

هيئة الشارقة للتعليم الخاص  
SHARJAH PRIVATE EDUCATION AUTHORITY



# Achievement Report

## Strategic Term 2 (2022 – 2024)

2022 Report

# Achievement Report 2022

Strategic Term 2 (2022 – 2024)





“For an educated and intellectual society, we need to start from the base (the children and youth) with sound parenting and flawless education”



**HIS HIGHNESS SHEIKH  
DR. SULTAN BIN MOHAMMED ALQASIMI**

Member of the Supreme Council and Ruler of Sharjah -May Allah protect Him



“Sharjah’s accomplishments reflect positively on all people of the United Arab Emirates and complement the country’s vision and progress in building human capacities and providing a decent livelihood for its people in the present and the future”



His Highness Sheikh  
**Sultan bin Mohammed bin Sultan Al Qasimi**

Crown Prince and Deputy Ruler of Sharjah



**H.E. Dr. Muhadditha Al Hashimi**  
Chairperson of the Sharjah Private  
Education Authority

## Chairperson's Message

Sharjah Private Education Authority (SPEA) has a very ambitious outlook with regards to private education. It seeks to achieve the highest levels of excellence through its continued commitment to the human-centered guidance of His Highness Sheikh Dr. Sultan Bin Mohammed Alqasimi, member of the Supreme Council of the United Arab Emirates, and Ruler of Sharjah.

SPEA took confident strides towards excellence based on its Strategic Plan (2022 - 2024), which focuses in its vision on achieving excellence in education and in its mission on enabling its learning community to grow and achieve aspiring outcomes through supportive and effective services in the emirate.

This Achievement Report highlights SPEA's success stories in developing personal, life and cognitive skills of learners in addition to educational capacities to provide an exceptional educational experience that embraces individual differences among all groups, adopts an inclusion plan for persons with disabilities, promotes talent, reinforces partnerships with local and international institutions, develops an engaging and proactive educational environment, and promotes investment in the education sector in Sharjah. By achieving strategic goals according to

an organized carefully designed plan, we were able to reach significant milestones, most notably, providing educational institutions with international accreditation for their curricula and raising general satisfaction of schools to 87%.

In addition to developing activities, tools, and events that target educational investors and institutions, increasing investment in knowledge, implementing a comprehensive performance-based training plan for employees with a participation rate of 85% under the continuous improvement framework, tangible advances in the performance of education institutions were achieved, reaching a 70% rate under "Itqan Program" which conducted a comprehensive review of the performance of private schools in Sharjah. SPEA furthermore launched professional development workshops for several weeks during the academic year in cooperation and coordination with Sharjah Education Academy in addition to training workshops to hone teachers' skills and build their capacities. SPEA additionally implemented numerous research projects on the quality of education, students and teachers wellbeing, and evaluation of standards and performance through questionnaires targeting parents, students, and teachers. Itqan Program was also reinforced with commu-

nity surveys on the quality of the school performance review process.

Within the framework of developing personal, life, and cognitive skills for learners, SPEA implemented a project to discover talents and build their capacities, developed a continuous education system to build people's educational and professional capacities, and implemented a project to develop the education community's wellbeing, which included physical, emotional, educational, and social aspects in addition to life skills.

Among SPEA's major accomplishments this year was the 100% completion of digital transformation of its services, where a new platform was created to replace "Daleel" platform in addition to creating other necessary digital platforms to facilitate its internal procedures.

SPEA couldn't have achieved these accomplishments without the continuous support and encouragement from His Highness Sheikh Dr. Sultan Bin Mohammed Alqasimi, member of the Supreme Council of the United Arab Emirates, and Ruler of Sharjah for which we are deeply grateful.

I am also deeply grateful for the workers in the educational field, including teachers and administrators, for their distinguished efforts in building generations, in addition to our strategic partners for their support, and SPEA employees for their great efforts in driving our success.



**H.E Ali Al Hosani**

**Director of Sharjah Private  
Education Authority**

## Director's Message

The SPEA Achievement Report constitutes an opportunity to showcase our accomplishments in 2022 and measure performance indicators in the first year of the second strategic term (2022 - 2024).

The Achievement Report also reviews the performance of SPEA's departments and divisions, completion rates of operational projects, and main outcomes that played a major role in upgrading educational tools and developing the educational system. The Achievement Report measures progress achieved by SPEA in implementing the SPEA Strategy (2022-2024), which includes four priorities and six strategic objectives through which SPEA intends to achieve a breakthrough in its educational system, including all of its stakeholders. The Strategy envisions implementing four main strategic drivers through twenty-four initiatives, many of which were launched in the year 2022.

