



# NOOR AL KHALEEJ INTERNATIONAL SCHOOL DOHA

Strategic Plan for August 2023 until July 2028



Cambridge Assessment  
International Education

Reviewed 1/8/2023

**QNSA Category 1: Quality of the Self Study**

- **Aspect 1 Accuracy of the Self-Study and the Students Achievements.**

**Key Performance indicators**

- **Accuracy of self-study in providing a realistic image of the school.**
- **Stakeholders involvement in preparing the self-study.**
- **Students' achievements (Academic and Non-Academic)**

<i>Targets Areas</i>	<i>One - year Targets 2023/4</i>	<i>3- year Targets 2025/6</i>	<i>5-year Targets 2027/8</i>	<i>Date Achieved</i>
<p><b>Accuracy of study.</b></p> <p><b>Ensure all stakeholders are included as possible in preparing the self-study.</b></p> <p><b>Student's achievements</b></p>	<p>Ensure committees and groups are established that are broad based, unbiased and will be able to report impartially and accurately.</p> <p>All stakeholders to be involved through surveys, interviews discussions and the actual reporting teams.</p> <p>Student's achievements to be recorded accurately every year and records consolidated accurately and as completely as possible.</p>	<p>Revise committees and procedures to ensure reports remain unbiased, impartial and accurate.</p> <p>Continue to involve all stakeholders and develop communication channels for convenience.</p> <p>Continue to ensure Student's achievements are recorded accurately every year and records consolidated accurately and as completely as possible. Review new methods for reviewing and recording this information.</p>	<p>Revise committees and procedures to ensure reports remain unbiased, impartial and accurate keeping in mind the follow QNSA inspection will be due.</p> <p>Review methods of recording and reviewing data and continue to ensure Student's achievements are recorded accurately every year and records consolidated accurately and as</p>	

completely as possible.

**QNSA Category 1: Quality of the Self Study**

- Aspect 2 Quality of Reinforcing Qatar National Identity at School**

**Key Performance indicators**

**1. Reinforcing Qatar National Identity and Culture and Instilling Islamic values**

<i>Targets Areas</i>	<i>One - year Targets</i> <i>2023/4</i>	<i>3- year Targets</i> <i>2025/6</i>	<i>5-year Targets</i> <i>2027/8</i>	<i>Date Achieved</i>
To ensure a strong focus on National identity, Qatari culture and Islamic values	To effectively follow the MOEHE Qatar National Identity program.  To ensure all subjects link to the Qatar culture and Islamic values, where possible, from Lesson preparation, to the actual lesson and homework and assignments.	Review and upgrade program to enhance the Qatar National Identity program annually using experience from previous years to execute a streamlined effective program.	Review QNIP program and ensure school is closely aligned to Vision 203. Continue to enhance the Qatar National Identity program annually using experience from previous years to execute a streamlined effective program.	

**QNSA Category 1: Quality of the Self Study**

- Aspect 3 Schoolwide improvement and Action Plan.**

**Key Performance indicators**

- School's progress report based on Previous Mandatory Evaluation Report (Stage 1) QNSA Accreditation Report.**
- Quality of Schoolwide Action Plan being measurable, implemented and followed-up on.**
- Realistic Action Plan/Alignment of the development plan with school's actual needs.**

School's progress report linked to previous QNSA visit.	Review last plan and work current Strategic plans and action plans around the report to develop weak areas and continue to grow in strong areas.	Review School action plan and Strategic plan in preparation for QNSA 2025 inspection and after meet to analyse results and prepare new strategies in the Strategic Plan and action plan to improve further.	Build on new Strategic Plan and Preparation for following QNSA visit by reviewing and working on points to develop based on the previous QNSA visit.	
School Action Plan and Strategic plan must be revised quarterly and updated annually. Items must be measurable.  Development of the Action Plans related to the school's needs and affordability.	Review School action plan and Strategic plan regularly and meet quarterly to discuss progress.	Continue to review School action plan and Strategic plan regularly and meet quarterly to discuss progress. Look at new technology and developments that will continue to enhance the school ability to educate the students effectively.	Review School action plan and Strategic plan regularly and meet quarterly to discuss progress while constantly being aware of opportunities to look at new sdevelopments to further enhance the school's educational offering.	

