

# **Call for Applicants**

**To participate in a Public-Private Partnership (PPP) to increase  
access to KG2 services**

*under the Improving Early Childhood Development  
in the West Bank and Gaza Project*

**Draft version July 27, 2022**

## Contents

<b>1. OVERALL CONTEXT AND DESCRIPTION OF THE PPPs</b> .....	<b>4</b>
1.1. Background and Context .....	4
1.2. Objective .....	4
1.3. Two PPP models .....	4
1.3.1. Service delivery model.....	4
1.3.2. Voucher model .....	5
1.3.3. Choosing between PPP models.....	6
1.4. Target Geographic Locations.....	6
1.5. Payment Structures under the Service Delivery and Voucher models .....	8
1.5.1. Payment Structure under the Service Delivery Model .....	9
1.5.2. Payment Structure under Voucher Model .....	13
1.6. Compliance requirements.....	16
1.7. Quality Incentive Performance Indicators.....	17
1.8. Payment disbursement .....	19
1.9. Budget reporting requirements .....	20
<b>2. APPLICATION AND EVALUATION PROCESS AND GUIDELINES</b> .....	<b>22</b>
2.1. Eligibility to apply to this Call.....	22
2.2. Application Process .....	23
2.3. Evaluation Process.....	24
2.3.3. Nomination for the “Registry of KG2 Providers Qualified for PPPs” .....	27
2.3.4. Awarding of Private Providers.....	27
2.4. Deadline for submission of this application .....	28
<b>3. APPLICATION FORM</b> .....	<b>29</b>
Documentation to prove eligibility to apply to participate in the PPP ( <i>please attach the copies of the following documents to your application</i> ): .....	29
Form A: General information about the private provider .....	31
Form B: Offer for the expansion of KG2 services.....	34
Form C: Community and family outreach proposal .....	40
Form D: Professional development proposal .....	41

<b>4. ANNEXES.....</b>	<b>43</b>
ANNEX 1: STAFF QUALIFICATIONS, EXPERIENCE AND SALARIES FOR SERVICE DELIVERY MODEL.....	43
ANNEX 2: MONTHLY COSTS FOR THE OPERATION OF KG BY SIZE FOR THE SERVICE DELIVERY MODEL .....	45
ANNEX 3: COST PER CHILD FOR THE OPERATION OF KG SERVICES IN THE SERVICE DELIVERY MODEL .....	46
ANNEX 4: DISBURSEMENT STRUCTURE FOR THE SERVICE DELIVERY MODEL	48
ANNEX 5: DISBURSEMENT STRUCTURE FOR THE VOUCHER MODEL .....	51
ANNEX 6: LIST OF LEARNING MATERIALS AND FURNITURE.....	52
ANNEX 7: PPP ROLLOUT TIMELINE .....	56

## **1. OVERALL CONTEXT AND DESCRIPTION OF THE PPPs**

### **1.1. Background and Context**

The *Improving Early Childhood Development (ECD) in the West Bank and Gaza Project*, financed by the World Bank, aims to improve the coverage and quality of early childhood development services for children from gestation until age 5. Under subcomponent 2.1 of this project, the Ministry of Education (MOE) plans to increase access to kindergarten level 2 (KG2) services through the design and rollout of a public-private partnership (PPP) model. The aim of the PPP is to develop effective partnerships between MOE and KG2 private providers to leverage and strengthen their capacity to expand quality KG2 service provision in a cost-effective manner.

The focus on KG2 is in line with the Palestinian Authority's (PA) priority to universalize access to KG2 education. MOE has embarked on plans to gradually increase the public provision and ensure that children receive high-quality KG2 education. However, with an estimated 24,000 five-year-old children not enrolled in KG2, reaching the goal of universalization will require effective government partnerships with private providers to increase access to KG2 in underserved areas. The PPP pilot aims to enroll around 1,100 additional children in KG2, focusing on target geographic locations. The impact of this pilot is expected to be significant as it will lay the foundation for a meaningful and sustainable collaboration between MOE and private providers to serve vulnerable and marginalized children jointly through PPPs.

### **1.2. Objective**

This Call invites private KG2 providers to enter into a PPP agreement with the MOE to expand the provision of KG2 services in selected geographic locations in the West Bank. As part of the PPP agreement, private KG2 providers will be offered financing in return for enrolling additional children into their KG2 facility, conditional on established standards.

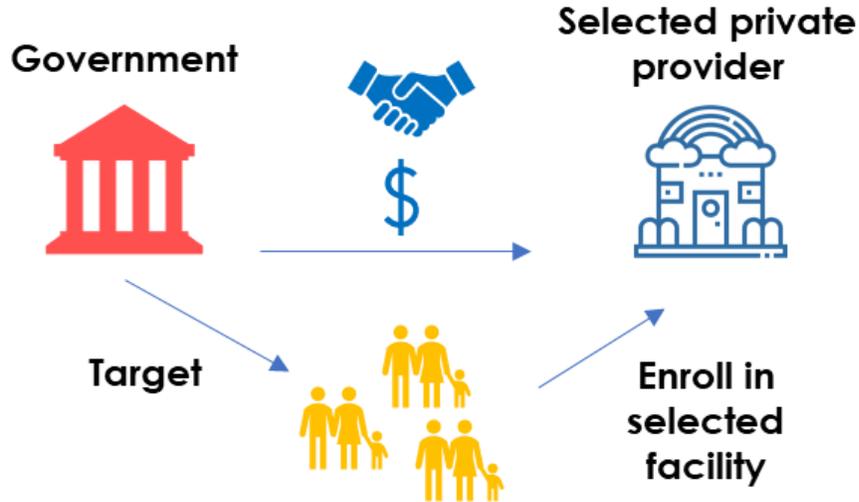
### **1.3. Two PPP models**

Private KG2 providers may enter into a PPP agreement through two models: (i) the Service Delivery Model or (ii) the Voucher Model, explained below.

#### **1.3.1. Service delivery model**

Under the Service Delivery Model, selected private providers enter into an agreement with the MOE to increase enrolment by renting or establishing a facility or center to house new KG2 classrooms. Selected private providers will enroll children from households meeting the eligibility criteria (to be provided by the MOE).

Figure 1. Service delivery model



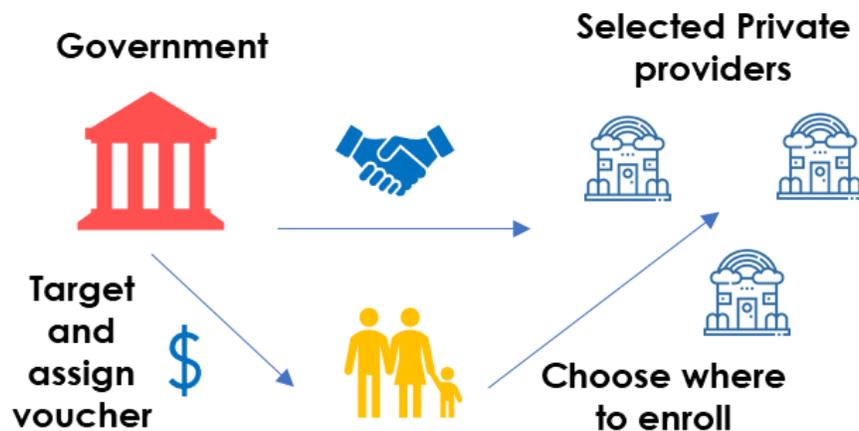
### 1.3.2. Voucher model

Under the Voucher Model, selected private providers enter into an agreement with the MOE to serve children who live in a target geographic location by:

1. Enrolling new children into available slots in *an existing KG2 classroom(s)*, and/or
2. Enrolling new children into new KG2 classrooms in the existing facility.

Eligible families with a voucher are free to choose any participating provider. Selected private providers will enroll eligible households with a voucher.

Figure 2. Voucher model



### 1.3.3. Choosing between PPP models

Providers applying under this call should indicate which PPP modality to apply under. Providers may also choose to apply under both modalities. Table 1 below shows some examples and considerations to help guide providers' selection of which PPP model to apply for.

**Table 1: Considerations for choosing between PPP models**

Case	PPP model to choose
The provider has a KG2 classroom that can accommodate 25 children*, but has only 18 children enrolled in this classroom.	The provider can offer to enroll an additional 7 children through the <b><u>Voucher Model</u></b> . The provider would not need to hire a new teacher or staff, nor acquire new classroom furniture to enroll these additional 7 children, as it would use its existing capacity.
The provider has two classrooms in its KG facility, one of which is not being currently used.	The provider can offer to enroll an additional 25 children in the empty classroom through the <b><u>Voucher Model</u></b> . Unlike the previous example, the provider would need to hire new staff and acquire the necessary furniture to expand its capacity and be able to enroll a new group of children in this classroom.**
The provider is operating a KG facility and wishes to expand to other municipalities and/or governorates.	The provider can offer to set up a new KG2 facility in a target geographic location through the <b><u>Service Delivery Model</u></b> . For this, the provider will need to: obtain necessary approvals/license from MOE, rent a facility at the new location, hire staff, and acquire all necessary furniture and supplies.**

\* MOE quality standards stipulate 25 children as the maximum number of children per KG2 classroom.

\*\* Payments for costs such as furnishing a classroom or setting up an office will be discussed in section 1.5 below.

### 1.4. Target Geographic Locations

Private KG2 providers may participate in the PPP under either or both models in the localities listed below in Table 2.

