



About Peepul

Peepul is an education-focused non-profit. **We dream and work towards creating an education system in India that enables 'every child to realize their potential.'**

We work closely with governments at the national, state, and local levels to transform government schools and government systems. The poorest children in India study in government schools and too many of them are falling through the cracks. We are determined to ensure that they receive a high-quality education to help them succeed in life.

We are restless, resilient, and reflective. We aim high, we innovate, we work smart, we work as a team and we use rigorous research to inform our work. We run systemic education programmes that, together, ensure that we adopt a holistic view towards improving state education systems. We are a fast-paced organisation that aims high.

Towards creating exemplar education ecosystems, some of what we do includes:

- i. **Run Exemplar Schools:** we run exemplar schools in partnership with the government to show what 'great' looks like. Starting with one school with 9 children in 2015, we now have a network of 3 schools that directly impact 1,000 children.
- ii. **Systemic Interventions:** we create systemic influence through large-scale interventions such as teacher training, capacity building of government education officials, working with district and state-level training institutes and advising on policy reform.
- iii. **Government Policy and Advisory:** we advise state governments on improving governance and accountability structures through our work on quality assurance, levers for school improvement and knowledge as practitioners of quality improvement.
- iv. **Thought Leadership:** we recognize the criticality of institutionalizing and codifying our best practices, content, and processes so that they can be standardized, scaled and can be adopted by government systems to improve government schools as well as shared more widely with the education ecosystem in India.

Website: <http://peepulindia.org/>



Job Description: Programme Lead, SDMC Transformation

Reports to: COO and Director – Scale Programmes
Location: Delhi
Start date: Immediate
Salary: Commensurate with experience

Role Context

There have been many efforts towards improving the quality of education in the school system. There is yet room for these innovations and initiatives to have the desired impact on the quality of student outcomes – either for reasons of governance, implementation, or design.

This is a fertile time for a systemic transformation effort; addressing the challenges in the system will require a concerted multiyear effort, tackling both administrative and academic reforms, and building solid institutions.

Peepul (formerly as Ark India) has been working in the South Delhi Municipal Corporation (SDMC) school system since 2015, starting with Delhi's first PPP school, that has consistently shown excellent results; expanding later into wider teacher development through a multiyear training programme, that has now evolved into the effort towards setting up Teacher Development Centres in the state. Peepul has also embarked on a large-scale systemic teacher professional development initiative in Madhya Pradesh, impacting 270,000 teachers across 100,000 schools. Through this deep partnership with governments, we have also developed a deep understanding of the government school system's context, landscape, and administrative support structures at the ground-level.

Peepul will be embarking on a **multi-year system-wide transformation program in our focus states to holistically improve the system towards high-quality education in the government school system**. The program aims to envision and create an exemplar education ecosystem, with high-performing teachers, a conducive environment for learning and students meeting or exceeding grade-level expectations. The programme is envisaged to have a joint Programme Management Unit (PMU) between the SDMC and Peepul. This flagship program will also serve as an exemplar of education system transformation in the municipalities in the country.



Role description

The role of **Programme Lead** is critical to the success of continued partnership with the SDMC to drive the transformation and PMU to its logical conclusion, towards achieving quality education for all, and to Peepul's strategic objective of supporting quality improvement in the public school system in India.

This is therefore an exciting opportunity for a **highly motivated individual to play a leadership role in a flagship reform initiative with enormous potential impact**. The Programme Lead will be an individual of exceptional calibre with the flexibility, tenacity, and enthusiasm both to lead a high performing, creative team and to establish with government partners a fast moving, high-expectations culture.

Reporting to the COO and Director Scale Programmes and working in close collaboration with the Education Director SDMC, SCERT, Directorate of Education, Government of NCT of Delhi, the Programme Lead will be accountable for the detailed design and implementation of the programme verticals in Delhi as well as building Peepul's credibility across India as a leading delivery partner on public school sector quality improvement.

The Programme Lead must be someone with strong vision, deep educational, operational, and technological expertise, and dexterity in managing relationships with the multiple institutions involved. Ideally, he/she would be someone who can bring to bear understanding and expertise in education, data analysis, technology, and operations strategy.

Key responsibilities

To actively design and manage programmes at scale.

- To design and lead the development of at-scale programmes, actively owning and delivering the programme
- To integrate data and dashboards into our programmes so that we can better track impact.
- Codifying best practices from the program and disseminating them internally and externally towards building knowledge of the organization and allowing replication across the ecosystem
- To build strong relationships and credibility with partner organisations, senior government officials, donors, and field teams.
- To support components of other programmes as required, towards strengthening Peepul's impact and leverage synergies



To support the execution and implementation of the programme at scale

- Support the Program Director in implementing the programme effectively at scale
- Collectively work with team members in the state towards high quality execution of the program on ground sharing key insights
- Manage a team of Programme Managers, Project Managers, Project Associates and Project Coordinators, towards successful and smooth work execution
- Providing timely support to government counterparts, field officials and teachers towards understanding and engaging with Peepul's programs
- Understanding and navigating the education administration of the state to enable impact
- Designing and delivering mechanisms for increasing impact

Strengthening liaison with the government, and identifying opportunities for deepening support to the government

