



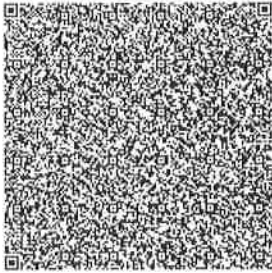
सत्यमेव जयते

## INDIA NON JUDICIAL

### Government of National Capital Territory of Delhi

#### e-Stamp

Certificate No.	: IN-DL42193921403025P
Certificate Issued Date	: 27-Jan-2017 03:05 PM
Account Reference	: IMPACC (IV)/ dl932303/ DELHI/ DL-DLH
Unique Doc. Reference	: SUBIN-DL93230384861632891491P
Purchased by	: NA
Description of Document	: Article 5 General Agreement
Property Description	: Not Applicable
Consideration Price (Rs.)	: 0 (Zero)
First Party	: JAMIA MILLIA ISLAMIA NEW DELHI
Second Party	: CHILDREN BAL RAKSHA BHARAT NEW DELHI
Stamp Duty Paid By	: JAMIA MILLIA ISLAMIA NEW DELHI
Stamp Duty Amount(Rs.)	: 50 (Fifty only)



.....Please write or type below this line.....

#### Statutory Alert:

1. The authenticity of this Stamp Certificate should be verified at "www.shcilestamp.com". Any discrepancy in the details on this Certificate and as available on the website renders it invalid.
2. The onus of checking the legitimacy is on the users of the certificate.
3. In case of any discrepancy please inform the Competent Authority.



## **MEMORANDUM OF UNDERSTANDING**

**Between**

**SAVE THE CHILDREN, BAL RAKSHA BHARAT**  
New Delhi

**and**

**JAMIA MILLIA ISLAMIA**  
New Delhi, India

**For**

**Co-Operation in the Field of  
Research and Education**



**THIS MEMORANDUM OF UNDERSTANDING ("MOU") IS SIGNED BETWEEN:**

**Jamia Millia Islamia**, a Central University created by an enactment of the Parliament of India (i.e. the Jamia Millia Islamia Act, 1988) and is a body corporate with a perpetual succession and a common seal acting through its Registrar Mr A.P. Siddiqui, IPS ("JMI" which term shall include its successors permitted assigns);

**AND**

**Save the Children, Bal Raksha Bharat**, a society registered under the Societies Registration Act, 1860, with its National Support Office at Save the Children, D-61, Second Floor, East of Kailash, New Delhi - 110 065 (the "SC" which term shall include its successors and permitted assigns.)

(JMI and SC shall individually be known as 'Party' and together as 'Parties')

- A. WHEREAS** it is the statutory object of JMI to disseminate and advance knowledge by providing instructional, research and extension facilities in such branches of learning as it may deem fit and it shall endeavor to provide to students and teachers the necessary atmosphere and facilities for the promotion of:
- (a) Innovation in education leading to restructuring of courses, new methods of teaching and learning and integral development of personality;
  - (b) Studies in various disciplines;
  - (c) Inter disciplinary studies;
  - (d) National integration, secularism and international understanding,
- B. AND WHEREAS** it is the objective of SC to create an enabling environment for enlightened policy and practice of early childhood development ("ECD") particularly with reference to children who are most marginalized, through sustained attention and efforts of the government and civil society.
- C. AND WHEREAS** with a view to advance the above objects of the Parties, JMI and SC have collaborated on 13 August 2009 in an effort to set up and operate a Centre for Early Childhood Development and Research ("Centre") to promote professional and institutional development for quality improvement of ECD and to influence ECD policy throughout India through the activities of the Centre (the "Earlier Collaboration").



