Background:

The National Education Policy introduced in 2010 stipulates the gradual introduction of one year of pre-school for 5–6 year olds, which has also been incorporated under the scope of PEDP3. PEDP3 embodies the four policy directions for primary education described in Bangladesh’s 2010 National Education Policy, of which one is ‘Engaging in partnership with NGOs and the private sector’.

In March 2008 the Ministry of Primary and Mass Education (MOPME) approved an operational framework for universal pre-primary education (PPE), which the Directorate of Primary Education (DPE) is working to implement utilising both short and long term plans. Under the short term plan, the DPE developed an interim PPE package which enabled them to immediately introduce one year pre-primary education in all Government Primary Schools. In the longer term, the DPE is preparing to introduce a full curriculum maintaining a minimum standard of PPE service-delivery. In order to achieve this, under PEDP3, many initiatives are being mobilised to develop and strengthen the system and structure of the DPE from central to field level.

However, many challenges remain in achieving universal access to quality pre-primary education and professional capacity development including the level of training of teachers, inadequate monitoring and supervision.

Bangladesh has a strong private sector working in Early Childhood Education and PPE, both as implementing partners and as stakeholders. Through structured networks like BEN & CAMPE, all private sector organizations possess a desire to support the expansion of quality PPE services and believe that the government and private sector can work together to achieve universal pre-primary education by 2015. Through positive competition and effective coordination amongst all service providers, capacity of all those working with PPE would be strengthened and outsourcing service delivery would increase efficiency and quality.

Though the GO-NGO collaboration guideline was officially approved by government on 29 June 2011, the collaboration between GO and NGO in PPE implementation has started from the very beginning when the PPE operational framework was developed with the support of BEN. In the PPE field, there are lots of positive examples of joint work by the government and NGOs including the; interim package development and implementation, PPE national curriculum development etc. Based on this positive platform, work was jointly undertaken to develop and approve the GO-NGO collaboration guideline.

The approved GO-NGO collaboration guideline briefly describes the rationale, purpose and areas of collaboration but does not include details regarding implementation. So considering the direction of collaboration outlined in the guideline, a detailed implementation plan with required procedures and identified responsibilities was necessary to complement the guideline. Responding to this need the National Coordination Committee on PPE headed by the Secretary MOPME, formed a small working group to develop this implementation plan. As per circular # 38.014.014.10.01.53.2009-485 dated July 11, 2011 Issued by MOPME, the
following outlines the scope for the working group to further work on approved GO-NGO collaboration guideline.

- Reviewing the existing facilities of government and NGOs in the field of Pre-Primary Education
- Preparing a list of potential areas of GO-NGO collaboration in line with the approved guideline
- Submitting GO-NGO collaboration Guideline Implementation Plan with timeframe in line with the approved guideline

**Purpose of this Implementation Plan:**

To provide detail guidance for all key stakeholders on the implementation of the GO-NGO collaboration guideline signed on 29 June 2011.

**Key stakeholders:**

All Government Ministries involved in collaborative initiatives on pre-primary with NGOs. All NGOs who satisfy the criteria to work collaboratively with Government Ministries on pre-primary as specified in the relevant guidelines for that specialisation.

**Universal pre-primary education: Bangladesh scenario**

The Multiple Indicator Cluster Survey, 2009, shows that only 23% of children aged 3-5 years attended some form of preschool program.\(^1\) The Non Formal Education Mapping Study (2009) reported 1,426,986 children are in PPE though there was no clarification of the age of participants.\(^2\) According to Annual School Census 2009, a total of 1,066,978 children are receiving PPE services in 2009 through different provisions. However it needs to be noted that this number does not cover the PPE services provided through Ministries other than MOPME or through NGOs who are not providing services in collaboration with MOPME. In terms of quality and standards, most of these services are unstructured and not maintaining a minimum standard.

In order to determine the gap, of how many children are not attending any form of PPE, a baseline of current services needs to be captured. According to DPE's 2009 Annual School Census, in 2009 the total number of Grade 1 intake was 37,63,245.

So it can be assumed from the data above that total number of eligible children for PPE in Bangladesh is around 3.8 million. Now considering the number of children attending PPE as per the NFE mapping survey and the Annual School Census of 2009, grossly 29-36% children are attending any form of PPE services. NGOs and other Ministries are also providing PPE services which cover about 18% of what is required.\(^3\) However, the continuity of NGO service is highly unpredictable as they are totally donor dependent. So in conclusion,
by analysing the figures, it can be said that currently around 55% of pre-school age children are not attending any PPE.