Through these four strategic drivers are: the governance, sustainability, and efficiency of private education; optimal utilization of data; digital competencies; and the continuous improvement culture. The Strategy also includes eight indicators to achieve six objectives, including meeting the wellbeing standards in the educational community and raising the level of educational institutions' performance according to approved evaluation frameworks. SPEA furthermore aims to reinforce the education community's confidence in provided services, provide proactive digital services, accredit and train educational cadres to meet future needs, increase investment in education, develop annual partnerships that target skill development, and bridge the gap between primary and university education on one hand and the labor market on the other.

The SPEA Achievement Report presents updates in the Improvement Review Visits Project, as well as the SPEA digital transformation plan, and major tools that contribute to achieving quality accomplishments in the education system.

SPEA continuously reviews operational efficiency, monitors performance, and identifies challenges to keep developing its plans and strategies according to changing variables and needs to create a distinguished educational environment.

Finally, we are grateful for the efforts of private school administrations in Sharjah and their pivotal role in ensuring the success of initiatives, projects and programs that aim to develop the educational system and improve its academic outcomes.

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**Introduction**







with regulation private education institutions, on supervising and monitoring private educational institutions, setting general policies and strategic plans, and proposing necessary legislations to regulate and develop educational institutions.

The highlight of 2022 was launching the second term of the SPEA Strategy (2022 - 2024). Before launching the Strategy, several brainstorming and participatory design workshops were conducted with the participation of 25 government and educational leaders and 11 educational experts representing 12 public and private entities and five international institutions to draw the future path forward. The workshops were also informed by 25 international reports on developments in learning and education patterns, the labor market, and the future of education. Upon reviewing leading international research on strategic planning and education analysis, SPEA developed its strategy based on the vision of His Highness Sheikh Dr. Sultan Bin Mohammed Alqasimi, member of the Supreme Council of the United Arab Emirates, and Ruler of Sharjah, which is centered on building people's capacities and adapting them to Sharjah's vision.

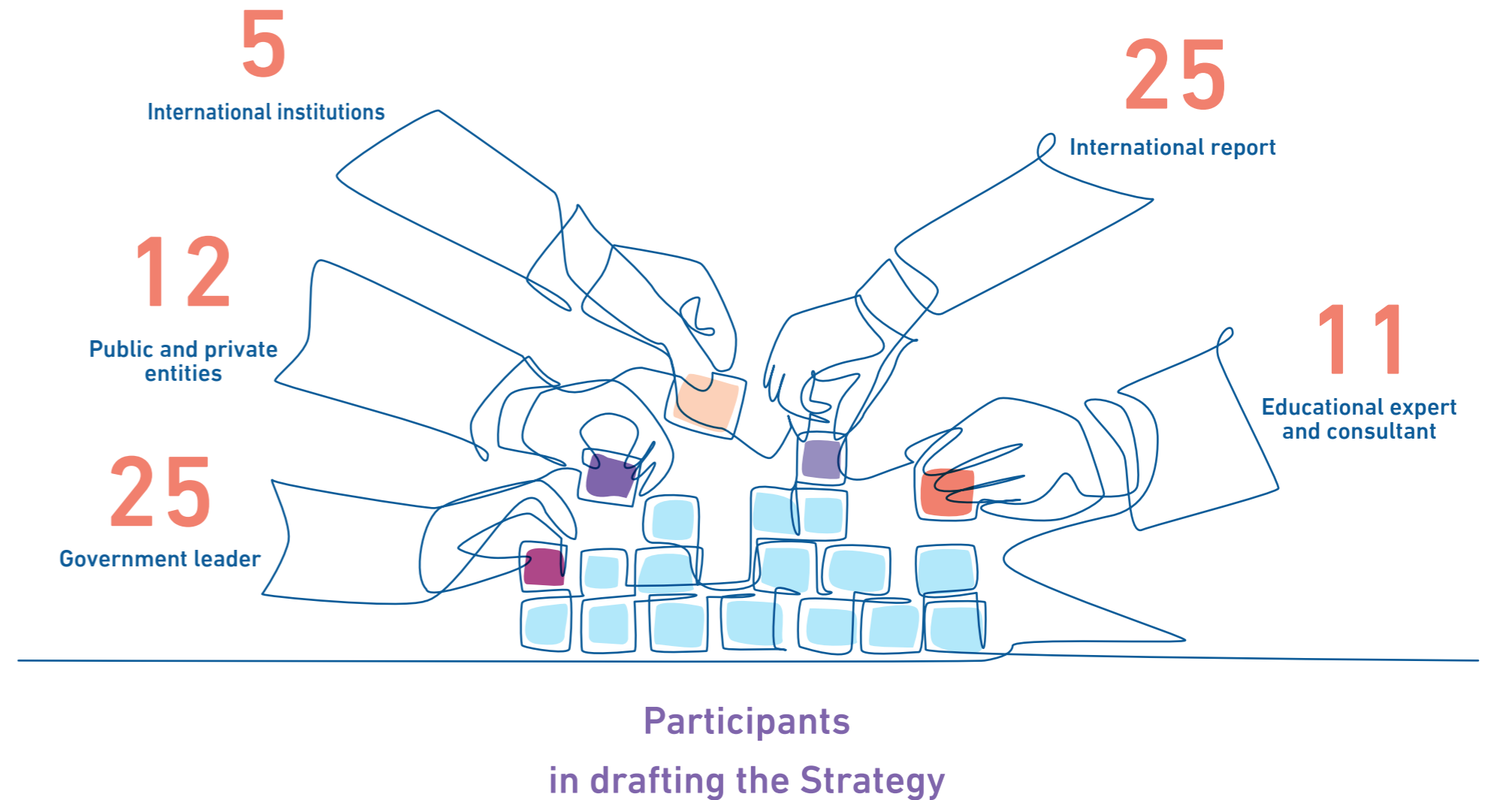
The SPEA Strategy is based on four drivers: private education governance, efficiency, and sustainability; optimal data utilization; developing digital competencies; and the continuous improvement culture.