- D. **AND WHEREAS** SC has finalized its country strategy for the period 2016-18 with one of the breakthrough as 'all children learn from basic education' with a focus on pre-school education as a medium to deliver the breakthrough. The achievement of the goals of the new country strategy would also be contingent upon redefined roles and obligations of the CECDR. After due deliberations with JMI on the changed and modified role of the CECDR in achieving this breakthrough, SC and JMI's collaboration has progressed from **Phase I (13.08.2009 to 29.01.2017) to Phase II (with effect from 30.01.2017 for a period of three years from the signing of this MoU).**
- E. NOW THEREFORE JMI and SC have intended, agreed and consented to the following terms and deeds in pursuance of the Proposed Collaboration for Phase II for a period of three years starting 01.01.2017 (01.1.2017 to 31.03.2019) or for a period of three years from the date of signing of this MoU.

#### 1. **DEFINITIONS**

1.1 In this MOU, unless repugnant or contrary to the context hereof, the following terms, when capitalized, shall have the meanings assigned herein when used in this MOU.

- (a) **Advisory group** means a group consisting of 7 national and international experts in the field of ECD, who shall be decided by mutual consultation between JMI and SC that shall advise on the programme content of the CECDR
- (b) **Board of Management** means the board that will be established under Ordinance XIX of JMI, which shall be responsible for the day-to-day management and operations of the Centre. The board of management shall be decided by mutual consultation as per para 4.4.
- (c) **Committee of Studies** means the committee so established under the Ordinances of the JMI to organise instruction and research in the subject under the general supervision of the Majlis-i-Talimi (Academic Council);
- (d) **Centre** has the meaning assigned to it in Recital C above.
- (e) **ECD** has the meaning assigned to it in Recital B above.
- (f) **MOU** means this Memorandum of Understanding.
- (g) **Ordinance** means the Ordinance XIX under the Jamia Millia Islamia Act, 1988 common for all Centres.
- (h) **Statute** means the Statute to be framed by JMI under the Jamia Millia Islamia Act, 1988 in order to establish the Centre.
- (i) **Proposed Collaboration** has the meaning assigned to it in Recital C above.
- (j) **FCRA** means the Foreign Contribution Regulation Act, 1976.
- (k) **FCRA Registration** has the meaning assigned to it in Clause 8.2.



## **2. THE OBJECTIVES AND ACTIVITIES OF THE CENTRE**

2.1 Generally the agenda of the Centre will be,

- i) To influence ECD policy through research and advocacy to assist SC for achieving its breakthrough and for promoting holistic development of young children. The Centre shall, wherever required, enter into tripartite agreements with Save the Children and the International and national institutions/aid agencies and national and / state governments for studies/action research projects/evaluations of the programmes on ECCD;
- ii) To contribute to the professional and institutional development for quality improvement of ECD services in India through increasing the quality of scientific investigation, analysis, and practice;
- iii) To undertake action research in the field of ECCD to document best practices and inform and strengthen Save the Children programmes,
- iv) To support SC in evaluation of its programmes.
- v) To create institutional capacity in the field of Early Childhood Development within the Jamia Millia Islamia by engaging faculty members of other sister disciplines in the activities of the Centre.
- vi) To participate in and contribute to the regular / on-going academic programmes / activities of the Jamia Millia Islamia.
- vii) To establish linkages with the sister disciplines in Jamia Millia Islamia for collaborative activities in research and capacity building etc.
- viii) To operate the Centre such that it is open to persons of either sex and of whatever race, creed, caste, caste class, or religion. The activities of the Centre to achieve this overall agenda and certain other objectives of the Centre have been outlined in **Annexure A** hereto.

## **3. ROLES OF THE PARTIES**

### **3.1 JMI's Role**

- a) JMI shall provide, at its own cost and expense and on an ongoing basis, the entire infrastructure as envisaged in Annexure B, needed to operate the Centre. JMI shall allocate certain areas at the premises of JMI, for the exclusive use of the Centre. Apart from the areas of the premises of JMI utilized exclusively for the Centre, the Centre will have access to the other common facilities available at the premises of JMI like the auditorium, seminar rooms and conference rooms.
- b) JMI shall ensure that the students of the Centre have access to all other facilities provided by JMI e.g., gymnasium, hostel, mess, canteen, library, computer centre etc. for which they can be individually charged as per the rules governing other current students.