In their application, providers should indicate a location(s) from the list below and specify the PPP model through which they propose to provide KG2 services in the given location (Service Delivery or Voucher Model).

**Table 2: Target geographic locations**

Governorate	District office	District Office ID	Locality ID	Locality name	Recommended PPP model <sup>1</sup>
Hebron	South Hebron	27	503335	Ramadin	Service delivery/voucher
Hebron	North Hebron	25	502620	Saeer	Service delivery
Hebron	South Hebron	26	502778	Baqaa/Bwreh	Service delivery
Hebron	North Hebron	25	502540	Beit Ommar	Service delivery/voucher
Hebron	North Hebron	25	502815	Bani Naim	Service delivery
Hebron	North Hebron	25	502835	Bet Awwa	Service delivery/voucher
Hebron	Yatta	23	503120	Yatta	Service delivery
Hebron	North Hebron	25	502555	Shiokh Arroub	Service delivery/voucher
Jinin	Qabatia	28	10340	Qabatia	Service delivery/voucher
Jinin	Qabatia	28	10625	Selet Thaher	Service delivery/voucher
Jinin	Qabatia	28	10605	Jaba'	Service delivery/voucher
Jinin	Qabatia	28	10615	Fandaqoumiya	Voucher
Jinin	Jinin	10	10505	Anza	Voucher
Nablus	South Nablus	11	151195	Ainaboos	Service delivery
Nablus	South Nablus	11	151265	Osareen	Service delivery
Nablus	South Nablus	11	151445	Doma	Service delivery/voucher
Nablus	South Nablus	11	151245	Jammain	Service delivery/voucher
Nablus	South Nablus	11	151270	Aqraba	Service delivery/voucher
Nablus	South Nablus	11	151215	Beta	Service delivery/voucher
Nablus	South Nablus	11	151380	Sawya	Service delivery/voucher
Nablus	South Nablus	11	151180	Odala	Service delivery/voucher

---

<sup>1</sup> These recommendations are provided based on the needs of each locality. While the recommended PPP model is not mandatory, it is highly encouraged.

### 1.5. Payment Structures under the Service Delivery and Voucher models

This section describes in detail the payment amount eligible to providers under each PPP model. Providers will be receiving 4 installments per academic year (plus an additional Start-up grant, if eligible), covering the following:

**Yearly per child payment** – This is the amount paid by the MOE to the provider for every additional child enrolled in KG2. The cost per child payment is quoted per school year.

**Quality incentive payment** – This is a payment for the achievement of established quality indicators (see section 1.7).

**Transportation payment** – This is the amount paid by the MOE to providers for every additional child enrolled who uses center-provided transportation to attend KG2. The transportation payment is quoted per month.

**Start-up grant payment** – This is the amount paid by the MOE to eligible providers for the purchase of classroom and office furnishing. The Start-up grant payment is disbursed once at the start of the contract for eligible providers only (i.e., Service Delivery Model providers and Voucher Model providers who will be opening a new classroom within their existing facility).<sup>2</sup>

**Table 3: Overview of Payments under the Service Delivery and Voucher Models**

Cost, per unit of time	Service Delivery Model	Voucher Model
<b>Cost per child, per year</b>	Providers not paying rent (facility provided free of cost by donor/partner): <ul style="list-style-type: none"> <li>• Enrolling 75 new children: ₪2,940 per child, per year</li> <li>• Enrolling 100 new children: ₪3,030 per child, per year</li> </ul> Providers paying rent for facility: <ul style="list-style-type: none"> <li>• Enrolling 75 new children: ₪3,120 per child, per year</li> <li>• Enrolling 100 new children: ₪ 3,190 per child, per year</li> </ul>	All providers: <ul style="list-style-type: none"> <li>• ₪1,600 per child per year (8 additional children per classroom, maximum)</li> </ul>

<sup>2</sup> Payment amounts may be subject to change. Final numbers will be shared prior to contracting.

<b>Quality incentive payment</b> (more details in section 1.7).	All providers meeting quality incentive standards: <ul style="list-style-type: none"> <li>• ₩290 per child per year</li> </ul>	All providers meeting quality incentive standards: <ul style="list-style-type: none"> <li>• ₩140 per child per year</li> </ul>
<b>Transportation cost per child, per month</b>	All providers: <ul style="list-style-type: none"> <li>• ₩150 per child, per month</li> </ul>	
<b>Start up grant, one-time payment</b>	All providers: <ul style="list-style-type: none"> <li>• Start-up grant for classroom furniture: <ul style="list-style-type: none"> <li>○ ₩15,330 per new classroom of up to 25 children</li> <li>○ ₩4,250 for a standard staff office furniture</li> </ul> </li> </ul>	Providers adding a new classroom within their current facility only: <ul style="list-style-type: none"> <li>• Start-up grant for classroom furniture: <ul style="list-style-type: none"> <li>○ ₩15,330 per new classroom of up to 25 children</li> </ul> </li> </ul>

Note that in cases where actual beneficiaries differ from beneficiaries stipulated in the contract, payment to the provider will be calculated based on actual beneficiaries. In certain cases, this will require an amendment to the partnership contract. The PPP Technical Committee reserves the right to make such decisions on a case-by-case basis.

**1.5.1. Payment Structure under the Service Delivery Model**

Providers entering in a partnership with MOE under the Service Delivery Model are eligible for the following payments: Payment amount per child, Quality incentive payment, Transportation payment, and Start-up grant. The details of each of these payments can be found below.

**Payment amount per child**

Private providers who are contracted by MOE under the Service Delivery Model can expand services by enrolling 75 new children (in 3 classrooms) or 100 new children (in 4 classrooms). Providers are requested to indicate whether they will be renting a new facility to provide services or if they will be utilizing a facility free of charge. Private providers are encouraged to find local partner(s) or donor(s) who commit to provide or fund the cost of the facility.<sup>3</sup> For providers who

---

<sup>3</sup> The availability of an existing facility with adequate space to be used as a KG and relevant rental provisions (such as whether the provider will be paying rent or if the space will be provided free of charge) will be verified prior to contracting.

will be paying rent at a new facility, rental costs are embedded within the cost per child. Therefore, the renting cost may or may not be included in the contract depending on whether the provider actually incurs the cost. Table 4 indicates the per child amount (inclusive of taxes) paid to private providers, depending on whether the provider will be paying rent at the facility, and whether the provider will be enrolling 75 or 100 new children.

**Table 4 : Yearly per child amount to be paid to private providers under the Service Delivery Model**

Rent	Number of <u>new</u> children that the private provider is being contracted to enroll	
	75 new children	100 new children
Private provider will <u>not</u> be paying rent	₺2,940 per child (including taxes)	₺3,030 per child (including taxes)
Private provider <u>will be</u> renting a new facility to provide services	₺3,120 per child (including taxes)	₺3,190 per child (including taxes)

*Note that payments will be made based on the actual number of children enrolled during the previous logical period<sup>4</sup>, subject to verification. In cases where the actual beneficiaries differ significantly from beneficiaries stipulated in the contract, the PPP Technical Committee reserves the right to amend and/or terminate the partnership contract.*

### **Quality incentive**

Private providers contracted under the Service Delivery Model will be paid a Quality incentive payment<sup>5</sup> upon satisfactory achievement of performance indicators (see section 1.7).

**Table 5: Yearly quality incentive**

Quality incentive, per year	Up to ₺290 per child
-----------------------------	----------------------

---

<sup>4</sup> The previous logical period will be determined by the PPP Technical Committee, taking into consideration previous enrollment periods and adjusting by any potential COVID shocks.

**Transportation**

Private providers contracted under the Service Delivery Model will be paid a transportation fee.<sup>6</sup> This transportation fee is determined based on the number of enrolled children who are expected to require transportation to the KG2 center. MOE will pay for up to 10% more children to take transportation and will pay an additional 10% upfront to the transportation payment to cover this potential overage.<sup>7</sup> Table 6 shows the monthly cost of transportation per child.

**Table 6: Monthly cost of transportation per child**

<b>Transportation payment, per month</b>	≈150 per child
--	----------------

*Note that payment will be made based on the actual number of children who received transportation during the previous period, subject to verification.*

**Start-up grant**

Providers contracted under the Service Delivery Model will be paid a Start-up grant (in their first year of implementation only). Providers will have a period of four weeks to (i) set up their new facility, (ii) purchase necessary furniture and learning materials (see Annex 6: List of learning materials and furniture), and (iii) set up contracts with newly-hired staff. The facility will be inspected to ensure that it meets safety and structural quality standards to ensure an optimal and safe environment for children’s learning. The Start-up grant will be disbursed before the commencement of those four weeks to cover the cost of setting up the facility and preparing it for operation.

**Table 7: Start-up grant to be paid for purchasing classroom and staff office furniture**

<b>Start-up grant for classroom furniture</b>	≈15,330 per classroom of 25 children
<b>Start-up grant for staff office furniture</b>	≈4,250 for a standard staff office furniture per new facility

---

<sup>6</sup> To be eligible to provide transportation under the PPP model, the vehicle used by the provider for transportation must be: properly insured, operated by a licensed driver, and not carry children/adults in excess of its maximum legal capacity. Adherence to these conditions will be inspected and verified at the start and throughout the life of the partnership. MOE bears no responsibility for accidents that occur during transportation.

<sup>7</sup> In cases where no additional children require transportation (or in cases where less than 10% additional children require transportation), the overage amount will be carried over and subtracted from the final disbursement to the provider. Note that the MOE will not pay for an overage exceeding 10%.