**QNSA Category 2: Educational Leadership**

**Aspect 1 School Mission and Vision**

**Key Performance indicators**

- **Clarity of the school's vision and mission and objectives and their alignment with orientation of the State of Qatar.**
- **Attainability of school vision and mission and alignment with its human and financial resources.**
- **Vision and mission impact on schoolwide academic and administrative aspects.**
- **Schools ability to measure its success in achieving the vision and mission, involving stakeholders. (Review and update as needed)**

<i>Targets Areas</i>	<i>One - year Targets</i>	<i>3- year Targets</i>	<i>5-year Targets</i>	<i>Date Achieved</i>
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	2023/4	2025/6	2027/8	
<p>Ensure that our mission and vision are reviewed and that they remain relevant and support the Qatar National Vision 2030</p> <p>To ensure that our school's mission and vision is understood by all stakeholders</p> <p>To ensure a strong focus on National identity, Qatari culture and Islamic values</p>	<p>Review the school's vision, mission and goals and learning outcomes into all aspects of the school life with the Vision and Mission Survey to be done in September/ October 2022.</p> <p>Ensure that everybody in the school is working towards meeting its vision, mission and learning goals.</p>	<p>Update school profile, vision, mission and learning goals.</p> <p>Ensure that all aspects of the school are working towards one direction: meeting its revised mission and strategic goals</p>	<p>Review the school's vision, mission and goals and learning outcomes into all aspects of the school life survey in 2026.</p> <p>Ensure that everybody in the school is working towards meeting its vision, mission and learning goals.</p>	

**QNSA Category 2: Educational Leadership**

**Aspect 2**

**Planning and Administrative Organisation**

**Key Performance indicators**

- Commitment to the MOEHE's rules and regulations and other relevant government bodies.
- Planning, implementation, and follow up on achievement of school's objectives.
- Policies and bylaws regulating schoolwork.
- Organizational Structure and job descriptions.
- Distribution and delegation of tasks and responsibilities.
- Communication amongst staff.
- Stakeholders empowerment and involvement in decision making.
- The role of the school owner or governing body in the planning process and his/er relationship and support to school leadership.

<b>National Accreditation</b>	Prepare for QNSA Accreditation inspection. Gather evidence and work on recommendations while maintaining previous strong points.	Self-evaluation for upcoming QNSA inspection. Feb 2025	Prepare for QNSA Accreditation inspection. Gather evidence and work on recommendations while maintaining previous strong points.	ongoing
<b>University of Cambridge Academic Accreditation</b>	Maintaining academic registration and accreditation as a Cambridge school and Assessment Centre. Ensuring that all subjects are well supported and that most of our students meet or exceed expectations.	Maintaining academic registration and accreditation as a Cambridge school and Assessment Centre. Ensuring that all subjects are well supported and that most of our students meet or exceed expectations.	Maintaining academic registration and accreditation as a Cambridge school and Assessment Centre. Ensuring that all subjects are well supported and that most of our students meet or exceed expectations.	Approved School and assessment Centre 2023/4 Academic Year
<b>School self-review And Annual Action Plan. (policy &amp; tools)</b>	Work on School self- review each year and set the targets for the next year/s  Develop self-review tools and utilize them effectively to gather input on all aspects of performance (staff surveys, students & parents surveys).	Work on a comprehensive self-study plan involving all staff, depts., and stake- holders.  Ensure that all departments and staff members are involved in the self-review process.  Utilize self-review tools to get a better understanding of the current situation.	Establish a well-structured culture of self-review for the whole school/ engage all departments & individuals (a reflective professional culture).	Update actions plans and strategic plans regularly when doing self reviews. 17 August 2023
<b>Strategic Planning</b>	Design and implement the school profile & prospectus.	Design a more comprehensive strategic plan for the whole school that involves all the criteria of strategic planning.	Lead all departments to work in the light of strategic planning. To evaluate practices, review, and re-	

			plan and reflect on a wider perspective.	
<b>Recruitment &amp; orientation</b>	<p>Follow up on Teachers with unsatisfactory Performance in accordance with guidelines from MOEHE and Ministry of Labour.</p> <p>Update and review protocol and related forms</p> <p>A clear and organized recruitment policy that is well maintained and delivered to all</p> <p>Ensure a smooth orientation phase for new staff with a hand-over policy to ensure new staff are quickly assimilated.</p> <p>Ensuring that all recruitment procedures are in place.</p>	<p>Update and review recruitment policy in alignment with school development and latest official regulation for the state of Qatar.</p> <p>Ensuring that all recruitment procedures are in place.</p>	<p>Update and review recruitment policy in alignment with school development and latest official regulation for the state of Qatar.</p> <p>Ensuring that all recruitment procedures are in place.</p>	<p>New appraisal forms distributed to all teaching staff and Coordinators August 2023</p> <p>Orientation of new staff 15<sup>th</sup> August 2023</p> <p>Recruitment according to MOE guidelines and Ministry of Labour August 2023</p>

**QNSA Category 2: Educational Leadership**

**Aspect 3                      Quality Assurance systems of all subjects**

**Key Performance indicators**

- Monitoring and evaluation of staff performance.
- Monitoring and follow up on students performance.
- Follow up and evaluation of school plans, programs and projects.