- c) JMI shall be responsible for efficient implementation and management of all of the objectives and work/ action plans of the centre.
- d) JMI shall implement governance policies as may be decided by the Parties, within the Centre along with an accountability system, where the members of the Centre are held responsible and accountable for non-performance of their duties and the Centre's objectives.
- e) JMI shall cause the Centre to submit annual work/ action plans; annual business plans/ budgets to SC for their written approval at the beginning of each work year (being calendar year or financial year).
- f) JMI shall submit annual budget plan along with the annual action plan. Further, this budget plan would be broken into four quarterly plans and submitted. Any amendments to such plans and/ or budgets suggested by SC shall be incorporated into the plans and/ or budgets. Further, during the course of the year, no material amendments shall be made to the plans and/ or budgets without the prior written approval by SC.
- g) JMI shall cause the Centre to send bi-annual narratives and monthly and quarterly financial reports to SC.
- h) All publications by the Centre or by JMI on behalf of the Centre and material for raising public awareness shall be mutually agreed between the Parties. While SC has its standard communication guidelines for all its publications, JMI would consult SC as and when a need for publication arises and mutually agree on the communication guidelines
- i) JMI shall be responsible to comply with applicable national laws in respect of the entire staff of the Centre.

### 3.2 SC'S ROLE

- a. SC will procure certain fund availability for the activities of the Centre in the manner set out in Clause 5 below.

## 4. MANAGEMENT AND ORGANIZATIONAL STRUCTURE

- 4.1 JMI shall create the following core positions to administer the functions of the Centre, and going forward this structure may be broadened depending on the needs of the Centre and based on mutual consent of both the parties.
  - i) One Professor / Hony Director
  - ii) Two Chair Professors
  - iii) Two Senior Fellows ( CD, Education, Psychology, etc), equivalent to Associate Professor
  - iv) Six Fellows (CD, Education, Psychology, Social Work, Nutrition, Cognitive Neurosciences, Inclusion / Disability etc), equivalent to Assistant Professor.
  - v) Two Research Officers
  - vi) One Programme Manager
  - vii) Two Programme Officers
  - viii) Two Research Associates





- ix) Two Research Assistants
- x) Two Assistants (Finance & Accounts and Administration)
- xi) One Library Assistant
- xii) Two Data Entry Operators
- xiii) Two Messengers/ Peons
- xiv) Two Sweepers
- xv) Two Security Guards

4.2 SC and JMI would jointly agree and constitute an advisory group consisting of 7 members who are experts and practitioners in the field of ECCD. This group would have no management role but to advise the centre, JMI and SC on the emerging trends in ECCD and provide advisory inputs to strengthen the research and projects of the centre. The group would be in place for a period of 2 years after constitution and can be revised in mutual agreement of SC and Jamia along with the chair of the group.

4.3 The staff recruited for the operation of the Centre shall reflect a trans-disciplinary approach to ECD. The appointment of the teaching, non-teaching staff and research professionals by JMI shall be time bound contractual assignment through a written contract, non-vacation, on a consolidated pay based upon the rules and regulations of JMI governing the appointment of Project Staff. SC will be invited as the Vice Chancellor's nominee based on University norms on the recruiting panel. The above-mentioned faculty and staff of the Centre shall be solely dedicated to the Centre.

4.4 The Board of Management will govern the Centre. The Board of Management shall have representation from within and outside JMI. As reflected in the ordinance, the Board of Management will comprise of (a) Vice Chancellor (b) Pro-Vice Chancellor (c) three members of the academic staff of JMI having special interest in the objectives of the Centre, (d) three members out of the academic staff of the Centre, (e) three nominees of the SC, (f) three members from outside JMI who are ECD experts, out of which at least one will be from the Ministry of Women & Child Development. The Board of Management will meet at least twice a year to review the progress of the work plans of the Centre and the performance of the Centre.