Table 8 below shows a sample of scenarios under the Service Delivery Model and the eligible costs associated with each scenario.

**Table 8: Payment structure scenarios under the Service Delivery Model**

	Scenario 1: <i>Private provider expands into a new facility and enrolls 75 children. The provider pays rent for this facility. 35 children take transportation. The provider meets quality incentive standards.</i>	Scenario 2: <i>Private provider expands into a new facility and enrolls 100 children. The facility is provided at no charge to the provider. 42 children take transportation. The provider does not meet quality incentive standards.</i>
Cost per child payment, per year	₺3,120 * 75 = ₺ 234,000	₺3,030 * 100 = ₺303,000
Quality Incentive payment, per year	₺290 * 75 = ₺21,750	N/A <i>(Quality incentive standards not met)</i>
Transportation cost payment, per year	₺150 * 35 * 9 months =₺ 47 ,250	₺150 * 42 * 9 months= ₺56,700
Start up grant, one-time payment	Classroom furniture: ₺15,330 * 3 = ₺45,990 Office furniture = ₺ 4,250	Classroom furniture: ₺15,330 * 4 = ₺61,320 Office furniture = ₺ 4,250
Total payment under the specific scenario	₺ 353,240	₺ 425,270

### 1.5.2. Payment Structure under Voucher Model

#### **Payment amount per child**

Private providers who are contracted by MOE under the Voucher Model can enroll a maximum of 8 *additional* children per existing KG2 classroom. Providers may also set up additional classrooms within their existing facility building to enroll children.<sup>8</sup> Table 9 indicates the per child amount (inclusive of taxes) that will be paid to private providers contracted under the Voucher Model.

**Table 9: Yearly per child amount to be paid to private providers under the Voucher Model**

<b>Yearly per child amount</b>	₹1,600 per child (including taxes)
--------------------------------	------------------------------------

*Note that payments will be made based on the actual number of children enrolled during the previous logical period<sup>9</sup>, subject to verification. In cases where the actual beneficiaries differ significantly from beneficiaries stipulated in the contract, the PPP Technical Committee reserves the right to amend and/or terminate the partnership contract.*

#### **Quality incentive**

Private providers contracted under the Voucher Model will be paid a Quality incentive payment upon satisfactory achievement of performance indicators (see section 1.7).

**Table 10: Yearly quality incentive**

<b>Quality Incentive, per year</b>	Up to ₹140 per child
------------------------------------	----------------------

#### **Transportation**

Private providers contracted under the Voucher Model will be paid a transportation fee.<sup>10</sup> This transportation fee is determined based on the number of enrolled children who are expected to require transportation to the KG2 center. MOE will pay for up to 10% more children to take

---

<sup>8</sup> This is an option only in cases where additional enrollments will cause existing class sizes to exceed 25 children. Minimum class size may apply and will be determined by the Technical Committee on a case-by-case basis.

<sup>9</sup> The previous logical period will be determined by the PPP Technical Committee, taking into consideration previous enrollment periods and adjusting by any potential COVID shocks.

<sup>10</sup> To be eligible to provide transportation under the PPP model, the vehicle used by the provider for transportation must be: properly insured, operated by a licensed driver, and not carry children/adults in excess of its maximum legal capacity. Adherence to these conditions will be inspected and verified at the start and throughout the life of the partnership. MOE bears no responsibility for accidents that occur during transportation.

transportation and will pay an additional 10% upfront to the transportation payment to cover this potential overage.<sup>11</sup> Table 11 shows the monthly cost of transportation per child.

**Table 11: Monthly cost of transportation per child**

<b>Transportation payment, per month</b>	₺150 per child
--	----------------

*Note that payment will be made based on the actual number of children who received transportation during the previous period, subject to verification.*

***Start-up grant (only for providers under the Voucher Model adding a new classroom within their current facility)***

Providers contracted under the Voucher Model who will add a new classroom within their current facility to enroll additional children will be paid a Start-up grant to cover the cost of buying the furniture for this refurbished KG2 classroom (see table 12).

**Table 12: Start-up grant to be paid under the Voucher Model for purchasing classroom furniture**

<b>Start-up grant for classroom furniture</b>	₺15,330 per new classroom of up to 25 children
---	--

---

<sup>11</sup> In cases where no additional children require transportation (or in cases where less than 10% additional children require transportation), the overage amount will be carried over and subtracted from the final disbursement to the provider. Note that the MOE will not pay for an overage exceeding 10%.

Table 13 below shows a sample of scenarios under the Voucher Model and the eligible costs associated with each scenario.

**Table 13: Payment structure scenarios under the Voucher Model**

	Scenario 1: <i>Private provider enrolls 5 additional children in one classroom. 3 children take transportation. The provider meets quality incentive standards.</i>	Scenario 2: <i>Private provider enrolls 25 additional children. 8 children are added into two existing classrooms (4 children in each classroom), and a new classroom is created for the remaining 17 children. 11 children take transportation. The provider does not meet quality incentive standards.</i>
Cost per child, per year	₪1,600 * 5 = ₪ 8,000	₪1,600 * 25 = ₪ 40,000
Quality Incentive payment, per year	₪140 * 5 = ₪700	N/A <i>(Quality incentive standards not met)</i>
Transportation cost per child, per year	₪ 150 * 3* 9 months = ₪ 4,050	₪ 150 * 11* 9 months = ₪14,850
Start up grant, one-time payment	N/A <i>(No additional classrooms required)</i>	Classroom furniture: ₪15,330 * 1 = ₪15,330
Total payment under the specific scenario	₪12,750	₪ 70,180

## 1.6. Compliance requirements

### ***Service Delivery Model***

Private providers contracted under the Service Delivery Model shall comply with all of the following:

- Licensing requirements: Private providers under the Service Delivery Model shall comply with all requirements included in the licensing procedure defined by the MOE. (See Section 2.1 for providers without a license who have the intention to obtain one).
- Staff dedication, qualifications, and ratios: Private providers are required to comply with staff dedication, qualifications, and ratios according to Annex 1.
- Classroom furniture: Private providers under the Service Delivery Model are also required to purchase, using the Start-up Grant, a complete set of classroom furniture and staff office furniture, as indicated in Annex 6. To verify compliance with this, the MOE, through the verification entity, will require the provider to present an inventory of the learning materials and furniture that were purchased using the Start-up grant and a report of expenses.
- Minimum salaries: Private providers must pay the minimum salaries (included in table 14 and Annex 2). To verify compliance with this, MOE, through the verification entity, will oversee the contracts and payments according to the disbursement structure.

**Table 14: KG2 staff minimum monthly salaries to be paid under the Service Delivery Model**

<b>Role</b>	<b>Basic monthly salary</b>	<b>Monthly Bonus</b>	<b>Monthly Transport Bonus</b>	<b>Total monthly cost</b>
<b>Principal</b> <u>Dedication</u> : Full time	₪2,250	+ ₪300	+ ₪250	₪2,800
<b>Teacher</b> <u>Dedication</u> : Full time	₪2,250		+ ₪250	₪2,500
<b>Sociopsychological support</b> <u>Dedication</u> : Part-time in a KG with 1 to 3 classrooms / Full time in a KG with 4 classrooms and above	₪1,125		+ ₪125	₪1,250
<b>Administrative Support</b> <u>Dedication</u> : To be included full time if the KG has 4 classrooms and above	₪2,050		+ ₪250	₪2,300

Role	Basic monthly salary	Monthly Bonus	Monthly Transport Bonus	Total monthly cost
<b>Cleaning</b> <u>Dedication:</u> Full time in a KG with 1 to 5. Two cleaners required for 6 classrooms and above	₩1,880		+ ₩250	₩2,130

Failure to adhere to Compliance Standards may result in amendments or cancellations to the partnership contract.

### ***Voucher Model***

Private providers shall comply with implementing all of the following:

- Licensing requirements: Private providers under the Voucher Model shall comply with all requirements included in the licensing procedure defined by the Ministry of Education. (See Section 2.1 for providers without a license who have the intention to obtain one).
- Classroom furniture: Private providers under the Voucher Model expanding capacity in a new classroom within an existing KG facility are also required to purchase, with the Start-up Grant, *a complete set of classroom furniture only* (not staff office furniture), as indicated in Annex 6. To verify compliance with this, MOE, through a contracted verification entity will require the provider to present an inventory of the learning materials and furniture that were purchased with the Start-up grant and a report of expenses.

### **1.7. Quality Incentive Performance Indicators**

In addition to meeting compliance requirements (as outlined in section 1.6), Private providers must comply with the following performance indicators in order to access the Quality incentive payment.

