
Memorandum of Understanding

Between
The United Nations Children's Fund (UNICEF)
And
The National Institute for Rural Development & Panchayati Raj [NIRD&PR]

THIS MEMORANDUM OF UNDERSTANDING FOR PROGRAMME COOPERATION IN INDIA(together with its attachments, this "MoU"), is entered into -

BETWEEN: THE UNITED NATIONS CHILDREN'S FUND ("UNICEF"), an international inter-governmental organization established by the General Assembly of the United Nations, having its Headquarters at UNICEF House, Three United Nations Plaza, New York, 110017 and represented by the UNICEF India Country Office located at 73, Lodi Estate, New Delhi -110003 India.

AND: National Institute for Rural Development & Panchayati Raj [NIRD & PR], Government of India's apex training, research, action research institution functioning as an autonomous wing under the Ministry of Rural Development, Government of India established and registered under the laws of India, having its office at Rajendranagar, Hyderabad-500 030 (INDIA).

BASIS FOR THIS MoU

A. UNICEF, an integral part of the United Nations, works with governments, communities, civil society organisations, the private sector, and other partners worldwide to advance children's rights, and is guided by the Convention on the Rights of the Child.

B. The Basic Cooperation Agreement (BCA) between UNICEF and the Government of India dated 5 April 1978 forms a platform for UNICEF's work in India. The Government of India and UNICEF have developed a programme of cooperation for the period of 2013-2017 to improve the lives of children and women in the country, which has been approved by the UNICEF Executive Board, and UNICEF is accountable to the Government of India and to the UNICEF Executive Board for the results achieved in implementing the India Country Programme. The implementation of the India Country Programme is detailed in the Country Programme Action Plan (CPAP) dated 1 January 2013 and in the work plans for the India Country Programme. The CPAP establishes the framework within which UNICEF enters into partnerships with, among others, civil society to implement the India Country Programme. In agreement with the Government of India, UNICEF plans to implement the India Country Programme by working in partnership with beneficiary communities and civil society, the public sector, communities, the private sector, and others.



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Secretary
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C. NIRD&PR is India's apex body for undertaking training, primary research, action research and consultancy functions in the rural development sector. It is an autonomous government body under the Ministries of Rural Development and Panchayati Raj, Government of India. The goal of NIRD & PR is to enrich the quality of life of the poor by meeting the basic needs and generating employment opportunities on a wider scale through decentralized planning. NIRD & PR places inequities and social issues high on its agenda. Through its over a dozen centres within the campus and link institutes called State Institute of Rural Development in all Indian States and approximately hundred district-level Extension Training Centres (ETC), NIRD & PR organizes trainings on various aspects of rural development, which indirectly address underlying and basic determinants of undernutrition. In its trainings, it envisages to expand its scope to include multi-sector nutrition capacity building including all causes of maternal and child undernutrition such as household food security, maternal and infant feeding, health, water, sanitation, governance (political will, leadership, budgeting) and social aspects (such as women empowerment, education and gender equality) in its training agenda.

NIRD&PR shares UNICEF's values and principles. Partner is not profit-oriented and is non-partisan. UNICEF and NIRD & PR share a commitment to the principles set out in the Universal Declaration of Human Rights, the Convention on the Rights of the Child, the Convention on the Elimination of All Forms of Discrimination Against Women and the Convention on the Rights of Persons with Disabilities. They are both committed to the principles of Government ownership of the development agenda reflected in the Paris Declaration of Aid Effectiveness and the Accra Commitments and Plan of Action.

D. Both UNICEF and NIRD&PR are committed to participatory and sustainable development and to providing assistance impartially. They acknowledge their accountabilities to those whom they assist and those who provide support to their work. They are committed to ensuring that they do not expose intended beneficiaries, including children, to any form of discrimination, abuse or exploitation.

E. NIRD&PR works in India to assist in the realisation of the Host Government's development agenda and the Millennium Development Goals. NIRD&PR work has a special focus on building capacity of rural sector with focus on poor by improving knowledge, skills and attitudes of rural development officials and non-officials through organizing training, workshops and seminars.

