of ₹ 24,500 per month is broken into 2 components as follows:**
 - **Of the ₹24,500 per month, ₹17,500 will be disbursed to the Fellow monthly.**

This amount includes the expenses the Fellow may have to make on ongoing personal needs which include but are not limited to:

- Rent for accommodation.
- Purchase of items for the living quarters for the Fellowship period

- Payment of utility bills (gas/electricity / mobile phone/water etc.)
 - Personal medicines
 - Personal clothing
 - Fuel
 - Food
 - Cooking
 - Housekeeping expenses/ Cleaner, cleaning materials
 - Local conveyance/fuel for two-wheelers that may be provided for use during the Fellowship.
 - Repairs and maintenance at the living quarters and assets (such as a tablet) etc.
- **Of the ₹24,500 per month, a monthly amount for ₹ 7,000 will be retained as deferred stipend amount.** The principles governing the disbursement of this amount are detailed further in Section 6 of these guidelines.

2.1.2. Gandhi Fellowship Experience at Location: Organization Managed

- a) In this mode of engagement, the organization will bear the responsibility for cost of housing, basic furnishing, basic amenities like electricity and repairs, fuel reimbursements and support for housekeeping for the Gandhi Fellow.
- b) Apart from the above, the Gandhi Fellow will be responsible to manage their own living expenses, including but not limited to clothes, groceries, and any other personal expenses.
- c) The Gandhi Fellow will receive an all-Inclusive Stipend amount of ₹ 18,800 per month to support and sustain themselves.
- d) **The monthly stipend of ₹ 18,800 per month is broken into 2 components as follows:**
 - i) **Of the ₹ 18,800 per month, ₹ 11,800 will be disbursed to the Fellow monthly.**
This covers the amount that the fellow may have to spend on personal needs like food, personal medicines, personal clothing, fuel and communication.
 - ii) **Of the ₹ 18,800 per month, a monthly amount for ₹ 7,000 will be retained as deferred stipend amount.** The principles governing the disbursement of this amount are detailed further in Section 6 of these guidelines.

2.1.3. Gandhi Fellowship Experience from Home:

- a) The Gandhi Fellowship program does not have scope for the Fellow to complete their experience from their home, unless factors such as government (Local State and/or Central Govt.) or ecosystem factors warrant such a mode to be used (e.g.) national/international emergency/pandemic, natural calamities, or safety concerns.
- b) Such decisions will only be made at the discretion of the organization's management team.

3. Advance Amount for Initial Setup at Location:

3.1. This provision is available only to Gandhi Fellows engaged in Experience at Location: Self-Managed model.

3.2. **The total amount of advance under self-managed model is ₹38,000/-, which includes:**

3.2.1. An amount of ₹35,000/- as advance for purchasing assets for living in the rented house.

3.2.2. An amount of ₹3,000/- as advance towards security deposit for the rented house per Fellow.

3.3. **The advance amount will be provided in 2 instalments of ₹19,000/- each.**

3.3.1. The first instalment of ₹19,000/- will be provided when the following reaches the program district location.

3.3.2. The 2nd instalment will be provided after completion of two months in Fellowship.

3.3.3. The Fellow must fill in and submit the Fellow advance request form at both points in time, along with relevant approvals from the State PD/CTM.

3.3.4. The amount of advance is recovered from the Deferred Fellowship Stipend deposited with the organization in the first six months of the Fellowship.

4. Medical Benefits:

4.1. **All Gandhi Fellows will be covered under the following with effect from their date of joining the Fellowship:**

4.1.1. Group Medical Insurance Guidelines for ₹2 lac

4.1.2. Group Term Life Insurance Guidelines for ₹10 lac

4.1.3. Group Personal Accident Guidelines for ₹5 lac

5. Disbursement of Cumulative Deferred Fellowship Stipend

5.1. If the Gandhi Fellow exits the Fellowship, then the Fellow will be required to serve a minimum of 15 days' notice period.

5.2. **In case the Fellowship is terminated by the Foundation or Gandhi Fellow, for any reason whatsoever prior to the completion of the Term of the Fellowship, the cumulative deferred Fellowship Stipend shall be payable subject to the following conditions, if the Gandhi Fellow:**

5.2.1. **Completes 23 months of Fellowship**, then they will be paid the entire cumulative deferred Fellowship Stipend amount for 23 months upon graduation, after recovering any advances and confirmation that they have settled all dues at the location.

5.2.2. **Completes more than 12 months but less than 23 months**, they will be paid the cumulative

deferred Fellowship Stipend amount for 12 months. This deferred Fellowship Stipend amount will be paid only at the end of the Term of the Fellowship Program, i.e., 23 months, after recovering any advances and confirming that they have settled all dues at the location.

5.2.3. Completes less than 12 months from the start of the Program, will not be eligible or entitled to be paid any deferred Fellowship Stipend amount. The said amount shall stand forfeited.

5.3. The amounts mentioned in 5.2. above do not include deductibles that will be calculated at the time of conclusion of the Fellowship duration.