<i>Targets Areas</i>	<i>One - year Targets 2023/4</i>	<i>3- year Targets 2025/6</i>	<i>5-year Targets 2027/8</i>	<b>Date Achieved</b>
<b>Management</b>	Develop further administrative procedures	Implement new office management system that ensures effective	Ensure that all aspects of the school are well-	<b>Exam procedure checklist.</b>

	<p>that guarantee quality practices.</p> <p>Establish a stable, clear and well-communicated managerial routine.</p> <p>Utilise new appraisal forms for teachers specifically designed for online teaching.</p> <p>Maintain system for monitoring and evaluation of all staff.</p>	<p>organization of procedures and proper implementation of policies.</p> <p>Promote a highly effective managerial style of work that would lead the school into achieving its goals while ensuring efficiency and rationalization of resources.</p> <p>Ensure that proper implementation of procedures and policies are in place across all areas.</p>	<p>governed by proper policies and procedures.</p> <p>To maintain a well-established culture of efficiency and organization while maintaining the school's vision, mission and strategic goals.</p>	<p>Update of staff handbook and review of templates of forms August 2023</p> <p>Update and review job descriptions August 2023</p> <p>New appraisal forms distributed to all staff August 2023</p> <p>All Staff and coordinator appraisals will be converted to 100% for easy comparison</p>
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**QNSA Category 2: Educational Leadership**

**Aspect 4 Parents and Community Partnerships**

**Key Performance indicators**

- Parents are informed about their child's progress and performance.
- Parents are informed about key decisions, initiatives, and school expectations.
- Parental concerns are managed consistently, professionally and in a timely manner.
- The Parents Teachers association strengthens the relationship between parents and the school.
- Parents are active in a variety of our school initiatives.



- The school develops a range of community partnerships.

<i>Targets Areas</i>	<i>One - year Targets</i> <i>2023/4</i>	<i>3- year Targets</i> <i>2025/6</i>	<i>5-year Targets</i> <i>2027/8</i>	<i>Date Achieved</i>
<b>Communication and E- Communication</b>	<p>Assess if we should use online methods of gathering the opinions of all stakeholders when making decisions.</p> <p>Organize varied activities and programs that reinforce parents' participation in the school life.</p> <p>Increase the methods to effectively communicate with parents.</p> <p>Review and update practices, rectify the gaps and build on good practices.</p> <p>To improve teachers- parent's connections via school website and emails.</p> <p>Communicating all curriculum expectations &amp; announcements via website or through a school management system.</p> <p>Develop regular newsletter from each stage coordinator.</p>	<p>To review and update practices, rectify the gaps, and build on good practices.</p> <p>To improve teachers- parents' connections via school platform, management system and emails.</p> <p>Communicating all curriculum expectations &amp; announcements via website and through communication systems.</p> <p>Develop fortnightly newsletter &amp; announcements from the Principal and the main office sent out through school's portal.</p>	<p>To enhance our communication practices based on the needs of our school community in the coming few years.</p> <p>To extend communication into effective feedback and positive interaction rather than mere messaging and information tracks: (surveys &amp; dashboards)</p> <p>To maintain consistent newsletters.</p>	

<b>Parents / Teachers Association</b>	Ensure PTA committee is varied and representative of the parents body.  Hold regular elections and PTA meetings Term wise.			
<b>Community Involvement</b>	Promote volunteer programme with the school with Qatar Charity and other similar organisations.	Investigate other external programmes and encourage student's participation.	Promote a wide variety of programmes in conjunction with external working partners.	

**QNSA Category 3: Educational Performance and the Learning Environment**

**Aspect 1 Curriculum Standards, Quality and Implementation**

**Key Performance indicators**

- Curricula comprehensiveness and alignment with the school's vision, mission, objectives and grade level expectations.
- School educational plans' implementation and follow up. ( long to short term plans)
- Co-curricular and extra-curricular activities.
- Promoting Qatar's National Identity, and Culture.
- Curriculum review.

<i>Targets Areas</i>	<i>One - year Targets</i> <i>2023/4</i>	<i>3- year Targets</i> <i>2025/6</i>	<i>5-year Targets</i> <i>2027/8</i>	<i>Date Achieved</i>
<b>Planning</b>	Continue to set annual/ termwise curriculum pacing charts, weekly and daily lesson plans.  Continued focus on differentiated instruction and implement differentiated activities that address the needs of all students.	Analyse and maintain proper planning procedures, annual curriculum overview; term and half term plans, weekly and daily lesson plans	Design high quality plans based on our schools and students needs and interests  Design flexible dynamic curriculum plans.	<b>Continuous focus on differentiated learning in lead up to Class Test 1 of 2023.</b>
<b>Activity Thursdays</b>	Reintroduce Activity Thursdays.	To continue to manage a well-	To review, evaluate and improve practices	