F. UNICEF and NIRD&PR wish to work together within the framework of their respective programmes in India, as set out in this MoU, in order to realise the goals of their respective programmes of cooperation in India.

NOW THEREFORE, acting in a spirit of partnership and collaboration, the Parties agree as follows:



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PURPOSE AND OPERATION OF THE PARTNERSHIP

1. The Parties will collaborate, in a non-exclusive relationship, on the implementation of the activities set out in a jointly prepared programme document attached as Attachment 1 to this MoU (the "Programme Document") and will do so in accordance with the timetable set out in Attachment 1 to this MoU (the "Partnership").

2. The Program Document will address specific details of the Partnership, including the expected results of the Partnership and the recommended arrangements for management, coordination and monitoring and evaluation relating to the Partnership. The Parties will jointly develop work plans in connection with the Partnership (each, a "Work Plan"), containing a detailed description of relevant and agreed-upon considerations.

3. As needed, in order to implement the specific activities reflected in a Work Plan, the Parties will conclude supplementary agreements, addressing specific details of the particular collaboration and incorporating by reference the provisions of this MoU or amending them.

Each of the Parties will designate representatives to develop Work Plans for review and approval by the respective decision-making processes of each Party. As soon as the first Work Plan is agreed on, each of the Parties will designate a coordinator, who will co-ordinate that Party's work, as agreed in the Work Plan, and who will serve as principal liaison between that Party and the other.

4. The Parties will meet as often as necessary to review the progress of the implementation of the Partnership and the status of the Work Plans.

5. This MoU does not involve any transfer of financial or material resources among the Parties and does not prescribe financial or material inputs into areas of common interest. Each Party will bear its own costs in connection with any matter arising out of or related to this MoU, including, but not limited to, its respective costs of implementing the Partnership. Should the Parties wish to establish arrangements involving the transfer of funding or other assets between them, they will enter into separate agreements governing such arrangements.

6. In addition to the matters referred to above, the Parties will explore further ways to collaborate and support each other's activities pursuant to this MoU.

PUBLICITY

7. Neither Party will use the name, emblem or logo of the other Party, or any abbreviation thereof, in connection with its business or otherwise without the express prior written approval of the other Party in each case. The Parties acknowledge that they are familiar with each other's mission, ideals and objectives and recognise that the other's name, emblem and logo may not be associated with any political or sectarian cause or otherwise used in a manner inconsistent with the status, reputation, neutrality and ethical values of the other Party.



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8. Neither Party will, in India or elsewhere, issue any press release or make any public announcement about the other Party's participation in or support for the Partnership, or any announcement in connection with the Partnership mentioning the name of the other Party or containing any emblem or logo of the other Party, without express prior written approval of the other Party.

9. Subject to Paragraph 8 above, each Party will give recognition (mention in agreed-upon press releases, on internet sites, in speeches and in other appropriate ways) to the other Party within projects implemented pursuant to this MoU and in conjunction with this MoU, as appropriate.

OTHER MATTERS

10. Each Party will retain the ownership of and all rights (including copyrights, trademarks, and other intellectual property rights) in, the material it produces in order to implement the Partnership and to undertake the work contemplated in this MoU. Any use of the other Party's intellectual property is on a nonexclusive basis and is subject to the other Party's prior written approval and usage guidelines.

11. This MoU will become effective once it is signed by both Parties and will continue in force for initially upto December 2017, at which time the Work Plans are to be fully implemented (the "Completion Date"), unless either (a) one of the Parties terminates this MoU early by giving the other Party thirty (30) days' written notice; or (b) the Parties agree in writing to extend the Completion Date to a specific later date, in which case this MoU will continue until that new date. Upon expiration or termination of this MoU, the Parties will take the necessary steps to ensure that the activities carried out under this MoU, any Work Plans and supplementary agreements are brought to a prompt and orderly conclusion. Based on mutual need and understanding, the possibility of renewal of this MoU can be considered for another three years.

12. Each Party will maintain the confidentiality of any information it receives from the other Party that has been designated as confidential.

