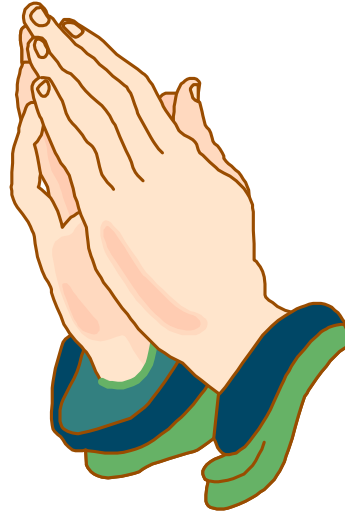


Arab Charitable Society
Hope Secondary School

Beit Jala



TECHNICAL REPORT

For the Period

29/10/2013 – 13/10/2015

This document represents the technical report of Hope School's Board of Directors over the past two years. It covers the various activities and achievements that have been accomplished and managed by the school leadership.

Khader Saba – Chairperson

chairman@hopeschoolpal.com

I. Figures, dates and facts:

Firstly: on October 29th, 2013 the General Assembly of the school held its annual meeting under the patronage of the legal authorities in Bethlehem. The main purpose was to read and discuss the technical and financial reports of the former Board of Directors which served from 20/11/2010 until 29/10/2013. In addition the meeting aimed to elect a new Board of Directors and find an active leadership able to deal with the severe financial crisis that have been created over the past five years and wrapped up the performance and activities of the whole Ministry. By the end of the meeting, the assembly elected a new BOD's composed of 7 members including 2 females and 5 males:

- 1- Mr. Issab Abu Ghannam
- 2- Mr. Nader Abu Amsha.
- 3- Mrs Mary Zeidan.
- 4- Miss. Rita Duqmaq.
- 5- Rev. Bassam Banoura
- 6- Mr. Naim Shaer.
- 7- Mr. Khader Saba.



Teen-Mission Group at the school

Secondly: The new Board of Directors held its first meeting on November 3rd, 2013 to elect the main positions of the Board which was as follows:

- 1- Mr. Khader Saba – Chairperson
- 2- Rev. Bassam Bannoura – Vice
- 3- Mrs. Mary Zeidan – Secretary
- 4- Mr. Naim Shaer – Treasury
- 5- Mr. Issa Abu Ghannam – Pedagogical Supervisor
- 6- Miss. Rita Duqmaq - Member
- 7- Mr. Nader Abu Amsha – Member



Donation by Henry Abu Awad from Chile 5 Computers

Thirdly: the Board of Directors held 47 meetings over the past two years with an average of 2 sessions per month. The administrative participation of the Board members in the meetings was 67%. In addition two meetings of the General Assembly have been held over the two years.

Fourthly: the number of the enrolled students in 2013 was 67 students 7 of them were boarders. In 2014 the number of the students was increased to 87 needy students, 22 of them were in the Boarding section, while in 2015 the number of the students became 102 students; 17 of them are living in the boarding section.

Fifthly: the due debts of school which was paid and fulfilled by the Board over the past two years was 902,300 NIS

Sixthly: the number of the employees including the school and the other projects is 22 employees including: 9 females and 13 males. 18 employees are full time while 4 employees are part-time employees.

Seventhly: the operational cost of the school is 85000 NIS per month. The cost of the staff salary per month is 55,906.

II. General Status of the school by the end of 2013:

Since the first day of starting its tasks in November 2013, the BOD's realized the size of the challenges they are facing in addition to the sever financial crisis that almost affected and crippled most of the school activities and performance to the extent that some voices were raised up asking to close the school and give the property back to its owner.

The first task entrusted to the new BOD's was to launch a quick evaluation and needs assessment process aiming at providing a detailed evaluation and clear over view of the whole situation. Based on SWOT analysis, the process aimed at finding the Strengths and Weaknesses of the Ministry in addition to explore the Opportunities and Threats standing ahead and may intersect or affect the work performance. The process was managed and implemented through a Participatory Rapid Appraisal Approach (PRA) for assessment involving all the school stakeholders including; staff, students, parents, key persons of the local community, International Donors and school friends.