- Building and managing relationships with government officials at the state and cluster level, to enable success of Peepul's programmes
- Liaising and coordinating in influencing state-wide policy and processes through sharing / dissemination of best practices from Peepul's work

Widening and deepening Peepul's understanding of state priorities and field realities

- Providing insight into other programs and initiatives ongoing at the state and district level
- Building and sharing a strong understanding of historical and current government programs
- Develop and maintain effective feedback mechanism to ensure and support evidence-based planning and decision making.
- Capture and communicate feedback from ground to enable strengthening of programme design and implementation



To build an effective and sustainable delivery architecture, including a high-performing team and strong public, private and non-profit partnerships

- Recruit, support, line-manage and develop a high-calibre delivery team. Effectively work in a matrixed environment with education specialists, subject matter experts and field staff
- Develop and maintain strong operational relationships with government partners, providing leadership and putting in place mechanisms to support collaboration and cross-organisational working.
- Design and build effective, fully aligned partnerships to leverage external expertise where appropriate given Peepul's in-house skill-set
- Build capacity within government teams to ensure ongoing, sustainable organisational self-improvement after the formal end of the project/programme

To contribute, as part of the senior team of Peepul, to the wider strategic development of Peepul.

- To ensure the strategic agenda is effectively translated into clear operational plans within the core programme being led.
- To provide advice and challenge to the Senior Leadership Team on programme management and execution
- Lead on key parts of wider organizational building, supporting the Senior Leadership Team
- To build strong working relationships with all senior leaders within Peepul, developing a deep understanding of the organisation's mission and aligning its principles and practices across geographies.
- To work effectively with Peepul's board members, ensuring regular and accurate reporting on programme performance.

Person Specification

The successful candidate will demonstrate the following experience, skills, and attributes.

**Experience:**

- A total experience of 8-10 years with a track record of providing strong strategic and operational leadership in a rapidly growing commercial or charitable organisation.
- Proven success in managing multi-functional teams, including finance, in dynamic settings.
- Extensive experience of working with senior internal and external stakeholders.
- Experience of developing effective operational services to support the delivery of wider strategic goals.

Skills and Knowledge:

- A detailed understanding of service excellence with the leadership skills to foster a strong service ethos across the central team.
- The intellectual flexibility to participate fully in shaping the strategic and operational future of the network, working with all the senior colleagues in India.
- Strong analytical skills with the ability to spot pragmatic solutions to operational challenges.
- An ability to work successfully under pressure with the capacity to manage competing priorities.
- Exceptional stakeholder management skills with a proven ability to build strong, sustainable relationships with a wide range of individuals.

Personal attributes:

- A passion for education and a genuine commitment to Peepul's mission and values.
- The tenacity, flexibility, and resilience to adapt rapidly to changing priorities in a fast-moving, complex environment.
- High levels of personal impact with the ability to command the respect of wide range of senior stakeholders.
- Significant personal drive, energy, ambition, and enthusiasm.



Language skills:

Fluency in English and Hindi

Other factors to consider:

- Commitment to equality of opportunity and the safeguarding and welfare of all pupils. This role will be subject to enhanced background checks.
- Willingness to travel internationally and when necessary, work outside normal working day for public and other meetings and to achieve deadlines.

Recruitment Process

To apply, please send a copy of your resume along with a covering letter explaining why you are interested in applying for the role, to recruitment@peepulindia.org with a cc to sonali.soni@peepulindia.org, **ensuring you specify the role you are applying for in the subject line of the e-mail**. Please include the details of at least two referees within your application.

Selection

The selection process will involve written tests/assignments and interviews with the senior management team of the organization.

Reference checking & Probation

As you will be working with children this role will be subject to enhanced background checks. Additionally, all new staff will be subject to a probation period of three months.

More about Peepul

Who we are and how we work:

One principle unites us in all our endeavours: we put children first.



We believe that all children should have choices in life. And we must fight to make this happen. Sometimes that means making difficult decisions – we will have to say or do things that are hard for us and for other people.

All our actions are driven by what is best for the children we work for.

We are:

Restless

We are proud of our achievements but know that there is so much still to do. So, we never stop striving, and we are ready for new challenges. We will work on new projects, in new communities, wherever we think we can make a difference. We are never complacent.

Reflective

We are self-critical. If we think we could have worked in a better or smarter way, we acknowledge that and learn from it.

Resilient

We know that our task is not an easy one. But we are determined to transform children's lives, despite setbacks. When we encounter obstacles, we do not give up. We are tenacious and will see things through.

When we work, we:

Aim high

We have the highest expectations. We ask everyone to give their best in everything they do. The children at our schools are expected to aim high, and the staff at Peepul does the same. We do not accept excuses, and we do not make excuses.

Use rigorous research

We use the latest research and data in all our work, and we scrutinise our results. Our approach is evidence-based, and we direct our resources to those projects that we are sure will make a difference.

Work smart

We work hard to achieve our aims. But, more important, we work smart.



We are systematic, seeking models that are already successful and finding ways of building on that success. We share our expertise – between teams, between schools, across the world. This way, we maximize our results.

Work as a team

Tough challenges take grit and determination, and teamwork too. None of us can succeed on our own. We need to support and learn from each other, and we work best when we work as a team.

Together, we make the biggest difference.