**Table 15: Performance Indicators tied to Quality incentive payments**

Indicator type	Service Delivery Model	Voucher Model
Access indicators	<p>a. At least 90% of the total children included in the contract must be served during the period prior to disbursement.</p> <p>b. Average daily attendance must equal or exceed 90% during the period prior to disbursement.</p>	<p>a. 100% of the total children included in the contract served during the period prior to disbursement.</p> <p>b. Average daily attendance must equal or exceed 90% during the period prior to disbursement.</p>
Quality indicators	<p>Quality will be assessed against each provider’s Quality Enhancement Plan (QEP), detailed as follows:</p> <ul style="list-style-type: none"> <li>• One or two technical review visits will be made to the provider prior signing the contract. In these visits, providers will be observed with a monitoring tool and compliance to selected standards will be assessed. The results will be captured in the QEP database and will form the baseline indicators for the provider’s individualized QEP.</li> <li>• There will be three site visits to monitor and review the targets set in the contract including the QEP.</li> </ul> <p>The QEP shall become an integral part of the signed contract with each private provider.</p>	
<p><b><u>In case of non-compliance with any of the above conditions, the Quality incentive payment will be cancelled (in part or in full). The provider must also submit a plan to ensure improvement (in enrolment, attendance, and/or QEP indicators) in the following disbursement period. If the situation continues for two consecutive disbursement periods, the PPP Technical Committee reserves the right to re-assess or terminate the partnership contract.</u></b></p>		

For providers who exceed standards and targets, one or more of the following incentives may apply:

- A. Automatic renewal of KG licensing for the following two years
- B. Automatic renewal of the contract for the following year upon the availability of funds
- Recognition of high-quality performance through certificates and public sharing of success

## 1.8. Payment disbursement

The following section details the monitoring and disbursement schedule for payments under the Service Delivery and Voucher models. Table 16 shows the disbursement schedule and conditions spanning one full academic year (starting in September 2023 and ending in June 2024). Amendments will be made to this disbursement schedule including the percentages disbursed, for partnerships that will commence in the second semester of the current academic year starting in February 2023.

**Table 16: Disbursement Schedule and Conditions**

Payment	Planned disbursement date	Eligible payment category (percentage disbursed)		Conditions <sup>12</sup>
		Service Delivery	Voucher	
Start-up grant	At the beginning of the contract <sup>13</sup>	Start-up grant for classroom furniture + Start-up grant for staff office furniture	Start-up grant for classroom furniture (only for providers adding a new classroom within their current facility)	<ul style="list-style-type: none"> <li>Purchased furniture comply with the MOE specifications</li> <li>Provider submits all supporting documents of expenses incurred under the Start-up Grant</li> <li>If the contract with the provider is terminated ahead of the contract end date, the purchased assets under the start-up grants shall be transferred to the MOE offices in that area.</li> </ul>
First disbursement	September 2023	30% of the following: Cost per child + Quality incentive + Transportation	30% of the following: Cost per child + Quality incentive + Transportation	<ul style="list-style-type: none"> <li>Contracted provider meets access and quality standards.</li> </ul>
		30% of the following: Cost per child	30% of the following: Cost per child	<ul style="list-style-type: none"> <li>Contracted provider meets access and quality standards.</li> </ul>

<sup>12</sup> Exceptions/Flexibility can apply on a case by case basis subject to the approval of the Technical Committee.

<sup>13</sup> First year of implementation only

Second disbursement	December 2023	+ Quality incentive + Transportation	+ Quality incentive + Transportation	
Third disbursement	March 2024	30% of the following: Cost per child + Quality incentive + Transportation	30% of the following: Cost per child + Quality incentive + Transportation	<ul style="list-style-type: none"> <li>Contracted provider meets access and quality standards.</li> </ul>
Fourth disbursement	May 2024	10% of the following: Cost per child + Quality incentive + Transportation	10% of the following: Cost per child + Quality incentive + Transportation	<ul style="list-style-type: none"> <li>Contracted provider meets access and quality standards.</li> </ul>

Annex 4 (Service Delivery) and Annex 5 (Voucher) provide indicative information to the private provider on the required documents and products for each disbursement throughout the implementation process.

**1.9. Budget reporting requirements**

Private providers that enter a partnership with MOE will be required to submit a proposed budget for start-up grant expenses (if eligible) and report actual budgets. Table 17 shows budget reporting requirements.

**Table 17: Budget reporting requirements**

Service Delivery Model and Voucher Model (only Voucher model providers adding a new classroom within their current facility)		All providers
Start-up grant	First disbursement	Second, third and fourth disbursement
At the beginning of the contract, an itemized budget for the use of the Start-up grant and overall expenses.	A report on expenses detailing the use of the Start-up grant	A report on expenses for the previous period

Table 18 below should be used as a reference by private providers in the development of their operational budgets. For more detailed guidance, Annex 2 provides an indicative operational budget that private providers can also use as a reference. Annex 3 includes the methodology used by MOE (in consultation with a diverse group of KG private providers) to calculate the per child cost.

**Table 18: Operational budget items**

Category	Item	Description
<b>Human Resources</b>	Principal	Full time
	Teacher	Full time. One teacher for a group of 25 children.
	Psychosocial support	Half time for 1 – 3 KG classrooms Full time for 4 classrooms and above
	Administrative support staff	Full time to be included in a KG with 4 classrooms and above
	Cleaning staff	One cleaner full time in a KG with 1 to 5 Two cleaners required for 6 classrooms and above
<b>Infrastructure</b>	Rent	To be included except when a local partner or donor is willing to provide or fund the cost of rent
	Public Services/Utilities	Electricity, water, internet
	Maintenance	Including cleaning supplies, maintenance (tank washing, painting), fumigations, garbage and pest control
<b>Operational expenses</b>	Institutional supplies	Institutional supplies, including printing paper, ink, folders to keep files, etc)

	Learning materials	Supplies for children's activities, including paper, pens, paints, etc)
<b>Personal hygiene supply</b>	Children and staff's hygiene supplies	Toiletries for children and KG staff's such as hand soap, disposable towels, and toilet paper

## 2. APPLICATION AND EVALUATION PROCESS AND GUIDELINES

### 2.1. Eligibility to apply to this Call

**Group 1:** Private providers, including individuals, societies, institutions, companies or religious bodies, who own and operate private KGs, adopt the Palestinian Curriculum and are licensed by the Ministry of Education are eligible to apply to this Call. Eligibility is determined based on the ability to furnish the following documents at the time of application:

- MOE license to provide KG services
- Valid source deduction certificate (المفعول سارية مصدر خصم شهادة).
- Valid professional license certificate/ clearance from the property tax (ذمة براءة /مهن رخص شهادة) (الأمالك ضريبة من)
- Income Tax and VAT registration

**Group 2:** Private providers, including individuals, societies, institutions, companies or religious bodies with proven experience in providing early childhood education services that have the intention or have undertaken steps to obtain the appropriate license from MOE to provide KG2 services could apply to this Call under the following conditions:

(i) Private provider readiness to cooperate to fast track obtaining the MOE KG license at least two weeks prior to the start of the academic semester.

(ii) Ability to furnish the following documents at the time of application:

- Valid source deduction certificate (المفعول سارية مصدر خصم شهادة).
- Valid professional license certificate/ clearance from the property tax (ذمة براءة /مهن رخص شهادة) (الأمالك ضريبة من)
- Income Tax and VAT registration
- Chamber of Commerce Registration
- Registration certificate of the company if the private provider is a business or registration certificate with the appropriate supervisory body if the private provider is a non-profit.

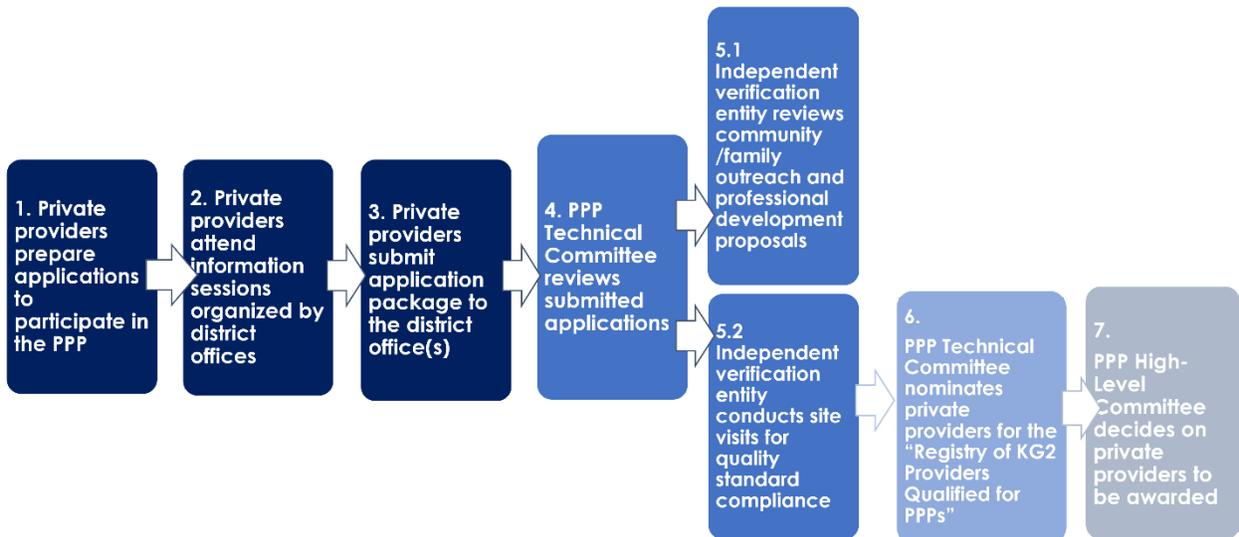
## 2.2. Application Process

Private providers should submit their applications following the detailed application instructions included under “*Section III. Application Form*” of this Call. As per Section III, applicants must complete and submit the following documents:

1. Documentation to prove the eligibility to apply
2. General information about the private provider – Form A
3. Offer for the expansion of KG2 services – Form B
4. Community and family outreach proposal – Form C
5. Professional development proposal – Form D
6. Self-assessment of the implementation of the Quality Standards for KG2 services / Monitoring Tool – Form E

Figure 1 provides an overview of the application and selection process for participating in the PPP. MOE will organize information sessions in the targeted geographic areas through the District Offices to respond to any questions regarding the PPP and the application process.

