



SCHOOL SUPPORT PROGRAM (SSP)

Cooperative Agreement No. AID-294-13-00006

Quarterly Performance Monitoring Report

January – March 2014

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Executive Summary

The Fourth Quarterly Performance Report (QPR4) for the School Support Program (SSP) covers activities taking place from 1 January through 31 March 2014. During the first week of the reporting period, SSP conducted a program kick-off meeting on January 15 with over 100 participants from selected schools and including district directors, school principals and Ministry department representatives. The aim of the event was to familiarize schools and district leaders with SSP and to secure access to schools to carry out needs assessments in the areas of community engagement, parent councils and co- and extracurricular activities, an important next step prior to program implementation.

Following the kick-off meeting, visits were arranged and carried out with all 14 district director offices with which the program will work. The participants of the meetings included representatives from the District Leadership Teams (DLTs), principals themselves and key district staff. The meetings were essential to building strong ties with district staff who will play an important role in school improvement planning and capacity building. Following these meetings, SSP program officers carried out school assessment visits in all 50 schools, which were completed on February 11.

The results of the needs assessment visits were evaluated and used to further define the timeline and specific interventions in schools. The assessments also identified differences in the number of under-qualified teachers, infrastructure works and other support in comparison with the initial findings. Recommendations to revise the list of schools were shared with USAID and MoEHE. On March 18 the program received confirmation from that AOR that the list of schools was approved (see Annex I). As of the end of this reporting period, the Deputy Assistant Minister for Planning has submitted his recommendation regarding the need to send the updated list of schools to the Minister of Education, and we are awaiting final Ministry clearance to do so.

It is also important to note that during the period 21 January–24 February, SSP underwent a performance audit carried out by the Regional Inspector General's office. Other important developments during this period include the solicitation and evaluation of proposals for engineering support needed to design and oversee school renovation works, the procurement of laptop computers for use by teachers and principals engaged in NIET training, and the solicitation of proposals for local external evaluation support. An agreement with a networking provider is ready to be signed once the final list of schools has been cleared by the MoEHE.

To bring the cooperative agreement in line with the program's revised geographical focus, AMIDEAST was requested to complete and submit a modification request to include an updated program description, revised timeline and year-one work plan, and budget, and to submit an updated PMP. In addition to these changes and in response to an ongoing request by the MoEHE to revise the program's name, a proposal to change the name of the program was also submitted to USAID. The name circulated and agreed on is the School Support Program (SSP). All aforementioned modification documents were submitted to the program's AOR on 25 March for review and approval, with changes subsequently requested.

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With AOR approval, this quarterly report is being submitted in place of an annual report. The first annual report will cover the period of March 4, 2013 through September 30, 2014 and will bring the program in line with USAID's standard reporting timeline.

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Section 1: Program Administration

Section.1.1 Staffing

Staffing changes occurred during the fourth quarter. Suhaib Jarrar, formerly the Communications Officer for LTD (80%) and SSP (20%), officially joined SSP on a full-time basis as Reporting and Communications Officer, effective January 15. Suhaib will contribute to the periodic reporting process and will raise the SSP profile among stakeholders and the Palestinian community at large through managing all press releases, creating a webpage for the program on AMIDEAST's website, and promoting the program through social media and documentary film-making. Ali Al Khateb, SSP's Monitoring and Evaluation Officer, left the program on February 13. The position vacancy was immediately announced and several candidates were short-listed and interviewed. On March 17, Mohammed Khalil joined SSP as the new Monitoring and Evaluation Officer.

As of the end of this reporting period, SSP has 18 staff members, two of which are shared with the LTD program.

