

Terms of Reference (TOR) for the “Senior Consultant (Individual)” for the office of the Development Commissioner, Government of Meghalaya, Shillong.

A. BACKGROUND AND OBJECTIVES OF THE PROJECT

The Government of Meghalaya (GoM), with the World Bank financial and technical assistance, is implementing a six-year project, Meghalaya Multisectoral Project for Adolescent Wellbeing, Empowerment and Resilience (MPOWER). The project development objective (PDO) of MPOWER is to enhance multi-sectoral service delivery and capability of the State of Meghalaya to improve adolescents’ human capital outcomes. The Project has three components:

- Component 1: Learning Mission, Life Skills, and Career Preparation in Schools;
- Component 2: Community Interventions and pathways for out-of-school adolescents; and
- Component 3: State Capability and Program Management.

Through a multi-sectoral approach, MPOWER aims to nurture the holistic development of adolescents between the ages of 9-19 in Meghalaya. The Project targets critical challenges adolescents face in the state; i.e., reducing teenage pregnancy and school dropout rates, improving their self-efficacy related decision-making, behaviors, mental well-being and encouraging them to develop career aspirations. The project design is guided by an age-based skills competency framework and is facilitated by programme managers and state experts, outlining the set of knowledge, skills, and behaviours that the state envisions. To ensure broad coverage, the Project deals with adolescents who are both currently enrolled in and dropped out of school and strengthen the capacity of relevant state institutions.

MPOWER project is being implemented by a State Project Management Unit (SPMU) created within the Meghalaya Basin Management Agency (MBMA), a Section (8) company under the Companies Act, operating under the Planning, Investment Promotion & Sustainable Development Department (PIPSDD), of the Government of Meghalaya. Under the SPMU are Sub-Project Management Units (Sub-PMUs) housed within other implementing Departments such as Department of Education (DoE), Department of Health & Family Welfare (DoHFW), and the Department of Sports and Youth Affairs (DoSYA).

Within this broader initiative, the Government Innovation Lab (GIL), housed in the Office of the Development Commissioner, will provide strategic, technical, and implementation support to advance key priorities under MPOWER. Its role will include strengthening state capability, enabling convergence across departments and programmes, supporting community mobilisation and institutional development, building effective data and review systems, facilitating adaptive implementation, and mobilising partnerships and additional resources for adolescent and broader human development. GIL will work closely with the MPOWER SPMU within the Meghalaya Basin Management Agency (MBMA), concerned Sub-PMUs and departments, the MPOWER team of facilitators, the ECD Mission, district and block administrations, community institutions, and other public and private partners. Through this coordination, GIL will support the translation of MPOWER’s multisectoral vision into coherent strategies, strengthened delivery systems, and measurable improvements in adolescent and human development outcomes across Meghalaya.

B. OBJECTIVES OF THE ASSIGNMENT AND SCOPE

The Office of Development Commissioner is hiring a **Senior Consultant** who will work closely with state leadership, as well as manage the GIL and MPOWER team of facilitators, in the process of strategic planning, design, implementation, and documentation of the state’s initiative to build Human Development institutions in communities. The Consultant will be based in **Shillong** with some travel to government offices as well as field visits across Meghalaya.

Objectives and Deliverables of the Position

The Senior Consultant's mandate will extend across key priorities under MPOWER and the Government's broader human development agenda. The Consultant will support the Government in translating MPOWER's multisectoral vision into coherent strategies, coordinated programmes, effective community engagement, stronger institutional and delivery systems, robust data and review mechanisms, and sustainable public, private, and development partnerships. The role will combine strategic advisory, programme design, operational problem-solving, convergence, resource mobilisation, and implementation support across departments and levels of government.

The scope of work will be organised around four interrelated themes:

1. Community Mobilisation and Strengthening of Community Institutions

The Senior Consultant will support the design and implementation of community-based approaches under MPOWER, with particular emphasis on mobilising communities, strengthening local institutions, and improving adolescent participation and access to services.

