



REPUBLIC OF LIBERIA MINISTRY OF EDUCATION



PSL SCHOOL ALLOCATION: DECISION POINTS

Introduction

The Ministry wishes to set out how it intends to allocate schools for Year 2, and in particular:

- **Step 1:** What schools are available to be allocated;
- **Step 2:** How schools should be distributed across partners; and
- **Step 3:** How common materials could be shared.

Based on the inputs from all parties, our approach is as follows.

Step 1: Identification of Schools for Allocation

Current Proposal

- There is broad agreement that there are clear benefits to **allocating** schools¹ in 'clusters'² to providers, particularly in the South East where operational challenges are greatest (see Annex for detail)
- IPA has generated a working list of 684 schools³ (182 in the South East), based on revised criteria for Year 2.
- A desk review found over 2,000 eligible primary schools across the country. Of this number, 684 have at least 2G network connectivity (or are within maximum 9.5 km range of a phone cell tower). Of the total pool of eligible schools with a minimum 2G coverage, we found that at least 182 schools are in the southeast. Southeast is defined as Maryland, River Cess, Sinoe, Grand Gedeh, Grand Kru and River Cess Counties. If Grand Bassa is added, this may go up to 285 minimum.
- From this list, we need to define a new selection of clusters that also meets key Ministry criteria. Ideally, IPA will create from this list of 684 schools a new list of clusters covering around 200 schools, independent of RCT constraints.
- The Ministry has been clear in its goals in having any extension of the Pilot in Academic Year 2017-2018 be focused in, if not exclusively serving, the Southeast. Suggested program would be to require any operating partner to work in Southeast to be given a significant allocation of new PSL schools in 2017-2018, and that of their allocation at least 80% would need to be in the Southeast. This would mean that the

¹ i.e. some providers may be given schools which are not their first preference, to avoid cherry picking

² As opposed to single schools

³ PSL School Vetting Decision for Year 2



REPUBLIC OF LIBERIA

MINISTRY OF EDUCATION



- MoE would need to allocate 86 schools in the SE, or 47% of the total of 182 eligible schools in the SE. This would leave 19 PSL to be assigned in other counties, in 5 mini-clusters. These mini-clusters would primarily be assigned to operating partners that also agree to take a minimum of 80% of their new allocation in the SE. The allocation outside of the SE could be used to add a few additional PSL in participating counties to create stronger clusters amongst existing PSL management.

Next steps

- IPA to work with the Ministry and advisers to finalize list of clusters for presentation to the Minister for sign off

Step 2: Distribution of Schools across Providers

Current Proposal

- Existing providers are invited to bid on the clusters identified by IPA.
- These clusters are primarily in the 6 counties of the South East.
- The Ministry has stated that the significant expansion of the PSL program shall be in the Southeast. Possible regions, with 7-9 Clusters of ~12 schools each are:
 - Cluster 1: District 4, Grand Bassa County – Cestos, River Cess County
 - Cluster 2: Greenville, Sinoe County – Dugbe River, Sinoe County
 - Cluster 3: Grand Cess, Grand Kru - Sasstown, Grand Kru County
 - Cluster 4: Zwedru, Grand Gedeh – FishTown, River Gee County
 - Cluster 5: Harper, Maryland County
 - Cluster 6: Pleebo, Maryland County – Barclayville, Grand Kru County
- The Ministry has assessed provider quality and capacity for scale in order to determine a proposed number of schools that each provider may bid upon. Details of the process and allocations are provided in an annex.
- Every provider would be expected to bid for several clusters, with an expected amount set by the scoring system and allocations set out in Annex 2. The Ministry understands that the clustering process may mean that this process may cause some variation to the final allocations.
- The Ministry of Education reviews all providers' bids and allocates clusters based on educational need and providers' ability to meet these needs.



REPUBLIC OF LIBERIA MINISTRY OF EDUCATION



Next steps

- PSL Team, with legal support, to finalize bid document, including specification of performance criteria and exit provisions.

Step 3: Consider pan-provider support required

Current Proposal

- There is agreement that to achieve universality of standards, curriculum and support materials, elements of the program could be driven centrally, given that it is inefficient for many providers to invest in developing their own materials.
- The proposal is that the Ministry agrees to purchase a pre-defined set of materials at a negotiated price (provided such a price can be agreed) which are then distributed across all providers that opt-in to receive them. These materials will be provided by the ministry [at cost].

Next steps

- Ministry to determine if they are interested in pursuing this and if so, to work with advisors to negotiate appropriate terms and conditions.



REPUBLIC OF LIBERIA MINISTRY OF EDUCATION



Annex

Annex 1: Working Bid Document

All providers submit their bids for their first choice IPA clusters (as many schools as they are willing/able to take on in year 2). Providers may also list second-choice clusters that they are willing and able to take if needed, or if their first choices are not available.

Providers should include with their bids a written statement covering the following:

- Justification for how they decided their target number of schools and how they will adequately serve the number of schools requested
- If their model costs more than \$60 per student for assignments in the SE, what the additional budget needed is, what funding is secured and what their funding plan is
- Why these specific schools/clusters were requested
- Any limiting criteria that prevent them from taking other clusters. (being clear on what clusters/ features are not possible, and what is a preference)
- Accomplishments from year 1
- Lessons learned from year 1 and how they will be applied to year 2
- Outline of their data management system, what processes are in place
- Key management personnel in place and their access to organisational know-how
- Statement as to why they feel their scaling model should be considered over others

Annex 2: Ministry of Education allocation process

- The Ministry of Education has developed a scoring model for providers based on the following criteria and amounts:
 - Improved teacher attendance (0-6)
 - MoE Assessment of extent of intervention (0-6)
 - Capacity to scale as demonstrated by scale internationally (0-6)
 - Effective tracking of student assessment (0-2)
 - Learning gains study (0-2)
- Inevitably, given the modest available data, this allocation is not an exact science. Thus providers are allocated into four levels of quality and capacity to scale, rather than exact scores being used. These levels are as follows:



REPUBLIC OF LIBERIA MINISTRY OF EDUCATION



- Level A: Demonstrates **significant** quality of implementation and ability to scale
 - Level B: Demonstrates **sufficient** quality implementation and ability to scale
 - Level C: **Limited** ability to scale or ability to scale restricted to scaling within local area
 - Level D: **Presently does not have** the capacity to scale further
- Some of the operator allocations are provisional. In these instances the operators will be asked for further evidence around their implementation and capacities for scale in specific areas. These are therefore indicative allocations that will be finalized following monitoring and further due diligence questions.
 - The Ministry also notes that if present school allocations are used as the basis for any future allocation then there will inevitably be a bias towards the larger providers. The Ministry has therefore used a larger multiplier for the smaller scale providers than for the larger ones to avoid this distortive effect.
 - The provisional allocation of further schools for year 2 of the PSL program is set out in the following table:

	Provisional category	Provisional 2017 Allocation	Total Schools	Additional evidence required (Y/N)
BRAC	B	15	35	Yes
Bridge	A	38	63	No
LYONET	C	2	6	Yes
MTM	A	11	17	Yes
Omega	B	15	32	Yes
Street Child	B	12	24	Yes
Stella Maris	C	2	6	Yes
Rising Academies Network	A	12	17	No
	TOTAL	107	200	

Sincerely yours,

George Kronnisanyon Werner

MINISTER