4.5 The day to day functioning of the Centre shall be regulated through the Rules and Regulations approved by the Executive Council, Jamia Millia Islamia on 14 February 2011. JMI shall take all necessary steps and do all such things as may be required to give effect to, uphold and implement the proposed governance and organizational structure for the Centre.



## **5. FUNDING AND FINANCE STRUCTURE**

- 5.1 Subject to Clause 8.4, the operation of the Centre will be ongoing. SC will release its grants to the Centre in quarterly tranches as per the schedule of payment that will be mutually agreed between the Parties.
- 5.2 The funds from SC shall be utilized towards services and programs for enhancing quality ECD and for fulfilling the objectives of the Centre outlined herein, and not the infrastructure of the Centre.
- 5.3 Any interest earned by the Centre from any grants/ funding shall be declared in the bi-annual reports of the Centre and utilized by the Centre in the due course of its activities and for meeting the objectives of the Centre. For such activities, a separate and more detailed agreement would be discussed and agreed by both the parties.

## **6. LINKAGES AND AFFILIATIONS**

- 6.1 JMI/ the Centre will make efforts to, (a) make the project sustainable in the long run (b) establish close linkages between SC's other programs and the Centre e.g. research in the project areas of SC, (c) establish linkages/ affiliations with foreign universities; (d) establish networks with civil society; (e) partner with various organizations who will fund chairs in the centre and contribute otherwise; (f) establish other partnerships with national/state governments and non-governmental organizations in relation to and in pursuance of the objectives of the Centre.
- 6.2 Any third party agreements/ arrangements referred in clause 6.1 above shall be entered by JMI/ the Centre in consultation with SC. Also, the purpose of any such arrangements/ agreements will be the furtherance of the objectives of the Centre as outlined herein,

## **7. NAME AND BRANDING**

SC's name and logo along with the logo of the JMI will form an integral part of the name, advertisement, publicity material of the Centre. The parties will agree to a license for SC to grant the right to JMI to use SC's name and logo as per the communication guidelines and protocols to the extent required for the purposes of the Proposed Collaboration under the MOU.

## **8. MISCELLANEOUS**

### **8.1 Access**

SC or any of its representatives or consultants (including its auditors) shall have access to the Centre and its records for the purposes of monitoring and





evaluation of activities of the Centre, through the Office of the Registrar of JMI.

#### 8.2 FCRA

JMI has represented that prior to the disbursement of any funds by SC for the Centre, it shall leave the necessary registrations or approvals as may be required under the Foreign Contribution Regulation Act, 1976 ("FCRA Registration"). Such FCRA Registration shall be maintained as valid through the term of the Definitive Agreements.

#### 8.3 Ancillary Agreements

The parties agree to execute any ancillary agreements required to further the Proposed Collaboration and the objectives of the Centre.

#### 8.4 Termination

(a) For the purpose of this clause, any of the following events shall be considered an "Adverse Event":

- (i) Failure by JMI/ the Centre to achieve the objectives of the Centre as agreed between the Parties from time to time, for a continuous period of six months; and/ or
- (ii) Any case of utilization of the funds of the Centre outside the activities of the Centre. It is hereby clarified that an "Adverse Event" would not be deemed to have occurred if for any instance of utilization of funds of the Centre outside the activities of the Centre, JMI/ the Centre has obtained the prior written approval of SC;
- (iii) A material breach by JMI of any of the terms of the MOU,

(b) In event of the occurrence of an Adverse Event, SC shall inform the board of Management and Advisory group of the same in writing. Within fifteen days of the written intimation by SC to the Board of Management the Board of Management will set up a joint review committee consisting of equal number of representatives from JMI as well as SC ("Joint Review Committee").

