

## TERMS OF REFERENCE

<b>Title</b>	<b>Institutional &amp; Organisational Development Technical Adviser</b>	<b>Occupant</b>	Vacant
<b>Reports To</b>	Senior Manager TCPSU	<b>Project</b>	Technical Cooperation Project Support Unit (TCPSU) for the Madhya Pradesh Rural Livelihoods Project (MPRLP)
<b>Status</b>	Long-term contract	<b>Location</b>	Based in Bhopal, Madhya Pradesh
<b>Period</b>	12 month	<b>Authorised By</b>	An Hutton (Project Manager)
<b>Special Conditions</b>	Travel required to MP Districts and Delhi.	<b>Closing Date</b>	13.00 31 <sup>st</sup> May 2010

### PURPOSE OF POSITION

The national consultant will be contracted by Coffey International Development and, engaged through the Technical Cooperation Project Support Unit (TCPSU) to provide:

- a) strategic technical advice on Institutional & Organisational Development to the Panchayat Rural Development Department of the Government of Madhya Pradesh (GoMP) to support the delivery of the State Rural Livelihoods Mission (SRLM) and
- b) support the State Project Management Unit (SPMU) of the DFID-funded Madhya Pradesh Rural Livelihoods Project (MPRLP).

### Assignment objectives:

1. Provide support to the GoMP on institutional development in the design, piloting and roll-out of the SRLM and promote convergence strategies with programmes from different Ministries to ensure livelihood opportunities for the rural poor.
2. Provide technical support and guidance to the SPMU and district teams under the Madhya Pradesh Rural Livelihoods Project on institutional and organisational development areas especially in the role of Panchayat Raj Institutions and Gram Sabhas in achieving the objectives of the project and feeding lessons into the SRLM.

The following are the key areas to provide state-level support: (Approximately 60% of time)

- Coordinate with Panchayat and Rural Development Department of the state (PRRD), SRLM initiatives, MPRLP and DPIP (World Bank-funded District Poverty Initiatives Project) on addressing need for institutional changes.
- Provide support to conducting an organisational analysis to deliver the mission at the State-level based on the three-tier structure that has been advocated.
- Support establishment of HR process and systems to deliver the SRLM.
- Provide support to incorporate the learnings from MPRLP and DPIP into the SRLM initiatives on community based institution development including Gram Sabha.
- Provide guidance and advice to GoMP for effective delivery and implementation of the SRLM based on practical evidence-based experiences from MPRLP and, other rural development programmes in MP and, India
- Support the development of monitoring and evaluation systems and processes for SRLM;

- Map-out a timebound process for delivering inputs required to support the launch of the SRLM

At the project level: (Approximately 40% of time)

- Provide support to the social audit processes being developed by MPRLP.
- Provide support to strengthening the Gram Sabha process and closer integration with the PRI system

**Assignment outcomes:**

- Develop an institutional and organisational framework to deliver and implement the SRLM;
- Greater sustainability of institutions at districts and village level;
- Greater integration of MPRLP's outputs into the delivery and implementation of the SRLM.

**ACCOUNTABILITY / WORKING RELATIONSHIPS**

The Institutional & Organisational Development Adviser will:

- support the Principal Secretary and, other key stakeholders in the P&RDD;
- support to the SRLM Executive and Advisory Committees
- work closely with and support the MPRLP Project and State Coordinators
- report to the Senior Manager (TCPSU) and Project Coordinator, MPRLP; and
- be subject to the Coffey Code of Conduct.
- Develop clear action plans with allocation of timebound deliverables that cover project and State-level with workplans that have clear allocation of time and responsibilities that are agreed with the Project Coordinator and, SRLM Executive Committee.

**JOB SPECIFICATION**

- Institutional and organisational analysis
- Establishment of HR systems and processes
- Capacity building of SRLM and project staff at state and district levels.
- Provide guidance in the development of initiatives based on best practices from other rural development programmes
- Assess project and SRLM initiatives and intervention on institutional and organisational development and provide guidance for improvements;
- Provide support in Monitoring and Evaluation of institution development activities in SRLM and in the project.
- Prepare and deliver detailed learning – policy papers, case studies, seminars and workshops - from MPRLP learnings and initiatives to incorporate into the SRLM.
- Work closely with the SRLM team and PRRD to operationalise the SRLM.

**PERSON SPECIFICATION**

**Qualifications:**

- Masters degree in economics, political science, rural development/management.

**Essential Experience:**

- A minimum of 10 years working on institutional and organisational development issues in India including working with Gram Sabha and Panchayat Raj Institutions;

- +5 years working in rural livelihoods and community development;
- Proven track record of developing institutional reform, organisational improvements and policy advocacy;
- Strong understanding and background in HR management
- Good understanding of financial management processes and systems
- Good understanding of rural development issues in India, and particularly in relation to tribal communities;
- Understanding of change management and organisational, institutional process in government agencies
- Ability to understand and communicate at the village-level and with other stakeholders;

#### **Other Relevant Experience**

- Proven track record of knowledge and experience of working with State Governments in India providing strategic support in institutional and organisational development
- Working on DFID funded projects.

#### **Knowledge:**

A good track record of working on:

- organisational and institutional development and reform;
- SHGs;
- Gram sabhas, Panchayat Raj Institutions and community level institutions;
- Sustainable livelihoods approach;

#### **Personal Skills & Abilities:**

- Excellent interpersonal skills;
- Leadership skills and ability to lead on difficult or sensitive issues
- Excellent presentation, oral and written communication skills in English and Hindi;
- Excellent listening and negotiation skills;
- Excellent organisational skills;
- Ability to work in a team;
- Motivated self-starter;
- Patience and resilience;
- Ability to think clearly and logically; and
- Focus on results and outcomes.

