

SAMS Role Deconstruct: Is This Role Right for You? *(What the role truly involves and how to assess your fit)*

Executive Director – Programs & Organizational Leadership (ED-POL) |
Udayan Care | New Delhi

Why This Role Deconstruct

SAMS Role Deconstruct serves as a **candidate self-assessment tool**. It clarifies the *real operating expectations* of the role beyond the formal job description, helping applicants judge readiness and fit.

What This Role Is Really About

This is a **mission-critical executive leadership role** at a defining moment in **Udayan Care's** institutional journey. The **ED-POL** is not a program head alone, nor a support-functions overseer in isolation. The role exists to **translate Mission 2030 into disciplined execution at scale**, across **Udayan Care's** largest national programs and all shared services.

At its core, this role is about **enterprise leadership**—holding together strategy, programs, people, systems, fundraising, and governance into one coherent operating rhythm for a ₹50+ crore, pan-India institution.

The Problems the Role Is Expected to Solve

If appointed, the **ED-POL** will be expected to take ownership of the following leadership challenges:

- Converting **Mission 2030** from intent into measurable, organization-wide outcomes
- Scaling **Udayan Shalini Fellowship and Skilling** nationally without dilution of quality or safeguarding standards
- Strengthening **systems, planning discipline, and management dashboards** suitable for a large, complex NGO
- Building **financial sustainability and fundraising depth**, beyond founder-led stewardship
- Ensuring **shared functions genuinely enable programs**, rather than operate in silos
- Leading confidently in a **founder-led, volunteer-intensive governance environment**

Your True Scope of Authority

The **ED-POL** carries **full executive responsibility for day-to-day organizational leadership and performance**, across:

- **Flagship Programs:**
 - Udayan Shalini Fellowship (USF)
 - Skilling Programs
- **All Shared Functions:**
 - Finance
 - Human Resources
 - Fundraising
 - Communications
 - Administration

You will work closely with the **Founder & Managing Trustee and the Governing Council**, acting as a strategic thought partner—while clearly owning execution, performance, and organizational coherence.

What Success Looks Like in This Role

In the first 18–24 months, success would typically be visible through:

- Mission 2030 priorities embedded into **annual plans, budgets, KPIs, and review cycles**
- USF and Skilling programs scaled with **strong MEL systems and outcome visibility**
- More predictable and diversified **fundraising pipelines**
- Shared functions operating with **clarity, capability, and service orientation**
- A steady organizational rhythm marked by **discipline, transparency, and trust**

Who Will Thrive in This Role

This role is best suited for a senior leader who brings:

- **18–25+ years** of progressive leadership experience, preferably in the Indian social impact sector
- Proven exposure to **leading large, multi-location programs or portfolios**
- Demonstrated credibility in **fundraising, donor engagement, and financial stewardship**
- Experience managing **organization-wide change or transformation initiatives**
- High emotional maturity to operate effectively in **founder-led and volunteer-rich contexts**

This is **not** an ideal role if you are primarily a subject-matter specialist, a single-program leader, or uncomfortable holding enterprise-level accountability.

Operating Context & Practical Realities

- **Location:** New Delhi (with regular national travel)
- **Reporting:** Founder & Managing Trustee and Governing Council
- **Compensation:** ₹40–45 lakhs per annum
- **Tenure Expectation:** Long-term institutional commitment
- **Values:** Strong alignment with safeguarding, ethics, and Udayan Care's CIRCA values is non-negotiable

Before You Apply — A SAMS Reality Check

You are likely a strong fit if you can confidently say:

- *I have led scale, complexity, and change—not just programs*
- *I am comfortable owning fundraising outcomes, not just supporting them*
- *I can partner with founders and boards while still exercising executive authority*
- *I enjoy building systems, leaders, and institutions—not just delivering projects*