Section.1.2 SSP meetings/events with program partner organizations

January

- 2Jan** Meeting with NIET to plan visits to Districts
- 15Jan** Program kick-off event, NIET
- 19-26Jan** Visits to District Director offices, followed by commencement of needs assessments for extracurricular activities and parent councils
- 21Jan** Meetings with RIG auditors
- 22Jan** Received USAID approval of SSP year-one implementation plan

February

- 3Feb** Meeting with the Deputy Minister for Planning and USAID, to discuss synergies between SSP and LTD
- 6Feb** DVC meeting with AOR regarding school selection
- 6Feb** USAID Education Roundtable organized by Mission Director at AMIDEAST
- 11Feb** Completed needs assessments at 50 selected schools for parent councils and extracurricular activities
- 13Feb** Submitted update on school selection process to AOR
- 13,15 Feb** RFQ for engineering support published
- 17Feb** Meeting with World Vision (WV) to discuss community engagement. WV has established committees at the village level in a number of locations where SSP will operate and has agreed to collaborate with SSP.

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- 18 Feb** Meeting with SCI to discuss finances and reporting
- 23Feb** Pre-bid meeting with engineering firms to answer questions regarding the RFQ
- 24Feb** Submitted updated list of schools to AOR. Had follow-up call with AOR where it was agreed that USAID would sent the basic list of schools to Dr. Basri, including the list of schools that would replace the 5 that will be removed.
- 27Feb** Received a presentation of Netkatibi project. Also conducted a call with COP of ANERA project, Jamal Al Aref. Informed they are awaiting details from the MoEHE on construction priorities for Jalqamous Secondary Boys school in Jenin.
- March**
- 3Mar** Meeting with USAID at AMIDEAST regarding PMP. Informed AOR that Jalqamous School is out of the program due to the planned transfer of secondary school students to a new location that ANERA will be building, and that we have been asked by MoEHE building department to remove Anin School as it will be receiving construction support through JFA. These schools will be replaced by Jamma'ain Basic Boys School in South Nablus and Azzoun Boys School in Qalqilya. Sent updated school list to AOR.
- 4Mar** Received approval on revised results framework from USAID
- 6Mar** Responded to request and submitted key deliverables report to AOR for Feb-April. SSP M&E Team participated in a meeting with LTD at AED to obtain feedback on TOR for SSP national exam/achievement testing support.
- 6Mar** Met with DG of NIET to discuss the initiation of LDP and in-service teacher training with LTD
- 9Mar** Meeting to discuss final list of schools with the Deputy Minister for Planning, MoEHE and the Director General for NIET
- 17Mar** Submitted updated profiles for three replacement schools to AOR and conducted pre-bid meeting with six consulting firms for external evaluation RFP
- 18Mar** Met with technical selection committee to review process for evaluating engineering proposals
- 18Mar** Received confirmation from AOR that the list of schools has cleared the front office and will be sent this morning to the Minister of Education for approval.
- 20Mar** Conference call with AOR to discuss feedback on PMP. PIRS and PMP will be submitted by COB, Tuesday.
- 23Mar** METF meeting at AMIDEAST. Main outcomes: introduced members to new M&E officer, reviewed results framework and reviewed indicators.

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- 24Mar** Program Officer meeting at main office. Presentations on Teacher Education, Parent/Community Engagement and Procurement activities in order to fully brief officers on all program activities.
- 25Mar** Meeting of procurement committee to review findings for the selection of engineering firms. Next step is opening financial offers for firms that meet minimum criteria to take place on March 26.
- 31Mar** Opening of external evaluation technical proposals.
- 31Mar** METF meeting, participants include SSP & LTD.

Section 2: Program Components and Deliverables

Section.2.1 Teacher Education (TE) Department

During Q4, the TE Department focused on assisting with school selection and planning for future activities. Needs assessments in January reported lower numbers of under-qualified teachers, and planning for teacher training was adjusted according to these lower numbers. In addition, the Leadership Diploma Program and teacher in-service professional development training were both put on hold while SSP waits for MoEHE approval of the final list of schools. Planning for both the annual conference and study tours started during this quarter. The conference will be held in August 2014 and will focus on holistic school improvement. Pending approval from the MoEHE, the study tours will focus on counseling/extracurricular activities (January 2015); parent engagement (January 2016); and educational assessment and evaluation (January 2017). SSP also held an orientation on teacher education activities for program staff on March 24.