(c) The Joint Review Committee shall then endeavor to unanimously agree on the way forward for dealing with the Adverse Event. The decision of the Joint Review Committee shall be binding on the Parties.



- (d) In the event that the Joint Review Committee fails to come to a consensus in respect of the resolution of the Adverse Event within a period of three months of its formation, it shall set up a committee of independent external experts ("Expert Committee") to decide on the issue. The Joint Review Committee shall ensure that these independent experts are experts in the field to which the issue relates. The decision of the Expert Committee shall be final and binding on the Parties.
- (e) In the event that the Expert Committee fails to come to a consensus in respect of the resolution of the Adverse Event within a period of three months of its formation, SC shall have the unilateral right to terminate this MOU by giving a written notice of one month to JMI.
- (f) In the event that the Proposed Collaboration is terminated as set out herein, SC shall cease the funding of the Centre and shall withdraw its support and name from the Centre. JMI and the Centre shall immediately cease the use of SC's brand and any brand license granted by SC to the Centre/JMI shall stand terminated
- (g) Notwithstanding the rights of SC to terminate this MOU/ the Collaboration, in case SC finds that there is abuse/misuse/fraud of the funds provided by it to the Centre it may be treated as an 'adverse event'.
- (h) The rights stated in this clause 8.4 are without prejudice to the indemnification rights set out in clause 8.5 below.

#### 8.5 Indemnification

Each party agrees to indemnify the other Party for any loss or liability incurred by a Party due to the willful neglect of the other Party. JMI agrees to indemnify and keep SC indemnified against any liabilities, losses claims or actions that may arrive from the activities of the Centre and from any breach by JMI or the Centre of their respective obligations in relation to the Proposed Collaboration.

#### 8.6 Confidentiality

The parties undertake that they shall maintain at all times as confidential information, the fact that this MOU or any other document pursuant to it has been executed as well as the terms of the MOU, except (i) disclosures made by Parties to their advisors and/or counsel, and (ii) appropriate disclosures as required by applicable laws or regulations or by any Government Department. Any press release or publication related to the Proposed Collaboration shall be approved by SC prior to its issue.



#### 8.7 Amendment

Any amendments to this MOU shall only be effective if made in writing and signed by all of the Parties below.

#### 8.8 Transaction Expenses

Each party shall bear its own legal, accounting, professional and advisory fees, commissions and other cost and expenses incurred by it in connection with the Proposed Collaboration.

#### 8.9 Binding Effect

The terms of this MOU are intended to be binding on the Parties.

#### 8.10 Governing Law and Dispute Resolution

This MOU shall be governed by the laws of India. All disputes will be settled by arbitration conducted in New Delhi in accordance the Indian Arbitration and Conciliation Act, 1996.

**Thomas Chandy**  
CEO

For and on behalf of  
Save the Children, Bal Raksha Bharat,  
New Delhi

**A.P. Siddiqui, IPS**  
Registrar

For and on behalf of  
Jamia Millia Islamia  
New Delhi, India

Dated: 30 . 01 . 2017

Dated: 30 . 01 . 2017

#### Witnesses

1)

2)

1)

2)



## Annexure A

### **Vision/ Mission/ Objectives/ Activities of the Centre**

#### **Vision**

The vision of the CECDR is to be see an India in which every young child is provided a nurturing and stimulating environment for his or her optimal, holistic development.

#### **Mission**

The mission of the CECDR starting 2017 would be guided by the new strategy of the Save the Children, 2016-18.

To move in this direction, the purpose of the CECDR will be:

To create an **enabling environment for enlightened policy and practice for ECD** particularly with reference to **children who are most marginalized**, through sustained attention and efforts of the government and civil society based on a scientific understanding of children's developmental needs.