Key responsibilities under the theme will include:

1. Develop a phased strategy for reorienting existing Village Health Councils into Village Human Development Councils, aligned with MPOWER's community intervention strategy under Component 2.
2. Support the design of the institutional architecture, roles, responsibilities, and operating processes of VHDCs, including their linkages with village, cluster, block, district, and state-level structures.
3. Develop VHDC meeting guides, facilitation materials, community engagement tools, and action-planning formats that enable communities to identify and address adolescent and human development challenges.
4. Support strategies for the identification, mobilisation, and engagement of both in-school and out-of-school adolescents, parents, community leaders, youth groups, women's collectives, frontline workers, and other relevant community stakeholders.
5. Develop approaches to strengthen adolescent voice, agency, participation, and leadership within community institutions and development-planning processes.
6. Support the design and implementation of community interventions relating to adolescent wellbeing, school retention, prevention of teenage pregnancy, mental wellbeing, life skills, career aspirations, employability, and access to public services.
7. Develop mechanisms through which VHDCs and other community institutions can identify adolescents at risk, facilitate referrals, support service uptake, and follow up on unresolved cases.
8. Support the integration of VHDC activities with existing community-level institutions and platforms, including Village Health Councils, Village Organisations, Self-Help Groups, school management structures, frontline worker platforms, and traditional institutions.
9. Develop field-testing, learning, and adaptation processes to progressively improve the design and functioning of community institutions under MPOWER.
10. Support the documentation and dissemination of community innovations, implementation lessons, case studies, and scalable models emerging from MPOWER.

2. Unlocking Private Investment and Mobilising Additional Resources

The Senior Consultant will support the Government in identifying and mobilising complementary financial, technical, and institutional resources for adolescent and human development priorities.

Key responsibilities under the theme will include:

1. Develop a resource mobilisation strategy for MPOWER-linked priorities, including opportunities for corporate social responsibility funding, philanthropic capital, development partnerships, and private-sector participation.
2. Identify programme areas where private investment or partnerships can complement public expenditure, particularly in relation to skills development, career preparation, digital access, entrepreneurship, sports, mental wellbeing, youth engagement, and livelihood pathways.
3. Map potential private-sector, CSR, philanthropic, academic, and technical partners whose capabilities are aligned with MPOWER's objectives.
4. Develop investment concepts, partnership proposals, programme briefs, and implementation models to facilitate engagement with prospective partners.
5. Support the Government in structuring partnerships that are transparent, outcome-oriented, scalable, and aligned with state priorities.
6. Identify opportunities to leverage government schemes, externally aided projects, departmental budgets, and institutional resources alongside MPOWER financing.
7. Support the design of platforms or mechanisms through which private-sector actors can engage with adolescent development priorities in Meghalaya.
8. Facilitate dialogue with industry, employers, educational institutions, skills providers, entrepreneurship networks, and financial institutions to strengthen pathways from education and skills to employment and enterprise.
9. Advise on approaches to improve the enabling environment for responsible private investment that generates opportunities for young people in Meghalaya.
10. Support the preparation of resource mobilisation plans, partnership pipelines, investment trackers, and periodic updates for state leadership.

3. Convergence Across Departments, Programmes and Institutions

The Senior Consultant will support the Government in strengthening convergence across departments and institutions responsible for adolescent and human development outcomes.

Key responsibilities under the theme will include:

1. Develop a convergence framework for MPOWER covering the Planning, Investment Promotion and Sustainable Development Department, Education Department, Health and Family Welfare Department, Social Welfare Department, Sports and Youth Affairs Department, Community and Rural Development Department, Skills Development institutions, and other relevant agencies.
2. Clarify departmental roles, responsibilities, accountabilities, and coordination mechanisms for achieving the objectives of MPOWER.
3. Support coordination between the MPOWER SPMU, Sub-PMUs, GIL, ECD Mission, district administrations, block-level structures, frontline workers, and community institutions.
4. Identify opportunities to align MPOWER interventions with existing government schemes, missions, review structures, field platforms, and service-delivery mechanisms.
5. Develop joint implementation plans, convergence protocols, referral pathways, and responsibility matrices for priority adolescent outcomes.
6. Support the institutionalization of joint planning and review mechanisms at state, district, block, cluster, and community levels.
7. Integrate VHDC and MPOWER reviews, wherever feasible, within existing health, education, ECD, social welfare, youth development, and human development review platforms.

8. Facilitate resolution of cross-departmental implementation bottlenecks through structured problem-solving, field insights, and engagement with senior leadership.
9. Support the design of common objectives and shared indicators that encourage departments to work collectively towards adolescent and human development outcomes.
10. Facilitate regular coordination meetings, thematic working groups, leadership reviews, and implementation workshops, including preparation of agendas, analytical briefs, decision notes, and follow-up actions.

4. Strategic and Operational Direction, Data Systems and Implementation Support

The Senior Consultant will provide overarching strategic, operational, analytical, and technical support to the Government for effective implementation of MPOWER and associated human development priorities.