In terms of who are attending those pre-school facilities, data available in this regards from Multiple Indicator Cluster Survey 2006, shows that attendance of children from poorer families is far lower. It is found that while 49% of Grade 1 children who attended PPE the previous year came from well to do families, only 22.4% of Grade 1 children with PPE experience was from poor families.4

There is also a variance in attendance when place of residence is taken into account. Those who live in the slums are least likely to attend ECE services at 8.6%, while tribal areas, possibly due to targeted interventions, have the highest rate of attendance at 25.2%. When looking at Grade 1 attendance of children who completed PPE, those least likely to participate are in the rural areas. Urban areas have a participation rate of 41.7%; the tribal areas, due to possible targeted intervention, have a rate of 53% - almost matching those in the city corporations, at 53.9%.5

All of the data and information presented above are based on unstructured and scattered interventions by different providers. As stated earlier, the quality of services for most of these interventions is also questionable. Notably there has been a clear shift in policy direction towards quality PPE service in recent times. Under the PEDP3 initiative there is a plan to introduce structured PPE services through GPS, ensuring a minimum standard, by 2015. However according to this plan only 30% of eligible children will receive structured and quality PPE services. The government will then gradually introduce a uniform quality PPE service delivery system for all children, but in the meantime to cover the rest of the children (70%) who would otherwise miss out on services, they are working to create options for NGO and private sector involvement. In order to facilitate this process, the GO-NGO collaboration guideline was approved.

Major directions for collaboration:

As per the approved guideline, the following major directions will guide the process of GO-NGO collaboration in PPE.

a) Oversight role: Irrespective of the delivering agent (Government or NGO), the government will play the oversight role in overall planning & implementation of the PPE service delivery.

b) Policy and planning: There will be an opportunity for NGOs and relevant institutes through different networks, bodies, committees, meetings to actively participate in the policy and planning process.

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c) Coverage: NGOs will collaborate to expand service delivery provision so that universal coverage is attained in PPE. A MOU will be signed between the Government and NGO in this regard, specifying who will cater services where based on experience and physical presence in a particular geographical area. The roles and responsibilities will be clearly worked out in the MOU as per guideline.

d) Equity: An equity perspective will guide the GO-NGO collaboration. Any NGOs with appropriate experience in working in a particular remote geographic area and/or serving the most vulnerable marginalized communities will be engaged in PPE service delivery on a priority basis.

e) Capacity building: Government will collaborate with academic institutes and NGOs to develop overall capacity of the system and structure on PPE. The plan will be jointly developed with NGOs who have been selected for collaborative activities with the DPE.

f) Training: To increase the quality of services, the government will collaborate with NGOs to strengthen their training capacity on PPE. NGO training facilities will be used wherever possible. A joint training pool will be formed at both district and sub-district levels to deliver uniform training to all PPE teachers irrespective of their PPE service providers.

g) Community mobilization: NGOs will play a crucial role in mobilizing communities to enhance their awareness and participation in PPE implementation. Government will create provision and facilitate NGOs participation in this process.

h) Monitoring & supervision: Government will establish structured supervision and monitoring mechanism involving NGOs to ensure standard PPE service delivery. The DPE will lead the whole process.

i) Funding: Considering the availability of the fund and following the MOU, the government will provide funds for common items like materials, training and space if available. Government will also create an enabling environment for PPE implementation and improve access of NGOs to various government funding mechanisms.