13. If there is a dispute, controversy or claim between the Parties, they will try to reach agreement amicably by direct negotiations. If no agreement can be reached within thirty (30) calendar days, the dispute, controversy or claim will be decided by the UNICEF Regional Director for the region that includes India and the chief executive of Partner meeting together, in person or otherwise, to consider the matter.

14. Nothing in or relating to this MoU shall be deemed a waiver, express, or implied, of any of the privileges and immunities of the United Nations, including its subsidiary organs.

15. This MoU can only be modified by written agreement of the Parties.

16. Nothing in or relating to this MoU will (a) be construed as creating a joint venture or legal partnership between the Parties, nor shall any Party be deemed an agent of any other Party as a result of this MoU, or (b) cause Partner's staff to be construed as being an official or a staff member




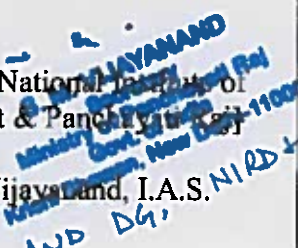


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of UNICEF or of the United Nations. UNICEF and Partner are each responsible for their own acts or omissions, and those of their employees, contractors or any other personnel engaged by them, in the execution of the Partnership contemplated by this MoU.

SIGNED this 17 day of June, 201[5]

For:

<p>United Nations Children's Fund</p>   <p>Representative, India Country Office</p> <p>Name: Louis-Georges Arsenault</p> <p>Place: NEW DELHI</p> <p>Date: 17.06.2015</p>	<p>National Institute of Rural Development & Panchayati Raj</p>   <p>[Director General, National Institute of Rural Development & Panchayati Raj]</p> <p>Name: Shri S.M. Vijayanand, I.A.S.</p> <p>Place: NEW DELHI</p> <p>Date: 17.06.2015</p>
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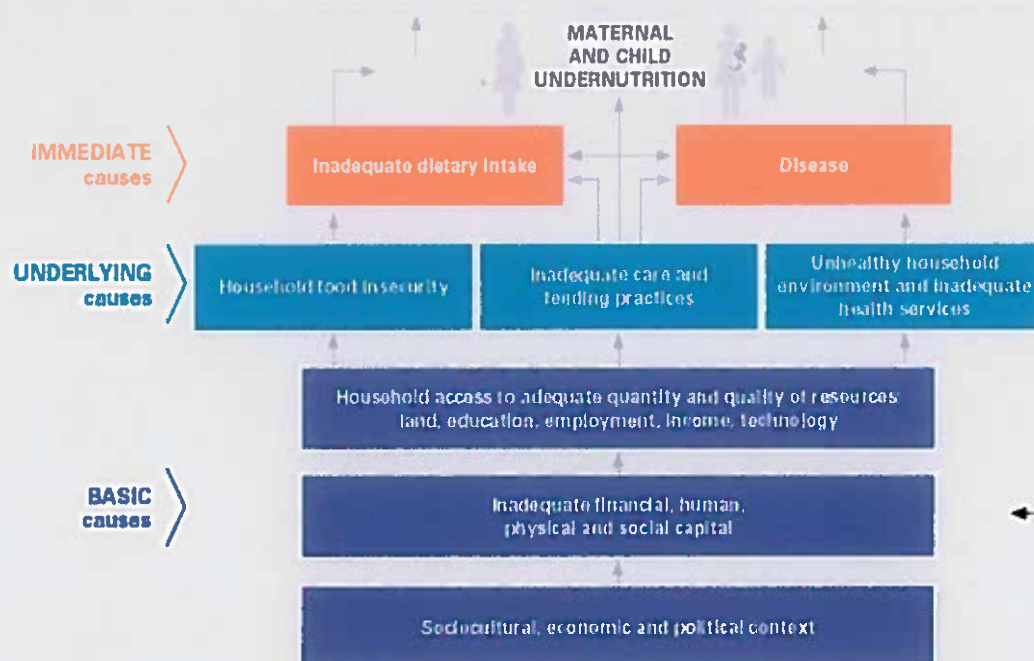
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Attachment I - Programme Document

