

**Senior Human Resources Consultant**  
**Recruitment of One Position**  
**(With place of work at Ministry of Rural Development, Govt. of India, New Delhi)**

**1. Background:**

The Department of Rural Development under the Ministry of Rural Development is the department concerned with the implementation of the Mahatma Gandhi National Rural Employment Guarantee Act, 2005 ("MGNREGA") which aims at enhancing livelihood security of households in rural areas of the country by providing at least one hundred days of guaranteed wage employment in a financial year to every household whose adult members volunteer to do unskilled manual work. MGNREGS marks a paradigm shift from the previous wage employment programmes to a "rights based framework" that provides a legal guarantee of wage employment, and provides for measures for empowerment of the stakeholders.

The Act was notified in 200 districts in the initial phase which was effective from 2<sup>nd</sup> February 2006. It was extended to additional 130 districts in FY 2007-08. The remaining districts have been notified under MGNREGA with effect from April 1, 2008. Thus, MGNREGA as on April 2017 covers the entire country except for districts that have a hundred percent urban population. This spread therefore is to all rural areas in 34 States/UTs (excluding Delhi) covering 2.62 lakh Gram Panchayats. On an average, 4.7 crore rural households work under MGNREGS every year.

MGNREGA provides livelihood security for the poor through creation of durable assets, improved water security, soil conservation and higher land productivity. It also emphasizes drought-proofing and flood management in rural India to safeguard the vulnerable families from natural calamity. On an average 1.2 Crore works to 1.6 crore works are taken up every year. The choice of works suggested in the Act addresses causes of chronic poverty like drought, deforestation and soil erosion, so that the process of employment generation is maintained on a sustainable basis. The Act is also a significant vehicle for strengthening decentralization and deepening processes of democracy by giving a pivotal role to local governance bodies, that is, the Panchayati Raj Institutions.

Given the humongous scale of operation and the legal framework for payment of wages within 15 days of closure of a muster, there is provision for dedicated staffs under the Programme to ensure effective implementation and timely payment of wages. While the Act provides for District Programme Coordinator (DPC) at district level and a Programme Officer (PO) at the Block level with the responsibility of implementation of the Act, there is also provision for providing adequate staff to them to facilitate the same. Up to 6% of the total expenditure under Mahatma Gandhi NREGA in a financial year can be utilized for administrative expenses. Salary of the dedicated staff is to be provided from the administrative expenses.

The Annual Master Circular clearly indicates the minimum requirement of staff at various levels. In view of the requirements of planning, preparation of estimates, giving of mark-outs on the ground and taking of measurement of the work done, there shall be core staff in place. The State Government shall ensure that the following core staff is in place:

- a. At the worksite for supervision, there shall be a 'mate' for every 50 workers. Semi-skilled wages shall be paid to the mate and the mate shall be given tasks such as: giving mark out, taking measurement, maintaining the measurement book and updating the Job Cards with details for each worker for the quantum of work done and wages received.
- b. For every 2,500 active JCs, there shall be a 'Technical Assistant' for measuring and recording of measurement in the MB every week or soon after the closure of muster, whichever is earlier.
- c. If the State Government so decides, the services of a Barefoot Technician (BFT) from a worker household may be utilised. The BFT will extend support to Technical Assistant/ Junior Engineer.
- d. The cost of payment to the technical personnel including the mates TAs and BFTs shall be part of the material component.
- e. There shall be a 'Junior Engineer' at the block level/Gram Panchayat level, who shall be authorised to issue technical sanction of all Mahatma Gandhi NREGA works, do check measurements recorded in the M-book.

A Gram Rojgar Sahayak must be engaged for every Gram Panchayat where MGNREGS works are under taken. Further given the computerization of all processes and transactions there is requirement of adequate Computer operators at the level of Implementing Agencies as well as at Block, district and State levels.

Apart from these the Ministry had decided to meet the costs of recruiting minimum core staff of the Social Audit Unit at the State and District Level through a Special Financial Assistance (applicable up till 2017), that is over and above the allocation of 0.5% under administrative expenses.

While the role of all staff has been detailed out by the states expectation from staff are undergoing a change with the advent of new technologies. With the launch of Geo-MGNREGA the role of GRSI TA and of POI other designated staff has greatly changed. With emphasis on Integrated Natural Resource Management the role of technical staff has changed and the Government has undertaken huge training exercise to orient and augment the skills of the technical resources to facilitate INRM under MGNREGS.

There is provision for convergence with other schemes which includes convergence of technical resources.

At present, there are over 4 lakh dedicated functionaries at various levels. It has been noticed that despite the provisions for adequate staffing, the pattern of staffing and the number as well as the criteria varies from state to state. There are evidences of under staffing with reasons varying from lack of adequate funds under administrative head to low salary high attrition rate/ non availability of suitable candidate/ HR policies of states etc. One of the major reason for delay in payment is delay in recording of attendance or delay in recording of measurement or delay in entry of attendance or measurement or both in MIS or a mix of these factors due to lack of staff or HR related reasons (including long spells of strikes by staff on HR issues etc.).