**Figure 1. Overview of the application and selection process for participating in the PPP**



## 2.3. Evaluation Process

### 2.3.1. Administrative Review

The MOE will undertake an Administrative Review of the submitted applications and documents to ensure that they are properly filled out and complete. Applicants who submitted a complete application will be notified and will move on to the Technical Review step.

### 2.3.2. Technical Review

In the Technical Review, applications will be assessed based on three components, which will be weighted to obtain a total score, as described below.

**Table 19: Weight of each Evaluation Component**

Component	Weight
A. Community and family outreach proposal	10%
B. Professional development proposal	10%
C. Compliance with Quality Standards	80%
<b>Total</b>	<b>100 %</b>

Below are the criteria and scores to evaluate each component.

#### **A. Community and family outreach proposal**

The community and family outreach proposal (Form C) is an integral part of the application submitted by the private providers. The proposal details a plan of actions that private providers will undertake to ensure sufficient enrolment of children from their locality. The proposals will be assessed according to the technical soundness and feasibility of the following three sub-components: 1) a contextual analysis that offers an understanding of families' perception about early education and the factors that affect the inclusion of children in these services; 2) detailed strategy and activities to sensitize the community and raise families' awareness of the importance of ECE and children's enrollment in KG2 education; and 3) a monitoring and evaluation plan to assess the results of planned activities. To develop the proposal, a set of questions have been prepared in Section III of this call "*Section III. Application Form*". Each of the subcomponents of the community and family outreach proposal will be assessed as follows:

**Table 20: Score distribution of each subcomponent for the evaluation of the Community and Family Outreach component**

<b>Subcomponents of the proposal</b>	<b>Points</b>
Contextual analysis	30 points
Community and family outreach strategy	50 points
Monitoring and evaluation plan	20 points
<b>Total points</b>	<b>100 points</b>

### **B. Professional development proposal**

The professional development proposal is an integral part of the application submitted by the private providers. The proposals will be assessed according to the development of the following three subcomponents: 1) an identification of priority areas for continuous professional development of KG teachers in the facility/center; 2) detailed strategy and activities to engage the KG2 principal and teachers in professional development programs or training provided by the MOE or other entities that focus on improving ECE outcomes, child-teacher interactions, or other ECE related topics and; 3) a monitoring and evaluation plan to assess the results of planned activities. To develop the proposal a set of questions have been prepared in Section III of this call “*Section III. Application Form*”. Each of the components will be assessed as follows:

**Table 21: Score distribution of each subcomponent for the evaluation of the Professional Development component**

<b>Subcomponents of the proposal</b>	<b>Points</b>
Identification of priority professional development areas	30 points
Professional development strategy	50 points
Monitoring and evaluation plan	20 points
<b>Total points</b>	<b>100 points</b>

### **C. Compliance with quality standards**

The verification entity will conduct technical site visits to score providers based on their compliance with quality standards. To this aim, the verification entity will use the KG2 monitoring tool to supervise the implementation of items included in the following sections. Compliance with

each item will be graded from 0 to 2. Table 22 shows the number of items included in each section for a total of 78 items to be assessed, and the maximum points that can be obtained for each one for a total of 156 points as a maximum score.

Based on the results of the field visits for the first and second<sup>14</sup> technical review, the verification entity or supervisor will agree with selected providers on a QEP. This QEP seeks to ensure progress in implementing the quality standards, identify required support, and define corrective measures when required.

**Table 22: Scoring of the Quality Standards**

Section	Item grading			Number of items	Max points
	Yes (2 points)	Partially (1 point)	NO (0 points)		
KG2 administration and staffing				15	30
KG2 environment				20	40
Teacher approach				8	16
Classroom practices				26	52
Parent's perspective				9	18
<b>Total</b>				<b>78</b>	<b>156</b>

#### **D. Total score**

To calculate the total score for each participant, the following process is followed. For Components 1 and 2, the assigned score for each subcomponent (column B) is multiplied by the assigned weight for the component (column C) to obtain a weighted score (column D). For Component 3, the assigned subcomponent score (column B) is divided by the maximum number of points (156 points) and multiplied by the assigned weight for the subcomponent (column C) to obtain a weighted score (column D). Finally, all weighted scores are added to obtain the total score. For the example provided in the table below, the final score of the applicant is 87 points out of 100.

---

<sup>14</sup> A second technical review will apply for those providers under the Service Delivery Model.

**Table 23. Example of scoring an application**

Component	Max points (A)	Example assigned score (B)	Component Weight (C)	Weighted score
<b>1. Community and Family Outreach Component</b>				
Contextual analysis	30	21	10%	2.1
Outreach strategy	50	40		4
Monitoring and evaluation plan	20	12		1.2
<b>Component score</b>	<b>100</b>	<b>73</b>		<b>7.3</b>
<b>2. Professional Development Component</b>				
Identification of priority professional development areas	30	15	10%	1.5
Professional development strategy	50	38		3.8
Monitoring and evaluation plan	20	8		0.8
<b>Component score</b>	<b>100</b>	<b>61</b>		<b>6.1</b>
<b>3. Quality Standards Component</b>				
KG administration and staffing	156	29	80%	14.87
KG environment		35		17.95
Teacher approach		14		7.18
Classroom practices		50		25.64
Parent's perspective		17		8.71
<b>Component score</b>		<b>156</b>		<b>145</b>
<b>Total score (out of 100)</b>				<b>87.75</b>

Once the score of all participants is obtained, and the total offer capacity from providers is analyzed, a threshold will be calculated to determine which providers are eligible to participate in the PPP. In any case, to be nominated for the Registry of KG2 providers qualified for PPPs, the KG environment component score cannot be less than 80% of the total score of 32.

### **2.3.3. Nomination for the “Registry of KG2 Providers Qualified for PPPs”**

Based on the technical review results, a list of private providers will be pre-approved to participate in the PPP (referred to as the “Registry of KG2 Providers Qualified for PPPs”). While not all providers in this registry will be contracted to be part of the first phase of the PPP pilot, this list will be used by MOE to invite these qualified providers to participate in future phases and or scale-ups of the PPP, without the need for an additional Call for Applications in the targeted locations.

### **2.3.4. Awarding of Private Providers**

Out of the list that comprises the Registry of KG2 Providers Qualified for PPPs, a high-level decision-making committee, supported by a technical committee at MOE, and an external verification entity, will proceed with awarding Private Providers and proceed with contract negotiations.

#### 2.4. Deadline for submission of this application

Private Providers are requested to submit their complete application package by XX 2022 at XX PM at the following addresses. For further details on the PPP rollout timeline please refer to Annex 7.

Governorate	Directorate	Address
Hebron	North Hebron	Halhoul; Near Halhoul Municipality, Aqba Al-Bo Street مبنى مديرية شمال الخليل، بالقرب من بلدية حلحول والحسبة، شارع عقبة البو Tel: 022292894
	South Hebron	Dora, Al-Hijri Area/AlFawwar crossroad/ Dora entry street مبنى مديرية جنوب الخليل / دورا/ منطقة الهجري/ مفرق الفوار/ شارع مدخل دورا Tel. 022282773/4
	Yatta	Yatta/ Al-Mazra'a Triangle Area/ Schools Street مبنى مديرية يطا / يطا/ منطقة مثلث المزرعة/ مجمع المدارس/ شارع المدارس Tel: 022273755
Jenin	Jenin	Jenin/ Al-Zahra' Neighborhood/ near Jenin Public Hospital مبنى مديرية جنين/ جنين/ حي الزهراء/ قرب مستشفى جنين الحكومي Tel: 04 250 1061
	Qabatya	Qabatya/ Main Street/ Opposite to Qabatya Municipality مبنى مديرية قباطية/ قباطية/ الشارع الرئيسي/ مقابل البلدية Tel: 042522602
Nablus	South Nablus	Howwara/ Opposite to Howwara Health Center مبنى مديرية جنوب نابلس/ حوارة/ مقابل صحة حوارة Tel: 092591003

### 3. APPLICATION FORM

#### Instructions:

1. Only complete this application after you have thoroughly read the previous sections of this Call.
2. Fill in the required information and enclose the required documents.
3. Once you finish filling in the information, please print the form and submit it (along with the required documents) to the address in your target geographic location.
4. Any clarifications regarding this application should be sent to the following email and no later than seven working days before the deadline for submitting the applications, i.e.