5.3.1. On receipt of the No-Dues certificates by the relevant departments, the final amount of deferred stipend disbursed to the Fellow will be calculated after deducting:

- a) Relevant Taxes
- b) Amounts against Leave Without Pay
- c) Recovery/adjustment of any advances given to the Gandhi Fellow
- d) For the Fellows engaged in Organization Managed Mode of Gandhi Fellowship:
 - i) The cost of repair for any significant damage caused to the living quarters or organizational assets (ex :) laptop/tablet or vehicles will be deducted from the stipend if the situation arises.
 - ii) The cost of fines levied on vehicles issued by the organization will be deducted from the stipend if the situation arises.

6. Full Fellowship Stipend Provision

6.1. A Gandhi Fellow may raise a request to be exempt from the Deferred Stipend Model of Payments based on specific criteria and subject to approvals after completion of the first semester (6 months) in the Fellowship.

6.2. Post exemption, ₹3,000 per month of Stipend will be held back as a security deposit which will be paid in a lump sum at the end of Fellowship along with other dues.

6.2.1. The Full Stipend Amount for Gandhi Fellowship Experience at Location: Organization Managed model is ₹15,800/-

6.2.2. The Full Stipend Amount for Gandhi Fellowship Experience at Location: Self-Managed model is ₹21,500/-

6.3. Such a request may be made by the GF in specific circumstances like:

6.3.1. Low-Income Bracket: Family Income below 1 Lac where Family Income comprises the income of Parents based on income certificate.

6.3.2. Critical illness of a family member (Parents, Siblings, Grandparents)

6.4. To make this request, the Gandhi Fellow must fill 'Full Stipend Requisition Form' with relevant documents like ID proof, family income proof, rent agreements, bank statement etc. and share with their Band 1 (PL) and the relevant members of the HR team.

6.4.1. A Gandhi Fellow should have submitted all documents as per the On-boarding checklist and accepted the offer letter.

6.4.2. Letter of Intent and Fellowship Letter would need to be on record.

6.4.3. If the advance amount for settlement is not recovered at the time of the Fellow's application, the Fellow may be asked to wait till the full advance amount is recovered from their deferred Stipend amount.

6.4.4. Payroll SPOC (HR team member) to scrutinize documents and take HR CTM approval to set up the process.

Guidelines #	CFT/Leave Guidelines/02/2023
Total Pages	6
Effective Date	25 September 2023
Originating Department	Central Fellowship Team
Scope of Guidelines	All Current Gandhi Fellows

Leave Guidelines

This document establishes guidelines that govern the leaves available to Gandhi Fellows

1. Context of the Guidelines:

- 1.1. The life of a Gandhi Fellow is one of high commitment and responsibility.
- 1.2. A Gandhi Fellow goes through a demanding selection process that makes them think through their choice before taking the decision to pack their bags and arriving onsite.

1.3. The Gandhi Fellowship is a leadership program where the Fellows commit to:

- 1.3.1. 23 months of full-time residential engagement with the Gandhi Fellowship
- 1.3.2. 14 hours engagement and activities every day for planning, executing, reflecting and personal growth.
- 1.3.3. To make efforts every day towards making a significant impact towards effective change in the public systems and in the community.
- 1.3.4. Self-reflection, self-awareness and recognition of their life goal(s) that will contribute significantly to equity and justice in society.
- 1.3.5. The idea of personal change is because Fellows accept that it is through personal change that one can change the world.
- 1.3.6. Coordinating their efforts with each other, in a team and supporting each other.
- 1.3.7. Take the stretch that the Fellowship entails. That stretch can be in the form of living and working in areas that are outside their comfort zone, working with people who are different from them, working on tasks and processes that may not provide instant gratification; tasks that are repetitive and demand resilience and patience from Fellows.

1.4. This commitment made by every Gandhi Fellow (GF) is the point of reference from where the decisions of how each Fellow spends their time in the Fellowship stems.

- 1.4.1. Fellows are not here to do the minimum required work.
- 1.4.2. Each Fellow is here because of their commitment to a cause that is larger than all of us and their commitment to self-development so that they may become an instrument of good; and to do this, everyday counts.

1.5. There are pre-decided holidays and leave provisions allocated for Fellows.

They are to be approached from the point of reference of the commitment made by the Fellows helping them decide whether taking a day off contributes to or deflects them from their larger cause.

2. Gandhi Fellowship Calendar:

2.1. The Fellowship Calendar is for 23 months, starting from July. The years are constituted as follows:

2.1.1. Year 1: July to June, Year 2: July to May

2.1.2. All fixed and floater holidays are calculated as per the calendar year, i.e., January to December

3. Breaks and Holidays:

3.1. Semester Breaks

3.1.1. Keeping in mind the needs of the Fellowship program and the stakeholder calendars in all the locations that we work, there are three semester breaks of 10 days each in 23 months:

- a) The first semester break is around October-November in year 1 of the Fellowship.
- b) The second semester break is around May-June in year 1 of the Fellowship.
- c) The third semester break is around October-November in year 2 of the Fellowship.

3.1.2. The timeline mentioned above are suggested periods, it may vary from location to location as per State needs.

3.1.3. The specific dates of these holidays will be announced well in advance in each location during the semester. Final decision on dates to be taken by Big Bet CTM.