Position Information: The National Institute of Rural Development and Panchayati Raj (NIRD & PR), an autonomous body that supports Ministry of Rural Development on

matters of capacity Building of Staff as well as carrying out Research and Evaluation studies wishes to hire the services of a Senior Consultant to support the Ministry in analyzing the present state of Human Resources under MGNREGS in all the states and UTs, their quality, salary, motivation, adequacy and effectiveness; good HR practices in some states, comparison with best practices in other industries and to provide solutions that will not only bridge the gap in terms of number through judicious use of financial resources but will also ensure enhancement in quality of work and timely payment of wages through a transformed work force that is more professional, motivated and competitive.

**2. Duty Station:**

Ministry of Rural Development, Govt. of India, New Delhi with expectation to travel widely to states for collection of data, for studying the HR practices in various states! UTs and consultation with stakeholders etc.

**3. Nature of Contract:** Consultancy contract on project basis.

**4. Duration:** One Year (Extendable)

**5. Functions and Key results expected:**

S/he will analyse the provisions for staffing under MGNREGS by studying the Act, its Schedules, the Annual Master Circular and other circulars issued on the matter, the records in the Ministry and MIS; evaluate the staffing process and status of staffing in all the states and UTs along with the salary, job description, actual roles, quality of human resources, their deliveries and outcomes against defined role, gaps in staffing against provisions etc. The Senior Consultant will consider the good HR practices of States and its co-relation with enhanced efficacy of the delivery mechanism. It will compare the HR practices under MGNREGS with best standards in other industries. The Consultant will, accordingly advise the Ministry on more efficacious ways to strengthen the HR base of MGNREGS within the given provisions with respect to numbers as well as quality, provide minimum standards of qualifications as well as salaries with respect to markets of different regions of the country, asses the minimum staff requirements for smaller states, irrespective of the fund provisions, etc.

One of the important objective of the consultancy is also to assist the States/ UTs in transforming the administrative set up of present HR structure under MGNREGS into a functioning Human Resource Management system at all levels of implementation that effectively manages the staff expectations and concerns along with the implementation of the Programme.

**6. Deliverables:**

S/he will be responsible for submitting an interim report within 4 months on the status in all States and UTs along with notes on utilization of funds and varied HR practices.

In next 4 months s/he will provide a comprehensive HR policy, in consultation with the Ministry, the States and some of the staff. The policy should, contain the minimum specifications and requirements of various categories of staff at all levels, their deliverables, their performance appraisal mechanism, salaries career progression,

training needs, etc. customizable to requirements of the states without compromising on quality of works and timely payment of wages. The Consultant must explore possibilities of structural changes also in most economic ways to facilitate more effective implementation at the Gram Panchayat level to strengthen the HR base at these levels in terms of quality and output.

In the last 4 months s/he will act as a catalyst to bring about the required changes in the HR policies of the States/ UTs and their staffing through policy advocacy and rigorous follow ups.

The senior HR consultant will function under the direct supervision of the Joint Secretary of Ministry of Rural Development at New Delhi and will carry out other tasks also in line with her/ his HR duties to advise the Ministry on other HR issues, as and when required.

## **7. Recruitment Qualifications:**

### **a. Educational Qualifications:**

- Masters in Management discipline of Human Resources or related field.

### **b. Experience:**

- At least 10 years of relevant HR work experience (post Masters degree) preferably in organisations with operations across the country.
- Experience in similar development programmes will be an added advantage. Further experience in successful restructuring of HR framework of large organisations will be preferred.
- Should possess good understanding of Government programmes.

### **c. Knowledge and skills:**

- Computer proficiency in MS-Office, especially PowerPoint and Excel, understanding of Management Information System (MIS) is an asset
- Passion for and adequate understanding of development challenges and rural poverty reduction; Knowledge of community participation
- Familiarity with bank and post office policies, programmes and government operational systems in India
- Strong communication (written and oral) skills
- Ability to work in small teams, and flexible ways of working

### **d. Languages:**

Fluency in English and Hindi is essential. Knowledge of regional language(s) would be an additional qualification.

### **e. Remuneration:**

Rs 1.5 lakh per month (taxable)

### **f. Age Limit:**

Maximum 45 Years.

**g. Submission of Application**

- All the eligible candidates are required to submit details through on-line application in the prescribed format through **on-line**. The application is available on NIRDPR website [www.nird.org.in](http://www.nird.org.in).
  - While submitting the applications, the candidates are also required to upload the relevant document as mentioned in the prescribed application format.
  - Only shortlisted candidates selected on the basis of education and experience will be called for interview
  - The last date for receiving applications through online is **23.10.2017**.
  - The interviews will be conducted on the premises of NIRD&PR, Rajendranagar, Hyderabad
  - Only shortlisted candidates will be informed through online (e-mail)
- 8.** The Competent Authority of NIRDPR can relax the rules, wherever necessary.