



# **EDUCATION AND PUBLIC PRIVATE PARTNERSHIP (PPP)**

## ***INTERNATIONAL EXPERIENCES AND LESSONS***

**December 2008**

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### **Executive Summary:**

### **Findings:**

1. The participation of the private sector in rendering and financing educational services, could further government efforts in achieving set goals and objectives, pertinent to expanded, improved, high quality, cost-efficient educational services.
2. Contracting with private schools to accommodate and enroll students, whose school fees are covered by the State, is widely used, as an effective means for achieving the strategy which aims at facilitating access to education, without incurring bulky capital expenditure, if the government would solely embark on that
3. The contracting with private sector to provide supporting education services, (supplying students' meals, and conducting schools maintenance), is used on a large scale, and had achieved positive results.
4. One of the important issues is contracting for administrative services; however the application process implies difficulties, notably the challenge faced in setting measurable and verifiable performance standards.
5. Professional Services contract (curriculum design) is one form of partnership that could easily be defined, implemented and followed up.
6. According to the New Public Management Philosophy, the decision to use the private sector to provide social services in a particular country is a technical choice, is based on efficiency. This involves the assumption that there is a market containing a large group of vendors, which would enable the government to

decide who would best meet contracts requirements and conditions with lowest cost and highest efficiency.

7. Among the 305 public schools of Abu Dhabi's 85% are located in the cities of Abu Dhabi and Al Ain, while 93% out of the 146 private schools in the emirate are based in the cities of Abu Dhabi and Al Ain.
8. Data indicates that 70% of the total number of private schools students (131 743) are in the city of Abu Dhabi.
9. The private sector has achieved significant growth in investment in educational services, raising the added value of the private education sector from AED 1.462 billion in 2002 to AED 3569 million in 2008 with annual growth rate of 16.15%.
10. Around 90% of students in public schools in the Emirate of Abu Dhabi are concentrated in the cities of Abu Dhabi and Al Ain. The two cities also hold 96% of teachers working schools of Abu Dhabi.
11. Pre-university education enrollment rate in Abu Dhabi covers 95% of the total population in the age of pre-university education.
12. Abu Dhabi Public Private Partnership PPP schools added up to 61 schools for 2007-2008 academic year, (24 in Abu Dhabi, 27 in Al Ain, and 10 schools in the Western Region (Al Gharbia).
13. Abu Dhabi Education Council invites services of independent suppliers in areas of educational monitoring, inspection and administrative services.
14. Contract management service is one of the important aspects of Public Private Partnership in the area of educational services in the Emirate of Abu Dhabi.
15. Professional services contract (curriculum design), is one of the essential aspects of Public Private Partnership PPP in educational services in the Emirate of Abu Dhabi.

**Recommendations:**

In order to ensure the success of Public Private Partnership (PPP), in providing educational services in the Emirate of Abu Dhabi, the following measures should be catered for:

1. To establish a joint task force (JTF) from the public and private sector to discuss topics related to public private partnership in education, recommend enabling policies, and help government set a legal framework in a clear and fair legislative regulatory environment.
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3. To identify opportunities to benefit from contracting to provide non-core services to schools. Other areas can be identified for providing services within the Ministry of Education itself, and contracted out such as (assessment of schools, improvement of schools, printing services, etc...).
4. To provide a proportion of scholarships aimed at low-income students. The government may pay their fees in private schools.
5. To conduct studies in areas of innovative financing mechanisms, such as contracting with the private sector to manage public schools, defining roles of buyers / suppliers within the departments entrusted with contracts.
6. Government department responsible for contracting should have sufficient capability to undertake the complex task of tailoring and managing contracts.
7. Adopting competitiveness and transparency standards in the process of selecting service providers.
8. Follow-up and performance criteria should be included in contracts.
9. Inclusion of incentives in contract, in case that stated performance standards are met, and sanctions in case of violation of performance standards.
10. Creating an effective framework for follow up the implementation of contracts.

11. Granting educational services providers the maximum possible degree of operational flexibility.
12. Giving service providers long-term contracts (contractors cannot be expected to invest in improving the quality of services, especially when the duration of contract is very short, renewal is uncertain and the criteria for the conclusion of contracts is not clear.
13. The use of an independent party in the field of educational consultancy services to assess the performance of special education service providers