	Develop & manage multi-activities weekly: physical, scientific, drama, language & Arts. To encourage all students to join an activity. To maintain a proper management of this program.	structured and stable routine for students' activities starting. These will be based on updated Guidelines.	based on all stakeholder's involvement and feedback. These will be based on updated Guidelines.	
<b>Text Books</b>	Utilize all available books.  Implement new versions of textbooks based on Cambridge recommendations for resources.	Use highly advanced textbooks as key and additional resources.  Design syllabi for each subject where books serve learning as a key resource  Evaluate ebooks as an alternative to printed textbooks. ICT network upgraded.	Depending on outcome regarding ebooks introduce ebooks either completely or partially.  Avoid using one book per subject and move into using books as dynamic resources.  Use interactive sites and tools effectively across all subjects.	<b>Review of books</b>  <b>Meeting of Book Review Committee</b>  <b>Introducing a new Social Textbook in 2023/4 Book review report sent to MOE April 2023</b>

**QNSA Category 3: Educational Performance and the Learning Environment**

**Aspect 2 Quality of Learning**

**Key Performance indicators**

- Teaching methods, strategies and pedagogy.
- Differentiated instruction.
- Promotion of student higher-order thinking and critical thinking skills.
- Technology utilization in learning.
- Students motivation and independence in learning.
- Assessment methods used to gauge students acquisition of knowledge and skills in meeting curricular objectives.
- Classroom management.

• **Quality of curricular delivery in Arabic Language, Islamic Studies and Qatar History.**

<i>Targets Areas</i>	<i>One - year Targets 2023/4</i>	<i>3- year Targets 2025/6</i>	<i>5-year Targets 2027/8</i>	<i>Date Achieved</i>
<b>Teaching strategies</b>	<p>Develop effective action plans to help overall academic performances of the students</p> <p>Evaluate the reviewed documented curriculum reflected in classroom practices.</p> <p>Review Remedial lessons, Individual Remedial Plans Extra lessons offered Student portfolios</p> <p>Review admission tests annually</p> <p>Review and clarify core skills in Mathematics, English and Science.</p> <p>Establish further assessment procedures to track progress and identify areas in need for improvement.</p> <p>Improve quality of teaching in teacher's absence.</p> <p>Review diagnostic tests.</p> <p>Continue to develop methods to facilitate higher order and critical thinking skills as well as multiple intelligences.</p>	<p>To have a more structured teaching style in all subjects and classes.</p> <p>To maintain a student-centred approach where students learn to be independent and productive.</p>	<p>Teaching methods shall be up to the standards and expectations of the international accreditation institutions.</p> <p>Teaching methods to address students thinking and independent work across all subjects and classes.</p>	<p>Update actions plans and strategic plans regularly when doing self reviews.</p> <p>Reviewed admission tests before the start of 2023/4 academic year.</p>

	Develop and consolidate a strong Arabic curriculum for all stages for Arabic Language, Islamic Studies and Qatar History.			
<b>Integrating IT in curriculum Areas</b>	<p>Work on increasing educational resources and modern technology to support teaching and learning processes in classrooms and on the campus.</p> <p>Further develop Teacher skills in the effective use of technology resources and techniques.</p> <p>To use online technology for homework, assignments etc</p> <p><b>Providing clear expectations for technology from Year 1 to Year 13.</b></p> <p>Providing the ICT room with a sufficient number of PCs.</p>	<p>All classes to be equipped with interactive projectors and devices that are used &amp; utilized effectively.</p> <p>Provide the core subjects with a subscription for academic websites for the teachers and students.</p> <p>Homework will be mostly using the websites &amp; Google drives.</p> <p>Maintain updates of all PCs &amp; interactive projectors.</p> <p>Investigate innovative technology such as lightboards, digital microscopes, interactive evaluation and ipads.</p>	<p>All subjects shall be using interactive sites to promote learning and to meet standards.</p> <p>The school shall have its own on-line portals for teaching and learning for a highly interactive style.</p> <p>Teacher- students' communication, homework and assessment shall be conducted via on-line portals or Google drives.</p>	
<b>Differentiation</b>	Teachers shall plan for differentiated activities in most classes and subjects meeting the needs of students with additional needs and advanced abilities.	<p>Employ a learning support specialist.</p> <p>Develop a clear differentiation policy.</p> <p>Teachers shall plan for a fully differentiated lesson</p>	<p>Maintain a responsive and flexible teaching approach.</p> <p>Teach according to levels; each student works according to his</p>	

	Differentiation is taking place in planning, instruction and assessment.	<p>in all subjects and classes for talented and advanced learners based on the levels within each stage.</p> <p>Differentiation procedures should be well established, consistent &amp; productive.</p> <p>Develop our differentiation policy.</p> <p>Develop ILPs for students with special needs or learning disabilities/difficulties</p>	<p>level and is challenged accordingly.</p> <p>Instruction, homework &amp; assessment practice take into consideration individual needs based on the school policy.</p> <p>Promote gifted &amp; talented learners programmes.</p>	
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**QNSA Category 3: Educational Performance and Learning Environment**

**Aspect 3 The Learning Environment**

**Key Performance indicators**

- Classroom resources and teaching aids.
- Classroom organization.
- Students displayed works.