??????????:

PCU email

The provider participates in this Call as a (please choose one of the following options):

<b>Group 1:</b> Private providers, including individuals, societies, institutions, companies or religious bodies, <u>who own and operate private KGs, adopt the Palestinian Curriculum and are licensed by the Ministry of Education</u> are eligible to apply to this Call.	<input type="checkbox"/>
<b>Group 2:</b> Private providers, including individuals, societies, institutions, companies or religious bodies with <u>proven experience in providing early childhood education services that have the intention or have undertaken steps to obtain the appropriate license</u> from MOE.	<input type="checkbox"/>

Documentation to prove eligibility to apply to the PPP (please attach the copies of the following documents to your application):

Document	Check list
• Education license provided by the Ministry of Education	<input type="checkbox"/>
• Income Tax and VAT registration	<input type="checkbox"/>
• Valid source deduction certificate (المفعول سارية مصدر خصم شهادة)	<input type="checkbox"/>
• Valid professional license certificate/ clearance from the property tax (• شهادة رخصة مهن / براءة ذمة من ضريبة الأملاك)	<input type="checkbox"/>
• Chamber of Commerce Registration	<input type="checkbox"/>

• Company registration certificate if the private provider is a business or registration certificate with the appropriate supervisory body of the private provider is a non-profit	<input type="checkbox"/>
• Document that proves experience of at least 2 years in providing KG2 services	<input type="checkbox"/>

## Form A: General information about the private provider

### A.1. Kindergarten Information

School name / organization:			
School National ID (if applies):			
Governorate:			
Education District:			
Locality			
Address:			
Phone no.			
KG building	Rented <input type="checkbox"/>	Owned <input type="checkbox"/>	Public/community <input type="checkbox"/>
About the license	No license <input type="checkbox"/>	License <input type="checkbox"/>	If licensed Annual <input type="checkbox"/> 5-year <input type="checkbox"/>
Reason for not obtaining a license, if unlicensed:			
Year of establishment			
KG/Center owner's name		Phone no.	
KG/Center principal's name		Phone no.	

### A.2. Kindergarten Classroom(s) and Capacity

#### A2.1. Number of sections in KG2 \_\_\_\_\_

Section	Classroom area (sq.m)	No. of children enrolled in academic year 2021/2022		Total children
		Male	Female	
Section 1				
Section 2				
Section 3				
Section 4				
Total children in KG 2				

**A.2.2. Number of sections in KG 1 \_\_\_\_\_**

Section	Classroom area (sq.m)	No. of children enrolled in academic year 2021/2022		Total children
		Male	Female	
Section 1				
Section 2				
Section 3				
Section 4				
Total children in KG 1				

**A.2.3 Do you serve children 0 to 3 years in your center? Yes  No**

→ If yes, how many children are you **servicing in the age category of 0 to 3 years?** \_\_\_\_\_

**A.2.4. Do you serve children with disabilities or that require special support? Yes  No**  → If yes, how many children with disabilities? \_\_\_\_\_

<b>What type of disabilities or special conditions do the children have (mark with an X all the options that apply)?</b>	<input type="checkbox"/> Children with delays in their development <input type="checkbox"/> Children with disabilities (e.g., physical, mental, intellectual, sensorial) <input type="checkbox"/> Children with autism spectrum disorder <input type="checkbox"/> Children with attention deficit and hyperactivity disorder <input type="checkbox"/> Children with social or emotional problems
<b>What type of support do you provide?</b>	

**A.3. Staff**

**A.3.1. Principals/coordinator**

ID no.	Principal / coordinator's name	Year of birth	Credentials / degree	Specialization	Years of experience in ECE	Date of Appointment in this KG

**A.3.2. Teachers**

ID no.	Teacher's name	Year of birth	Credentials/degree	Specialization	Years of experience in ECE	Date of Appointment in this KG

### A.3.3. Support staff

**Do you have other support staff (e.g., for working with children with disabilities, families)**

Yes  No  → If yes, fill in the following table:

ID no.	Support staff's name	Year of birth	Credentials/degree	Specialization	Years of experience in ECE	Date of Appointment in this KG

## **Form B: Offer for the expansion of KG2 services**

### **B.1. Offer type**

**Please select if you are submitting an offer to provide services through the Service Delivery Model or Voucher Model. If you are submitting an offer under both models, please indicate below and proceed to fill in the relevant sections as instructed.**

- Service delivery model (if selected please complete section B.2.)
- Voucher model through existing classrooms (if selected please complete section B.3.1)
- Voucher model through a new classroom in an existing KG2 facility (if selected please complete section B.3.2)

## B.2. Offer through Service Delivery Model

Governorate	Locality name	Choose with an "X" the localities where you plan to set up a facility for 75 children (in 3 classrooms)	Choose with an "X" the localities where you plan to set up a facility for 100 children (4 classrooms)	Choose with an "X" the localities where you plan to set up a facility for more than 100 children (5 or more classrooms) and specify the number of classrooms
Hebron	Ramadin			
Hebron	Saeer			
Hebron	Baqaa/Bwerekh			
Hebron	Beit Ommar			
Hebron	Bani Naim			
Hebron	Bet Awwa			
Hebron	Yatta			
Hebron	Shiokh Arroub			
Jinin	Qabatia			
Jinin	Selet Thaher			
Jinin	Jaba'			
Jinin	Fandaqoumiya			
Jinin	Anza			
Nablus	Ainaboos			
Nablus	Osareen			
Nablus	Doma			
Nablus	Jammain			
Nablus	Aqraba			
Nablus	Beta			
Nablus	Sawya			
Nablus	Odala			

**B.3.1. Offer through Voucher Model through existing classrooms**

<b>Governorate</b>	<b>Locality</b>	<b>Choose with "X" the localities where you propose to provide the service</b>	<b>How many KG2 classrooms do you currently operate in the locality?</b>	<b>How many children were enrolled in each of the KG2 classrooms in the 2021/2022 academic year? For example: KG2 Classroom A: 25 children KG2 Classroom B: 23 children KG2 Classroom C: 18 children</b>	<b>How many additional children are you proposing to enroll through the voucher model, in each classroom? For example: KG2 Classroom A: 0 children KG2 Classroom B: 2 children KG2 Classroom C: 7 children</b>	<b>How many children in total are you proposing to enroll through the voucher model?</b>
Hebron	Ramadin					
Hebron	Saeer					
Hebron	Baqaa/Bwereh					
Hebron	Beit Ommar					
Hebron	Bani Naim					
Hebron	Bet Awwa					
Hebron	Yatta					
Hebron	Shiokh Arroub					
Jinin	Qabatia					
Jinin	Selet Thaher					
Jinin	Jaba'					
Jinin	Fandaqoumiya					
Jinin	Anza					
Nablus	Ainaboos					
Nablus	Osareen					
Nablus	Doma					
Nablus	Jammain					
Nablus	Aqraba					

Nablus	Beta					
Nablus	Sawya					
Nablus	Odala					
<b>Total number of additional children to be enrolled through the Voucher Model</b>						

Please use this box below if you need additional space.

**B.3.2. Offer through Voucher Model by creating new classrooms in existing facilities**

<b>Governorate</b>	<b>Locality</b>	<b>Choose with "X" the localities where you propose to provide the service</b>	<b>How many KG2 classrooms do you currently operate in the locality?</b>	<b>How many children were enrolled in each of the KG2 classrooms in the 2021/2022 academic year? For example: KG2 Classroom A: 25 children KG2 Classroom B: 23 children KG2 Classroom C: 18 children</b>	<b>How many additional classroom spaces are available and not currently in use at your facility that you propose to turn into KG2 classrooms?</b>	<b>How many additional children are you proposing to enroll through the voucher model, in each classroom? For example: KG2 Classroom A: 0 children KG2 Classroom B: 2 children KG2 Classroom C: 7 children</b>	<b>How many children in total are you proposing to enroll through the voucher model?</b>
Hebron	Ramadin						
Hebron	Saeer						
Hebron	Baqaa/Bwereh						
Hebron	Beit Ommar						
Hebron	Bani Naim						
Hebron	Bet Awwa						
Hebron	Yatta						
Hebron	Shiokh Arroub						
Jinin	Qabatia						
Jinin	Selet Thaher						
Jinin	Jaba'						
Jinin	Fandaqoumiya						
Jinin	Anza						
Nablus	Ainaboos						
Nablus	Osareen						
Nablus	Doma						
Nablus	Jammain						
Nablus	Aqraba						
Nablus	Beta						
Nablus	Sawya						

Nablus	Odala						
<b>Total number of additional children to be enrolled through the Voucher Model</b>							

**Please use this box below if you need additional space.**

## Form C: Community and family outreach proposal

Fill out the below based on an assessment of your current facility

<b>Contextual analysis</b> <ul style="list-style-type: none"><li>- How does the community and families in your vicinity perceive early childhood education?</li><li>- What do families understand about the benefits of early childhood education?</li><li>- Apart from income, what are the main obstacles for families not enrolling their children in early education services?</li><li>- How well do you think the KG system is doing to help children learn and prepare for primary school?</li><li>- Why do you think parents send their children to KG?</li></ul>
<Introduce your answer in this space>
<b>Community and family outreach strategy</b> <ul style="list-style-type: none"><li>- What activities do you plan to implement with the community and families to increase awareness of the importance of early childhood education?</li></ul>
<Introduce your answer in this space>
<b>Monitoring and evaluation plan</b> <ul style="list-style-type: none"><li>- What do you expect to achieve? (please mention two concrete results)</li><li>- How will you monitor and evaluate the results of proposed strategies and activities?</li></ul>
<Introduce your answer in this space>

If you are applying under the Service Delivery Model, please suggest additional strategies for community and family outreach in the new facility (optional response)

<Introduce your answer in this space>

## Form D: Professional development proposal

- **Identification of priority professional development areas** What are the main training needs for the principal, teachers and the support staff?
- What are the main challenges teachers and support staff face when working with children?
- Have your KG teachers ever participated in any in-service training on early childhood education?

<Introduce your answer in this space>

### Professional development strategy

- What strategies or activities are you going to implement to support teachers' professional development needs?
- What alliances do you have or foresee with the public and private organizations to support the implementation of this strategy? (e.g., alliance with the MOE on KG teachers diploma; .. etc.)