Areas of collaboration:
In the approved guideline, the areas of cooperation are defined with a brief description which will guide the NGOs to identify specific tasks on which they can contribute based on their experiences and expertise. Here the areas have been compiled to identify specific items or tasks for collaboration. It is to be noted that the collaboration can be proposed by NGOs/Institutes or initiated by government in all or any single specific area/s as appropriate. The proposal should be clear enough to visualize the outputs of collaboration even if it is for a single specific area.
<table>
<thead>
<tr>
<th>Major Area of Cooperation</th>
<th>Description</th>
</tr>
</thead>
</table>
| Policy, planning and coordination | Policy formulation and revision process  
Program planning and designing  
Creating policy evidence through research in collaboration with government  
Providing inputs through various committees |
| Achieving universal coverage/access | Running pre-school  
Materials  
Venue/space for running pre-school  
Teachers (NGOs will run their centre with own teachers) |
| Achieving universal coverage/access | Training of teachers and other professionals  
PPE database (Data of NGO centres will be incorporated in the database)  
Monitoring  
Curriculum  
Transition  
Coordination |
| Capacity development of PPE personnel | Trainer’s pool at different level  
Training strategy and plan  
Training facilities and capacity  
Training and professional development course  
Institutional capacity  
Partnership with private institutes for capacity building  
Support to school in setting up PPE (NGOs will provide equal support to government pre-school also while running pre-school in government primary schools) |
| Curriculum and materials development | Curriculum development  
Teaching learning materials development  
Supplementary materials development  
Assessment and evaluation mechanism and tools  
National pre-primary curriculum Piloting/tryout |
| Community mobilization | Strategy development and implementation  
Campaign  
Parents, teachers, SMC  
Community participation  
Parenting education |
<p>| Supervision, monitoring and reporting | Supervision and monitoring mechanism and tools |</p>
<table>
<thead>
<tr>
<th>Resource mobilization</th>
<th>Supervision and monitoring at different level</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Funding as mentioned in the collaboration</td>
</tr>
<tr>
<td></td>
<td>guideline and non-funding support</td>
</tr>
<tr>
<td></td>
<td>Investment through research for evidence in</td>
</tr>
<tr>
<td></td>
<td>collaboration with government</td>
</tr>
</tbody>
</table>

Implementation and management: mechanism and criteria

The DPE, on behalf of MOPME, will be the executive body for implementing the GO-NGO collaboration guideline. As per the approved guideline, any relevant NGO/institute that meets the set and-approved criteria stated below will be eligible to apply to the DG-DPE through a pre-designed format (attached in annexure) for any sort of collaborative activities mentioned in GO-NGO collaboration guideline or in this implementation plan.

Criteria for NGOs eligible to apply for collaboration

- **a)** NGOs must be registered with Social Welfare or NGO affairs bureau or as a joint stock company.

- **b)** NGOs have a membership with Bangladesh ECD Network (BEN) or Campaign for Popular Education (CAMPE) would get preference for any collaborative activities.

- **c)** NGOs must have at least 3-5 years’ experience in pre-primary implementation in any location of the country at minimum scale.

- **d)** NGOs must have minimum human resource and institutional structure as applicable or at least a trained teacher with a regular supervision system for implementing pre-primary education.

- **e)** NGOs must have in-built minimum monitoring system in their organizational structure.

- **f)** NGOs working with vulnerable groups of children and in hard to reach areas will get preference for collaboration.

- **g)** NGOs must have financial ability to contribute to run the proposed PPE centres.

- **h)** NGOs must have a base office in the location where they are applying for implementing any collaborative activities with government.

- **i)** NGOs which have activities in relevant sectors/areas like health, nutrition, protection, social security, child rights and livelihood in addition to pre-school.
will get preference as this will support the provision of integrated ECD support to children.

Eligible NGOs should duly complete the MOU form attached and submit it with their relevant papers, as required, to the DG-DPE. In the DPE, there will be a Review Committee which will review the proposals submitted by the NGOs. The structure of the Review Committee will be as follows:

Proposal Review Committee members

<table>
<thead>
<tr>
<th>Convenor:</th>
<th>Director (Policy &amp; Operation), DPE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Member:</td>
<td>Deputy Director (Planning), DPE</td>
</tr>
<tr>
<td>Member:</td>
<td>Deputy Director (Program), DPE</td>
</tr>
<tr>
<td>Member:</td>
<td>Deputy Director (PPE), DPE</td>
</tr>
<tr>
<td>Member:</td>
<td>Deputy Director (Training), DPE</td>
</tr>
<tr>
<td>Member:</td>
<td>Deputy Chief/Senior Assistant Chief, MOPME</td>
</tr>
<tr>
<td>Member:</td>
<td>Representative, NCTB</td>
</tr>
<tr>
<td>Member:</td>
<td>Representative, UNICEF Bangladesh</td>
</tr>
<tr>
<td>Member:</td>
<td>Representative, Bangladesh ECD Network</td>
</tr>
<tr>
<td>Member:</td>
<td>Representative, Campaign for Popular Education</td>
</tr>
<tr>
<td>Member Secretary:</td>
<td>Assistant Director (PPE), DPE</td>
</tr>
</tbody>
</table>