Section 2.1.1 Review of Activities Planned for This Quarter

- **Beginning of the Leadership Diploma Program for principals**

The Leadership Diploma Program did not start this quarter as planned, as the list of selected schools had not yet been approved by the MoEHE by March 31. In addition, LTD, with which many of SSP's principals will be clustered for training, was also still waiting for vetting results at the end of the quarter, preventing those clusters from beginning for that reason as well.

- **Start of first annual conference planning**

During this quarter, SSP held two meetings, on March 19 and 27, to begin planning for the first annual conference that will take place in August 2014. These meetings resolved that the original intention of the conference—to allow teachers and principals participating in-service professional development to present their research—is not workable for the first conference as training has not yet started. Even if it does start soon, it will not allow enough time for teachers and principals to develop and implement action research projects before the conference. In light of this decision, the first meeting also brainstormed the type of speakers that should be invited to present at the 2014 conference. The staff consensus was that the conference should be divided into sessions, blocks or rooms that represent each

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component of the program, and that SSP could identify MSN participants or LTD participants who could present a previously given presentation again for this new audience, or who could talk about their experiences in these two similar programs. There is also some budget available for education technical assistance for 2014 that could be used to pay honoraria or travel expenses for regionally based presenters from outside the West Bank.

- **Work in collaboration with LTD to ensure District Leadership Teams are formed**

Due to the delay in the school selection process, SSP could not work on District Leadership Teams, which require close collaboration with the MoEHE, this quarter. This activity will be undertaken during the next two quarters. The summer is also a better time to work with district staff, as schools are not in session and these staff members will be freer to focus on new activities such as DLTs then.

Major Activities Planned for Next Quarter

- Begin Leadership Diploma Program for principals.
- Begin teacher in-service professional development training.
- Make major conference logistical and programmatic arrangements.
- Select study tour partner, get MoEHE approval on themes, and begin selection process for first group of participants.
- Ensure SITs are formed and conduct needs assessments for their schools.
- Work in collaboration with LTD to ensure District Leadership Teams are formed.

Section.2.2 Parent Councils (PCs) and Community Engagement

During the fourth quarter, the Community Engagement team continued to plan and prepare for program implementation in anticipation of an approved list of schools. The Community Engagement Manager along with other SSP program managers visited directorates after the kick-off meeting with MoEHE. The purpose of these visits was to answer specific questions regarding the scope of the program and its interventions and to meet District Directors (LTD is currently working with the MoEHE to formalize the appointment of District Leadership Teams (DLT's), at present there are focal points) as well as to collect specific and detailed school information cards. A focal POC was identified at these meetings to help facilitate program activities and to support the decentralization from MoEHE in Ramallah. The importance and effectiveness of this decentralization has been identified in the Functional Audit carried out by the LTD program. SSP success is closely tied to the level of support we receive from the directorates. Parallel to these directorate meetings, program officers visited all schools relative to their portfolios and carried out a survey dedicated to assessing Parent Councils' current role and their need to have a more effective role in schools. The data was collected and analyzed to prepare a presentation that will be used during Parent Council workshops.

A concept note and proposal for incorporating larger scale library support and a reading intervention in SSP schools was prepared and submitted to the AOR. The CEM met with MoEHE staff responsible for school libraries. Tamer Institute was also consulted along with El-Bireh Municipality Librarian to incorporate an informed intervention via the

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library/reading concept. Scholastic was contacted as well to compile a relevant book list along with MSN book list. CEM has also met with the Supervision Department at the MoEHE to benefit from lessons learned in the use of “My Arabic Library” by Scholastic in a previous program.

Section 2.2.1 Major Activities Planned for Next Quarter

- Conduct workshops with all 50 Parent Councils.
- Follow-up meeting with Student Affairs Directorate General at MoEHE.
- Parents invited to chaperone students on school trips to museums and zoo organized through extracurricular activities component.
- Plan for first Parent Council activity.

Section.2.3 Co and Extracurricular Activities

After the school list was approved by USAID, preparations for launching the co- and extracurricular activities in schools was initiated. Due to time limitations, taking into consideration that the scholastic year ends in May, it was agreed that the co- and extracurricular activities department will start with some of the planned activities in April and May before students take off on their summer vacation. These activities will start with visits to Al Quds University Math and Science Museums and Qalqilya National Zoo and Museum. Tenders for transportation, coordination with MoEHE, Al Quds University, and Qalqilya National Zoo and Museum took place. Trips are planned to take place in April and May.