3.2. Weekly Offs:

3.2.1. Monday to Saturday of the week is working days for all Gandhi Fellows.

3.2.2. Sundays of the week are the Weekly Day off for Gandhi Fellows.

3.2.3. Under extenuating circumstances Fellows may be required on Sundays as well, for which they will be eligible for a compensatory day off to be taken in agreement with their Band 1 (Program Leaders) in the same month.

3.2.4. Occasionally, Fellows may be given a Saturday off for rejuvenation or other chores that need to be completed.

- a) Band 1s (Program Leaders) working with the Gandhi Fellows will announce these dates if and when they arise in consultation with the relevant Band 2s (Program Managers).
- b) Such a 'day off' is meant for Fellows to take a break as a group and is not to be treated as a holiday or leave that can be utilized by an individual.

3.2.5. The weekly offs must be availed in the same week and may not be carried forward or accumulated.

3.3. Holidays

3.3.1. National Holidays:

- a) All Gandhi Fellows are eligible to 3 national holidays in a calendar year: 26th January, 15th August, and 2nd October.
- b) In some locations where Fellows are working closely with government stakeholders/schools they may be invited or required to attend the official ceremony. In such cases, no compensatory off will be given.

3.3.2. Elective/Floater Holidays:

- a) Nine (9) Elective/Floater Holidays in a calendar year.
- b) The Gandhi Fellow, at the beginning of the year, may choose the 9 Floater Holidays they would like to avail of for the year from a list of available options using the HRMS platform.

4. Leaves

4.1. Discretionary Leaves

- 4.1.1. Apart from the holidays mentioned above, a Fellow can take up to 20 days of discretionary leave in 23 months.
- 4.1.2. A Fellow cannot avail more than 10 days of this leave in one Fellowship Year.
- 4.1.3. Discretionary Leave is offered mainly to make it possible for a Fellow to deal with medical conditions, for instance the Fellow has fallen sick, has had an accident and needs rest.
- 4.1.4. In exceptional circumstances, these leaves may be availed for reasons other than personal health, subject to the approval of Band 1 (PL) and Band 2(PM).
- 4.1.5. Please note that for leave beyond three days due to sickness, the Gandhi Fellow would need to get a medical certificate from the doctor.
- 4.1.6. A Fellow can only avail 2 leaves in the first three months of their joining the Gandhi Fellowship Program. The remaining 8 days can be availed post three months.
- 4.1.7. It is advisable that Fellows utilize their twenty days (10 days in each Fellowship year) of leave across 23 months very carefully and discreetly so that they have leave available when they really need it.
- 4.1.8. A Fellow will be required to be present at the location, being a part of the location processes, for at least 80% of their total 23 months Fellowship. Any leaves over and beyond that would require a re-contracting with the organization and a discussion on whether the Fellow should continue with the Fellowship.
- 4.1.9. In exceptional physical/mental health or family emergencies, a Fellow may require more than 30 days of leave and sustainable care. In such a case, the organization recommends a fellow to take a drop from the current year and join the Fellowship afresh in the next recruitment cycle. The Fellow may require a written approval from Band 3+ to drop out of the Fellowship.

4.2. Bereavement Leave

- 4.2.1. Bereavement Leave is intended to support Fellows grieving the loss of a near and dear one.
- 4.2.2. Fellows may avail Bereavement leave with pay of up to 2 weeks on the passing of an immediate family member (i.e., parents, siblings and grandparents)

4.3. Emergency Leave

- 4.3.1. In case of certain unforeseen conditions, emergency holidays may be declared.
- 4.3.2. For example, heavy rains, riots, curfew and other natural disasters or any untoward or unexpected incident in the vicinity that may require the State Leadership Team (Band 3+) to declare a holiday/s.
- 4.3.3. In such a case, to make up for the lost day, the organization may decide to work on any other day to compensate for the lost working day.

5. Process for Taking Leave

- 5.1. Leave is a facility and not a right. A Fellow must obtain prior approval in the prescribed manner before proceeding to avail any leaves. Absence of a Fellow without any prior intimation is not permitted.
- 5.2. The official leave request must be mandatorily raised indicating the reason, duration and date of the leave and who will manage their work in their absence using the HRMS platform and approved by the respective Band 1 before being availed.
- 5.3. Leave requested must be applied for at least 48 hours (2 days) in advance of the planned date of leave.
- 5.4. **In the event of going on leave due to unforeseen circumstances, or emergencies, the responsibility of informing the Band 1 (Program Leader) or the Band 2 (Program Manager), lies with the Gandhi Fellow.**
 - 5.4.1. In case of a dire emergency, leave can be sanctioned immediately on the phone.
 - 5.4.2. In such instances, the Fellow must initiate the communication as and when the situation is conducive to a conversation, preferably within 72 hours.
 - 5.4.3. Fellows must ensure that they apply for and seek approval for this leave on the HRMS platform.
- 5.5. If the Band 1 feels that a leave is not justified, they will advise that the Fellow not take this leave and will also communicate the reasons behind it. Fellows can rest assured that the PL will support all decisions that they think are right and good for a Fellow.
- 5.6. If unsatisfied with PL's response, Fellow can raise a request to PM and then to PD via email. State PD and Fellowship Team's decision will be considered as final in such a situation.
- 5.7. In case a Fellow goes on leave without approval from PL/PM, this will lead to a disciplinary

action and can be considered as Leave Without Pay (LWP).