### **BACKGROUND INFORMATION**

A significant policy decision has been taken by Government of India to restructure its flagship rural livelihood program Swarna Jayanti Gram Swarozgar Yojana (SGSY) - and take up its implementation in a mission through the **National Rural Livelihood Mission (NRLM)** and make it universal in application, focused in approach and time bound for poverty eradication by 2015. The restructuring of SGSY as National Rural Livelihood Mission has been conceived as a cornerstone of national poverty reduction strategy and is expected to be subsumed in the MP State Level Rural Livelihoods Mission that is to be set up to implement National Rural Livelihoods Mission. The Department for International Development (DFID) has allocated £5 million over the next year (2010-2011) to prepare for the roll-out of the SRLM.

The GoMP has been supporting a number of rural elimination programmes and, DFID has also allocated £45

million over 5 years (2007-2012) to support the **Government of Madhya Pradesh's Rural Livelihoods Project** (MPRLP) Phase 2. Its purpose is to ensure sustainable improvement in the livelihoods of poor rural people in tribal districts of Madhya Pradesh. This programme supports Government of India and State policies laying increased emphasis on decentralised rural development, and focuses on the poorest tribal people in Madhya Pradesh. It has now developed workable methodologies and success stories that can be utilized for state-wide scaling up programmes and, will be instrumental in informing the development of the SRLM and providing a platform for the implementation of SRLM.

The project addresses the livelihood needs of the poorest people in Madhya Pradesh, mainly tribal people, living in the areas with least access to natural resource endowments, services and livelihoods opportunities. The MPRLP approach, developed successfully during Phase 1, is based on working through the Gram Sabhas or village assemblies, to build their capacity to plan and manage development activities and to improve the lives and well-being of poor and vulnerable groups. Funds are transferred directly to the Gram Sabhas to support specific livelihoods enhancing activities. These include livestock and crop support, soil and water conservation, improved management of key natural resources, financial services and support for the development of sustainable rural enterprises.

Phase 2 builds on the basic approach developed under Phase 1, with the addition of new components or emphasis. It looks at ways of protecting, and not just promoting, the livelihoods of vulnerable people. It includes a strong emphasis on social protection. This will involve improving people's understanding of their entitlements and ability to demand their rights – as well as identifying innovative mechanisms to reach the poorest. Resources are provided to achieve more equitable access for women and men to livelihoods opportunities. Phase 2 expands the scope for piloting, demonstrating and learning from new approaches, sharing these with the Government of Madhya Pradesh (GoMP) and working to ensure that they are mainstreamed within long-term schemes and programmes of the relevant line departments.

More detail about the MPRLP project background, approaches, and progress information can be accessed at [www.mprlp.in](http://www.mprlp.in).

The **Technical Cooperation Project Support Unit** (TC-PSU) supports the GoMP in the delivery of MPRLP Phase 2. TCPSU provides MPRLP appropriate access to high quality technical assistance, implementation support and capacity building consultancy and training services on a demand-driven basis to address the specific needs as articulated by MPRLP staff and DFID. As a process-oriented project, the major focus in Phase 2 will need to be on provision of addressing the demands of scaling up and rolling out to deliver a greatly expanded coverage which will call for greater emphasis on implementation support and a careful balance between strategic guidance and practical hands-on support to the state and district project teams. Capacity building at all project institutional levels will be a crucial element and, a key role of the TCPSU is to provide committed and appropriate capacity building support in the form of knowledge and skills transfer to ensure that capacity building and institution building is central to all TC inputs.

## **CLIENT SERVICE STANDARDS**

It is important for Coffey International Development staff and team members to understand that its clients are contracting and paying Coffey International Development to be a professional, responsive and proficient contractor. In the context of this, Coffey International Development staff and team members are not to approach clients for solutions or additional inputs for every problem, rather they should be able to identify and quickly address and solve problems in activity management.

All Coffey International Development staff and team members are committed to the following Client Service Standards:

- Implement activities professionally, with a focus on quality, developmental impact and long term sustainability and with proper regard to cross-cutting development policies, such as community development and the environment, and the whole-of-government approach to development.
- Maintain productive relationships with their counterpart Government and activity stakeholders. This includes a genuine focus on transferring skills to counterparts and promoting counterparts' longer term "ownership" throughout the delivery of the activity.
- Focus on achieving results and outcomes in a manner that is always accountable and demonstrates probity, procedural fairness and value for money.
- Take responsibility for progress of activities, consulting actively with the client and their counterpart on important problems and issues.
- Use experience and judgement to identify substantive problems in advance and then approach the client (and where appropriate the counterpart) with well-considered, well costed, options and recommendations.
- Demonstrate value adding, innovation, analytical rigour and quality assurance in project or activity management. This includes ensuring quality, clarity and accuracy of reporting, invoicing and financial management.
- Promote high standards of personal conduct/behaviour, teamwork and respect at all times. Lapses in these areas undermine relationships with counterparts, undermine activity effectiveness and reflect poorly on the client.
- Never make decisions that are the proper preserve of foreign governments and/or the funding agency, which alter the substance of the activity or create "surprises" for the client or the counterpart.

Interested candidates may send your detailed CV with full contact details (including email, mobile numbers and landline numbers, two references (with full contact details) to [hema@tcpsu.org](mailto:hema@tcpsu.org) before 13.00 31<sup>st</sup> May 2010.

Salary will be negotiable with Coffey International Development, United Kingdom.

Short-listed candidate will be invited for first round telephonic interview on either 7-8<sup>th</sup> June 2010 .

Telephonic enquiries will not be entertained.