#### **Objective I**

**To promote professional and institutional development for quality improvement in ECD**

#### **Activities**

- i. Improve the quality of the research on which ECD programs are built, so that an evidence-based approach can be developed.
- ii. Pre- service programs of high quality, i.e., the Centre will engage in producing a small number of highly motivated professionals who have sound grounding in the theory and practice of ECD.
- iii. Provide short and medium term thematic courses for working professionals who wish to augment their understanding and skills in ECD. These courses could be on a number of themes, including ECD research, facilitation, program design, implementation, advocacy etc. Participants for these programs will be identified from government departments (for instance, the Integrated Child Development Services or health departments), NGOs/ INGOs working on ECD, focusing on marginalized children.
- iv. Provide fellowships to create an enabling environment for persons who will champion the cause of ECD. Like in the case of short/ medium term courses, those who are already working on ECD issues for disadvantaged children will be chosen as potential fellows for fixed period of time during which they will be supported by the Centre to develop skills and understanding, and the wherewithal required to advocate for young children's development.
- v. Link with existing institutions (both within and outside the Government structure) and national and international Universities / bodies working on ECD.



**Save the  
Children.**

- vi. Based on research, facilitate and support the development of professional norms, standards, capacity building modules and materials for quality ECD
- vii. Based on research, facilitate and support the development of contextual norms, standards, capacity building modules and materials for quality ECD with respect to pre- service and in- preparation.
- viii. Develop and promote a system of regulation for child development programs, and a system of Certification for child development workers and professionals, in order to improve the quality and results of ECD services in India.
- ix. Designing and incubating an action research on "Public financed creche's impact on child care". This will build an evidence and public discourse around creches being a fundamental child right, women's right and human right. It will also address the issue of the abysmally low participation of women in work force also. It can be germane to a very iconic campaign/public discourse
- x. To create a pedagogy/curriculum framework of the public policy like universal social protection, household food security, child poverty in its holistic form so the ECCD conversation is not limited to home economics and individual household behaviours.
- xi. Provide interns to Save the Children annually as mutually agreed
- xii. Provide research opportunities to the Save the Children employees who are interested to undertake research as per the guidelines of the centre or as mutually agreed by both the parties

## **Objective 2**

**To influence ECD policy through research and advocacy for promoting holistic development of young children.**

### **Activities**

- (i) Undertake, facilitate and/or commission studies on traditional care giving practices and how they work in different contexts, and feed this corpus of knowledge into the development of norms, standards, materials and capacity building initiatives.
- (ii) Undertake, facilitate and/or commission longitudinal studies on ECD to demonstrate impact of ECD on different developmental outcomes including social readiness and achievement.
- (iii) Undertake, facilitate and/or commission studies to understand the impact of demographic change on ECD in different context, e.g. disaster and large scale migration, and their sociological and psychological impacts on young children's development.
- (iv) Undertake, facilitate and/or commission documentary and evaluative studies to map lessons learnt and explore how these can be used in different situations<sup>2</sup>
- (v) Develop protocols for ECD that maps aspects like coverage, extent of private sector initiatives etc.
- (vi) Develop appropriate communication and dissemination methods (short briefs, publications, Pamphlets etc.) to enable policy makers, researchers, program managers



**Save the  
Children.**

- and field level functionaries, communities and families to access, contribute towards and utilize this intellectual capital.
- (vii) In addition to activities outlined above, use events and methods like workshops and seminars among others for sharing and learning for a cross section of people involved in ECD, including the different ministries that are involved in the young child's development.
  - (viii) Initiate/facilitate policy and sector reform dialogue with policy makers, practitioners and others to develop a coherent national policy for the young marginalized child.
  - (ix) Additionally, the Centre shall work towards achieving the following objectives:
    - i. To reach the poorest and most disadvantaged children on a non-discriminatory basis, i.e. Irrespective of cast, creed, religion or race
    - ii. To become a technical resource support center for the Save the Children (Bal Raksha Bharat) and Ministry of Women and Child Development, GoI and other state governments in particular and other ministries that are related/concerned with the development of the young child
    - iii. To develop the Centre into a National Resource Centre for India.
    - iv. To ensure a professional/ academic degree for early childhood education, and set the standards for this vital area of work.
    - v. To develop its own plans for sustaining activities over the long term.
    - vi. To have PhD and MPhil students enroll for ECD research and are developed into change agents.
    - vii. Over a period of time develop and sustain the following programmes to be offered to students involved in the Study and research of ECD at the centre:
      - a. Certificate/diploma courses in face to face and distance mode;
      - b. Masters in Child Development.
      - c. Ph D in ECD
  - (x) Initiate lab area activities including experimental extension activities to develop new / validate innovative ECD models.