6. Leave Without Pay

6.1. Approved Leave Without Pay

- 6.1.1.** Fellow may avail a maximum of 20 days (10 days in a Fellowship year) Leave Without Pay (LWP) across 23 months of Fellowship, with the due approval from PL taken through HROne platform.
- 6.1.2.** This can be taken in unforeseen circumstances when the Fellow needs to take leave and they have exhausted all other leaves.
- 6.1.3.** It is mandatory to take PL's approval on HROne platform.
- 6.1.4.** Fellows receive their stipend every month. When a Fellow takes a leave without pay, it impacts the stipend amount they receive for the duration for the LWP availed – both the portion that the Fellow receives monthly as well as the portion that the Fellow receives on completing the Fellowship.

6.2. Unapproved Leave Without Pay/Absconding

- 6.2.1.** This occurs when the Fellow:
 - a) goes on leave without any approval;
 - b) has skipped field support;
 - c) has skipped an important Fellowship process;
 - d) Is in any kind of emergency and the Fellow has not informed the PL or PM;
 - e) has gone on leave and does not report back on the first working day after the leave;
 - f) goes on leave and ends up staying back for more than the approved time, without approval from PL on the HROne platform.
- 6.2.2.** These actions can lead to punitive consequences.
- 6.2.3.** In case the Fellow has not taken approval from the PL or PM and Leaves Without Pay exceed 20 days, this would require a re-contracting with the organization/disciplinary action and a discussion on whether the Fellow should continue with the Fellowship.
- 6.2.4.** Fellows continuously absent without notification and lack of contact with anyone from the organization in official capacity for 7 calendar days will be considered absconding.
- 6.2.5.** For such Fellows, 3 attempts be made to communicate/connect post 7 days calendar days from the last date of contact with the Fellow.
 - a) On Day 8 post last date of contact, HR member/Band 1/Band 2 will attempt to connect with the Fellow through call and email.
 - b) Day 11 post last date of contact HR member will send an official written letter on the last known address of the Fellow on behalf of the organization.
 - c) Day 18 post last date of contact, HR member will send an official written letter on the last known address of the Fellow on behalf of the organization.

d) Day 30 post last date of contact, HR members will send a Termination of Fellowship Contract letter by registered post on the last known address of the Fellow on behalf of the organization.

6.2.6. In case of Fellows considered absconding, the organization has the right to withhold full and final settlement of pay, certificate and any other documentation of the absconding Fellow.

6.2.7. In case of Fellows considered absconding from work, the organization has the right to recover from the Fellow if they are in possession of organization property such as Laptop, Tablet, Dongle, phone, Vehicle etc.

7. Time Out – Special Cases

7.1. It is possible that a Fellow is assailed by serious concerns at home or has serious health problems but has a strong commitment to the Fellowship. In some such situations an exception can, be made considering the Fellow's physical or emotional health or urgency of attending to a responsibility.

7.2. Please note, the Time-Out is extended solely at the discretion of the Foundation and is not a right of a Fellow.

7.3. A Fellow must have completed at least 6 months of the Fellowship program to be eligible for a Time-Out to be considered an option for them.

7.4. Across 23 months, the total maximum number of days to be given as Time-Out is 15 days.

7.5. Fellow needs to send a written application to respective PL and PM for applying for Time Out. The decision to grant or extend Time-Out will be made by a panel for constituted for the said purpose. The panel will consist of 1 PD from the Ops + 1 PD from Big Bet Fellowship Team + 1 reporting PM.

7.6. Time-Out period will be considered as Leave Without Pay (LWP).

7.7. The final decision is to be taken by the panel. Any extension required for the Time Out needs to be approved by the same Panel. The panel has the right to reject the request for Time-Out or its extension, as per the case.

7.8. In case a Fellow fails to join back on the decided date at the location, the panel shall have the right to question the Fellow and if the panel deems fit, it may even terminate the concerned Fellow's Fellowship.

Guidelines #	CFT/Travel/03/2023
Total Pages	03
Effective Date	25 September 2023
Originating Department	Finance
Scope of Guidelines	All Current Gandhi Fellows

Travel Guidelines

The organization's establishment in the base location of the Fellow is where the Fellows need to report. These guidelines apply to only official outstation travel for boot camp/workshops, stakeholder events, donor events, and/or all events organized by the Piramal Foundation. Any travel from residence to the workplace or vice versa is excluded from these Guidelines.