Section 2.3.1 Staff Training Sessions

Capacity building sessions were conducted for program staff in January and February with an aim of orienting officers on program methodologies and interventions including HEART, Child Resilience and Inclusive Education, Parent Council engagement and Teacher Education prior to introducing these activities in schools. They were also introduced to the M&E plan and tools and the other components implementation plans.

Section 2.3.2 Performance Monitoring Plan and Results Framework

In January and February, the Co- and Extracurricular Activities Manager worked closely with the SSP M&E team to finalize the program performance plan and the results framework. These documents were finalized and shared with USAID in late February.

Section 2.3.3 Finalizing SCI Assessment Tool

During January, the Co and extracurricular activities team worked closely with the MoEHE Counseling Directorate General to finalize the Co- and Extracurricular activities assessment tool, to assess the actual needs of the counselors in order to enable them to implement the career counseling program. The tool also assessed the schools’ environment including

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violence, social norms, children's psychosocial well-being, and the pedagogy used by the teachers who will participate in the extracurricular component.

Section 2.3.4 Conducted Schools Assessments

In February, the (SCI) team visited all 50 SSP schools and conducted a needs assessment related to the Co- and Extracurricular Activities component. The results of this assessment will serve as the baseline for the component and will support customizing activities for different schools according to their actual needs.

Section 2.3.5 Major Activities Planned for Next Quarter

- Sign contracts with transportation companies for student visits to museums.
- Sign MoU with Al Quds University to host student trips to their museums.
- Start trips for 7th grade students in targeted schools to Al Quds Math and Science Museums and Qalqilya National Zoo and Museums.
- Support SSP team in the preparation and planning for the program's first conference in August.
- Support SSP in the preparation for study tours late this year.
- Meet with MoEHE personnel to plan for summer activities and to plan for the start of all activities in September 2014.

Section.2.4 School Physical Capacity Building

The renovations that will be provided by SSP's Physical Capacity-Building component will contribute to creating an improved educational environment where teaching and learning takes place. The capacity-building component will equip science and computer laboratories and upgrade libraries. SSP will also provide teachers with the skills and opportunity to effectively use technology and resources in class, while the designated IT coordinator for the school will be trained by NIET to provide support to teachers and staff and offer maintenance support and troubleshooting as required. SSP will also provide a local network in each participating school in order to facilitate accessing the Internet from all school facilities. Laptops for the use of principals and teachers engaged in training will also be provided during the program.

Section 2.4.1 Procurement of Laptop Computers

During this reporting period, the procurement and compliance team received vetting and IRM approval from USAID for the identified suppliers of laptop computers. On February 19 SSP signed an agreement with a laptop supplier for the procurement of 270 laptop computers. Fifty laptops will be distributed to principals participating in the Leadership Diploma Program (LDP) and 220 laptops will be distributed to teachers that will attend the first cohort of the NIET's in-service teacher training. Laptops will become the property of the school. The expected date of delivery is April 19, 2014.

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Section 2.4.2 School Renovation—Contract with Engineering Firm

SSP has hired a consultant engineer to develop a detailed scope of work (SoW) that will be used to select qualified engineering firm(s) responsible for designing and overseeing school renovation activities for the program. After receiving the completed SoW, the SSP Procurement and Compliance team finalized a Request for Proposal (RFP) and started the procurement process by advertising the tender on February 13, 2014. Several engineering firms submitted offers prior to the deadline. The program appointed an evaluation committee that consisted of MoEHE, representative from the Palestinian Engineering Association, an engineering consultant and the SSP procurement team to evaluate and make recommendations on the technical proposals for the 11 offers received. The primary report was shared and discussed with the USAID AOR and infrastructure staff.