Key responsibilities under the theme will include:

1. Support state leadership in translating MPOWER's objectives into clear strategies, implementation roadmaps, annual work plans, milestones, and measurable results.
2. Provide strategic advisory support on programme design, institutional arrangements, delivery models, implementation sequencing, and course correction.
3. Develop implementation frameworks covering activities, responsibilities, timelines, dependencies, risks, and escalation mechanisms.
4. Support the design of monitoring, data, and review systems for MPOWER interventions, including VHDCs and other community-based initiatives.
5. Identify feasible and decision-relevant indicators for monitoring implementation quality, service uptake, institutional functioning, adolescent participation, and human development outcomes.
6. Develop data-collection plans, monitoring tools, dashboards, analytical templates, and review formats for use at community, cluster, block, district, and state levels.
7. Establish processes for using administrative data, programme monitoring data, field observations, qualitative insights, and beneficiary feedback for decision-making.
8. Design review mechanisms that enable timely identification of implementation challenges, comparison of performance across geographies, documentation of successful practices, and structured troubleshooting.
9. Support the integration of MPOWER monitoring and review systems with existing departmental and human development data systems, wherever feasible.
10. Develop field-visit plans and diagnostic tools for state, district, and block officials, integrating them with existing supervisory and review structures.
11. Undertake or coordinate field visits to assess programme implementation, understand community and frontline realities, and identify operational bottlenecks.
12. Support the GIL and MPOWER facilitator teams in programme management, problem-solving, implementation planning, field coordination, and documentation.
13. Provide technical inputs for programme guidelines, operational manuals, concept notes, government orders, meeting materials, presentations, reports, and policy briefs.
14. Facilitate periodic reviews chaired by state leadership and ensure systematic tracking of decisions, commitments, and follow-up actions.
15. Develop risk-management and escalation systems to enable early resolution of operational, institutional, financial, and coordination-related challenges.
16. Support the Government in commissioning and using research, evaluations, implementation studies, and learning exercises to strengthen programme design and delivery.
17. Document the evolution of MPOWER interventions, institutional innovations, implementation lessons, and evidence of results to support sustainability and scale-up.

18. Undertake any other strategic, technical, operational, or analytical assignment relating to MPOWER, GIL, SCEP, or the human development priorities of the Government of Meghalaya, as directed by the Development Commissioner.

C. EDUCATIONAL QUALIFICATIONS, EXPERIENCE & AGE

Educational Qualifications:

- * Master's degree in Public Policy/Public Administration/ Rural Development, Development Studies from a recognized university.

Working Experience:

- Minimum **8+ years** of relevant professional experience in designing and implementing large-scale development programmes, preferably with Government, multilateral agencies, bilateral organizations or consulting firms.
- At least **3 years** of experience in the field of research and data analysis.
- Demonstrated experience in strategic planning, institutional development, governance reforms, or human development initiatives.
- Experience in working with donor-funded projects (e.g., World Bank, IFAD, ADB, KfW, UN agencies, etc.) will be desirable.
- Experience working in the North Eastern Region, especially Meghalaya, will be an added advantage.

Required Skills and Competencies:

- Strong leadership and team management skills.
- Excellent analytical, strategic thinking, and problem-solving abilities.
- Proven stakeholder management and coordination skills, particularly with senior government officials.
- Excellent verbal and written communication skills in English.
- Strong report writing, documentation, and presentation skills.
- Ability to facilitate workshops, consultations, and strategic planning exercises.
- Proficiency in Microsoft Office applications (Word, Excel, PowerPoint) and virtual collaboration tools.
- Willingness to undertake frequent travel across Meghalaya.

Desirable Skills:

- Demonstrated understanding of community-driven development and human development approaches.
- Knowledge of institutional strengthening, capacity building, and organizational development.
- Ability to work independently while managing multiple priorities under tight timelines.
- Strong interpersonal skills with the ability to build consensus among diverse stakeholders

Age: Age of the candidate should not be more than 45 years as on 31st July, 2026.

D. METHOD OF SELECTION

- The Senior Consultant shall be selected through the **Consultant's Qualification-Based Selection (CQS)** method.

The evaluation of eligible applicants shall be carried out based on the following weightage:

- **Relevant Experience:** 40%
- **Educational Qualifications:** 30%
- **Presentation:** 30%

The applicant obtaining the highest combined score and meeting the eligibility requirements shall be considered for engagement, subject to the approval of the Competent Authority.

E. DURATION OF THE CONTRACT

The Senior Consultant shall be engaged initially for a period of one (1) year, with a minimum deployment of **20 full working days** per month. Continuation of the engagement beyond the initial one-year period shall be subject to satisfactory performance, as assessed by the Development Commissioner. The decision of the Development Commissioner regarding extension of the engagement shall be final and binding. The engagement and contract administration shall be governed by the Human Resource (HR) Policy of the Meghalaya Basin Management Agency (MBMA).

