

# Role: Programme Director (Business Environment)

Prosperiti | June 2025

## Who we are

Prosperiti builds state capacity to increase economic freedom in India. We produce insights on state-level regulation, identify opportunities for reforms, help build policy consensus, and assist in implementation. We release issue-specific [State of Regulation reports](#) and bi-weekly broadcasts ([insights](#) and [explainers](#)) to help states make informed decisions. In partner states, we provide design, drafting, and execution support. For the near term, our focus is to reform labour regulations and building regulations.

We have thus far supported five states in their reform journey. In Uttar Pradesh, we are assisting the state to introduce reforms to labour regulations. In Punjab and Odisha, we are supporting five departments to reform building standards. In Telangana, we have helped the state draft its [MSME policy](#). In Tamil Nadu, we assisted the MSME department to draft a chapter on ease of doing business for the [MSME Report](#). Our research insights have been featured prominently in the Economic Survey [2023-24](#) and [2024-25](#) and were shared during the Chief Secretaries' Conference [2024](#).

We are supported by philanthropic foundations and patrons: [The Convergence Foundation](#), [Nudge Institute](#), [Azim Premji University](#), [Godrej Foundation](#), Harish Bina Shah Foundation, Lal Family Foundation, and Tree of Life Foundation.

## Who leads us

- [Bhuvana Anand](#), Co-Founder: 18+ years in better regulation, governance, public finance, and political economy, at Centre for Civil Society, DFID, JPAL, Deloitte's Emerging Markets Group, and the UN.
- [Baishali Bomjan](#), Co-Founder: 20+ years in business development, strategy, communications, organisation development, at Centre for Civil Society, Atlas Network, India Institute, Centre for Indonesia Policy Studies, and Agaati Foundation.

## Who we are looking for

The Business Environment reform work programme at Prosperiti helps states and the union government drive business growth by reducing regulatory burdens. It focuses on revising standards, instituting safeguards, and removing growth barriers in state-level regulations.

The Programme Director (Business Environment) will drive state-level regulatory reforms to ease enterprise operations and boost economic growth and job creation. The Programme Director (Business Environment) will be part of our leadership team. They will conceptualise and oversee the production of actionable knowledge products and lead the charge on helping states translate reform ideas into actionable policies. As the practice leader, they will identify critical binding constraints in state-level regulations, build evidence on how the constraints hurt worker and enterprise interests, and help execute technically correct and administratively feasible reforms.

Qualifications and hard skills for the role include training in economics, law, public policy and/public administration and experience in engaging with research-based policy advisory. Obviously, we are looking at experienced folks for this role (at least 10 years of experience). We expect that serious experience building knowledge and working with governments, either inside or alongside, will be critical for success in this role. In addition, a basic grounding in liberal philosophy (why economic freedom matters) will help us align at the starting point.

Programme Directors at Prosperiti are knowledge-driven, patient, agile, diplomatic, and energetic. They are adamant readers and have a deep understanding of India's political and administrative systems. They like coaching and managing young analysts and engaging in robust debate around law and economics. They are analytical, focused on problem identification and problem solving, and love bringing data to story fights.

For us, an ideal team member can shapeshift into various roles to achieve programme objectives. S/he can balance opposites—can run solo or in a team, do small tasks or deep uninterrupted work. Our culture prizes openness to ideas, antifragility, honesty, drive for self-improvement, adaptiveness, and collaborative working. This is of course the dream; each of our team members is different in temperament and skills. What they do share is curiosity about the world, a passion for what they choose to do, and an ability to relay with others.

## Your role today

- Master's/PhD in Economics/Law/Political Science/Public Policy/Business.
- At least 10 years of experience in economic policy or related areas in a top-tier think tank, law firm, consulting firm, or government body.
- Experience as second in command to a practice leader, or, as an early practice leader.
- Published op-eds, papers, reports, and blogs in own name.
- Proven history in government engagement including building high-trust relationships with officials, and presentation and file management.
- Excellent writing, analysis, negotiation, team management, and engagement skills.
- Knowledge of public administration, law, and public economics in India.
- Avid reader with an enthusiasm for details, minutiae, and work process hygiene.