The results were frustrating and lack of satisfaction:

- 1- The overall debts of the school have been accumulated to 350,000 USD including old debts, due salaries and other unpaid invoices.
- 2- 12 of the employees who left the school; either resigned or their contracts were terminated, have not receive their severance pay.
- 3- The chicken farm was closed and its production was zero. On the contrary, the audited financial statement of 2013 showed a debts of 16500 NIS on the collapsed chicken farm.
- 4- The staff performance mainly at the school have been retreated and the academic results were obviously declined. The success rate of the Government Exam in 2013 was less than 50%.
- 5- Key personnel were in disagree. No harmony.
- 6- No clear organizational structure nor clear job description mainly of the key positions.
- 7- The Board Chairperson was playing a multi-role and positions; he acted as the Ministry General Director, school head-teacher and the BOD's Chairman. The ministry was run through a one-man-show mechanism on voluntary basis. This fact affected the whole work and weakened the performance of the ministry at large.

- 8- The owner of the property sent an urgent memo to the new BOD's asking the Board to leave the property and close the school or to pay the due rent (22000 USD) which have been accumulated over the past five years.
- 9- The relation with the donors and international friends have been deteriorated and some of the key donors refrained from supporting the school under the pretext of no-trust of the school management process.
- 10- The local contribution of the whole budget was almost around zero figure.
- 11- Some figures included in the audited financial statement of 2013 were not verified and needed to be explained.



PCDC at Hope School



Volunteers from USA

III. A Three-year Strategic Plan:

Based on these facts and this drastic situation, the Board of Directors decided to draw up a road-map for the coming three years through building up a three-year strategic plan including the main strategies and activities needed and required to depart such dramatic situation and drive the school back to its right track. The task was entrusted to the Board Chairperson.

The three-year strategic plan included five strategies goals to be achieved within the coming three years including:

1. Lay down a professional organizational structure based on transparency, accountability and professionalism and suits / responds to the urgent needs of Hope Ministry.
2. Capitalize the local resources of the school and provide reliable source of income through creating or developing income generating projects including; chicken farm, green house and investing and developing in school sport facilities.
3. Enhance the school capacity and improve the staff performance through increasing the school classes starting from the Kindergarten level and up in addition to leading capacity building training courses targeting the staff.
4. Renovate and tackle the mistrustful and vibrated relation with major international donors who refrained from supporting the school.

5. Minimize the operational expenses mainly the transportation, communication and other administrative bills.



Work at Basketball Hall Just started

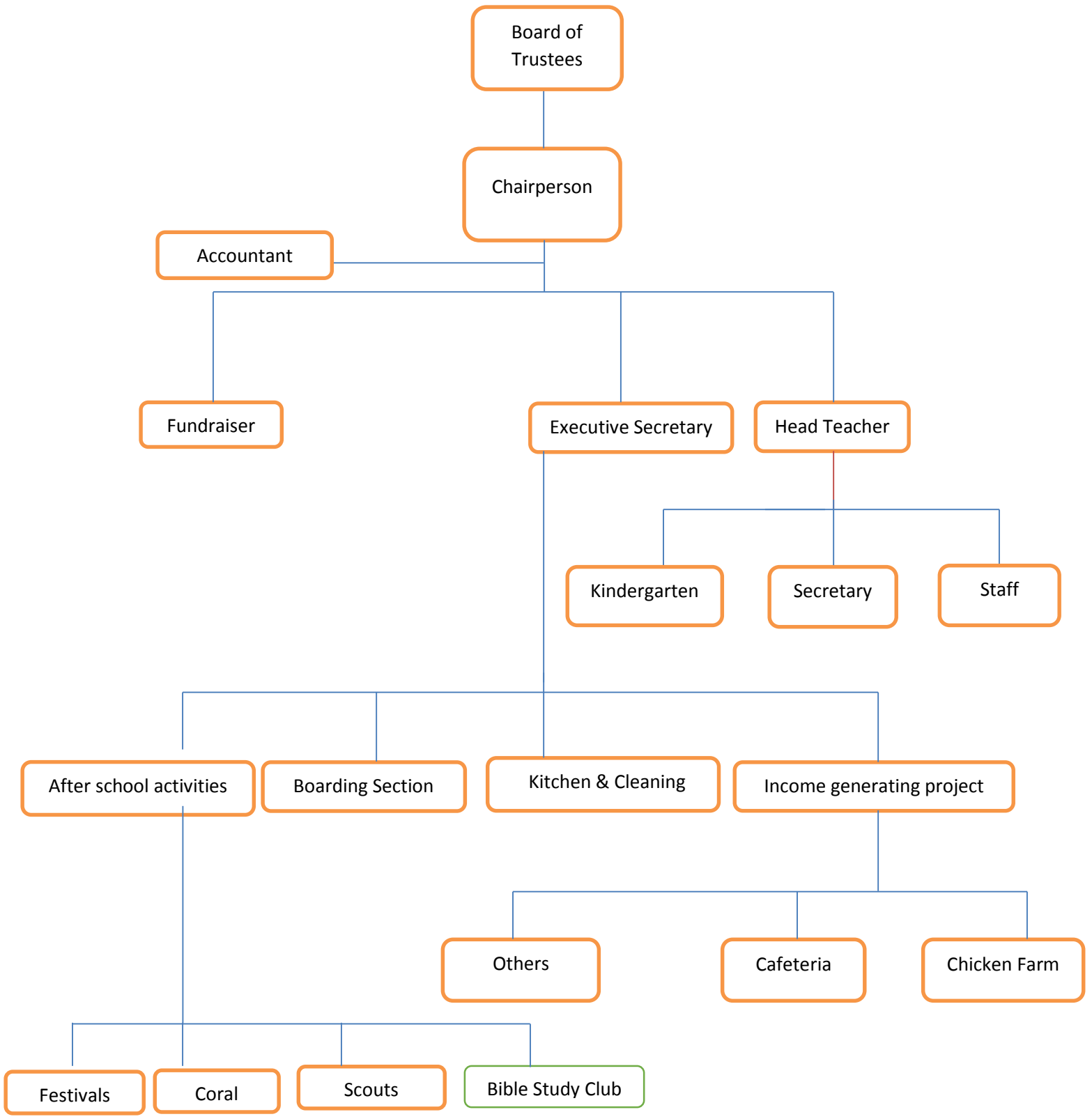
IV. The Plan in action:

To realize the all-included strategies, the Board of Directors put down a set of activities per each strategy and started implementation to achieve the ministry goals:

- 1- On the administrative level: the main activity was to create and lay down the professional organizational structure and hire dedicated personnel. The results were:
 - a. Hired a new dedicated school head mistress to manage and lead the academic affairs.
 - b. Find a new position – Executive Secretary – and hired the suitable personnel.
 - c. Assign and hired a full time accountant to follow up and pursue the financial related issues.
 - d. To develop the sponsorship program into a fundraising department. The new position was filled in by the sponsorship program coordinator.

A clear job description per each position has been developed and documented to facilitate the role of each key personnel. These efforts were crowned by the formation of a steering committee headed by the Board Chairperson and composed of the Headmistress, the fundraiser and the Executive secretary.

The main challenges we were confronted off in this regard, were the failure of some of the employees to cooperate, adapt or respond to the newly constructed system. The fact that impeded the containment of some of the old problems among the employees and between the employees and the administration as well.



2- Capitalize the school resources: this strategy has been accomplished through focusing on income generating projects including:

- a. **Reinstating the chicken farms:** the main challenge was to reinstate the chicken farm project as a vital profitable project. The Board was able to restore the project with 4000 chickens producing 130 egg- trays per day. The project was implemented over two phases; firstly the board got a loan from a local friend and started with 2100 chickens. Secondly; the board was able to buy another 1900 chickens within less than 4 months. Within the last four months, the production and profitability of the project has been declined for three main reasons; firstly is the decision to stop exporting eggs outside the coutry, secondly is the summer hot wave which affected the production and swallowed more than 400 chickens and thirdly the moslem Ramadan Month in which people minimize their consumption of eggs.



Celebrating the birthday of a friend at the garden



Chicken farm operating

- b. **Starting a greenhouse:** within the cooperation with our international friends, the Teen-Mission (a US group) who stayed for one month at the school started the new project and made the basic foundation of the project. The board continued the started efforts to continue the project following the departure of the American group. The work is expected to be completed within the next couple of weeks.
- c. **Investing the sport Facilities:** in this regard, the Board has the endeavor to invest in developing and creating new sport facilities to serve as income generating projects and serve to develop the sport talents of the school students. The board managed to start two main projects: **1)** Basketball Gym: the board signed a cooperation agreement (MOU) with the Orthodox club in Beit Jala to build up a basketball gym at the school premises to benefit both organizations. The work started in April and expected to complete by the end of January 2016. **2)** Funded by the Palestinian Football Federation, the Board managed to recruit fund to rehabilitate the school soccer field and to furnish it with turf so as to use it in training and official tournaments. The work will start soon and will be ended in four-month time.

- d. **Rehabilitate and furnish the out-door garden:** Funded by Quakers International, the Board managed to rehabilitate the school Garden adjacent to the School Cafeteria. The project will be used by the students in the school time and by local people in the summer time.