Section 2.4.3 Training Center Renovation

SSP proposes a new activity to be implemented this year under the Physical Capacity Building component. The new activity is the renovation and equipping of two district-based training centers managed by NIET. The aim of this activity is to facilitate the training of SSP principals by ensuring that appropriate space is available for this purpose. The two districts to receive this support are Hebron and Qalqilya. The SSP Procurement and Compliance team and NIET will conduct field visits to assess and evaluate the training centers needs.

Section 2.4.4 Major Activities Planned for Next Quarter

- Select and contract with the engineering firm(s)
- Contract with the company that will install the local area network in all SSP schools.
- Receive delivery of laptops.
- Visit potential training centers in Qalqilya and Hebron, issue the RFQ for renovation and sign the agreement.
- Issue RFQ(s) for the 50 schools laboratory renovations and equipping, and sign the agreement(s).

Section.2.5 Monitoring & Evaluation (M&E) Department

Section 2.5.1 SSP Performance Management Plan

In late February, USAID provided comments on the PMP submitted on December 19, 2013. SSP staff met with USAID on March 3 to discuss these comments, and resubmitted the PMP on March 11. USAID sent additional comments on March 24, and SSP will submit a final version of the PMP in April.

Section 2.5.2 M&E Task Force

The M&E Task Force (METF) began its work on SSP in February, with an introductory meeting on February 23 to familiarize task force members with the program. A second

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meeting on March 23 reviewed the task force's ToR, to which minor amendments were suggested, and the program's results framework. The third meeting, on March 31, began a review of the program's indicators to ensure that they are properly contextualized within the MoEHE system and do not duplicate indicators already collected by the MoEHE itself. The series of meetings to review indicators will continue into April, and the revisions to the ToR will be submitted to the Deputy Assistant Minister for approval.

Section 2.5.3 Baseline Assessment

Starting in January, SSP conducted a needs assessment for the Community Engagement and Co- and Extracurricular Activities components of the project; the needs assessment included questions that were also intended to collect baseline data for M&E purposes. All relevant data collected thus far as a part of both school selection and this needs assessment will be compiled for reporting of baseline data to USAID and for sharing with the external evaluation team.

Section 2.5.4 Student Achievement Testing

SSP met with the MoEHE's Assessment and Evaluation Department (AED) twice during Q4. Both meetings were held in conjunction with LTD. The first meeting, on February 19, introduced the AED staff to SSP and then dealt primarily with issues related to LTD's pilot testing of the assessment instruments that SSP will also use for baseline testing in Fall 2014. The second meeting, on March 6, reviewed specific steps for conducting the post-test for the LTD pilot. AED also requested a ToR from SSP for the various different types of testing to be conducting under the program, to which AED responded with a draft budget. However, because the list of selected schools was still not approved by the end of March, AED could not provide a final budget and the process for organizing testing was put on hold while the program awaits the final MoEHE approval for the list of selected schools.

Included in the ToR was a request for AED to replicate the EGRA for the 11 SSP schools, in both the intervention and comparison groups, that have second grade. This test is meant to be diagnostic and to complement the reading program. It is possible that the use of the EGRA could also be expanded, but at this preliminary stage, given its focus on second grade, it is not intended as a student achievement measure, but rather as a needs assessment mechanism.

Section 2.5.5 External Evaluation

SSP issued an RFP for the external evaluation of the program on March 9 and met with potential bidders on March 17. SSP received nine proposals by the March 27 due date and a final decision regarding the external evaluation team will be made in April.

Section 2.5.6 Ongoing M&E Coordination with LTD

During Q4, in addition to the meetings with both the M&E Task Force and AED, SSP's M&E team met twice, on February 27 and March 17 with LTD M&E staff to ensure coordination on program indicators and tools. This coordination is especially important with regard to

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the Leadership Diploma Program (LDP) and the teacher in-service professional development program, activities that overlap and where participants are—in many cases—clustered together in the same training.

Section 2.5.7 USAID Gender Training

On March 11, the SSP M&E Manager attended USAID gender training. As a direct result of that training, SSP worked together with LTD to update the demographic section of the NIET assessment instrument for teacher and principal effectiveness to include factors that may affect participants differently based on gender.

