

Ministry of Education  
A 3-year Plan to Improve the Quality of Schools  
April 2017



The Ministry of Education (MoE) seeks to improve the quality and enrolment of a minimum of 40% of schools by 2020. The MoE has developed a 3-year action plan to professionalize principals and teachers, improve the quality of schools, and monitor & account for progress, which is outlined below. These are prioritized actions from within the Ministry's Education Sector Plan. To ensure rapid action and results, MoE is establishing an Education Delivery Unit (EDU) with high quality dedicated staff to oversee implementation of the most urgent reforms. This unit will also encourage donors to align with the Education Sector Plan, starting with priorities below. In addition to the below plan, we are grateful for the existing outcomes expected from donor projects on out of school children; girls education; literacy reforms; Technical and Vocational training and pedagogical training.

**Proposed 3-year Action Plan:**

**I. NATIONWIDE PROFESSIONALIZATION OF PRINCIPALS & TEACHERS:**

- **Testing of teachers:** *The MoE will ensure that by the end of the calendar year 2017, all teachers on the MoE payroll will be required to pass a test to ensure that they possess the knowledge, experience, and qualifications for the level that they are teaching.* Results from the test will be assessed as follows:
  - a. *Scores above 70%:* Teachers will be certified by the Ministry of Education. Teachers will be required to complete professional development courses every two years.<sup>1</sup>
  - b. *Scores between 40-70%:* Teachers will receive in-service professional development (2,000 places already funded, commencing Sept 2017).
  - c. *Scores below 40%:* The MoE considers any score 40% or below failing. Teachers with such scores will be replaced. MoE will find replacements from graduates of the Teacher Training Institute (TTI) who pass the test and score 70% or above. The MoE also intends to rejuvenate the National Volunteer Program (NVP), which provides condensed teacher training for unemployed graduates who have expressed willingness to work in rural areas.
- **Qualified and Certified Teachers:** *The MoE will ensure that 40% of schools have qualified and Certified teachers by 2020.* The MoE will delete all ghosts from the payroll and will replace teachers who score 40% or below on the required test.
- **Pay and Grade Scheme for MoE will be Adjusted:** *The MoE will work with CSA to adjust civil service pay grades.* School Administrators will be awarded monetarily and non-monetarily for their experience and graduates entering the education system will have a clear progression and promotion path. Leadership and PTA training will be targeted towards the 40% quality schools, excluding PSL schools which have their own training regimes.
- **School Leadership:** *The MoE will ensure that there is improved school leadership in at least 40% of schools.* Principals will receive training to manage schools. Principals who lack the necessary qualifications and background to manage a school will be replaced with qualified graduates. Principals and PTAs will self-assess their school and their systems.

**II. SCHOOLS:**

- **Quality Schools:** *The MoE will ensure that a minimum 40% of schools meet MoE standards by 2020.* PSL will be used to ensure at least 20% of schools meet quality standards by 2019; while the other 20% can be met by non-PSL schools through other interventions, such as the government-led GPE project.<sup>2</sup> Where the school day extends, we hope to provide school feeding.

<sup>1</sup> Professional development is funded by NTAL.

<sup>2</sup> For example, the Global Partnership for Education funded Early Childhood Pilot will reach 20% of schools and can be expanded to higher grades.

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- **Partnership Schools for Liberia (PSL):** The MoE will ensure that at least 20% (approximately 520) of existing schools become Partnership Schools by 2019. The MoE will work with PSL operators to develop a formal mechanism to share best practices across the entire school system as a whole including to address HR/payroll and M&E issues.
- There will be a minimum target of 200 PSL schools in 2017/18. The final number of schools will depend on a number of factors including, amongst others, performance results of the PSL schools and availability of funding. The southeast region will be prioritized for new PSL schools.
- Providers must commit to free education and will be required to provide learning assessments for students in grades 3 and 6.
- Class and school caps will be determined by MoE to ensure that PSL is not an obstacle to education access, i.e., that the program does not reduce enrolment in any given community.
- 75% of the teaching workforce will be retained and retrained by providers in each school as a key performance requirement. Poor performers can only be removed using the National Teacher Code of Conduct and Civil Service Standing Orders.
- PSL operators will provide small cash incentives for new teachers for 3 months. As they are added to payroll. This should be included in operators' budget. There will be a one stop shop payroll team (CSA, MFDP, a MoE dedicated team, IAA) funded through capacity building funds to ensure teachers are added after 3 months.
- The PSL contracts will be re-awarded through a competitive selection process, rigorous and transparent, as per Liberian procurement rules.
- Appropriate covenants will be put in place to minimise operator risk.
- MoE will restrict bidding to the existing eight (8) providers who already have local context knowledge.
- A learning from year 1 is that Ministry capacity must be built to manage contracts, monitor performance, and do rapid payroll additions and to keep them in the lead of the program. 20% of the funds raised will go to Ministry capacity strengthening initiatives.

**Quality Schools: The MoE will ensure that a minimum 40% of schools meet MoE standards by 2020.**  
PSL

**III. SCHOOL QUALITY ASSESSMENT:**

- **M&E: The MoE will monitor 40% of schools on a tri-annual basis.**<sup>3</sup> The proposed monitoring is threefold.
  - 1) In 2017, MoE will establish innovative DEO & CEO and Principals performance management systems to ensure better oversight. DEOs will be required to submit evaluation reports to the MoE on bi-annual basis.
  - 2) The MoE will pilot grade 3 and grade 6 learning assessments.
  - 3) MoE will pilot rapid responses when it receives information about, for example, absent teachers, abuse of the code of conduct, or fee changes.

**ANNEX**

**Increasing access and quality in 40% of schools means that by 2020, the pre-selected schools will see:**

- School enrolment increased by 10%
- Pupil attendance rate at 97%
- Gender parity at 0.9 or above

<sup>3</sup> Procurement is funded and will take place under the GPE project in 2018.

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4/6/17

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- 75% of girls retained to end of school year
- 40% of schools will have a trained teacher for every grade + 2 administrators
- 100% of teachers in the quality schools would pass a basic test
- Learning hours increased to 6 hours in 40% of schools
- Teacher attendance at 90%
- 40% of schools inspected tri-annually demonstrate increased time on task
- 40% of schools reach learning targets that are 0.5 pupil standard deviations higher than 2016 baseline levels, with 90% of children reaching basic reading and math competencies by grade 3.

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