SPEA pledged to making human development the focal point of the education system, while encouraging knowledge and learning across generations through quality educational services that meet the society's educational needs and learning opportunities for all members of the society through educational curricula and activities of the highest professional and ethical standards and services that are designed in participation with various community groups.

The 2022 Achievement Report presents various practical steps that SPEA took to translate the goals and pillars of the strategic plan into initiatives, partnerships, and agreements reflecting SPEA's ambition and accomplishments in achieving its goals.

The Amiri Decree No. 45 of 2018 of His Highness Sheikh Dr. Sultan Bin Mohammed Alqasimi, member of the Supreme Council of the United Arab Emirates, and Ruler of Sharjah was the starting point of the success story of private schools in Sharjah; where numerous educational institutions received international accreditation, especially for their curricula, and Sharjah was selected as a benchmark Emirate for international assessments sponsored by the International Association.

This accomplishment didn't come by chance; as SPEA has been working ever since its establishment, in its capacity as the local authority concerned





## Organizational Structure



### Groups Targeted by SPEA's Activities and Programs

#### Learners

1

Good education provides students with the knowledge and skills they need to succeed in their lives.

#### Students' Parents

2

Parents have a significant impact on what is being taught to their children since they are responsible for raising them and are the ones who incur the direct financial cost of their education.

#### Teachers

3

Teachers have a significant impact on students' learning depending on their experience in what should be taught and how it should be taught.

#### Administrative staff in educational institutions

4

The administrative staff have in-depth knowledge in education and modern learning methods. They are a trusted reference on methods of improving schools, educational institutions, and the educational process.

#### The private sector, both as a contributor and participant, in the education system

5

The private sector has a direct vested interest in raising the quality of education and building a new generation with the skills and knowledge needed to lead institutions and companies in the future.