<Introduce your answer in this space>

### Monitoring and evaluation plan

- What do you expect to achieve? (please mention two concrete results)
- How will you monitor and evaluate the results of proposed strategies and activities?

<Introduce your answer in this space>

If you are applying under the Service Delivery Model, please suggest additional strategies for professional development in the new facility (optional response)

<Introduce your answer in this space>

#### 4. ANNEXES

##### ANNEX 1: STAFF QUALIFICATIONS, EXPERIENCE AND SALARIES FOR SERVICE DELIVERY MODEL

Role	Qualifications	Minimum monthly salary	Monthly require bonus	Monthly transpor tation cost	Total cost
<p><b>Principal</b></p> <p><u>Dedication:</u> 12 months Full time</p>	<p><b>Desirable qualification</b></p> <p><u>Qualifications:</u> Minimum 2-year degree diploma in ECE or basic education</p> <p><u>Experience:</u> 5 years including 2 years in teaching ECE or basic education</p> <p><b>Minimum requirements</b></p> <p>If it is not possible to find the person with the desirable qualification, the applicant must meet the following:</p> <p><u>Qualifications:</u> Minimum 2-year degree diploma in areas related to education/humanities/ applied sciences</p> <p><u>Experience:</u> No experience is required</p>	₺ 2,250	+ ₺300	+ ₺250	₺2,800
<p><b>Teacher</b></p> <p><u>Dedication:</u> Full time</p>	<p><b>Desirable qualification</b></p> <p><u>Qualifications:</u> Minimum 2-year degree diploma in ECE or basic education (specialty)</p> <p><u>Experience:</u> No experience is required</p> <p><b>Minimum requirements</b></p> <p>If it is not possible to find the person with the desirable qualification, the applicant must meet the following:</p> <p><u>Qualifications:</u> Minimum 2-year degree diploma in areas related to education/humanities/applied sciences</p> <p><u>Experience:</u> No experience is required</p>	₺2,250		+ ₺250	₺2,500

Role	Qualifications	Minimum monthly salary	Monthly require bonus	Monthly transpor tation cost	Total cost
<p><b>Sociopsychological Support</b></p> <p><u>Dedication:</u> Part-time if the KG has 1 to 3 classrooms  Full time if the KG has 4 classrooms and above</p>	<p><b>Minimum requirements</b></p> <p><u>Qualifications:</u> Minimum 2-year degree diploma in areas related to psychology/community services/social work</p> <p><u>Experience:</u> No experience is required</p>	₪1,125		+ ₪125	₪1,250
<p><b>Administrative Support</b></p> <p><u>Dedication:</u> To be included full time if the KG has 4 classrooms and above</p>	<p><b>Minimum requirements</b></p> <p><u>Qualifications:</u> Minimum 2-year degree diploma in areas related to administration secretarial works</p> <p><u>Experience:</u> No experience is required</p>	₪2,050		+ ₪250	₪2,300
<p><b>Cleaning</b></p> <p><u>Dedication:</u> Full time</p>	<p><b>Minimum requirements</b></p> <p>No specific qualifications or experience are required</p>	₪1,880		+ ₪250	₪2,130

## ANNEX 2: INDICATIVE MONTHLY COSTS FOR THE OPERATION OF KG BY SIZE FOR THE SERVICE DELIVERY MODEL

The following table should be utilized as a reference/resource by private providers in the development of their operational budgets.

Total months					12
Operational months					9
Components	Item	Type of cost	Monthly cost / number of children		
			75	100	
<b>SUBTOTAL FIXED COSTS</b>					
<b>Human Resources</b>	Principal	Fixed	₺2,800		
	Teacher	Fixed	₺2,500		
	Socio-psychosocial support staff (Social worker/psychologist)	Fixed	₺2,500		
	Administrative support staff	Fixed	₺2,300		
	Cleaning staff	Fixed	₺2,130		
<b>Infrastructure</b>	Public Services/Utilities (Electricity, water, sanitation, internet)	Fixed	₺600	₺1,200	
	Maintenance	Fixed	₺600	₺900	
<b>SUBTOTAL VARIABLE COSTS</b>					
<b>Operational expenses</b>	Institutional supplies	Variable	₺727	₺1,058	
	Learning materials: Supplies for activities (e.g., paper, pens, paints, etc) (variable)	Variable	₺1,005	₺1,364	
<b>Personal hygiene supply</b>	Children and staff's hygiene and cleaning supplies (variable)	Variable	₺1,005	₺1,364	
<b>Other costs</b>	Rent	Fixed	₺1,100	₺1,297	
	Quality incentive per child 10%				

### ANNEX 3: COST PER CHILD FOR THE OPERATION OF KG SERVICES IN THE SERVICE DELIVERY MODEL

The below table describes the methodology behind the calculation of the cost per child payment. Please mind the difference in payments quoted in-text and below. Actual payments, as they appear in-text, are rounded off.

Fixed costs and renting costs are calculated for 12 months covering the whole calendar year. Variable costs are calculated for 9 months for the period of operation of the facility.

		Number of children				Number of children			
		75				100			
Components	Item	Quantity	Monthly cost per child	Yearly cost per child	Yearly cost per KG facility	Quantity	Monthly cost per child	Yearly cost per child	Yearly cost per KG facility
Human Resources	Principal	1	₺ 37	₺448	₺33,600	1	₺ 28	₺336	₺33,600
	Teacher	3	₺ 100	₺1,200	₺90,000	4	₺ 100	₺1,200	₺120,000
	Socio-psychosocial support staff	0.5	₺ 17	₺200	₺15,000	1	₺ 25	₺300	₺30,000
	Administrative support staff	0.5	₺ 15	₺184	₺13,800	1	₺ 23	₺276	₺27,600
	Cleaning staff	1	₺ 28	₺341	₺25,560	1	₺ 21	₺256	₺25,560
Infrastructure	Public Services/Utilities	1	₺ 8	₺96	₺7,200	1	₺ 12	₺144	₺14,400
	Maintenance	1	₺ 8	₺96	₺7,200	1	₺ 9	₺108	₺10,800
<b>SUBTOTAL FIXED COSTS</b>			<b>₺ 214</b>	<b>₺2,565</b>	<b>₺192,360</b>		<b>₺ 218</b>	<b>₺2,620</b>	<b>₺261,960</b>
Operational expenses	Institutional supplies	1	₺ 10	₺87	₺6,541		₺ 11	₺95	₺9,525

		Number of children				Number of children			
		75				100			
Components	Item	Quantity	Monthly cost per child	Yearly cost per child	Yearly cost per KG facility	Quantity	Monthly cost per child	Yearly cost per child	Yearly cost per KG facility
	Learning materials	1	₺ 13	₺121	₺9,047		₺ 14	₺123	₺12,276
Personal hygiene supply	Children and staff's hygiene and cleaning supplies	1	₺ 13	₺121	₺9,047		₺ 14	₺123	₺12,276
<b>SUBTOTAL VARIABLE COSTS</b>			₺ 36	₺328	₺24,635		₺ 38	₺341	₺34,077
<b>SUBTOTAL (without rent, taxes and Quality Incentive)</b>			₺ 250	₺2,893	₺216,995		₺ 256	₺2,960	₺296,037
	Quality incentive		₺ 25	₺289	₺21,700		₺ 26	₺296	₺29,604
Without Rent	TOTAL + Quality Incentive		₺ 275	₺3,183	₺238,695		₺ 282	₺3,256	₺325,641
	Rent	1	₺ 15	₺176	₺13,200	1	₺13	₺156	₺15,560
With Rent	TOTAL + Quality Incentive		₺ 290	₺3,359	₺251,895		₺295	₺3,412	₺341,201
<b>Taxes</b>		25	₺ 4	₺48	₺3,600	50	₺ 6	₺72	₺7,200
<b>TOTAL (without rent) + taxes</b>			₺ 279	₺3,231	₺242,295		₺288	₺3,328	₺332,841
<b>TOTAL (with rent) + taxes</b>			₺ 294	₺3,407	₺255,495		₺301	₺3,484	₺348,401

## ANNEX 4: DISBURSEMENT STRUCTURE FOR THE SERVICE DELIVERY MODEL

This annex presents the Service Delivery model disbursement structure and timing to provide indicative information to the private provider on the required documents and products for each disbursement throughout the implementation process. The disbursement is projected for one academic year and is subject to change if the contract period varies.

The following financial and legal documents are a requirement for all disbursements described below:

- Original signed payment request (invoice)- form will be agreed upon later.
- Valid source deduction certificate (شهادة خصم مصدر سارية المفعول).
- Valid professional license certificate/ clearance from the property tax (شهادة رخص مهين/ براءة ذمة (من ضريبة الأملاك).
- For each reporting period, enrollment and attendance lists of the total children included in the contract and children in all other KG1 and KG2 classes run by that private provider should be provided. Lists of children not included in the contract are only subject to verification to ensure no cross-over.

### **Start-up Grant for setting up new facilities.**

This payment applies only to providers contracted for the first time to serve a group of children by setting up a new KG2 facility or center. The payment is defined in the cost per child according to the number of children to be served. The payment will be due upon contract signature and after delivery and approval by the verification entity of the following documents:

- Resumes of the proposed personnel for the contract's execution, according to the number of children included in the contract and the quality standards
- Itemized budget for the use of the Start-up grant and overall expenses
- Financial and legal documents are required to process the payment (refer to note below)

### **Disbursement structure for each academic year**

**First disbursement in September 2023** before the service begins its operation, equivalent to 30% of the contract's total value allocated for each academic year. The transfer will be due after delivery and approval by the verification entity of the following documents:

- List of children pre-enrolled to receive KG2 services at the provider's facility, including at minimum 90% of the total number of children to be enrolled stipulated in the contract.
- List of enrolled children requiring transportation.
- List of personnel that comply with the quality standards hired to provide the service.