Termination of Contract: Either party may terminate the contract at any time during the contractual period by giving 45 (Forty Five) days' prior written notice, without assigning any reason and without incurring any liability. The engagement is purely contractual in nature. MBMA shall have no obligation or responsibility for the Consultant's subsequent employment or deployment following the expiry or termination of the contract.

Conditions of Engagement: The Senior Consultant shall not assign, delegate, or subcontract, in whole or in part, any of the obligations or responsibilities under this Contract without the prior written approval of MBMA. The Consultant shall serve the Office of the Development Commissioner, Government of Meghalaya, on a full-time basis and shall render services from the Office of the Development Commissioner, Shillong, Meghalaya, unless otherwise authorized. Any resignation or termination of the engagement shall be governed by the HR Policy of MBMA.

F. REMUNERATION & PAYMENT TERMS

- The Senior Consultant shall be paid a professional fee of INR 16,000/- (Rupees Sixteen Thousand only) per day, exclusive of applicable GST.
- The Consultant shall submit a invoice on or before the 10th day of the succeeding month, along with the following supporting documents: Monthly Activity Report; Attendance Report/Attendance Sheet; and any other relevant documents, as may be required.
- The Monthly Activity Report and Attendance Sheet shall be duly approved by the Development Commissioner before processing the payment.
- The consultancy fee shall be calculated and paid **strictly on the basis of the actual number of days of engagement during the relevant month**. Accordingly, if the Consultant is engaged for fewer than the stipulated deployment days in a month (for example, **9 days**), the remuneration shall be paid **pro rata** at the approved daily rate for the actual days of engagement.
- Subject to submission of the invoice and all required supporting documents in complete form, the consultancy fee shall be released and transferred to the Consultant's designated bank account **within 15 days** from the date of receipt of the complete claim.

The Consultant shall be paid an amount of Rs.16,000/- per day excluding GST. The consultant needs to raise invoice by 10th day of subsequent month, which should be enclosed with the monthly activity report, attendance report and other relevant document as appropriate. The consultancy fees are to be transferred to the bank account of the Individual consultant within 15 days from the date of submission of the invoice along with required documents. The consultant must obtain the approval of the Development Commissioner on the monthly activity report and attendance sheet.

G. REPORTING AND PERFORMANCE REVIEW

- The Senior Consultant shall report directly to the **Development Commissioner, Government of Meghalaya**, or to any other officer authorized by the Development Commissioner for this purpose.
- The performance of the Senior Consultant shall be reviewed **periodically** by the Development Commissioner based on the quality of deliverables, achievement of assigned objectives, timeliness of outputs, professional conduct, and overall contribution to the assignment.

H. FACILITIES TO BE PROVIDED BY MBMA

- MBMA shall provide the Senior Consultant with reasonable access to all relevant documents, reports, records, correspondence, contacts, and such other information as may be required for the effective and timely discharge of the assigned responsibilities, subject to applicable confidentiality and information-sharing policies.
- The Senior Consultant shall be provided with a dedicated office cubicle/workstation for the duration of the engagement.
- The Consultant shall arrange and use his/her own laptop and other personal computing devices required for the performance of the assignment, unless otherwise approved by MBMA.

I. SUBMISSION OF OFFER

Interested candidates shall submit their proposal for the assignment demonstrating their qualifications, experience, and suitability for the role.

As no standard format is prescribed, candidates are required to organise their proposal covering the following components:

1. Curriculum Vitae (CV)

A detailed and updated Curriculum Vitae, duly signed by the candidate, clearly indicating educational qualifications, relevant professional experience, key assignments undertaken, roles and responsibilities, and duration of engagements.

2. Write-up on Suitability for the Assignment

The candidate shall submit a brief note (maximum 2 pages) demonstrating suitability for the assignment.

The note shall be clearly linked to the requirements of the MPOWER project and should include:

- A concise description of the candidate's relevant experience in development projects.
- Key actions the candidate proposes to undertake for improving the MPOWER Project.
- An indicative work plan for the first six (6) months of the assignment, outlining proposed priority activities, timelines, and expected outputs.

3. Availability and Declaration

The candidate shall indicate the earliest availability for taking up the assignment and provide a signed declaration confirming that the information furnished is true and correct and that there is no conflict of interest in undertaking the assignment.

4. The offer should reach HR Unit, MBMA electronically via **hr1.mbda@gov.in** with the subject line – **'Application for Senior Consultant (Individual)** latest by **7th September 2026 upto 05:00 PM.**
5. For more information about the organization please visit our website <https://www.mbda.gov.in>