#### Government entities and institutions regulating government efforts in the education sector

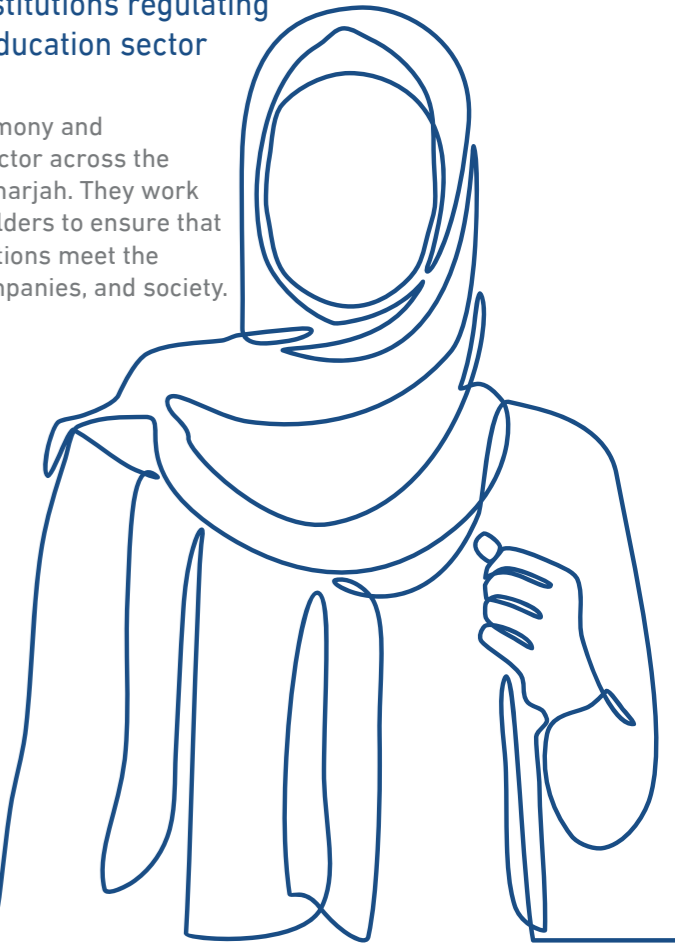
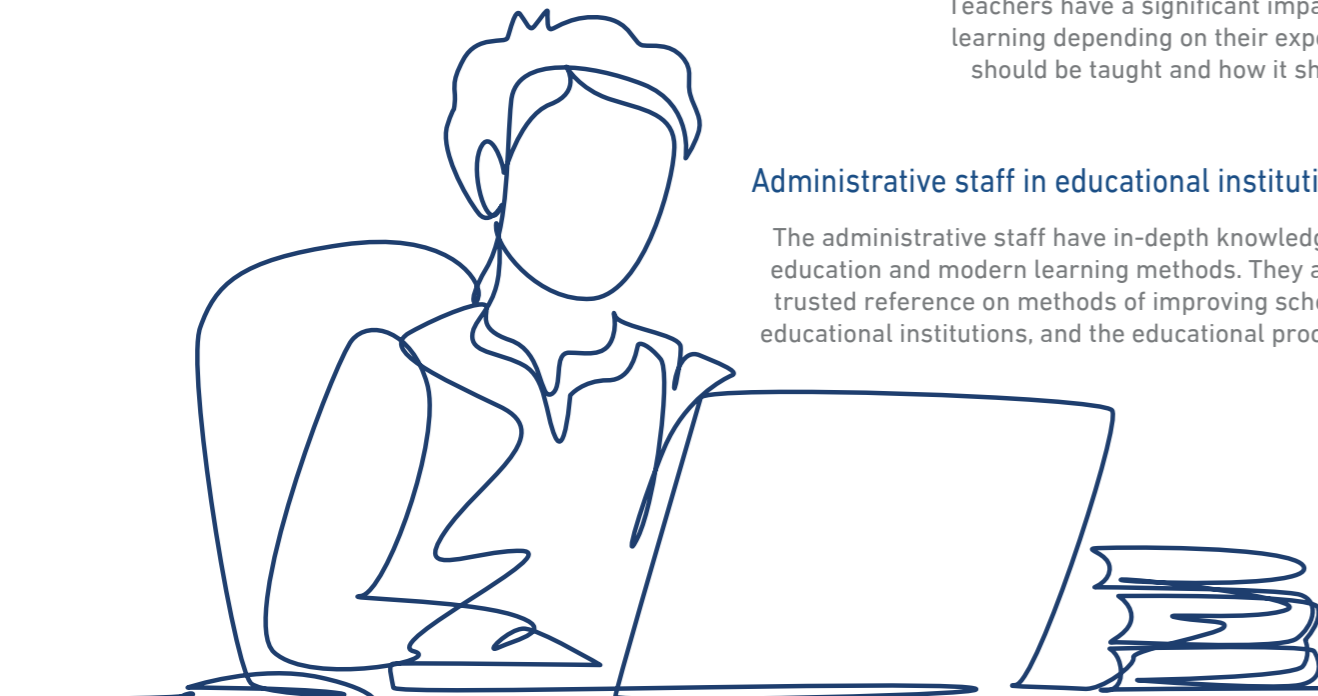
6

Their mission is to achieve harmony and consistency in the education sector across the country and in the emirate of Sharjah. They work side by side with other stakeholders to ensure that schools and educational institutions meet the needs of students, parents, companies, and society.

#### The community

7

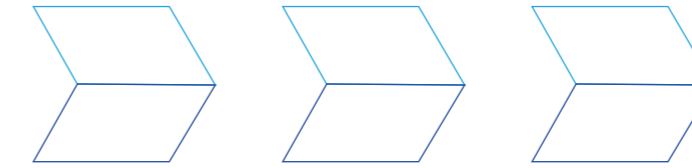
The local community ultimately benefits from the presence of educated citizens, as employing them enriches and reinforces the economy, achieving financial sustainability, prosperity, welfare, and an enhanced quality of life.