1. Planning for Travel:

- 1.1.** The organization's designated travel Desk team has been set up to support Fellows with all travel arrangements, changes, or cancellations, including Air Travel, Train Travel, Vehicle Rentals and Lodging arrangements.
- 1.2.** All Fellow travel requests will be shared by the Program Leader (PL) with organization's Travel Desk with relevant approvals 30 days in advance of the date of travel for smooth bookings as much as possible. A minimum of 3 days' notice from the date of request to the date of travel is strongly recommended.
- 1.3.** PLs making a request for travel on behalf of the Fellow must also share the Travel Request Form mentioning details of Travel.
- 1.4.** In case of an emergency, if Fellows need to make their own bookings for travel/stay, they may do so with the approval of the relevant Band 3 or 4. Expenses made on such bookings may be claimed as reimbursements.
- 1.5.** In case of cancellation it is advisable to notify the Travel Desk formally through an email at least 2 days in advance of the planned date of travel/hotel booking.
- 1.6.** In case of Group Travel Plans for a workshop or any other such event, the team planning the travel is requested to inform the travel desk at least 20 days in advance of the date of travel.
- 1.7.** In case the Fellow is traveling with family members, all expenses of family members would be borne by the Fellow.

2. Modes of Travel:

2.1. Table 1 below outlines the eligibility across travel modes of Fellows.

Table 1: Mode of Travel for Fellows		
Air Travel	Rail Travel	Road Travel
Applicable on exception	2 nd Sleeper	Bus/Auto/Shared Taxi (large group events)

2.2. Fellows are advised to use locally available Public Transport Services to the extent possible.

2.3. It is advisable that PL makes their Fellow's travel requests at least a month in advance of the projected date of travel to maximize the probability of obtaining the cheapest fare available for the eligible mode of travel for the chosen itinerary.

2.4. In case of deviation of seat class for rail travel for any Fellow, Travel Desk will recommend another rail class or other mode of travel (flight or cab) after consulting the admin head. CTM approval will be required to book this travel.

2.5. Exceptions to be made in the mode of travel when:

2.5.1. There is urgent programmatic need of the organization.

2.5.2. Specific natural disaster in the Fellow's assigned location

2.5.3. Unavailability of preferred mode of travel

3. Accommodation:

3.1. The organization intends to ensure that accommodation provided to all Fellows must be hygienic, safe, comfortable and of good quality.

3.2. If two or more Fellows are accommodated in one room, room-sharing will only be with people of the same gender.

3.3. In case a Fellow has relatives or friends at a visiting location and wishes to make their own (non-commercial) arrangements for lodging, they are welcome to do so. No allowance/reimbursement will be applicable in such cases.

3.4. Table 2 below outlines the prescribed limits for hotel tariffs eligible for the Fellows.

Table 2: Lodging/Accommodation for Fellows (per day)			
A+ Cities	A Cities	B Cities	C Cities
INR 3000	INR 2500	INR 2200	INR 1500

4. Approval of Travel Requests:

- 4.1.** Fellows must seek approval for local travel from Band 1.
- 4.2.** Fellows must seek approval for train travel from Band 2.
- 4.3.** Approval of accommodation must be taken from Band 2 or above.
- 4.4.** In instances where a travel request may need to be budgeted in a cost-center that is different than the Fellows cost-center, an approver of the appropriate Band mapped to the relevant cost-center may approve the travel request.
- 4.5.** Any exceptions to the booking of Fellow travel or stay as defined by this Guidelines may only be made with the approval of the relevant head of Department (Band 4 or above).
- 4.6.** Fellows are advised to seek re-approval of travel plans from the relevant approvers in case of any significant changes to travel plans post approval of the original plans.
- 4.7.** Fellows relocating to another location may not avail/ claim personal travel expenses. They may avail of provisions mentioned in the relocation Guidelines.

Guidelines #	CFT/Reimbursement/04/2023
Total Pages	03
Effective Date	25 September 2023
Originating Department	Finance
Scope of Guidelines	All Current Gandhi Fellows

Reimbursement Guidelines

The organization's establishment in the base location of the Fellow is where the Fellow's need to report. Any travel from residence to the establishment or vice versa is excluded from these Guidelines. The Fellow may not avail reimbursement for travel in such cases.

1. Reimbursement of Expenses on Meals:

1.1. Table 1 below outlines the prescribed limits for reimbursement of expenses made on meals by Fellows.

Table 1: Meal Reimbursement (per day)	
A+/A/B Cities	C Cities
Up to INR 1200	Up to INR 900

- 1.2. The fellows cannot claim reimbursement of expenses made on alcoholic beverages.
- 1.3. Re-imburement of expenses above the amounts mentioned may only be requested upon approval as exceptions by the head of department (Band 4) or the CFO for Piramal Foundation
- 1.4. Meal reimbursement amounts mentioned in these Guidelines are maximum limits. Reimbursements (less than or equal to maximum limits) will be made to fellows for actual amounts based on bills/invoice submitted by them.
- 1.5. The amounts mentioned for meals in these Guidelines are inclusive of taxes.
- 1.6. In case a fellow makes expenses for self and other co-fellows, the entire bill may be claimed for reimbursement by one person.**
- 1.6.1. The names and location of all fellows who were part of the group must be mentioned in the bill description.
- 1.6.2. The limit of reimbursement for such a bill will be the total meal allowance applicable to all members of the group.

1.7. Expenses made on meals while traveling outside of the fellow's base location may be claimed for re-imbursement by the fellow.