Section 2.5.8 M&E Orientation for Program Staff

SSP conducted an orientation to the basic concepts and practices of M&E for program staff on January 16. This orientation introduced staff to the purpose of M&E; highlighted good practices in data collection (a task that program staff will be required to undertake at times); and outlined SSP-specific M&E needs and challenges.

Section 2.5.9 Major Activities Planned for Next Quarter

- Submit final version of PMP
- Finalize METF review of indicators and review baseline tools
- Send revised METF ToR to Deputy Assistant Minister for approval
- Conduct EGRA and national exams in SSP schools
- Select external evaluation team and conduct baseline assessment
- Set up Geo-MIS for SSP, based on approved PMP, and begin entering data.

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ANNEX I. List of schools

National ID	School Name in English	Directorate of Education
27111108	Hawa' Secondary Girls	South Hebron
26112266	Sayyida Zeinab Basic Girls	Herbon
19112032	Anata Secondary Girls	Jerusalem Suburbs
11112038	Jamma'in Secondary Girls	South Nablus
13112017	Qarawat Bani Hassan Secondary Boys	Salfeet
27112132	Raqa'a Secondary Boys	South Hebron
28112188	Kufr Ra'I New Basic Boys	Qabatya
18112165	Abu Obayda Basic Girls	Ramallah/ Al Bireh
27111128	Yatta Basic Boys	South Hebron
25112060	Beit Ummar Basic Girls	North Hebron
14112031	Qaffin Higher Basic Boys	Tulkarm
26112200	Nassar Al 'Asafra Basic Boys	Hebron
28112019	Al Judeida Secondary Girls	Qabatya
10112140	Nasiba Al Mazaniya Basic Girls	Jenin
13112041	Qarawat Bani Hassan Secondary Girls	Salfeet
25112052	Amr Bin Al 'As Basic Boys	North Herbon
19112012	Al Ram Secondary Girls	Jerusalem Suburbs
11112076	Akram Halloum Secondary Girls	South Nablus
27111113	Nethamiyeh Basic Girls	South Hebron
27112184	Samou' Basic Boys	South Hebron
19112026	Hizma Secondary Boys	Jerusalem Suburbs
25112031	Beit Ummar Basic Boys	North Hebron
10112049	Al Mughayyir Secondary Girls	Jenin
19112018	Bir Nabala Secondary Girls	Jerusalem Suburbs
22112027	Ash Shawawra Secondary Boys	Bethlehem
16111049	Sadeeq Basic Boys	Qalqiliya
11112066	Majdal Bani Fadil Secondary Mixed	South Nablus
22112005	Al Tahrir Basic Boys	Bethlehem
13112006	Bruqin Secondary Mixed	Salfeet
19112039	Abu Dis Secondary Boys School	Jerusalem Suburbs
18112146	Al Midya Basic Mixed	Ramallah/ Al Bireh
19112014	Beit 'Anan Secondary Mixed	Jerusalem Suburbs
22112110	Marah Rabah Secondary Girls	Bethlehem
10112131	Jalbun Secondary Boys	Jenin
27112218	Al Awda Basic Boys	South Hebron
27112207	Hafsa Basic Girls	South Hebron
20122031	Al Nizamiyeh Primary School Shufat	Jerusalem
16112020	Isal Basic Mixed	Qalqiliya
25112024	Kuwayzibia Basic Boys	North Hebron
27112247	Khallet Saleh Basic Boys	South Hebron

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National ID	School Name in English	Directorate of Education
18112091	Rantis Secondary Boys	Ramallah/ Al Bireh
14112124	Illar Higher Basic Boys	Tulkarm
18112055	Burqa Secondary Boys	Ramallah/ Al Bireh
11112036	Jamma'in Basic Boys	South Nablus
19112028	Beit Surik Secondary Boys	Jerusalem Suburbs
16111079	Muscat Secondary Boys	Qalqiliya
12112047	Bizzariya Secondary Boys	Nablus
10112053	Kufr Dan Secondary Boys	Jenin
18112178	Al Farouq Higher Basic (Beit Liqya)	Ramallah/ Al Bireh
28112024	Raba Secondary Boys	Qabatya