1. Situation Analysis:

Child stunting means that a child is too short for one's age. Often termed as a silent emergency (as its adverse effects are not visible until very acute stages), child stunting is an irreversible manifestation of undernutrition. Importantly, it is an underlying cause of one-third of deaths among children less than five years in India. Stunting in young children also adversely affects a child's health, development, learning capacity, school performance and his/her productivity in adulthood. According to National Family Health Survey (2005-06), India houses 48 per cent of stunted children - the highest globally. Children who are poor and from backward social groups have higher prevalence of stunting. Stunting in children, is influenced by a multitude of inter-related factors including poverty induced household food insecurity, maternal undernutrition, poor feeding and care practices in the first two years of life and poor access to water, health and sanitation services (Figure 1).

Figure 1: Causes of undernutrition



A UNICEF 2014 report¹ - *nourishing India's tribal children* – highlighted that **maternal undernutrition and household poverty are key drivers of stunting among tribal children**. One of the key recommendations of the report was the need for linking nutrition promotion and poverty alleviation programmes as poverty is the main driver for stunting among tribal children. At the same time, gains from poverty alleviation programmes that work towards improving income are not necessarily translating into nutrition security of the communities. This recommendation was further endorsed by the Ministry of Rural

¹UNICEF. *Nourishing India's tribal Children: The situation of children of schedule tribes*. New Delhi: 2014.



Development and Panchayati Raj (MoRD & PR) representatives in a UNICEF supported two-day national conclave- 'Nourishing India's Tribal Children' held in Bhubaneswar, Odisha, India on 15-16 January 2015.

Taking recommendations from the aforesaid conclave forward, on 04.02.2015 a meeting took place between MoRD, NIRD & PR and UNICEF representatives in the office of the special secretary, MoRD. Through this meeting, one of the critical areas where MoRD and UNICEF can work together was – 'Assist National Institute of Rural Development and Panchayati Raj (NIRD & PR) to strengthen their nutrition curriculum and its rollout in a phased manner'.

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In its trainings, NIRD & PR has also been envisaging to expand its scope of trainings to include multi-sector nutrition capacity building including all causes of maternal and undernutrition (delineated in Figure 1) such as household food security, maternal and infant feeding, health, water, sanitation, governance (political will, leadership, budgeting) and social aspects (such as women empowerment, education and gender).

2. Strategies, including lessons learned and the proposed project

Context and Rationale: There is no standardized integrated multi-sector nutrition capacity building programme/training materials that can be used by NIRD & PR in these trainings which touch on all aspects of nutrition contextualized to the needs of rural development and Panchayati raj and allied Departments (health, drinking water and sanitation, agriculture, land and water, planning, education, youth sports). While women and child development and health and family welfare departments have various training materials on nutrition, they also need to be oriented on how they can converge with allied Departments to accelerate undernutrition reduction as this aspect is not covered by their trainers.

Lessons Learned: There are some organizations that are working towards linking Agriculture and Maternal, Infant and Young Child Nutrition (Ag-Nutr). However, only some job-aids are available for use at field level. Online courses for professionals on Ag-Nutr by globally renowned universities such as LSHTM and Leverhulme Centre for Integrative Research on Agriculture and Health (LCIARH) are also available free of cost but are largely theory-based. SERP, JHAMKED, MSSRF, Ekjut, Living Farms, World Vision, Digital Green, IFPRI and Wet-hungerhife have developed job-aids on specific topics on this issue.

However, these are not standardized/or comprehensive and not practicum oriented.



Presently, there is no standardized integrated multi-sector nutrition capacity building programme/training materials that can be used by NIRD & PR in its trainings which touch on all aspects of nutrition contextualized to the needs of rural development and Panchayati raj and allied Departments (health, drinking water and sanitation, environment and forests, tribal welfare, agriculture, land and water, planning, education, youth and sports).

Also, there is lack of a common platform for experience sharing on this issue. As a result, there is duplication of efforts, wasteful expenditure owing to non-pooling of expertise and resources.

