

# TERMS OF REFERENCE

## PMA Head

### 1. About DDU-GKY

The Ministry of Rural Development (MoRD), Government of India, is implementing a placement linked skill development program called the Deen Dayal Upadhyaya Gramteen Kaushalya Yojana (DDU-GKY). The vision of DDU-GKY is “Transforming Rural Poor Youth into Economically Independent and Globally Relevant Workforce”.

DDU-GKY aims to achieve this vision with an inclusive agenda, standards-led delivery focused on industry requirements and its outreach that makes skills acquisition aspirational amongst the rural poor, thereby helping to create a productive and empowered workforce.

DDU-GKY is unique in its focus and approach to skilling. It is the only national level program that is fully focused on youth from rural families to ensure that the majority of the potential demographic dividend which resides in the villages of the country are equipped with skills to participate in economic growth of the country. In its design and mandate, DDU-GKY gives priority to disadvantaged groups such as the SCs/ STs/ women/ minorities and People with Disability (PWD), victims of human trafficking and Particularly Vulnerable Tribal Groups (PVTGs) and other such vulnerable groups.

DDU-GKY has many “firsts” to its credit. It is the first program to launch “Roshni” which is a placement linked skill training program aimed at rural youth in left-wing extremist (LWE) districts of the country. Similarly, DDU-GKY is a pioneer in launching “Himayat” aimed at providing skills and employment to the youth of Jammu and Kashmir. Both of these programs have been highly appreciated by all stakeholders and have now become the norm for providing productive alternatives in conflict areas. DDU-GKY has also been pioneer in setting the very first standards for infrastructure and processes for skill delivery in the country, supported by a quality framework that puts self-regulation at the heart of its quality policy. In its objective to benchmark skills to global standards, DDU-GKY has also been the first mover to introduce information technology supported by tablets for every trainee, soft-skills and english language delivery.

DDU-GKY is implemented through a 3 tier structure with:

- a) MoRD at the apex as the policy making, facilitation and coordination agency supported by two Central Technical Support Agencies - NIRDPR & NABCON;
- b) the State Skill Missions (SSMs) / State Rural Livelihood Missions (SRLMs) as the state level nodal implementation support agencies playing central role for SSMs/SRLMs in driving program delivery, its quality and outcomes; and
- c) external organizations (Corporates, Societies, NGOs, Private Skill Training providers) as Project Implementation Agencies (PIAs) who serve as the skill and placement providers under the program.

The DDU-GKY guidelines provide additional information on the program. The guidelines can be accessed under the resource section of DDU-GKY website at <http://www.ddugky.gov.in>.

## 2. National Resource Centre (NRO) at NIRDPR

The National Institute of Rural Development and Panchayati Raj (NIRDPR), an autonomous organisation under the Union Ministry of Rural Development, is a premier national centre of excellence in rural development and panchayati raj. Recognized internationally as one of the UN-ESCAP Centres of Excellence, it builds capacities of rural development functionaries, elected representatives of PRIs, bankers, NGOs and other stakeholders through inter-related activities of training, research and consultancy. The major thrust is on development of knowledge, skills, attitude of the rural development functionaries. The institute is located in the historic city of Hyderabad in Telangana state. In addition to the main campus at Hyderabad, this institute has North-Eastern Regional Centre at Guwahati, Assam to meet the NE-regional needs.

The DDU-GKY unit of NIRDPR functions as a Central Technical Support Agency (CTSA), NIRDPR and supports MoRD for the implementation of DDU-GKY programme in the 18 states & UTs assigned to it by discharging following key functions:

- a) Standard based monitoring and evaluation of DDU-GKY, Roshni and Himayat projects
- b) Help MoRD in Policy Formulation - Guidelines & SOPs
- c) Training & Capacity Building of states and PIAs
- d) Research & Impact Analysis
- e) Project Appraisal

In order for it to bring in more professionalism and focus more on policy matters relating to skilling of rural poor youth, with the funding from World Bank, MoRD has approved a plan to set up a National Resource Organisation (NRO) at NIRDPR. NRO will have a Project Management Agency (PMA) based at NMMU at New Delhi. As an NRO, NIRDPR shall strive to bring all the stakeholders under one roof using appropriate technology like a web portal and to provide technical and implementation support to all stakeholders involved.

The vision of the NRO is to be a Centre of Excellence (COE) in skilling for providing strategic advisory, consultative, and program implementation support and guidance with particular reference to rural communities and disadvantaged sections of the population not only in India but to other developing countries in Asia and Africa.

## 3. Professional Required

To start Project Management Agency (PMA) functions within NRO from New Delhi, NIRDPR requires the services of a leader and professional expert immediately who will be responsible for not only setting and shaping up but also for achieving defined goals and objectives, of the PMA. The description of roles & responsibilities, qualification, competencies, experience, remuneration, etc. for this position is elaborated in the following sections.