**Save the  
Children.**

**Annexure B**

**Parties Responsible for funding Infrastructure Facilities, Programmes & Human Resources**

<b>JMI Facilities</b>	Equipments for child developments laboratory/ child clinic	SC
	Computers- Laptops- 03	SC
	Maintenance of Equipments – LCD Projector, OHP, Kitchen Related (Water Filter, Gas Stove, Utensil. Etc) Camera, DVD Player etc	SC
	Other equipments like desktops, printers etc shall be provided by the SC on the receipt of the proposals from JMI and after assessment of the needs	SC
	Library/books/journals	SC
<b>Communication</b>	Phone (Land and mobile) and Fax	JMI
	Internet	JMI
	Courier/ Postage	JMI
	Total	JMI
<b>Office Cost</b>	Water and Electricity	JMI
	Hospitality	JMI
	Insurance/PF/Audit/ Bank	JMI
	Total	
<b>Travelling Boarding, Lodging</b>	Domestic Travels/ Boarding/Lodging	SC
	Local Travel (Car/Taxi) During Travel	SC
	Local Conveyance (Office Related)	SC
<b>Program Cost</b>	Printing and Publication	SC
<b>1. Research and Advocacy</b>		SC
	Research Fellowship -5 persons	SC
	Junior Research Fellowship -5 persons	JMI
<b>2. Quality and Professional Development</b>	Pre-Service Course and Materials Development of a full time Course for 30 Students@ per Student	SC
	Development of Modules for In-service Programs and materials for teachers, Administrators, managers both in Government and NGO settings	SC
	Fellowship Travel related costs	SC
	Linking with Existing Resource institutions and strengthening their Activities Through Outreach	SC
	Nurturing/Establish ECD Resource centers in new sites (Universities or NGOs) start up support: (Mentoring and Handholding)	SC
	'Lab Area' Activities of JMI- action Research, validation, training, material Development, Classroom practice, Community work, with Departments	JMI



**Annexure C Parties responsible for funding various positions of the Centre**

Proposed positions [Staff]	Party Responsible for the cost	Indicative Emoluments <sup>1</sup>	Maximum Tenure of Contract
1. Professor / Director	JMI	NA	NA
2 Chair Professors	SC	1,25,000 or salary protection	3 years
5 Senior Fellows [CD, Education, Psychology etc] Equivalent to Associate Professor	SC	75000 pm	3 years
6 Fellows [CD, Education, Psychology, Social Work, Nutrition, Cognitive Neurosciences, Inclusion / Disability etc] Equivalent to Assistant Professor	SC	50000 pm	3 years
Two Research Officers	SC	40000 pm	3 years
One Programme Manager	SC	50000 pm	3 years
Two Programme Officers	SC	35000 pm	3 years
2 Research Associates	SC	35000 pm	3 years
2 Research Assistants	SC	25000 pm	3 years
2 Assistants: Finance & Accounts and Administration	SC	35000 pm	3 years
1 Semi Professional Assistant	SC	30000 pm	3 years
2 Data Entry Operators	SC	15000 pm	3 years
2 Messengers/Peons	SC	15000 pm	3 years
2 Sweeper	JMI	NA	3 years
2 Security Staff	JMI	NA	3 years

<sup>1</sup> The qualifications, emoluments and tenure of the staff shall be worked out separately between the JMI and SC.