## Outcomes and Achievements





SPEA managed to create its own success story thanks to its numerous achievements. It developed and expanded the “Your Children are Safe” program with safer transportation services using a smart application that provides important data on the school bus route, number of students, and student attendance. Through the “Proud to be a teacher” program, SPEA empowered and qualified Sharjah’s people with the required skills to enrich the educational system with specialized educators in Arabic, Islamic studies, primary education, early childhood, English language, and the preparatory phase. SPEA established specialized electronic platforms to provide various services, such as student registration; issuing, renewing, and revoking professional licenses for educational institutions; direct communication with educational leaders in schools; and monitoring the implementation of development plans by school administrations.

# Framework of the SPEA Strategy 2022-2024

**1** Develop personal, human and cognitive skills for learners  
By attracting modern and flexible curricula, setting policies to develop the educational system, and improving the wellbeing of the educational community.

**2** Develop learning capabilities to deliver an exceptional learning experience  
Improving and developing educational staff capacities, improving the performance of educational institutions according to the approved evaluation framework, and developing digital systems and infrastructure to support decision-making in the education sector.

**3** Construct learning paths for all categories including, the gifted and people of determination  
By identifying the technical and cognitive needs of persons with disabilities, developing guides and policies to support their inclusion, and implementing policies that mandate the integration of individuals with disabilities into primary and early childhood education.

**4** Promote partnerships to enhance proactive educational system  
Researching and implementing best educational practices and alternatives to traditional education and developing partnerships to attract technology solutions that support developing education and bridging the gap between educational institutions and the labor market.

**6** Attract new investors to the educational sector in the emirate  
Attracting investments to Sharjah's education sector to serve the Emirate's needs and the society's aspirations and achieve growth and prosperity in the future.

## Strategic priorities

**5** Develop agile educational environment that fosters future needs  
Improving for the wellbeing of educators and developing digital and proactive educational services to facilitate the education process.

## Strategic drivers

## Success factors

### Strategic Goals

## Our Vision 2024



Excellence in Education

## Our Mission



Enabling our learning community to grow and achieve aspiring outcomes through supportive and effective services.

## Our Values



Innovation - Cooperation - Positivity  
Integrity - Accountability - Transparency



Promoting wellbeing in the educational community



Reinforcing trust in the quality of education



Spreading the culture of innovation, creativity, and continuous learning



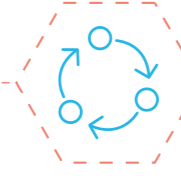
Encouraging Sharjah's competitiveness in the education sector



Private education governance, sustainability, and efficiency



Optimal data utilization



Digital enablers



Continuous improvement culture



Integration and effectiveness



Engaging all community groups



Managing change



ematics and Science Study (TIMSS), Progress in International Reading Literacy Study (PIRLS), and the Program for International Student Assessment (PISA). The project is divided into three programs:

- **TIMSS.**  
This test covers students in the fourth and eighth grades and measures their performance in math and science. The test is held every four years.
- **PIRLS.**  
The test measures reading and comprehension skills in the language of education. It targets fourth graders and is held every five years.
- **PISA.**  
The test measures reading, math, science and problem-solving skills and students' ability to employ these skills in everyday life. The test targets 15-year-old students from grades 7 to 12. It is held once every three years.