3- Enhance the School Capacity and improve the staff performance:

- a. **Constructing the Laundry Section:** Funded by Embrace the Middle East (UK based Charitable organization), the Board managed to construct and furnish a new building outside the school-building. The project helped in moving the laundry section from the school building to the outside providing a new space to start the newly established Hope Kindergarten.



Friends from all over the world pray for Hope school children

- b. **Hope Kindergarten:** as abovementioned, moving the laundry section to the new building enabled the Board to rehabilitate its place and establish the new project: Hope Kindergarten. The project is funded by multiple donors including the BYU in Jerusalem and Friends of Holy Land.
- c. **Opening a new class for slow learners:** one of the remarkable development in the education area was the opening of a new special education class for slow learners. The class was the fruit of a constructive coordination between SIRA School in Bethlehem area for slow learners and Hope school. Students at SIRA have no place to go after completing grade seventh. The new program at Hope school will provide a real opportunity for such students to continue a three year intensive program including career counseling, after which they will be able to choose their future career; either to continue their education career academically in the same school or to divert to vocational education in other vocational or industrial school or center.
- d. **Two capacity building training courses:** the school staff have been involved in two capacity building training courses aiming at improving the performance of the teachers.

- e. **Second floor:** in the plan, the Board made a detailed study supported with bills of quantities to build the second floor. With a budget of 496000 USD, the proposal has been submitted to multiple donors to get the suitable funding needed to construct the second floor.
 - f. **Applying the provident fund system:** to improve the staff salaries, the Board decided to apply the provident fund system by saving 5% of the employees' salaries every month 2.5% will be provide by the school and the other 2.5% by the employee.
- 4- **Refresh and renovate the relation with international donors:** this strategy has been achieved by:
- a. Launching a wide range campaign to promote the school and the new managerial strategy in leading the school to make it possible to regain the trust of the friends who refrained from supporting the school. The Board made its best to reach and access the school friends and update the school data on regular basis through the website, face book and regular circulations and newsletters. The results were very encouraging; trust has been retained again and new friends joined our ministry.
 - b. Activate the correspondence with local organizations and donors in an endeavor to increase the local contribution to carry the financial burden of the school given that local contribution figures in previous years was around Zero. We are more than proud to admit that we were able to convince the local organization to participate remarkably in supporting the school either by cash or in kind contribution.
- 5- **Minimize the operational expenses:** this strategy has been achieved by the following activities:
- a. Canceled the Zero from the phone ground line.
 - b. Lay down a very active control system on the transportation expenses which minimized the transportation expenses to 50%.
 - c. Signing an agreement with Jerusalem Electricity Company to install a solar panels to produce electricity. The MOU states that the school will never pay any penny for electricity for the coming next year. The project is under implementation and will be active by the end of November 2015.

V. Projects proposed and implemented over the past two years:

- a. Insulating the school roof and tackle the water proofing and leakage. Funded by the BYU, the Board managed to tackle the leakage of the water from the roof to the classes.
- b. Demolishing and reconstruction the retaining wall: the wall adjacent to the Western street of the school was a dilapidated and threatening the lives of the passers-by. Supported by the Orthodox Charitable Society, the Board was able to demolish and reconstruct the wall and remove any cause endangering the people.

- c. Constructing a new laundry building: a building of 85 m² has been constructed outside the school building to place the laundry machines and move the laundry section outside the school building. It is part of a long term plan to establish the Hope kindergarten. The newly constructed laundry building is funded by Embrace the Middle East.
- d. Renovate and furnish the newly established Kindergarten. The project will start on September 2016.
- e. Basketball Hall project.
- f. Chicken farm project (4000 chickens)
- g. Greenhouse project.
- h. Renovation and furnish the Cafeteria garden.
- i. Apply the provident fund system as part of the school staff salaries. 5% of the employee salary will be saved each month.
- j. Increase the number of the school friends and donors locally and internationally.
- k. Write-off the due debts (22000 USD) owed to the property owner (Orthodox Charitable Society).



The newly constructed laundry section

VI. Outstanding Challenges:

- a. The remaining debts of the previous era.

- b. The unexplained financial figures stated in 2013 budget which were not solved with the ex-board.
- c. The low salary-scale of the employee is a big problem in comparison with other schools in the area. This problem should be addressed seriously.
- d. The problem of the boarding section supervision. Due to budget constraints there is only one supervisor (housefather) for the boarding section who works 24/7 which is against the law and the labor rights. We strongly recommend to hire an additional supervisor to participate and share in managing the boarding section.