This MoU between UNICEF India and NIRD&PR aims at development, pre-testing and rollout of a multi-sectoral nutrition capacity building initiative for state, district and block officials of Ministry of Rural Development and Panchayati Raj and allied departments² as well as Panchayati Raj Institutions and women/community leaders with an overall aim to integrate this curriculum in .

The brand name of this initiative is *Sangam* (adapted from the Sanskrit word *Sangama* which was to denote confluence of rivers, especially that of the Ganges and Jumna at Allahabad. *Sangam* word is apt for this initiative as it brings together multiple sectors, multiple determinants of undernutrition in one place).

The proposed collaboration aims to develop, test, evaluate and institutionalize a *Multi-sector Nutrition Capacity Building Initiative*, implemented through NIRD&PR, for state, district and block officials of Ministry of Rural Development and Panchayati Raj and six allied departments² as well as Panchayati Raj Institutions and women/community leaders.

Centre for Women Development and Gender Studies (CWD&GS) within NIRD & PR will convene and implementation this initiative. UNICEF will provide quality technical consultants to assist CWD&GS to support this initiative. Domain experts/organizations will be mapped, invited for consultations and engaged to contribute to develop the session modules. An advisory committee chaired by Director General, NIRD & PR will to review the progress on quarterly basis and suggest and approve suitable changes, for betterment. Member secretary would be Professor and Head, CWD&GS. Members would include UNICEF representative besides deputy director generation and project team. One or two expert/department heads/senior faculty from allied departments would be invited, as per need. (dealing with drinking water and sanitation, land and water resources, livelihood).

Recruitment of contractual staff would be through any of the following two routes:

(i) Appointments from open market directly by CWD&GS: all such appointments will be on contractual basis for a fixed tenure, but not exceeding 11 months and fee will be as per NIRD & PR norms. Appointments for monthly salary upto INR 60,000 will be done directly by CWD&GS.

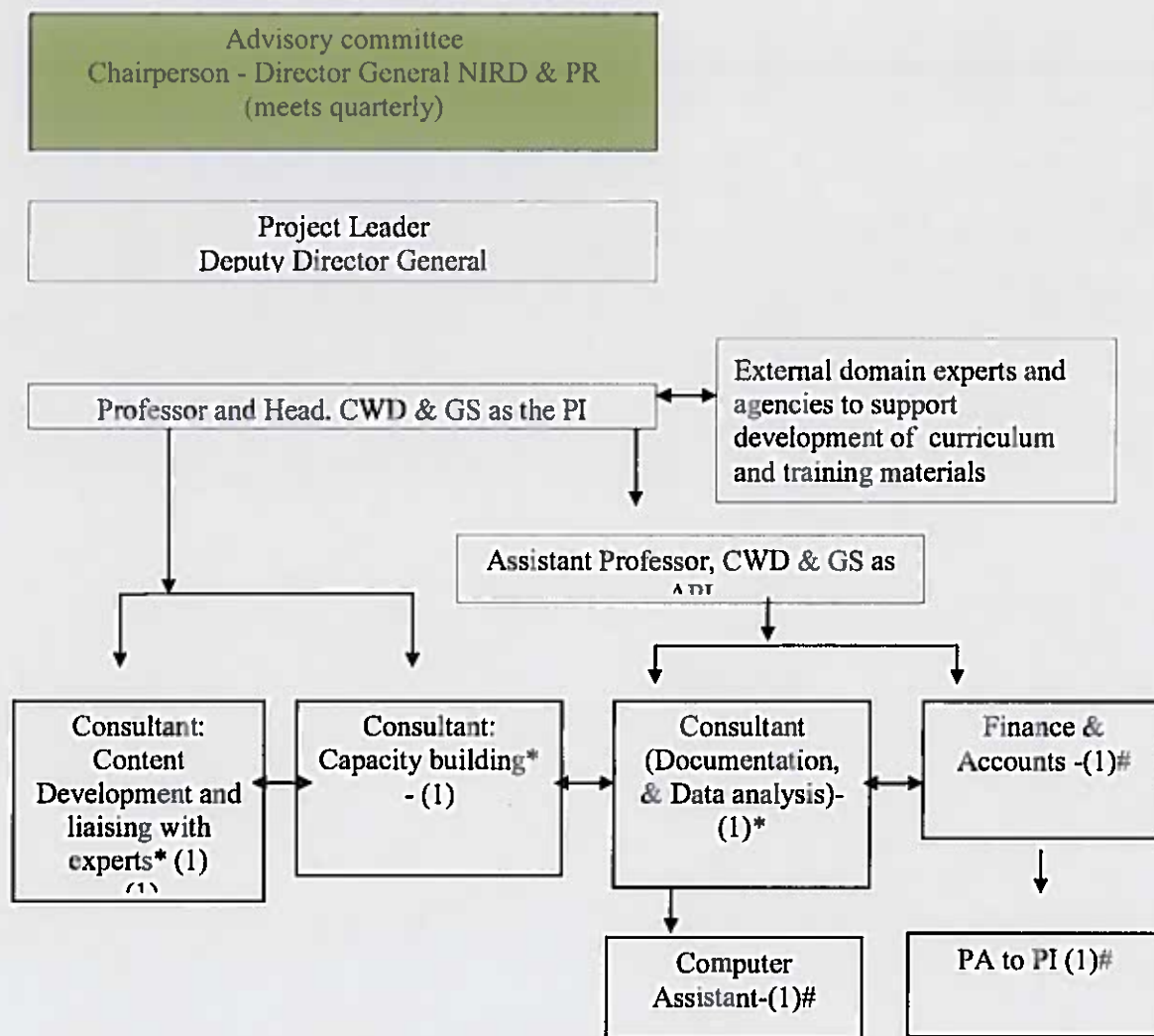
(ii) Individuals directly recruited and paid for by UNICEF but placed within CWD&GS, NIRD: all such persons' supervisor will however be Professor and Head, CWD&GS. The consultancy fee will be as per UNICEF norms. Appointments for monthly salary above INR 60,000 will be done directly by UNICEF.