## Your role tomorrow

1. Research leadership: As Programme Director, you will conceptualise, produce, and promote high-quality insightful research products. See our state of regulation reports ([1](#), [2](#)) and [Prosperiti Insights](#) as reference. Our research products combine data analysis, legal analysis, and computational thinking. In your role, you will help the team convert law and regulation into “data points”, understand what the data points are telling us, situate the data in context, literature, and jurisprudence, identify that “one number” to converge around, and write extensively.
2. Policy persuasion: As Programme Director, you will lead reform engagement with government partners. Our partners include state government departments and, since we work on State and Concurrent list subjects, union level ministries/departments. This will involve building partnerships, delivering on commitments to current partners, and creative problem solving to ease regulatory pain points. In your role, you will travel to states regularly, meet department functionaries at high frequency, and support the file process to convert discussions into action. You will help functionaries engage with evidence/data, solve for their constraints, and help secure buy-in from all levels of leadership on reform proposals. You will lead the production of policy analyses, file management, and ultimately legal/legislative drafting support.
3. Ecosystem engagement: As Programme Director, you will establish and maintain meaningful relationships with different institutions, such as industry bodies, for collaborative reform. You will help organise/co-host consultations and convenings for identifying roadblocks to prosperity and building reform salience. You will also

communicate research findings across old and new media platforms through articles and blogs and in conferences.

4. **Project management:** As Programme Director, you will oversee planning, budgeting, and spending in your practice area. We are helping many states simultaneously, and it is quite a task to manage all the moving parts. In your role, you will need to plan for both long-term commitments and short-term emergent asks. You will oversee programme planning, budgeting, and execution to ensure timely achievement of key objectives. You will also track and evaluate programme outcomes, refine operations, and ensure value for money in all transactions.
5. **Talent management:** As Programme Director, you will be responsible for the performance and growth of your team. Each team has about 5 members, and their professional development and skill enhancement is critical to our success. In your role, you will coach and upskill the team lead and analysts, and help them manage their tasks and prioritise. You will need to help team members analyse problems and discover solutions, both in their work products and in their ways of working. You will also be expected to give (and receive) immediate tone-neutral feedback, improve their ways of working, and help them get to “excellence”.

## What do you need to know about us

At Prosperiti, culture fit is a priority. We are looking for folks who can reflect honestly on our principles and values and see if the fit is mutual.

### Our principles

- Nothing persuades like the truth.
- Eternal vigilance is sine qua non for liberty.
- Democracy is government by discussion.

### Our values

- Work for a cause, not for applause.
- Knowledge first. Facts over opinion.
- Mutual enrichment over crude competition.
- Don't raise your voice, improve your argument.
- Great works are performed, not by strength, but by perseverance.

## What's our offer

- Competitive compensation benchmarked to top think tanks, research institutions, and non-profit organisations in India.
- Sponsorship for executive training, policy boot camps, or leadership programs.
- Opportunities to publish research and represent Prosperiti at national and international conferences.

## How to apply

**Location:** Selected candidates will be based in Delhi (office address: 242, Okhla, Phase III, New Delhi-110020) with frequent travel to partner states. Our work days are Monday-Friday from 10 am-6 pm.

**Interview and offer process:** Please email your resume and cover letter to [info@prosperiti.org.in](mailto:info@prosperiti.org.in). Our selection process is designed to ensure alignment between the candidate's expertise, aspirations, and Prosperiti's mission and role requirements. This will include:

- Conversation with Co-Founders on understanding the role, responsibilities, work history, fit, and interest (1 hour).
- Submission of the application form [here](#).
- Half day in office
  - Case presentation based panel interview (2 hrs)
  - Sit down with work programme team (1 hr)
  - Sit down with other Programme Directors (30 mins)
  - Feedback from panel (30 mins)
- Interview with Co-founders on experience, ambition, interests, leadership model (2 hours)
- Reference checks
- Offer email followed by offer call with Co-founders