- 1.7.1. For expenses made on meals for travel under 7 days in duration, fellows may make out of pocket expenses for their meals, which could be claimed later through reimbursement process.
- 1.7.2. Expenses made on meals may be claimed only if meals are not already included in the travel and accommodation arrangements made by the organization.
- 1.7.3. Fellows must attach the ticket for mode of travel used along with the expense report to enable verification of time of travel.
- 1.7.4. Any expenses made while visiting family/relatives during travel for work may not be claimed for reimbursement.

1.8. Expenses made on meals within the fellow's base location may be claimed for re-imbursement by the fellow.

- 1.8.1. Reimbursement of expenses may be claimed for expenses made in or outside the office premises while engaged in work assignments.
- 1.8.2. These claims need to be approved by the reporting manager and supported by the submission of bills.

2. Reimbursement of Expenses on Travel:

- 2.1. Expenses incurred during local travel and outstation travel may be claimed as reimbursement by fellows based on the expense guidelines defined by the Travel Guidelines.
- 2.2. Fellows must submit relevant bills to support expenses claimed as reimbursement using the reimbursement form and with the approval of the relevant approver based on the nature of expenses claimed as reimbursement.
- 2.3. Fellows are advised to get a bill/receipt for all local transport to the extent possible. In the absence of a bill/receipt, the fellows could share a statement describing the start and end point, purpose, and expense of the trip to claim reimbursement.
- 2.4. Fellows are encouraged to utilize the mode of transport listed in the travel Guidelines as per their described limit or below to the extent possible.
 - 2.4.1. If the suggested mode of transport is not easily accessible, the fellow may avail another mode of transport and claim reimbursement with the approval of their reporting manager along with justification note.
 - 2.4.2. Fellows are advised to consider pooling the mode of transport (especially taxis) with other co-fellows from a safety and cost effectiveness perspective. A claim for reimbursement of fellow use of Taxi may be made with the approval of the respective Head of Department (Band 4) along with justification note.

- 2.5.** Expenses made using metered taxi/online taxi services may be claimed as reimbursement on actuals.
- 2.6.** If public transportation is not accessible or safe to travel, fellows are recommended to utilize Travel Desk or Local Admin support to make local travel arrangements based on the approval of their Band 3 or Band 4 as relevant.
- 2.7.** The cost of expenses incurred for the purpose of local meetings/short distance travel is already incorporated in the stipend amount, or the fellow is using an organizational vehicle for which the fuel cost is already borne by the organization, they would not be eligible to claim reimbursement of expenses incurred while traveling with own vehicle.
- 2.8.** Parking charges and Toll Tax will be reimbursed based on actuals upon provision of supporting bills and approval by the reporting manager.

Guidelines #	CFT/Transfer Guidelines/05/2023
Total Pages	02
Effective Date	25 September 2023
Originating Department	Central Fellowship Team
Scope of Guidelines	Fellow Transfers Initiated by Organization

Transfer Guidelines

This document establishes guidelines that govern the transfers of Gandhi Fellows

1. Context of the Guidelines:

- 1.1.** The Gandhi Fellowship is a platform for the youth to experience and contribute social change at the grass-root level across four Big Bets. It enables fellows to build and embody leadership skills which are required to create positive, lasting and large-scale impact in our society.
- 1.2.** The processes within the fellowship aim to shape the fellow`s journey in their career paths as well as drive impact on ground.
- 1.3.** A Fellow is assigned a particular location keeping in mind the fellow`s preference of rural or urban setting, his/her background native state, place of education and finally the need of the location.
- 1.4.** In most cases it is ideal to give the fellow an `out of comfort zone` experience, in order to hone qualities and skills of adjustment and survival.
- 1.5.** Bringing fellows out of their comfort areas enables them to adapt into a new environment, understand different people and interact with varied dynamic cultural aspects of that location.
- 1.6.** Likely, it has been observed that some of the fundamental skills and qualities already start taking shape in the fellow`s persona through this initial adoption of new habitat and out of comfort zone experiences.

2. Transfer Guidelines:

2.1. A transfer refers to the movement of fellows from:

- 2.1.1.** One location to another
- 2.1.2.** One Big Bet/product to another

2.2. Decision for transfers of Gandhi Fellows can be made only by Band 3+ of the location/Big Bet

- 2.3.** A Gandhi Fellow is not eligible to raise a transfer request for the duration of the Fellowship Program.

3. Transfers Requested by the Organization:

- 3.1. In case when there is an organizational requirement (E.g., closing of any location, donor’s requirement of shifting location etc.) that location’s Leadership Team (Band 3+) may ask fellow/s to shift to another location. Such situations are unpredictable and could happen at any point of the Fellowship duration.
- 3.2. While considering such transfers, preference will be given to transferring the fellow within the same Big Bet.
- 3.3. Fellows may be transferred in a group or as an individual, based on the location requirement, skills required, and any other parameters as seen relevant by the Big Bet Leadership Team.