² Drinking Water and Sanitation, Agriculture, Water and Land Resources, Education, Tribal Welfare, Environment and Forest.



Suitable office space arrangements would be made by NIRD & PR for the consultants and other staff associated with this initiative. Hostel/housing support will also be provided to outstation consultants. The initial phase organogram is depicted in Figure 2. However, contractual staff and other domain experts will be hired, on specific task basis, through UNICEF. UNICEF will bring on board global practitioners and experts working in multi-sector nutrition capacity building at the time of curriculum development.

Figure 2: Organogram



* recruited on contractual basis. PI=Principal Investigator. # recruited and hired directly NIRD. A detailed terms of reference for each committee/personnel will be prepared upon approval of project.



Roles and responsibilities:

Agency/Institution	Role
CWD& GS, NIRD & PR	Anchoring this initiative, with a project team financially supported by UNICEF
UNICEF Child Development and Nutrition Section	UNICEF Child Development and Nutrition Section, will – (i) fund project staff and project costs, (ii) assist CWD&GS towards recruitment, curriculum development and its rollout in select States, (iii) bring and fund international/national domain experts as resource persons during curriculum development process.
Domain experts/organizations	Will be a part of the development of sections/sessions of the curriculum and as master trainers.
State Institute of Rural Development	SIRD in 4 States will be a part of the initiative

Sustainability: The curriculum developed will be used both in part and well as completely by NIRD & PR as well as SIRDs. Allied Departments will use relevant portions in their ongoing training.

3. Results Framework:

The collaboration builds the institutional capacity of the largest training institution in rural development at national level and its state institutes in multi-sectoral nutrition action.