**“In Arabic, we elevate” to reinforce the Arabic language and subjects among native and non-native speakers**

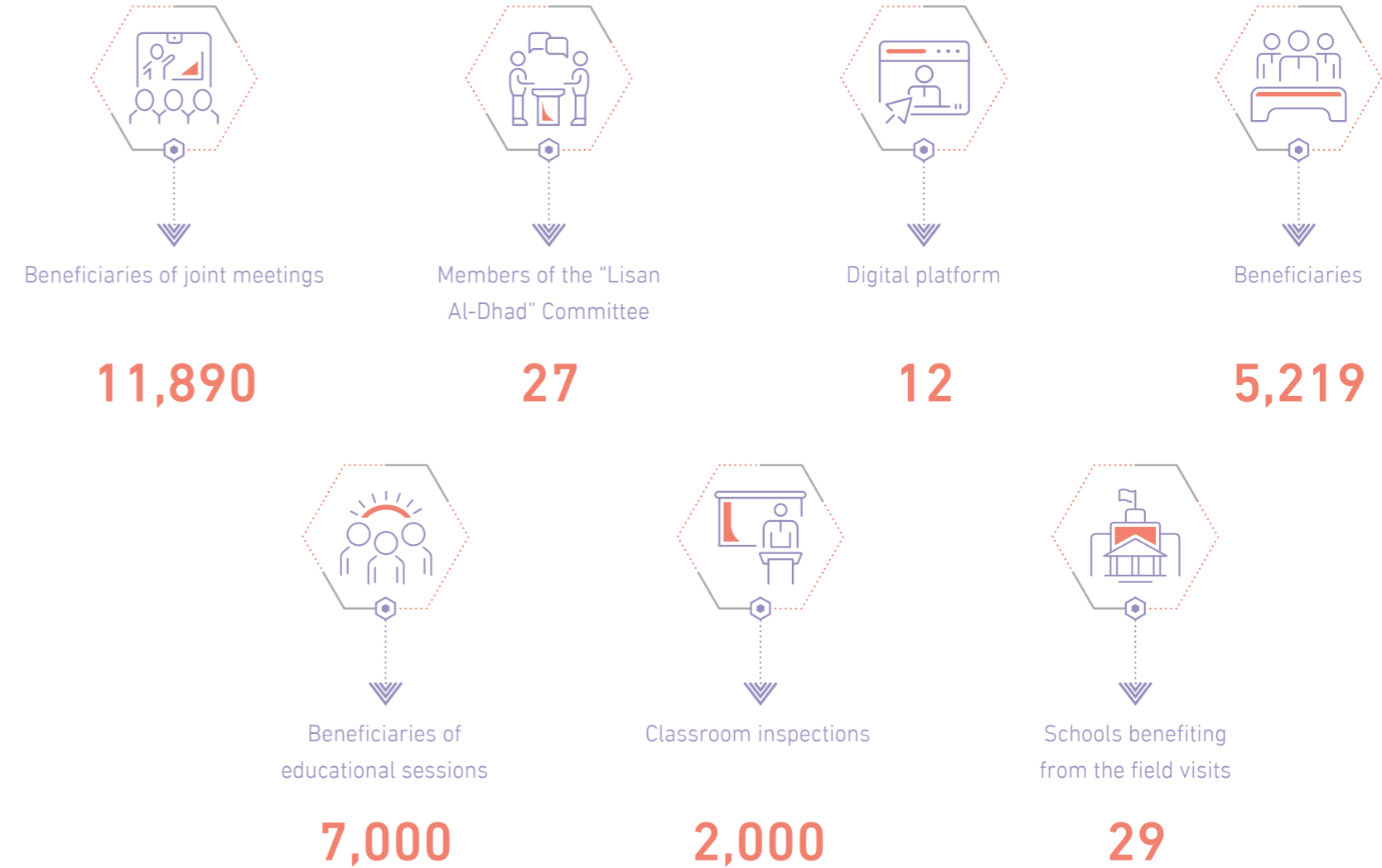
- SPEA gives special attention to the Arabic language for native and non-native speakers and launched a special initiative entitled “In Arabic we elevate” under which several workshops and events were held.
- SPEA featured distinguished presentations presented by private sector teachers in Sharjah on Arabic language subjects, such as: Arabic for Native Speakers, Islamic Education, National Social Education, and Arabic for non-Native Speakers.
- Several sessions on the Arabic language were held through Sharjah Education Academy’s platform, and all workers in the education sector were offered the opportunity to benefit from them.

**Strategic Goals**

**Strategic Goal 1: Develop personal, human and cognitive skills for learners**

**Sharjah as a benchmark Emirate for national and international assessments**

This program was designed to measure students' educational level in Sharjah by implementing international tests such as the Trends in International Math-



### Building the continuous learning system to provide wide scale services

SPEA built the continuous learning system through several programs that aim to build educational and professional capacities, reinforce life experiences, develop skills, and maintain lifetime high academic achievement such that learning is not constricted to a certain life stage. The most notable programs and projects are:

#### Reinforcing partnership with the Ministry of Health and Prevention

SPEA coordinated with the Ministry of Health and Prevention and the private schools selected to implement “Masar” Project, which aims to ensure a healthy and active lifestyle for school students.



#### Terhal Program

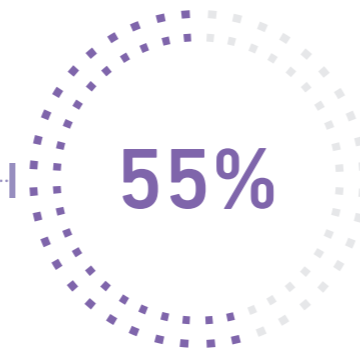
In coordination with Sharjah Education Academy, SPEA provided five workshops for activity coordinators in private schools on linking school trips with the curriculum, drafting a school trip guide, and setting a plan for extracurricular activities for the school year 2022 - 2023.