<i>Targets Areas</i>	<i>One - year Targets 2023/4</i>	<i>3- year Targets 2025/6</i>	<i>5-year Targets 2027/8</i>	<i>Date Achieved</i>
<b>Promoting student learning</b>	<p>Improving the learning environment in the whole school inside and outside classes.</p> <p>Maintaining a positive school environment.</p>	<p>Promoting a rich learning physical environment in all classes that reflects learning outcomes.</p> <p>Maintaining a cognitively rich environment where all students are challenged.</p>	<p>Developing &amp; maintaining a learning environment that has effective resources, organized learning spaces, and accessible equipment ready for students use.</p>	

		<p>Positively managing behaviour and maintaining high standards of cognitive and learning environment.</p> <p>Evaluate and review Gifted &amp; Talented students programme..</p> <p>Providing study material on-line (school website) and on-line enhancements for Maths, Science and English</p>	<p>Providing a high thinking level and challenging lessons and activities.</p> <p>Managing and maintaining an organized learning environment where students are responsible for their learning.</p> <p>Maintaining a well-established routine and structure for enhancing skills of talented learners in academic and extra-curricular areas.</p>	
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**QNSA Category 4: Development and Care for Learners**

**Aspect 1**

**Student's Academic Achievements**

**Key Performance indicators**

- Utilization of assessment policy
  - Evaluating Students knowledge and skills upon joining the school and the beginning of school year/term.
  - Internal assessments.
  - Students performance over successive periods of time on internal assessments.
  - External assessments application and alignment with school curriculum.
  - Students performance over successive periods of time on external assessments.
  - Students performance on international standardized tests (administered by MOEHE such including PIS, TIMMS, PIRLS)
- Student report cards.

<i>Targets Areas</i>	<i>One - year Targets</i>	<i>3- year Targets</i>	<i>5-year Targets</i>	<i>Date Achieved</i>
	<i>2023/4</i>	<i>2025/6</i>	<i>2027/8</i>	

<p><b>Assessment policy</b></p>	<p>Set individualized feedback through comments and targets.</p> <p>Developing assessment criteria and evaluate success on a regular basis.</p> <p>Discuss and review areas for potential improvement for the coming year based on assessment and results.</p> <p>Align student assessment with expected outcomes throughout the curriculum.</p>	<p>Updating the school’s assessment policy to improve current practices.</p> <p>Developing a reporting guiding statement.</p> <p>Develop assessment policy based on school’s needs and requirements</p> <p>Enhance formative assessment practices and positive prompt feedback strategies</p> <p>Improve summative assessment design strategies based on curriculum specifications</p> <p>Continue developing formative assessment &amp; rubrics across all subjects.</p>	<p>To communicate assessment practices for all stake holders.</p> <p>To develop assessment practices based on school expectations and needs.</p> <p>To organize leadership and management practices in order to guarantee a proper implementation of assessment policies.</p>	
<p><b>Analysing assessment results</b></p>	<p>Continuous improvement through results analysis. (Comparative results – last 3 years)</p> <p>Comparison of Students Academic level with other national and international schools that adopt the same curriculum.</p> <p>Evaluate Gr 1 – 6 Math results Maintain and pursue further improvement in academic performance in all subjects.</p>	<p>Consolidate all assessment and analysis techniques using assessment technology.</p> <p>To look for the track of students results for the sake of individual improvement.</p> <p>To use assessment results for informing school wide and specific decision making.</p>	<p>To have a school wide well communicated assessment awareness</p> <p>To involve students in their own assessment results and help them interpret results and benefit from them.</p>	<p>Analysis of Cambridge results from previous academic year. Completed August 2023.</p>



	<p>Implement changes as per results analysis</p> <p>Use the post assessment reflection routine for all departments.</p> <p>To analyse end of term assessment marks in order to improve decision making about curriculum, recruitment, and management.</p> <p>To compare end of term results and trace the progress and highlight the gaps in order to find suitable remedial strategies across all subjects and classes.</p> <p>Develop ILPs for students with special needs or learning disabilities/difficulties</p>	<p>To use assessment results for developing curriculum and teaching methods.</p>	<p>To build on results analysis for strategic planning purposes.</p>	
<p><b>To develop the level of English in the school.</b></p>	<p>Ensure the new programme is followed consistently across the school. Ensure the approach is clear and consistent.</p> <p>Continue with the DEAR reading programme in the lower classes of the school.</p> <p>Ensuring consistency in preparation for all external exams.</p> <p><b>Review student work books to ensure that all books have correct English, keeping in mind that all teachers English teachers.</b></p>	<p>Concentration will be given to students being able to identify language functions related to the lesson topic such as justify, hypothesize.</p> <p>Students to show mastery in vocabulary in order to fully participate in the lesson.</p> <p>To improve language learning strategies to aid comprehension,</p>	<p>Concentration will be given to writing well structured writing tasks as prescribed aiming at 80% accuracy.</p> <p>Concentration on key vocabulary concept words and academic words in general.</p> <p>Exploration of learning strategies that lend the</p>	<p><b>DEAR programme continuing from Sept 2023</b></p>