This collaboration falls under the following Programme Component Results (PCR) 1 and Intermediate Result (IR) 1.4 of UNICEF CPAP 2012-17.
PCR 1 i.e., Infants, young children and mothers have equitable access to and utilise quality services for child survival, growth and development.
Intermediate Result 1.4: Government and partners have access to data, evidence, information and knowledge to guide multi-sectoral food and nutrition advocacy, policy, programme, and budgetary action, particularly for the most deprived children
Output Indicator: No of states with appropriate institutional mechanism to guide and coordinate inclusive multi-sectoral food and nutrition policy and programme action, particularly for the most deprived children

Baseline: An integrated multi-sector nutrition capacity building curriculum for allied Department is not available, nationally with NIRD & PR

Milestone:

In 2015 (July to December)

- # unit within CWD&GS functional (August)
- # Baseline SIRD capacity assessment study and scoping study on organizations and curriculum working in multi-sector nutrition capacity building completed (September)
- # stakeholder consultation completed for curriculum development completed and working group formed (September/October)



first draft of curriculum developed (November) and pre-tested in at least one state (December)

In 2016 (January -December 2016)

#finalization of curriculum and saturation in 4 SIRDs (Jharkhand, Chhattisgarh, Odisha, Gujarat) and allied Departments of four States

mid-term evaluation and mid-course corrections

Target: In 2017, multi-sector nutrition capacity building for allied sectors is mainstreamed in NIRD&PR and all blocks of 04 State Institute of Rural Development and 4 allied Departments in tribal dominated states.

Activities and Deliverables:

Phase One: Preparatory work (July-December 2015)

(i) Mapping of domain expert practitioners: CWD&GS team will conduct a landscape mapping study of domain experts/organizations working on multi-sectoral nutrition capacity building. An online mapping questionnaire will be developed and sent to the identified organizations. Materials developed by the agencies will be collected. Agencies will be categorized as per expertise department-wise (Rural development and Panchayati Raj Institutions, Drinking Water and Sanitation, Agriculture, Water and Land Resources, Tribal Welfare, Environment and Forest and Education) as well as geographic presence (Gujarat, Jharkhand, Odisha, Chhattisgarh). In case an external research agency is required for the mapping, suitable outsourcing will be done through the project sanction.

Deliverable- domain experts/organizations identified and collation of materials done.

(ii) Brainstorming and buy-in meeting: In this meeting, international and national experiences of nutrition-sensitive programmes [*How to part*] will be discussed by practitioners across India. subsequently objective of the Project Sangam will be shared, and views on trainees at various level, content, structure and methods. Acceptance of domain experts to be engaged as a working group will be sought through group discussions (one group will be formed for each domain area). Lead agency/expert for each domain area will be identified, a timeline will be formed as well as terms of reference to develop the initial content of the curriculum and training materials. SIRDs officials and UNICEF State officers in-charge of water and sanitation, nutrition and health in the four states will be invited for this meeting and will be in-charge of jointly anchoring the initiative in their respective states. Domain experts means that a practitioner/government persons who has lead and implemented the initiative at grassroots. Domain experts will be asked to send a draft structure of curriculum before they come for the meeting. After the group work, each group will present the structure of modules which will be finalized in front of all the domain experts.

Deliverable:

1. Finalization of trainees at various level
2. Structure of modules (session title, sub-topics, outcome, methods, material (simple handouts, video clips, case studies), resource person, duration - 1 day/2 day /5 days capsule).
3. Identified working group members who are going to work on the individual modules
4. Need assessment of 4 SIRD
5. Findings of the mapping exercise shared

(iii)Need assessment of 4 States' SIRDs and NIRD&PR and other trainees:



Each state SIRD will be provided a format/guidance note for conducting a need assessment of trainees. This need assessment format will be developed in consultation with the working group as well as SIRD. One-day meeting at NIRD will be conducted to finalize the format as well as methods. The need assessment will be supported by UNICEF offices of the states. If need be, need assessment may be outsourced.

Deliverable:

1. Meeting for need assessment completed, with minutes
2. Need assessment report

(iv) Appointment of project team:

Appointment methods will follow the process described in section 4.1.

(v) Engagement of working group:

A mapping of domain experts (organizations/individuals)- practitioners who have worked on ground to implement modules of mainstreaming nutrition-sensitive programmes as well as the stakeholder consultation will help identify which organizations need to be partnered with and made lead experts for each module. Proposed organizations are given below. UNICEF and CWD& GS will work in coordination with these agencies. However, an honorarium if required will be budgeted for in the budget to support the agencies in preparation of module. These individual/organizations will also be the persons who will develop the master trainers.