### Educational Loss Measurement Project

- The Project targeted all Ministry schools and focused on grades 1 - 12, where 55% of all students participated in the study.
- The Project focused on basic reading and writing skills in Arabic and English languages in addition to math skills. Teachers used the preliminary test results to determine student needs and build improvement plans to bridge the cognitive and skills gap.
- A diagnostic test was conducted to evaluate skills in Arabic, English, and math to determine the percentage of lost basic skills due to remote learning during the COVID-19 Pandemic.



Percentage of students participating in the study



## Strategic Goal 2: Develop learning capabilities to deliver an exceptional learning experience

### The First International Forum for Arabic Teachers

- The forum was organized by SPEA under the slogan “Arabic is our Future and Identity” in Sharjah Education Academy’s premises with the participation of experts, officials, and professionals from educational, administrative, and student bodies.
- The forum aimed to highlight best educational practices in practical sessions and workshops to identify developments and changes in education, future challenges, and recommendations and educational plans for teaching Arabic to natives and non-natives. This aligns with the SPEA Strategy and helps achieve its goal of providing a sustainable and growing educational environment that can produce academic outputs of the highest caliber and according

to best international practices.

- The forum hosted a group of experts and professionals in the Arabic language in addition to private school administrations. It was the first forum of its kind in terms of attracting influential personalities who are capable of showcasing their experiences and suggesting ideas and solutions to provide Arabic language teachers with additional skills and expertise that they need in the educational environment.
- Furthermore, the forum emphasized the pivotal role of schools in several sessions that were based on four themes aligned with SPEA’s vision and goal of promoting the Arabic language and asserting its importance in classrooms.





**Evaluating educational institutions**

SPEA is committed to the school monitoring and evaluation framework in the UAE, which is based on reinforcing the culture of innovation in schools, inclusive education, and self-assessment according to performance criteria such as student achievement, personal and social development, innovation skills, teaching and assessment processes, the curriculum, student care and protection, student counseling and support, quality of school leadership and management, and developing empowering government plans and tools.



**Itqan Program**

An exceptional educational experience can only be provided by improving the quality of education in private schools based on a comprehensive review of school performance. For this reason, SPEA supervised the implementation of "Itqan" program, which is concerned with reviewing the performance of private schools in Sharjah according to the "School Monitoring and Evaluation Standards". Through organized field visits, the concerned team was able to cover all educational institutions under review and ensure that all parties involved in the review processes adhered to standards of quality, professionalism, and consistency. The level of school leadership satisfaction with the procedures followed during the program implementation was monitored in 2022, and SPEA will publish the results. The program is detailed in the 2023 report.



**Improvement review visits**

- The Project implemented by SPEA in cooperation with the Education Development Trust “EDT”, which is an international company specialized in evaluating and reviewing the performance of schools, is one of the most prominent pioneering projects aimed at improving performance efficiency and collecting data, in preparation for a comprehensive evaluation in the coming academic years. The project also comes as a continuation of a series of initiatives that are consistent with SPEA strategies aimed at developing and improving education mechanisms in its private schools, leading to the desired development of education so that it becomes a true supporter of sustainable development in the country.

- Inspection visits focus on two main criteria: the quality of teaching and evaluation processes, and the quality of the school and its management according to the school evaluation framework approved in the United Arab Emirates. Schools are notified of the date of the visit, its agenda, and the names of the visiting team members one week before the improvement review visit.
- The reviewers use a scale consisting of six levels as per the UAE school monitoring and evaluation framework, including classroom observations, learning tours, and viewing samples of student work, meetings and interviews, and educational services provided to students with special educational needs. SPEA will provide detailed results of the improvement review visits in the 2023 report.