## 3.1 PMA Head

### 3.1.1 Roles and Responsibilities

PMA Head will be leading the NRO division - called Project Management Agency (PMA), to be based at New Delhi. (S)he shall be performing and responsible for the following services:

- a) Support NRO Director in all the functions
- b) Co-ordinate with and support Joint Secretary(Skills) MoRD in the formulation of policies and in implementation of the programme across country
- c) Strategy Development & HR Support
  - Identify and disseminate best practises related to DDU-GKY across States
  - Provide/arrange HR support to states for programme implementation including manpower planning, service and recruitment conditions
  - Skill and competency assessment of SRLMs on timely basis
  - Propose the structure and deployment of resources at various levels of operations as per state requirements
  - Redefine CTSA's role to increase its effectiveness
- d) State Partnership and External Partner Engagement Support
  - Suggest system of performance management along with training and developing of staff, community professionals and other stakeholders, training need assessment and formulating training plans for project personnel, developing induction capsules, etc.
  - Develop a project management unit structure for the states to shortlist and engage training partners through EOIs/ project appraisals
  - Propose the structure and deployment of resources at various levels of operations as per state requirements
  - Helping them in identifying the best practice sites and creation of resource districts for their internal scale up, ensuring implementation support in specific activities, locations, technical assistance in thematic areas etc. Trainings of project officials and immersion modules to be implemented with the state.
  - Supporting the state in identifying the key sectors and develop parameters of skill gap assessments from the block and below level
- e) Programme Monitoring and Performance Management Support
  - Develop SLAs for different stakeholders i.e. PIAs, SRLMs, CTSA's, MoRD for various aspect of programme delivery & implementation
  - Recommend MoRD various options for training infrastructure requirements and suggest ways to expedite funds release to PIAs/states
  - Specify who and what needs to be monitored (PIA performance, programme performance, quality of internal systems and processes, performances of CTSA's)
  - Keep track of performance against DDU-GKY's overall goals (achieve quality and sustainable skill development at scale)
  - Use the knowledge gained to ensure informed decision-making
  - Identify implementation bottlenecks and suggest course corrections needed, at State, CTSA, MoRD and PIA level to improve outcomes

- Inform MoRD's future strategy, policy and sector choices
  - Support PIAs and States in course correction, in a prioritised manner (based on well-defined triggers)
  - SOP Upgradation/Maintenance
- f) Procurement, Contract Administration & Financial Management Support
- Develop common templates for Funds recovery, MOUs, etc. to be used by states
  - Develop models for fund allocation to states
  - Develop fund release readiness conditions
  - Keep track of cost norms
  - Suggest/Recommend cost models (Fixed/Variable/etc.) for various services
  - Build TSAs/States' capacity on Financial parameters of the programme
- g) Training, Capacity Building and IEC
- Capacity Building through Resource Institutions
  - Capacity Building for SRLM staff, PIA staff and trainers
  - Internal Capacity Building Programs including Workshops to share best practices
  - Appropriate awareness and publicity campaigns are to be conducted using local and national electronic/print media, road shows, nukkad nataks etc. Particular attention needs to be given to SC, ST, PwD, Minority, etc.
  - Pilot training for special categories (i.e. PwD, Juvenile, Transgender, etc.)
- h) ICT, MIS & BPO Support
- i) Overall administration and management of the NRO
- j) Any other task assigned by NRO Director and/or Joint Secretary (Skills) MoRD from time to time

### 3.1.2 Qualification and Experience

- a) Post Graduate in any discipline preferably in Business Administration/ Social Sciences/ Developmental Economics/ Rural Development/Management
- b) A minimum 12 years of proven and professional experience with at least 5 years in the leadership role in social/rural/educational/skill projects of the Government of India and/or with the International Organisations.

### 3.1.3 Skills and Competencies

- a) Natural leader, self-driven, self-motivated with an entrepreneurial ability to drive the organisation
- b) Ability to work independently with lean resources
- c) Ability to network and co-opt collaboration from diverse stakeholders in government and private entities who are part of the DDU-GKY eco system
- d) Ability to work under pressure and tight deadlines
- e) Unimpeachable integrity and strong work ethics and personal commitment
- f) Strong written and oral communication skills
- g) High level of numeracy and high level proficiency in software application including

some popular databases/ Ms-Office/ Data Analysis packages, etc.

- h) Gender sensitivity
- i) Ability to understand and consistently apply organizational policies and procedures in work
- j) Willingness to travel.

### **3.1.4 Term and Location**

PMA Head shall be appointed initially on contract for 1 year and the tenure is extendable on mutual agreement. The job shall be based out of PMA of NRO in New Delhi and will involve travel to all over the country in States as required.

### **3.1.5 Reporting**

This role shall have multiple reporting to the NRO Director and the Director General NIRDPR.

### **3.1.6 Remuneration**

Consolidated remuneration for this position will be 2,50,000/- p.m. This will not be constraint to the right candidate.

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