		questioning and predicting.	students to previewing topics.	
<b>To develop the level of Mathematics in the school.</b>	Ensure consistency across all Years in adherence to the Cambridge methodology.  Analysis of annual results.  Ensuring consistency in preparation for all external exams.	To look at various techniques and a variety of methods of computing various problems.	To focus on expanding exposure to a variety of methods and looking at more complicated techniques and methods	
<b>To develop and enhance the Arabic subjects in the school.</b>	Ensuring compliance with MOEHE guidelines and advice about the content and presentation of all Arabic subjects.	Continuing compliance with any changes in MOEHE guidelines and advice about the content and presentation of all Arabic subjects.	Continuing compliance with any changes in MOEHE guidelines and advice about the content and presentation of all Arabic subjects.	

**QNSA Category 4: Development and Care for Learners**

**Aspect 2 Care for various categories of students**

**Key Performance indicators**

- Care for students with special learning needs including talented, high achievers and special needs students.
- Care for academically underperforming students.
- Supporting the attainment of second languages (including Arabic) to facilitate achieving curricular objectives.
- Honouring varied students achievements.(Academic, non-academic, behavioural, sports etc)

<i>Targets Areas</i>	<i>One - year Targets 2023/4</i>	<i>3- year Targets 2025/6</i>	<i>5-year Targets 2027/8</i>	<i>Date Achieved</i>
<b>Remedial programmes and Gifted and Talented Students</b>	Ensure greater student understanding of expected outcomes by increasing their participation in the creation of instructions and subsequent outcomes.	Ensure that each department has its own enhancement activities and programmes in place, effective and consistent.	Continuously effectively supporting all learners.  Maintaining creative	<b>Remedial and extra help classes conducted throughout first half of first term based on</b>

	<p>Continue to develop Gifted &amp; Talented students programme supported by most teachers.</p> <p>Develop learning support programs for under achieving students on annual basis.</p> <p>Ensure that each department has its own enhancement activities and programmes in place, effective and consistent.</p>	<p>Appoint a Gifted and Talented Champion to continue to motivate the programme.</p> <p>Additional training for Teachers on handling Gifted and Talented Students.</p>	<p>reinforcement across all subject areas.</p>	<p>diagnostic test results.</p>
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**QNSA Category 4: Development and Care for Learners**

**Aspect 3                      Student's discipline and behaviour.**

**Key Performance indicators**

- **School behaviour policy, implementation and follow up procedures.**
- **Relationship between students and teachers and amongst the students themselves.**
- **Programs and activities promoting character education and Islamic values.**

<i>Targets Areas</i>	<i>One - year Targets 2023/4</i>	<i>3- year Targets 2025/6</i>	<i>5-year Targets 2027/8</i>	<i>Date Achieved</i>
<b>Managing Students Behaviour</b>	<p>Developing, updating and creating the school policy and relevant forms and records, and communicating it to parents and staff members as well as students.</p> <p>Developing behaviour motivation practices. Including Student of the week</p> <p>Rewarding positive behaviour of students based on merits.</p> <p>Training class teachers to improve student behaviour</p>	<p>Update and review behaviour policy based on the evaluation of our current system and practices.</p> <p>Add behaviour redirection and improvement strategies to all teachers' preparation and training programs.</p> <p>Consolidate behaviour</p>	<p>To decrease all behaviour imperfections by 90-95 %.</p> <p>To have a stress and bullying free environment.</p> <p>To involve parents in positive behaviour reinforcement.</p>	

	<p>and sustain positive learning and schooling habits.</p> <p>Developing &amp; implementing a guidance program by the school counsellor for all grade levels.</p> <p>Get values Boards made that can be wall mounted reflecting the School values in key areas.</p>	<p>modification rules and routines.</p> <p>Improve the motivation system.</p> <p>Maintain and improve all positive effective practices.</p> <p>Maintain a system for students for reinforcing values and positive behaviour.</p>	<p>To keep, consolidate and improve all positive aspects of behaviour management in the whole school.</p>	
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**QNSA Category 4: Development and Care for Learners**

**Aspect 4                  Student's connectedness.**

**Key Performance indicators**

- **Counselling services and psychologist/ social support.**
- **School referral and counselling services academic guidance. (Fr preparatory and secondary stages only)**
- **Student's voice, perceptions and engagement in school programs and events. (Student council surveys)**