Phase two: Arriving at semi-final module ready for pre-testing (January-March 2016):

(i) Working group consultative meeting to present share the draft to CWD & GS and UNICEF. CWD & GS will provide comments and by the day 2, after which the draft will be finalized. This meeting will also help finalize the audio-visuals as well as the lead trainers.

(ii) Training of master trainers: Each state will form a pool of master trainers, who will include a mix of persons (from domain experts, UNICEF, SIRD and Training Institutes), who can give sufficient time for rolling out all trainings upto village-level in their state. State department persons will be engaged in each level of training as resource persons for their particular session. This pool of master trainers across 4 states will be trained in NIRD&PR by CWD & GS and domain experts who are a part of working group. The identified lead working group members who have developed the *draft* module will form the trainers. They will bring with them the training materials (handouts, audiovisual),

Trainee curriculum will be competency-based, with a base module that can be contextualized as a smaller capsule for a particular allied Department and level of functionaries/officials. The focus would be on practicum/application of concepts in their work '*How can these trainees can make their programmes nutrition-sensitive?*' Case studies, video clips of successful experiences in India and across the globe, field practicum, participatory learning will be the pedagogy of the modules. Emphasis will be on basic nutrition concepts, why nutrition matters in their program, how to develop nutrition-sensitive plans, how to monitor these plans and evaluate the impact.

(iii) Exposure visits of the CWD & GS team: Appropriate study tours in 1-2 states and 1-2 countries will be conducted for CWD&GS team and to learn about multi-sector efforts in India and neighbouring Asian countries (particularly Nepal and Vietnam).

Deliverables- first draft of training of trainers module developed



Phase three: Rollout of/pre-testing of the module (April -December 2016):

(i) Pre-testing and state-specific simplification of the module: The master trainers in each State will now conduct trainings using the training of trainers module and materials provided to all the trainees mentioned in the section 4.6. Innovations will also be done to simplify, use IT-based methods and develop a cross-learning platform for sharing and inter-state learning across the 4 States. In each of these 4 select States, 1 tribal district will be selected to roll this curriculum downward at district-level ETC and in 1 resource block. Here all eight allied departments will be covered.

(i) Meeting of the lead and master trainers at NIRD: Once the trainings are completed an experience sharing meeting will take place at NIRD to ascertain progress and change mid-course and finalize the curriculum and module.

Deliverables- finalized curriculum, with training audio-visual aids and training of trainers course book.

Phase 4 Evaluation, Dissemination and Saturation (January-December, 2017):

(i) Repeat training cum assessment: A repeat training cum assessment will be completed with those trainees who had been trained in 2016 to ascertain what aspects of the training they included in the programme. This will be done by the master trainers.

(ii) Advocacy workshop will be conducted with key leaders in bureaucracy, political leadership and media to share progress of the project, some success stories and learnings and advocacy for scale-up. Appropriate documentation of good practices will be conducted.

(iv) The training package dissemination: curriculum, training of trainers course book designed and finalized and disseminated.

(v) Integration: The course will be integrated in the PG diploma/training course of NIRD&PR and phased-wise included in other blocks of the 4 states.

Deliverables - evaluation report; advocacy meeting, dissemination workshops; multi-sectoral nutrition training course integrated in NIRD (capsule/full length course).

(vi) Evaluation: appropriate rapid assessments will be conducted to evaluate the outcome of this initiative.

4. Management and Coordination Arrangements

CWD&GS in NIRD & PR will anchor this initiative and will also identify suitable partners for additional research and evaluation support. UNICEF will bring funding to CWD&GS, additionally also fund the resource fee of international experts, any additional studies, media meets and field monitoring.

5. Monitoring and Evaluation

Activities are to be implemented as per the following timelines

1. Preparatory work	July-December 2015
2. Curriculum development	January-April 2016
3. Implementation phase	May 2016-December 2016
4. Evaluation, Dissemination and Saturation	January-December, 2017

Deliverables are to be approved by both parties. A reporting format will be used by NIRD &PR for reporting to UNICEF on quarterly basis. A advisory committee will review the progress on quarterly basis to identify and manage the risks.