4. Monetary Costs

- 4.1. In the case of transfers initiated by the organization, the cost for travel and shifting to the new location will be borne by the organization.
- 4.2. In the Self-Managed Fellowship Model, the below-mentioned guidelines are applicable, for compensation for the loss of house rent in the former location.
- 4.3. **If the time given to the fellow to relocate and join the new location is equivalent to 30 days or more, no special allowance would be given to the fellow. The fellow is expected to negotiate with the landlord.**
 - 4.3.1. If the time given to the fellow to relocate and join the new location is equivalent to 29 days or less than 29 days, the organization will provide a one-time special allowance of INR3, 000 to the fellow.
 - 4.3.2. For this one-time special allowance, an email approval from the fellow’s new location/former location Band 2 (Program Manager) is required to be shared with the Finance team.
- 4.4. Admin support for packers and movers and finding accommodation in the new location may be sought by Fellows if needed.
- 4.5. All costs incurred by the fellow for the movement will be reimbursed upon the GF producing actual bills as support as per the eligibility defined in the reimbursement guidelines.
- 4.6. Fellow can follow the reimbursement process mentioned in the reimbursement guidelines to claim his/her expenses made during movement.
- 4.7. In case of organization-led transfer, fellows may seek reimbursement of costs of moving their household items (packers and movers) upon submission of original bills as per rates suggested below:

Cost of reimbursement for the organization led transfer				
Distance	50-400 km	401-800 km	801-1200 km	Above 1200 km
	Up to INR 15,000	Up to INR 18,000	Up to INR 21,000	Up to INR 24,000

Guidelines #	CFT/Exit Guidelines/06/2023
Total Pages	05
Effective Date	25 September 2023
Originating Department	Central Fellowship Team
Scope of Guidelines	Exit initiated by Fellow or organization before completion of 23 months

Exit Guidelines

1. Values Governing Exits:

1.1. The Exit Guidelines balance the balances the need for effective decision-making with compassion towards the Fellow's best interest.

1.2. Reflection, Accountability and Performance are the 3 key values.

1.2.1. We trust every individual with their sense of responsibility and inherent goodness.

1.2.2. Every individual should be given an adequate chance to change or prove themselves.

1.2.3. Critical matters like exits should be decided by three levels of seniority.

1.2.4. Dialoguing and reflection with someone or alone are key.

1.3. The process is designed to ensure mutually amicable exits keeping in mind the Fellow's potential as a nation builder and the organization's intent to continue supporting the Fellow's best interest in their future journey.

1.4. To make this process effective it is required that Fellows, Band 1, 2 (PL, PM) and panel members:

1.4.1. Share their thoughts, feelings, doubts, critiques openly and unhesitatingly.

1.4.2. Engage with an open mind and make it possible for others to openly share.

1.4.3. Listen with the intent to help and support the Fellow.

1.4.4. Inform fellow about the recommendations made for the growth of the Fellow.

2. Separation Process for Exits Initiated by the Organization:

2.1. The Exit Process can be initiated by the Program Leader (PL) or Program Manager (PM) on behalf of the organization when it is found that the Fellow is:

2.1.1. Consistently unable to perform their responsibilities in context of the Fellowship program.

2.1.2. Found to not be performing at par with expectations during the semester reviews.

2.1.3. Consistently non-cooperative in undergoing field support or other Fellowship processes.

2.1.4. Engaging in any behavior that lead to investigative action by a committee that recommends

the Fellow's exit.

2.1.5. Committing acts of indiscipline, disruptive behavior or violence that could:

- a) Cause/causes harm to or compromise the quality of Fellowship experience to self, peers, to the employees of the organization.
- b) Compromise the organization's reputation or that of the organization's stakeholders.
- c) Cause damage to the organization's property.

2.1.6. Absconding after continuous absence and lack of notification and contact for 7 calendar days.

2.2. The recommendation for the Fellow's exit would be documented clearly by Band 1 (PL) mentioning the situation with observations and evidence. This would need to be discussed with and approved by the Band 2 (PM) and the Big Bet Fellowship Team.

2.3. Once the recommendation to facilitate the Fellow's exit has been reconciled between the Band 1 and 2, they must engage with the Fellow on the following lines:

2.3.1. Conversation with Band 1 and 2 (PL and PM): This is intended for Band 1 to notify the Fellow and share reasons for the exit in writing and in a one-on-one conversation and facilitate a reflective dialogue based on the observations shared. This could be done over more than 1 conversation based on need felt by the Band 1 or 2.

2.3.2. Exploration by independent panel:

a) This Panel would comprise of:

- Band 3+ member of the same Big Bet
- Band 3+ members of another Big Bet
- Member of the Big Bet Fellowship Team

b) The role of the panel is to comprehensively understand the nuances of the exit recommendation, engage with the different people who may have insights/experiences of the observations and validate the recommendation for exit.

c) The recommendation of the panel would be the final decision on such exits.

2.4. At any point in the conversations above, if the Band 1, Band 2 or the panel decides that the Fellow is demonstrating readiness to embark on a personal development plan or re-commit to continuing their Fellowship journey, the process would pause for a time period of 15 to 45 days, after which the recommendation to facilitate the Fellow's exit would be revisited in view of observed improvements/changes.

