

## **TERMS OF REFERENCE**

### **Strengthening the Project Implementation Unit - 3 (PIU-3)**

#### **A. Objective and Purpose**

The Government of Meghalaya (GoM) has prioritized Human Capital Development, with a strong focus on education and skill development to enhance productivity and employability. Under the Supporting Human Capital Development in Meghalaya (SHCDM) – Phase II project, implemented with the support of the Asian Development Bank (ADB), PIU-3 aims to strengthen the Industrial Training Institutes (ITIs) across the state.

PIU-3 will focus on:

- Enhancing the quality of Technical & Vocational Education and Training (TVET).
- Establishing placement cells for linking ITI graduates with employment opportunities.
- Tracking ITI graduates and developing a comprehensive database of employers.
- Improving pedagogy and capacity-building for ITI trainers.
- Providing infrastructure and equipment support for advanced-level trades.
- Ensuring alignment with industry needs by incorporating sector-wise demand forecasting.
- Implementing sustainability practices in training programs and infrastructure.
- Addressing critical issues identified in ITIs, such as hostel facilities, transportation, governance improvements, and turnaround time reduction.

To achieve these goals, PIU-3 seeks to engage highly skilled professionals in key roles:

#### **1. Quality & Operations Manager**

##### **Scope of Work:**

The Quality & Operations Manager will oversee project implementation quality, develop Standard Operating Procedures (SOPs), and ensure alignment with designated inputs and expected outcomes. The role includes coordinating between ITIs and the Directorate to institutionalize quality measures.

##### **Key Responsibilities:**

Oversee civil works, equipment procurement, and installation for ITI labs, classrooms, libraries, and workshops. Facilitate affiliation/re-affiliation of trades under the Craftsmen Training Scheme (CTS).

Work with the State Sector Sports Council and Design Supervision Consultant (DSC) to monitor construction quality.

- a) Develop quality assurance frameworks, SOPs, and process templates.
- b) Implement escalation and closure mechanisms for project issues.
- c) Prepare quality reports, track deviations, and initiate corrective actions.
- d) Conduct field visits to ITIs for independent assessment and monitoring.
- e) Ensure compliance with specifications for equipment and furniture.
- f) Optimize training logistics, track trainee feedback, and enhance capacity utilization.
- g) Develop digital tools for real-time quality monitoring and reporting.
- h) Establish industry collaborations to ensure that ITI courses align with market demands.

- i) Implement performance metrics (KPIs) such as equipment utilization rates, training completion rates, and project timeline adherence.
- j) Design and execute train-the-trainer programs to enhance ITI instructor capacity.
- k) Provide strategic advisory inputs to PIU-3 management.
- l) Strengthen hostel facilities, improve ITI transportation systems, and oversee infrastructure readiness to improve accessibility and retention of trainees.
- m) Work on reducing turnaround time in ITI operations by streamlining procurement, administrative approvals, and training implementation.

## **2. Monitoring & Research Associate**

### **Scope of Work:**

The Monitoring & Research Associate will lead data collection, analysis, and impact assessment to ensure project objectives are met and remain responsive to stakeholders' needs.

### **Key Responsibilities:**

- a) Develop monitoring and evaluation (M&E) tools and frameworks.
- b) Coordinate baseline data collection and prepare reports on project performance.
- c) Work with ITI instructors and training officers to generate project reports.
- d) Implement a monitoring plan, track indicators, and ensure data quality.
- e) Validate and analyze training impact through baseline/endline data and trainee feedback.
- f) Monitor enrollment trends, dropout rates, and employment outcomes.
- g) Conduct impact assessments to evaluate the project's effectiveness.
- h) Regularly submit quarterly baseline reports and monthly monitoring reports.
- i) Develop escalation and issue-resolution processes for quality control.
- j) Support communication strategies to enhance stakeholder engagement.
- k) Establish a graduate tracking system to monitor employment outcomes and career progress.
- l) Integrate AI-driven analytics and dashboards for real-time tracking of project performance.
- m) Foster partnerships with universities for independent third-party impact assessments.
- n) Implement mobile-based data collection tools to streamline reporting and evaluation.
- o) Monitor ITI hostel occupancy, student satisfaction, and transportation efficiency to inform governance improvements.
- p) Assess and recommend policy-level changes to improve placement rates, employer engagement, and skill alignment with industry needs.

## **3. Project Associate**

### **Scope of Work:**

The Project Associate will provide administrative, logistical, and operational support to ensure seamless project execution.

### **Key Responsibilities:**

- a) Maintain project files, correspondence, and documentation.
- b) Prepare official letters, reports, minutes of meetings, and communications.
- c) Coordinate follow-ups with departments, directorates, consultants, and PMU.

- d) Manage secretarial duties, document tracking, and file movement.
- e) Organize meetings, workshops, and review sessions.
- f) Ensure timely reporting and compliance with administrative protocols.
- g) Assist in maintaining office records and project deliverables.
- h) Contribute to the preparation of progress reports and updates.
- i) Implement workflow automation tools such as Trello, Asana, or MS Project to streamline coordination.
- j) Develop a stakeholder coordination framework to standardize communication between ITIs, PIU-3, ADB, and government agencies.
- k) Support grant and funding management, ensuring budget tracking and compliance with financial protocols.
- l) Assist in policy documentation, keeping an updated repository of project regulations and government guidelines.
- m) Strengthen public outreach initiatives, supporting awareness campaigns and ITI enrollment drives.
- n) Establish a crisis management plan to address potential project disruptions, such as construction delays or funding constraints.
- o) Improve governance processes and reduce administrative turnaround time by streamlining approval mechanisms and ITI management structures.

## **B. Cross-Cutting Enhancements for All Roles**

- a) Digital Transformation: Implement cloud-based document management for better coordination.
- b) Capacity Development: Encourage continuous professional development (CPD) for team members through specialized training in project management, data analytics, and stakeholder engagement.
- c) Government & Industry Partnerships: Strengthen ties with government agencies, private training providers, and employers to improve placement rates.
- d) Performance-based Incentives: Introduce KPI-driven incentives to enhance efficiency and accountability among ITI staff.
- e) Governance Reform: Streamline decision-making processes, reduce bureaucratic delays, and introduce accountability measures for faster implementation of ITI programs.

**Reporting Requirements.** The experts will report to the head of Principal Secretary/Director/Project Manager - PIU3 based on the allocation of work