Thank you

“And be thankful. Let the word of Christ dwell in you richly, teaching and admonishing one another in all wisdom, singing psalms and hymns and spiritual songs, with thankfulness in your hearts to God. And whatever you do, in word or deed, do everything in the name of the Lord Jesus, giving thanks to God the Father through him.”

Finally, I would like to extend my heartfelt gratitude to all those who worked hard with me to keep the message of the school active and vital:

- **Many thanks to our International friends, volunteers and donors who never stop thinking about our school and our children.**
- **Many thanks to our local donors who proved to be faithful and reliable source of support when we needed them.**
- **Many thanks to My Colleagues in the Board who worked hard to drive the school to its right track.**
- **Many thanks to the school staff mainly the new headmistress who exerted cooperative efforts to improve the performance of the school.**
- **Many thanks to the students’ parents who proved to be an active player in the academic process.**

Blessings

Member of the General Assembly who paid their fees until October 5th, 2015

| 2017 | 2016 | 2015 | 2014 | الاسم | الرقم |
|-----------|-----------|-----------|-----------|--------------------------------|-------|
| Receipt # | Receipt # | Receipt # | Receipt # | | |
| | | 1506 | 1506 | الياس اندراوس نقولا اعميا | 1 |
| | | 1505 | 1505 | الياس سابا قسطندي مطر | 2 |
| 1523 | 1523 | 1523 | | بشارة جريس خروفة | 3 |
| | | 1527 | | بشير رفة الصوص | 4 |
| | | 1507 | 1507 | بيتر لطفى قمري | 5 |
| | | 1504 | 1504 | جانيت الياس نقولا الشاعر | 6 |
| | | 1508 | 1508 | جورج ميخائيل حنا ابو ثريدة | 7 |
| | | 1506 | 1506 | جيهان الياس نقولا اعميا | 8 |
| | | 1509 | 1509 | خالد باسيل حنا المصو | 9 |
| | | 1503 | | خالد يوسف سليم المصو | 10 |
| | | 1510 | 1510 | خضر باسيل حنا المصو | 11 |
| | | 1511 | 1511 | خضر سابا يعقوب ابو عبارة | 12 |
| | | 1512 | 1512 | دانيلا جريس حنا المصو | 13 |
| | | 1529 | 1529 | ريتا جورج بشارة دقماق | 14 |
| | | 1520 | | سابا خضر سابا ابو عبارة | 15 |
| | | 1503 | | سامية ابراهيم سليم ابو حمود | 16 |
| | | 1513 | 1513 | سليم خليل سليم زيدان | 17 |
| | | 1521 | | عبد الله سابا عبد الله الهودلي | 18 |
| | | 1501 | 1501 | عزام عيسى يوسف سعيد | 19 |
| | | 1514 | 1514 | عمر مصطفى قنيص | 20 |
| | | 1522 | | عيسى جودة غوالي | 21 |
| | | 1515 | 1515 | عيسى جريس عيسى ابو غنام | 22 |
| | | 1516 | 1516 | فرح عزت حنا العلام | 23 |
| | | 1517 | 1517 | فكتور حنا بطارسة | 24 |
| | | 1524 | | مؤيد جبرا شحادة متواسي | 25 |
| | | 1513 | 1513 | ماري ناصيف الياس زيدان | 26 |
| | | 1502 | | مرام عصام سليم ابو رمان | 27 |
| | | 1518 | 1518 | مكرم يوسف عطاالله سعد | 28 |
| | | 1521 | | منتهى مفيد زغروت الهودلي | 29 |
| | | 1519 | 1519 | نادر انطون عيسى ابو عمشا | 30 |
| | | 1512 | 1512 | نادر يوسف سليم المصو | 31 |
| | | 1518 | 1518 | نادره يوسف جريس سعد | 32 |
| | | 1526 | | نزار سابا ناجي العرجا | 33 |
| | | 1504 | 1504 | نعيم الياس انطون الشاعر | 34 |
| | | 1528 | | نقولا كارلوس نقولا الصراص | 35 |
| | | 1525 | | نقولا انطون عيسى ابو عمشا | 36 |

| | | | | | |
|--|--|------|------|----------------------|-----------|
| | | 1512 | 1512 | يوسف سليم يوسف المصو | 37 |
|--|--|------|------|----------------------|-----------|