2.5. After concluding all these discussions, the panel may recommend:

2.5.1. A warning for the Fellow with the opportunity to continue the Fellowship experience. This would be considered a “Yellow Card”.

- a) A Fellow can be given a maximum of 2 yellow cards before they are issued a “Red Card” that denotes a facilitated exit.
- b) It is not mandatory for warnings to be given to a Fellow before an exit is recommended.

2.5.2. Issuance of “Red Card” directly

The panel may find that the Fellow willfully and repeatedly ignores the Fellowship guidelines and processes and flouts the Fellowship discipline. In such extreme cases the Fellow can be directly given a “Red Card” bypassing the first two Yellow Cards, with the Big Bet CTM’s approval. Similarly, if the Fellow indulges in any acts of gross indiscipline or material breach of Fellowship guidelines, then also the Fellow may be considered to be directly issued a “Red Card”.

2.5.3. The Fellow’s exit must be formalized, they must begin the handover process overseen and facilitated by the respective Band 1:

- a) ensure their responsibilities are handed over to another Fellow in an appropriate manner
- b) return any assets or equipment issued to them for the Fellowship.

2.6. This process would ideally be completed over 4 to 6 weeks, including the handover and notice period.

3. Separation Process Initiated by the Gandhi Fellow:

3.1. The Exit Process can be initiated by the Fellow when the Fellow begins to feel that they do not wish to continue in the Fellowship.

3.2. If the Fellows choose to initiate their own exit from the Fellowship, they are advised to engage in a few conversations to help think through and consolidate their decision.

3.2.1. The Fellow must first inform their Band 1 (PL) that they are considering exiting from the Fellowship program.

3.2.2. Once the Fellow has notified their Band 1, they are encouraged to engage with at least 3 members of the organization who play a role in curating their Fellowship experience. This is intended to help the Fellow think through, understand and be sure of the choice they are making and if some solutions may be explored that make it possible for the Fellow to continue.

- a) **Conversation with Band 1 (PL):** This conversation will be focused on understanding the immediate ecosystem of the Fellow.
- b) **Conversation with Band 2 (PM):** This conversation will be focused on exploring a systemic view of the Fellow's experience or their engagement with their Band 1.
- c) **Conversation with Big Bet Fellowship Team:** This conversation will be focused on exploring any exceptions to what is in scope for conversations in Band 1 and 2 and any discussions that may need further exploration of the design principles and values of the Fellowship experience.

3.2.3. At any point in the conversations above, if the Fellow decides they would like to continue forth with their Fellowship experience, the remaining conversations need not be had, and the Fellow may resume their Fellowship journey.

3.2.4. If after concluding all three of these discussions, the Fellow still wishes to exit from the Fellowship, they must begin the handover process and ensure their responsibilities are handed over to another Fellow in an appropriate manner, and they return any assets or equipment issued to them for the Fellowship. This process will be overseen and facilitated by the respective Band 1.

3.2.5. This process would ideally be completed over 4 to 6 weeks, including the handover and notice period.

4. Absconding Fellows

4.1. Fellows continuously absent without notification and lack of contact with anyone from the organization in official capacity for 7 calendar days will be considered absconding.

4.2. For such Fellows, 3 attempts be made to communicate/connect post 7 calendar days from the last date of contact with the Fellow.

4.2.1. Attempt 1: On Day 8 post last date of contact, HR member/ Reporting Manager will attempt to connect with the Fellow through call and email.

4.2.2. Attempt 2: Day 11 post last date of contact HR member will send an official written letter on the last known address of the Fellow on behalf of the organization.

4.2.3. Attempt 3: Day 18 post last date of contact, HR member will send an official written letter on the last known address of the Fellow on behalf of the organization.

4.2.4. Day 30 post last date of contact, HR members will send a Termination of Fellowship letter by registered post on the last known address of the Fellow on behalf of the organization

- 4.3.** In case of Fellows considered absconding from the Fellowship program, the organization has the right to withhold full and final settlement of pay, experience letter and any other documentation of the absconding Fellow.
- 4.4.** In case a Fellow is absconding or found to be misusing organizational information/ assets/ networks/ intellectual property; the organization has the right to recover from the Fellow organization property, such as Cash, Laptop, Dongle, phone etc. from the Fellow's possession.

5. Notice Period

- 5.1.** Fellows are expected to serve a notice period of 15 days in accordance with the Gandhi Fellowship offer letter.
- 5.2.** The notice period starts from the day of acceptance of Fellow Exit by the BB Fellowship Team, keeping HR in loop.
- 5.3.** The organization has the right to waive off the notice period in case of an organization-initiated Fellow exit for committing acts of indiscipline.

6. Full and Final Settlement (FnF) and Disbursal of Cumulative Deferred Fellowship Honorarium

- 6.1.** The fellow must submit all organization assets and equipment including 2-wheeler, laptop/tablet, dongle etc.
- 6.2.** Fellow to make sure all FnF formalities are completed by him/her; keeping the PL informed.
- 6.3.** PL/PM along with the admin team, will support the Fellow in completing these requirements.
- 6.4.** Cumulative Deferred Fellowship Honorarium, applicable as per Stipend Guidelines, to be disbursed after batch completes 23 months.