



## 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 programs 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 Manager

**Location:** Dewas/Bhopal, Madhya Pradesh (Remote during COVID period)

### Role Context

To improve the quality of the public-school system and improve learning outcomes, the Department of Education, Government of Madhya Pradesh (GoMP) is on an ambitious reform agenda. This reform agenda includes a focus on accountability and governance, structural administrative reforms, capacity-building of the state sector and learning from innovations and international best practices in pedagogy and delivery.

Peepul (in its previous branding as Ark India) has partnered with the GoMP to strengthen learning outcomes, primarily through the roll-out, scale-up and implementation of the Shaala Siddhi programme, a school-level quality diagnostic. Shala Siddhi (so far, rolled out to 50,000+ schools across all 52 districts in the state) has been instrumental in creating a common language around school quality – a common understanding of ‘what good looks like’. Through this partnership, we have also developed a deep understanding of the MP context, education landscape, and administrative support structures at the ground-level.

Peepul will now continue our partnership with GoMP through **a multi-year state-wide program to evolve the professional development ecosystem in the state for teachers, educators, and education officials, under the aegis of ‘CM Rise’**. The program aims to envision and create a holistic blueprint for all professional development interventions in the state, encompassing digital and blended trainings, learning communities and in-school coaching, and bring all teacher development initiatives of the state **under one integrated, holistic umbrella**.

The programme is envisaged to have a multi-layered approach: of setting up and scaling digital training for teachers, academic officials, and various other education functionaries, building strong monitoring mechanisms for teacher support, and creating exceptional cadre of mentors for teachers in the state of Madhya Pradesh.

This flagship program will also serve as an exemplar of innovative teacher professional development ecosystem for other states in the country.



## Role Description

The role of **the Programme Manager** is to lead the transformation effort, 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 an exciting opportunity for a highly motivated individual to play a key role in a flagship reform initiative with enormous potential impact.

To enable the programme's success, we require to build and manage a set of interventions, diagnostic, design, and implementation across the government school system. This would require efforts around academic reform, administrative reform, and institution-building, in deep partnership with government leadership.

The Programme Manager 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 support the detailed design of the transformation and build a broad coalition of support around the programme objectives**

- Work with senior government stakeholders, Peepul's senior leadership and Advisory Board to create the strategic design of the transformation
- Build consensus within all levels of government around a common vision and set of objectives
- Define success metrics and growth aspiration for the project and communicate effectively with all stakeholders on a multi-year state engagement across multiple districts

### **To manage best-in-class project design and implementation**

- Support the Project Management Unit from Peepul's side, managing and sequencing the design and implementation of this project at-scale, in close coordination with Peepul's education and training team
- Leverage Peepul's work on exemplar schools to transfer codified best practices to the wider government school context



- Create effective work planning and management systems to ensure work remains on track and effectively prioritized, including regular strategic reviews to keep the project design fit for purpose
- Develop systems to ensure the effective use of data across the programme, developing appropriate tracking metrics to ensure high-quality implementation and identify areas for course correction and learning
- Work with in-house M&E team and external experts to develop appropriate project evaluation tools, including rigorous academic assessment where appropriate

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

- 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 organizational 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

**Person Specification**

**Experience:**

- At least 5 – 8 years of total work experience in the development space or otherwise a Master's or MBA degree is desirable
- Preference will be given to candidates with work experience in roles dealing with education, data analysis, technology, and operations strategy

**Behaviours and attributes:**

- Smart, quick, and independent problem-solver, with the ability to formulate clear hypotheses and structures
- Ability to create technical documentation and liaise with both tech and non-tech stakeholders effectively



- Ability to perform end-to-end analysis with large quantitative data sets and qualitative information, to create relevant insights
- Proficiency in data visualization and presentation
- Knowledge of statistical tools and techniques
- Advanced Excel proficiency including Pivot tables, vlookup / hlookup, graphs etc.
- Ability to contextualize and customize recommendations to enable the audience to absorb the information and insights, and to drive transformation
- Bias to action, with an ability to step back and see the larger picture
- Intellectually curious, open to learning
- Flexible and adaptable style, responding positively to changing demands
- Strong interpersonal, written, and oral communication skills
- Ability to build strong and sustainable relationships across all layers of government hierarchy
- Enthusiasm for taking on a start-up role, in what will be a fast-paced, growing, changing network
- Performance orientation - sets and achieves high standards for self and others

## Recruitment Process

### Application 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](mailto:recruitment@peepulindia.org) with a cc to [sonali.soni@peepulindia.org](mailto: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.

### 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.

### Selection

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



## **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