Terms of reference (TOR) for Review Committee

The responsibility of the committee will be:

1. To check the eligibility of the NGOs as per specified criteria
2. To check the validity of the proposal by checking the location, time frame and other details
3. To review the proposal to identify the main features and rationale
4. To review the technicality and budget of the proposal
5. To review the feasibility of the proposal, DPE will collect information from field using the field structure
6. To prepare the final report for the DG-DPE to make a decision about the proposal
7. Committee can co-opt any member as and when necessary
As mentioned in the GO-NGO collaboration guideline and as a member of the review committee, BEN & CAMPE will share their views in the meeting about the NGO with necessary information and evidence.

Final approval

Based on the report and recommendations made by Review Committee, DPE will provide first approval and forward the proposal to the MOPME. The MOPME will finally approve the collaboration proposal of the NGOs.

DPE or MOPME reserves the rights of accepting or denying any proposal from any NGO/Institute

Time frame

Interested NGOs/institutes will submit their complete proposal following the structured format to the DG-DPE by 28 February of the relevant year.

DG-DPE will forward the proposal to Review Committee.

The Review Committee will complete their review and prepare their report with recommendations for the DG-DPE by 30 days from the last date of submission i.e. by 31 March of the relevant year.

DG-DPE will forward the proposal to MOPME for final approval by 7 April.

The MOPME will issue the final letter of approval or regret by 30 April of the relevant year.

This deadline can be revised based on the specific areas of collaboration. Activities associated with the education year should follow this deadline to ensure smooth government contribution in terms of materials, supply and allocation of budget in appropriate head.

Implementation and management

Disbursement of support: After approval, the government contribution associated with a particular proposal will be incorporated in the regular government work plan on PPE under PEDP III. These supplies or contribution will be duly inserted in the relevant heads of the cost mentioned in the work plan. The government will treat these tasks within their regular mainstream works and there will be a separate management system for delivering the supply of any types of support that the government agreed to through MOU.

- As per signed MOU, NGOs will submit their materials requisition to respective UEO at Upazilla level.
Depending on the location of the service and the size of the program, the support and supplies can be delivered to NGOs based on mutual understanding and discussion.

The regular government mechanism for delivering supply and services through the DPE field structure will also be used in this case.

There will be a joint supply and service delivery plan mentioning tasks and time based on the MOU to ensure accountability of both the parties and on-time service delivery by the NGOs.

The selected NGO will develop and submit the plan to PPE unit of DPE for final approval.

The step-by-step plan will be followed, based on completion of each step by the NGOs and government, as per agreed schedule.

Implementation:

- NGOs will implement the activities under the MOU. Respective field office will directly supervise the activities under MOU.

- After approval, the DPE will circulate a letter and share the MOU with respective field offices (divisional, district and upazilla office) to support and ensure the implementation of PPE activities mentioned in the MOU.

- A copy of letter and the MOU will also be shared with UNICEF, BEN & CAMPE by the DG office with a request to support and follow up the implementation of the activities.

- The implementation arrangement will be determined based on the nature and types of activities. The PPE unit of the DPE and the NGO will sit together to develop a MOU implementation plan.

- The UEO will be the direct counterpart of the NGOs for any field level PPE implementation activities.

- School and pre-primary class should be run as per government defined standard.

- Activities related with TOT, training and capacity building, PTI, URC or Institutes may be selected as the direct counterpart.

- As per the direction of the DPE, the field office will merge these additional activities in to their regular mainstream activities on PPE and involve selected NGOs to achieve the local target and coverage on PPE implementation.
The roles and responsibilities of each party/actor will clearly be mentioned in the MOU implementation plan. Accordingly all actors will play their role together to implement the MOU.

As appropriate, DD-Division, DPEO, Super PTI, UEO, URC Instructor will take the lead for overall implementation and management at field level. Centrally, the Director (Policy & Operation) with the support of DD (pre- primary) and team will manage the implementation of the MOU within due time.

If any selected NGO failed to continue the activities as per rule, regulation and standard mentioned in the MOU or engaged with any unauthorised/unethical activities, DPE/MOPME has the right to cancel the MOU at any moment based on authentic evidence.