<i>Targets Areas</i>	<i>One - year Targets 2023/4</i>	<i>3- year Targets 2025/6</i>	<i>5-year Targets 2027/8</i>	<i>Date Achieved</i>
Promote internal Volunteer programmes to promote Leadership	Promote volunteer programme with the school	Investigate volunteer programmes that build leadership skills such as Duke Awards.	Grow and develop an advanced level of volunteer programmes with a variety that caters for different students' needs and development	
Promote external programmes that give greater				

involvement with community				
<p>To enhance the student's sense of identity as proud students of NAKIS.</p> <p><b>Internal activities</b></p> <p><b>(Students Council, guidance assemblies and coaching programs, fun and celebration days)</b></p>	<p>Prefect and Student Council programmes to continue</p> <p>Student of the week and class of the month.</p> <p>Reviewed activity programme.</p> <p>Maintain a variety of co-curricular student activities to enhance learning</p> <p>Participation in:</p> <ol style="list-style-type: none"> <li>1. Research Fair</li> <li>2. STEM Competition</li> <li>3. Science Olympiad</li> <li>4. E nature</li> </ol> <p>Junior United Nations</p> <p>Give greater academic support to pupils in all grades</p> <p>Maintain student Mentoring and Tracking Forms.</p> <p>To run regular meetings with the Student Council and</p>	<p>Prefect and Student Council programmes to continue.</p> <p>To improve Student council procedures, role and responsibilities.</p> <p>To enhance the mentoring programme.</p> <p>To revise Prefect duties to develop their leadership skills.</p>	<p>Prefect and Student Council programmes to continue.</p> <p>To extend the Council role and procedures.</p> <p>Ensuring an effective guidance is in place monitored by the school counsellor.</p>	<p>Achieved a special mention from the Head of The World Chemistry Olympiade and 9th place worldwide in</p>

	involve them in school reform and activities.  To run the mentoring programme.  To assign Prefects who would participate in the school life as leaders.			Physics Olympiade by.....
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**QNSA Category 5: Resource Management**

**Aspect 1 Human Resources**

**Key Performance indicators**

- Recruitment policy and efficacy of human resources.
- Professional development (based on staff individual needs).
- Monitoring staff attendance.
- Staff stability and satisfaction.

<i>Targets Areas</i>	<i>One - year Targets 2023/4</i>	<i>3- year Targets 2025/6</i>	<i>5-year Targets 2027/8</i>	<i>Date Achieved</i>
<b>Specific Professional development for Leadership</b>	Accreditation requirements  Curriculum and assessment management  Networking	Middle & senior management skills  Academic management  Project management	Providing an advance managerial differentiated professional development style	
<b>Leadership positions are awarded to identified candidates</b>	New positions created to lessen the burden on key staff and create opportunities to develop existing staff.	Continue to assess existing positions and determine if new opportunities exist. Check work loads of key positions.	Continue to assess existing positions and determine if new opportunities exist. Check work loads of key positions.	<b>service appointed.</b>
<b>Succession planning</b>	Succession planning is carried out by developing teachers into positions so they can	Continue training teachers in various	Continue training teachers in various roles to ensure	

	manage new or existing leadership positions.  Internal and External PDs are encouraged.	roles to ensure succession planning.	succession planning.	
<b>Targets Areas</b>	<b>One - year Targets 2023/4</b>	<b>3- year Targets 2025/6</b>	<b>5-year Targets 2027/8</b>	<b>Date Achieved</b>
<b>Professional development management across the school</b>	Review the impact of PD programs on staff Performance.  Review individual teacher P.D tracking forms  Professional development of teachers  Use strategic goals in combination with data to identify and prioritize areas for development.	Design a comprehensive plan that targets all staff & departments based on previous self-review, performance evaluation, needs assessment & school priorities.  Each department to develop its own plan and each staff member to develop her/his own individual development plan.  Ensure Professional Development is responsive and projects updated student and staff needs across the school.	Maintaining well established professional development planning & implementation techniques.  Develop effective tools  Ensure that all PD plan & procedures are managed effectively according to the plan.  Ensure there is a correlation between all assessment outcomes and new curricular development through a variety of teacher, student and parent surveys.	Revise PD program for 2023 by Ms Vilu-Head of Activities 15 August 2023
<b>Specific Professional</b>	1. Curriculum standards 2. Behaviour management 3. Teaching methods	1. Curriculum development/ 2. Cambridge standards	1. Individualized learning approach	