- An inventory of the learning materials and furniture that were bought with the Start-up grant.
- Report of expenses for the previous period regarding the Start-up grant.
- Financial and legal documents are required to process the payment.

**Second disbursement in December 2023**, equivalent to 30% of the contract's total value. Will be due after delivery and approval by the verification entity of the following documents:

- Attendance of all children included in the contract of at least 90% of classes during the previous period.
- Updated information of enrolled children in the management information system of at least 90% of the total children included in the contract.
- List of children that required transportation during the previous period
- Certification by the verification entity that corresponding QEP actions and targets have been met for the reporting period
- List of personnel that comply with the quality standards hired to provide the service.
- Report on expenses for the previous period.
- Financial and legal documents are required to process the payment.

**Third disbursement in March 2024**, equivalent to 30% of the contract's total value. Will be due after delivery and approval by the verification entity of the following documents:

- Attendance of all children included in the contract of at least 90% of classes during the previous period.
- Updated information of enrolled children in the management information system of at least 90% of the total children included in the contract.
- Certification by the verification entity that corresponding QEP actions and targets have been met for the reporting period
- List of children that required transportation during the previous period.
- List of personnel that comply with the quality standards hired to provide the service.
- Report on expenses for the previous period.
- Financial and legal documents are required to process the payment.

**Fourth disbursement in May 2024**, equivalent to 10% of the contract's total value. Will be due after delivery and approval by the verification entity of the following documents:

- Attendance of all children included in the contract of at least 90% of classes during the previous period.
- List of children that required transportation during the previous period

- Updated information of enrolled children in the management information system of at least 90% of the total children included in the contract.
- Certification by the verification entity that corresponding QEP actions and targets have been met for the reporting period
- List of personnel that comply with the quality standards hired to provide the service.
- Report on expenses for the previous period.
- Financial and legal documents are required to process the payment.

## ANNEX 5: DISBURSEMENT STRUCTURE FOR THE VOUCHER MODEL

### **Start-up Grant for setting up a new classroom within the existing KG facility**

This payment applies only to providers contracted for the first time to serve a group of children by setting up a new KG2 classroom in the existing facility or center. The payment is defined in the cost per child according to the number of children to be served. The payment will be due upon contract signature and after delivery and approval by the verification entity of the following documents:

- Resumes of the proposed personnel for the contract's execution, according to the number of children included in the contract and the quality standards
- Financial and legal documents required to process the payment

### **Disbursement structure for each academic year**

**First disbursement in September 2023** before the service begins its operation, equivalent to 30% of the yearly cost per child by the total children holding vouchers included in the contract, effectively pre-enrolled in the KG facility. Will be due after delivery and approval by the verification entity of the following documents:

- Itemized budget of expected Start-up and overall expenses
- List of children pre-enrolled to receive KG2 services at the provider's facility through the Voucher Model
- List of children previously enrolled in the KG – outside the contract scope.
- List of enrolled children requiring transportation.
- List of personnel that comply with the quality standards hired to provide the service.
- An inventory of the learning materials and furniture that were bought with the Start-up grant.
- Report of expenses for the previous period regarding the Start-up grant.
- Financial and legal documents are required to process the payment.

**Second disbursement in December 2023**, equivalent to 30% of the yearly cost per child by the total children holding vouchers included in the contract that were effectively served in the KG facility during the previous period. Will be due after delivery and approval by the designated entity or supervisor of the following documents:

- Attendance of all children included in the contract of at least 90% of classes during the previous period
- List of children that required transportation during the previous period
- Updated information of enrolled children in the management information system of all children served in the KG facility.

- Certification by the verification entity that corresponding QIP actions and targets have been met for the reporting period.
- Report on expenses for the previous period.
- Financial and legal documents are required to process the payment.

**Third disbursement in March 2024**, equivalent to 30% of the yearly cost per child by the total children holding vouchers included in the contract that were effectively served in the KG facility during the previous period. Will be due after delivery and approval by the verification entity of the following documents:

- List of children with vouchers effectively served in the KG facility during the previous period.
- Attendance of all children included in the contract of at least 90% of classes during the previous period
- List of children that required transportation during the previews period
- Provide the financial and legal documents required to process the payment.
- List of personnel that comply with the quality standards dedicated to providing the service.
- Report on expenses for the previous period.
- Financial and legal documents are required to process the payment.

**Fourth disbursement in May 2024**, equivalent to 10% of the yearly cost per child by the total children holding vouchers included in the contract that were effectively served in the KG facility during the previous period. Will be due after delivery and approval by the verification entity or of the following documents:

- Attendance of all children included in the contract of at least 90% of classes during the previous period
- List of children that required transportation during the previews period
- Updated information of enrolled children in the management information system of all children served in the KG facility.
- Certification by the verification entity that corresponding QIP actions and targets have been met for the reporting period
- List of personnel that comply with the quality standards dedicated to providing the service.
- Report on expenses for the previous period.
- Financial and legal documents are required to process the payment.

## **ANNEX 6: LIST OF LEARNING MATERIALS AND FURNITURE**

**A. List of furniture per classroom of 25 children**

No.	Item	Unit Estimated Price (ILS)	# of Units	Total Estimated Price (ILS)	Notes	Item Photo
1	Tables	₪400	5	₪2,000	5 round tables per class	
2	Chairs	₪75	25	₪1,875	25 chairs per class	
3	Book Shelves Unit	₪600	1	₪600	1 unit per class	
4	Theater	₪450	1	₪450	1 per class	
5	Cupboard	₪500	2	₪1,000	2 per class	

No.	Item	Unit Estimated Price (ILS)	# of Units	Total Estimated Price (ILS)	Notes	Item Photo
-----	------	----------------------------	------------	-----------------------------	-------	------------

6	rubber floor	₪50	50	₪2,500	50 m <sup>2</sup> per class	
7	Mattress	₪220	5	₪1,100	5 mattresses per class	
8	Numbers Mattress	₪300	1	₪300	1 per class	
9	House Unit	₪1,000	1	₪1,000	1 per class	
10	Doctor's unit	₪1,200	1	₪1,200	1 per class	
11	Kitchen Unit	₪1,000	1	₪1,000	1 per class	

No.	Item	Unit Estimated Price (ILS)	# of Units	Total Estimated Price (ILS)	Notes	Item Photo
-----	------	----------------------------	------------	-----------------------------	-------	------------

12	Store (Market) Unit	₪900	1	₪900	1 per class	
13	Educational Games and Tools	₪70	20	₪1.400	20 different games and tools per class (puzzles, blocks, math and language logic tools, dominos.....etc)	
<b>Total</b>				<b>₪15,325</b>		

#### B. Office Furniture

Item	Quantity	Price (ILS)	Total Price
Office/ Desk	1	700	<b>700</b>
Office Chair	1	550	<b>550</b>
Round Meeting Table	1	600	<b>600</b>
Chairs (for the Meeting Table)	4	350	<b>1400</b>
Files Cabinet	2	500	<b>1000</b>
<b>Total</b>			<b>4250</b>

## ANNEX 7: PPP ROLLOUT TIMELINE

Task	Description of Deliverable	Estimated Time Required	Due date
1. Applications			
	<ul style="list-style-type: none"> <li>Private providers to submit applications and offer</li> </ul>	3 weeks	September 12, 2022
2. Administrative review			
	<ul style="list-style-type: none"> <li>MoE to conduct an administrative review of submitted applications</li> <li>Private providers to submit corrections at MOE request</li> <li>Publication of list of providers that pass the administrative review</li> </ul>	4 weeks	October 10, 2022
3. Technical review			
	<ul style="list-style-type: none"> <li>Verification entity to conduct field visits to providers' KG2 facility to review the compliance with quality standards</li> <li>Verification entity to assess professional development and family and community outreach proposals</li> </ul>	4 weeks	November 14, 2022
4. Nomination of the Registry of KG2 Providers Qualified for PPPs			
	<ul style="list-style-type: none"> <li>Based on the results of the technical review, the MOE High-level Committee, with the support of the verification entity, will nominate a list of approved private providers. This list is referred to as the "Registry List of KG2 Providers Qualified for PPP to increase access to KG2 services".</li> <li>Response to private providers' inquiries and appeals</li> <li>Publication of the " List of Providers Qualified for PPP to increase access to KG2 services Registry of KG2 Providers Qualified for PPP"</li> </ul>	1 week	November 21, 2022
5. Pre-contractual and contractual phase			

Task	Description of Deliverable	Estimated Time Required	Due date
	<ul style="list-style-type: none"> <li>• List of awarded providers and locations approved by the High-level Committee</li> <li>• Additional site visits, as needed, for private providers under the Service Delivery model that expand their capacity through setting up additional classrooms by renting new facilities.</li> <li>• Developing and agreeing on individualized Quality Enhancement Plans (QEPs) for each selected private provider upon conducting field visits to the selected kindergartens</li> <li>• Contracting</li> </ul>	4 weeks	December 19, 2022

In case of extraordinary circumstances, changes to the timeline may be made at the discretion of the PPP High-level Committee, in which case, all applicants will be notified via email.” Or something along those lines.