Coordination: There will be a three tiered coordination structure for smooth implementation of the MOU signed under GO-NGO collaboration guideline.

The first tier will be at upazilla level with Upazilla Education Office (UEO). All collaborative activities under signed MOU with in an upazilla will be implemented through a structured coordination mechanism. The proposed body for coordination at upazilla level will be;

<table>
<thead>
<tr>
<th>UEO</th>
<th>Convenor</th>
</tr>
</thead>
<tbody>
<tr>
<td>URC Instructor</td>
<td>Member</td>
</tr>
<tr>
<td>Respective, AUEOs (Senior)</td>
<td>Member Secretary</td>
</tr>
<tr>
<td>Representative, Head teacher (Model school)</td>
<td>Member</td>
</tr>
<tr>
<td>Representative, Trained Pre-primary teacher</td>
<td>Member</td>
</tr>
<tr>
<td>(One male &amp; one female nominated by UEO)</td>
<td>Member</td>
</tr>
<tr>
<td>Representative, UNICEF</td>
<td>Member</td>
</tr>
<tr>
<td>Representative, Implementing NGO</td>
<td>Member</td>
</tr>
<tr>
<td>Representative, BEN/CAMPE</td>
<td>Member (if available)</td>
</tr>
</tbody>
</table>

The body will sit at least once in every three months to review and coordinate the implementation of the MOU. Day to day coordination will be managed by UEO and the UEO can merge this issue with a regular coordination meeting at upazilla level as appropriate. If necessary, this body can refer any issues to district level coordination body for further action and guidance.

The second tier of coordination will be at district level under District Primary Education Office (DPEO). The proposed composition of the coordination body at district level will be;

<table>
<thead>
<tr>
<th>DPEO</th>
<th>Convenor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Super, PTI</td>
<td>Member</td>
</tr>
<tr>
<td>ADPEO (Preferably trained on PPE)</td>
<td>Member Secretary</td>
</tr>
</tbody>
</table>
UEOs
Representative, UNICEF Member
Representative, Implementing NGOs’ Member
(Implementing NGOs will select their representative)
Representative, BEN/CAMPE (if available)

All Divisional Deputy Director of DPE will be the Convenor of respective divisional
district coordination committee. In that case the DPEO will be the Member Secretary
of the committee.

This body will sit at least thrice (Once in every four months) a year to review and
coordinate the activities under all MOUs implementing within the district. This body
will be guided by the approved GO-NGO collaboration guideline and GO-NGO
collaboration guideline implementation plan on PPE. If necessary, they can also refer
any issue related to PPE implementation to national coordination body for their action
and approval.

The third and final tier of coordination will be at central level headed by the DG-DPE.
The composition of the body will be as follows;

DG-DPE
Director (Policy & operation) Member
Director (Program) Member
Director (Planning & development) Member
Director (Monitoring & Evaluation) Member
Director (Training) Member
Director (Administration) Member
Director (Finance) Member
Deputy Director (pre-primary) Member
Deputy Secretary MOPME Member
Deputy Chief, MOPME Member
Deputy Director (All Division) Member
Assistant Director (pre-primary) Member Secretary
Representative, NCTB Member
Representative, BNPE Member
Representative, NAPE Member
Representative, UNICEF Member
Representative, Implementing NGOs Member
Representative, BEN Member
Representative, CAMPE Member

This body will sit at least twice a year to review the overall progress and coordinate
all activities under all MOUs signed. This body will also guide the PPE unit under the
Director (Policy & Operation) to ensure smooth implementation of PPE and prepare for the next year to ensure support and supplies to NGOs on time.

Monitoring & supervision: mechanism and criteria

As per approved MOU, there will be a structured monitoring and supervision mechanism following which NGOs will monitor and supervise their program. Respective field offices of the DPE (at sub-district and District level) will incorporate these activities into their regular monitoring and supervision plan so that without additional effort they can also monitor and supervise the activities under the MOUs. Besides that, there might be a joint schedule for monitoring and supervision as per the decision of both the parties. Each UEO can also set their monitoring and supervision plan and accordingly implement the plan.