<b>development for Teachers</b>	<ul style="list-style-type: none"> <li>4. Assessment for learning</li> <li>5. Differentiated E teaching.</li> <li>6. Stress &amp; time management</li> </ul>	<ul style="list-style-type: none"> <li>3. Differentiation</li> <li>4. Supporting students with Additional needs</li> </ul>	<ul style="list-style-type: none"> <li>2. Supporting Talented learners</li> <li>3. Differentiation Assessment for Learning &amp;</li> <li>4. Portfolio assessment</li> </ul>	
<b>Specific Professional development for Administrators</b>	<ul style="list-style-type: none"> <li>1. Stress &amp; time management</li> <li>2. Organization skills</li> <li>3. Time management</li> <li>4. Safety</li> <li>5. ICT</li> </ul>	Updates on educational administration requirements	Advanced management and organization skills	
<b>Specific Professional development for Leadership</b>	<ul style="list-style-type: none"> <li>Accreditation requirements</li> <li>Curriculum and assessment management</li> <li>Networking</li> </ul>	<ul style="list-style-type: none"> <li>Middle &amp; senior management skills</li> <li>Academic management</li> <li>Project management</li> </ul>	Providing an advance managerial differentiated professional development style	
<b>Employees Evaluation</b>	<p>Run the annual evaluation of all employees (informal. self – assessment, peer and formal evaluation by supervisors).</p> <p>Reviewed system for monitoring and evaluation of admin staff. New observation form designed.</p> <p>Reviewed system for monitoring and evaluation of new teachers. New observation form designed.</p>	<p>To maintain and establish a clear performance management routine for all employees.</p> <p>To involve employees in their own evaluation positively and effectively.</p>	<p>To develop evaluation rubrics or performance ladder for each job position.</p> <p>To promote a high quality and fair evaluation system linked to salaries increase and promotion.</p>	
<b>Reward and reprimand policy</b>	Rewarding employees takes place based on areas of excellence or effectiveness.	<ul style="list-style-type: none"> <li>Developing and maintaining clear and effective procedures.</li> <li>Communicating all procedures to all staff members by the</li> </ul>	Improving and updating practices in this area based on latest requirements of the Supreme council and the	



	<p>Awards to deserving employees are distributed regularly.</p> <p>Reprimands and warnings are issued and managed based on the Qatari law and regulations.</p>	beginning of the school year.	accrediting institutions.	
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**QNSA Category 5 Resource Management and Distribution**

**Aspect 2**

**Physical Resources.**

**Key Performance Indicators**

- **Availability and appropriateness of educational facilities, resources and services throughout the school.**
- **Library resources and utilization.**
- **Science labs equipment and utilization.**
- **Computer labs equipment and utilization.**
- **Maintenance and upkeep of school facilities and resources.**

<i>Targets Areas</i>	<i>One - year Targets 2023/4</i>	<i>3- year Targets 2025/6</i>	<i>5-year Targets 2027/8</i>	<i>Date Achieved</i>
<b>School Building</b>	Ensuring that all buildings have the required facilities and resources as a safe & supportive learning environment.	Developing the building facilities & resources.	Maintaining a highly supported school building that meets international and national school standards.	
<b>Equipment and student areas</b>	<p>Annual check of safety Devices</p> <p>Hire company to check and maintain all equipment</p>	<p>Regular safety inspections of all safety devices and equipment.</p> <p>Ensure all resources and facilities are</p>	Supplying high quality equipment and learning tools and facilities based requirements of	

	<p>Maintain sports facilities and outside green areas.</p> <p>Improving the school current facilities; classrooms, play area, PE indoor &amp; outdoor equipment, science lab, library. Paint interior and exterior of building.</p> <p>Manage new storerooms.</p> <p>Maintain an inventory of sport items.</p>	maintained in a safe condition.	<p>the school at each level.</p> <p>Maintaining a high quality of presentation for all areas across the school.</p>	
<b>Library</b>				
<b>Science Labs</b>				
<b>Computer Labs</b>				
<b>Resources allocation</b>	Rationalization of school resources	<p>Allocating additional e-sources budget</p> <p>Rationalization of resources.</p>	<p>Increasing resources budget allocation</p> <p>Developing e-resources</p> <p>Rationalization of resources.</p>	

**QNSA Category 5 Resource Management and Distribution**

**Aspect 3 Safety and Security.**

**Key Performance indicators**

- Maintaining security and safety throughout the school
- Emergency/ crises management and training.
- School health unit and canteen.

<i>Targets Areas</i>	<i>One - year Targets</i>	<i>3- year Targets</i>	<i>5-year Targets</i>	<i>Date Achieved</i>
	<i>2023/4</i>	<i>2025/6</i>	<i>2027/8</i>	

**Safety and Health and safety**

Ensure priority is given to supporting a safe and supportive learning environment.

Continuous evaluation of evacuation procedures.

Hold regular evacuation practices.

Implement student Health Programme annually.

➤ Vision screen

➤ Growth monitor programme

Upgrade of security on campus and associated policies.