Depending on capacity, there might be a joint monitoring group involving the NGO and government monitors and these parties can develop a plan to monitor a particular area irrespective of program providers to ensure quality service delivery on PPE. This will also help to compare the services in different areas through different providers which will also support the improvement of the quality of services in a balanced way. All monitors will use government approved format and procedure for their monitoring work. NGOs can use additional format/tools/procedure for their PPE activities. The capacity building initiative for monitors and supervisors will be taken as per government option. There will be a mechanism for using findings/comments received from the monitoring to fill the gap identified through the process. NGOs can also take capacity building initiative for monitors and supervisors as per the MOU. NGOs can also set a feedback mechanism for their PPE activities.

In addition to a supervisor assigned by NGOs for their PPE service delivery, the Head Teacher of the respective government school will play a crucial role for the day to day monitoring and academic supervision of PPE service delivery.

Reporting: NGOs will submit a monitoring report to UEO once in every three months. There will be a set format for submitting this report. The same format will be used by all NGOs to make the compilation simple. This report will be reviewed by sub-district and district level coordination bodies. UEO will produce a report by compiling NGO reports of their Upazilla and will submit to DPEO. DPEO will compile all UEO’s report and will submit to Director (Policy & operation) with a copy to Divisional Deputy Director. Each NGO will submit an annual report separately to the Director (Policy & Operation) based on the MOU mentioning status and progress. The Review Committee will develop and circulate a common format for all NGOs to use for this annual reporting. The DPE will incorporate information from these reports while producing their progress report on PPE implementation. Annual Sectoral Performance Report (ASPR) will also cover these interventions. Additionally, DPE will produce an independent report in collaboration with BEN & CAMPE on GO-NGO collaboration in PPE by compiling all the reports and information they will receive from different sources.
Implementation plan for 5 years with timeframe, roles and responsibilities

NB. First year will be count from the start of implementation after approval.

<table>
<thead>
<tr>
<th>SL</th>
<th>Task</th>
<th>Timeframe (Year)</th>
<th>Roles and responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Circulation of collaboration guideline and implementation plan</td>
<td>1</td>
<td>Government will circulate the guideline with implementation plan to all relevant offices with a copy to BEN &amp; CAMPE. BEN &amp; CAMPE will further circulate this to all member organizations.</td>
</tr>
<tr>
<td>2</td>
<td>Dissemination of GO-NGO collaboration guideline and approved implementation plan including terms and condition, procedure and formats</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Conducting mapping survey on PPE</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Developing integrated database on PPE</td>
<td>4</td>
<td>DPE will engage BEN &amp; CAMPE in the process of database development so that data of all NGOs are incorporated into the database. BEN &amp; CAMPE will provide necessary support as per request and requirement of DPE. NGOs will have the opportunity to</td>
</tr>
<tr>
<td>Development of PPE expansion plan and incorporation of GO-NGO collaboration activities into this plan</td>
<td>DPE will create opportunity for NGOs to be involved in the expansion plan for PPE development process. The activities under GO-NGO collaboration guideline implementation will also be incorporated into the expansion plan. NGOs will develop a plan for collaboration for next five years and accordingly work with DPE to incorporate this plan into the PPE expansion plan to ensure timely support from government.</td>
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<td></td>
</tr>
<tr>
<td>Piloting of collaboration in the area of PPE service delivery</td>
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<tr>
<td>Piloting of collaboration in the area of training and capacity building</td>
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<tr>
<td>Piloting of collaboration in the area of social mobilization</td>
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<tr>
<td>Scale up and expansion of collaborative activities under GO-NGO collaboration guideline on PPE</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>National review workshop on Implementation of GO-NGO collaboration guideline</td>
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</tbody>
</table>

**Development of PPE materials as per approved curriculum**

DPE will share its C2C model for school readiness including experiences and lessons learned with NGOs and allow them to submit proposal on alternative approach in any areas of collaboration. NGOs will develop proposal for implementing alternative approach in the area of service delivery or capacity building and submit to DPE.

**Try-out and finalization of National PPE curriculum**

NCTB will create opportunities for involving experts and professionals from NGO/institutes in the process of development materials. NGOs/institutes will support the development process as requested by NCTB.

**Research, Study and evaluation**

Government will conduct study jointly with institutes and at the same time will create opportunity for NGOs to conduct survey, research on PPE using joint and government service delivery. NGOs, in collaboration with government, will conduct study and research using both the service delivery facilities.