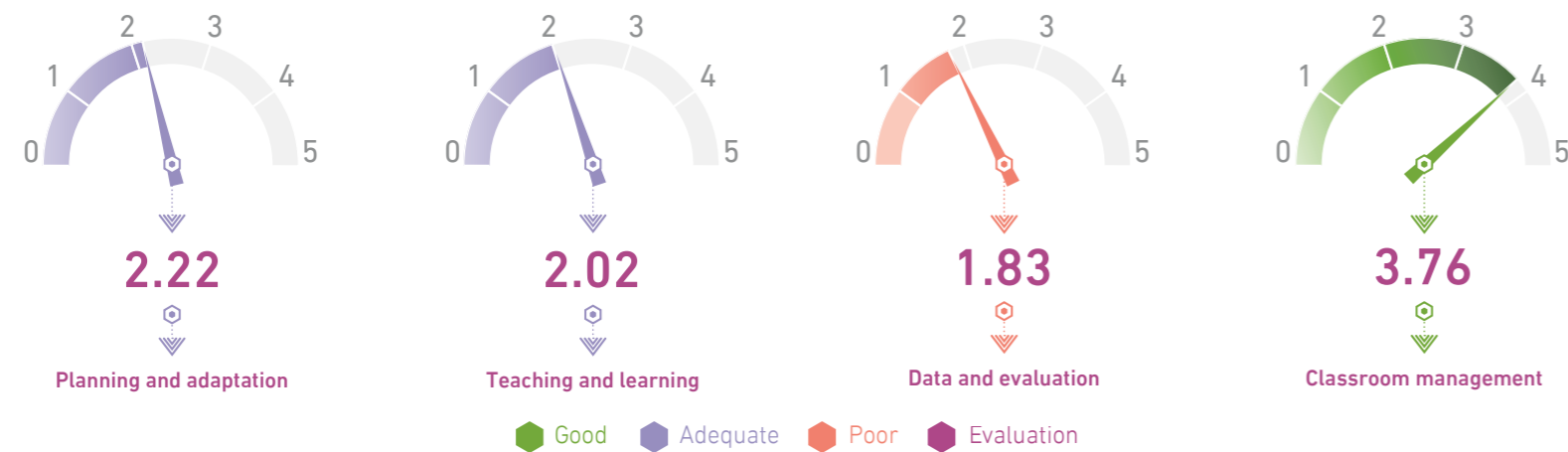




**Classroom visits**

Classroom visits were based on evaluating schools according to several factors including planning and adaptation, teaching and learning, data and evaluation, and classroom management.

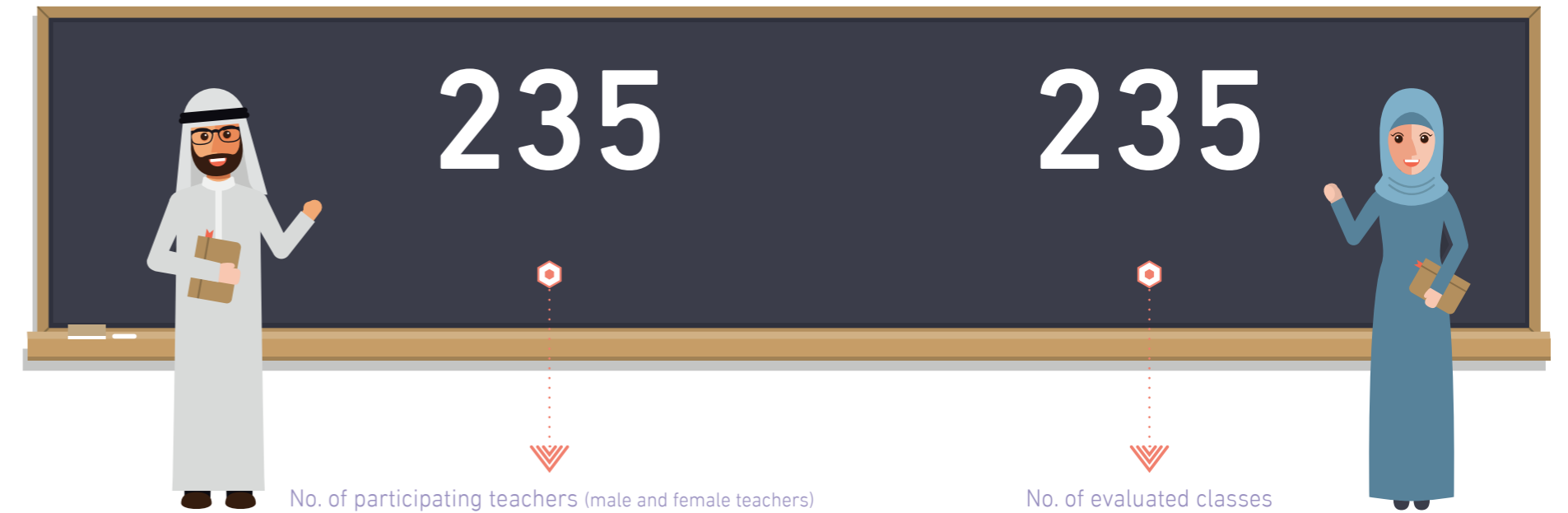
**Factor evaluation from 5.00 during the classroom visits**



**Education Effectiveness Measurement Project**

Under this project, SPEA conducted visits to private schools to evaluate 235 different classes covering all subjects. Based on the results of these visits, professional development plans were drafted with the participa-

tion of most SPEA schools. The targeted educational stages were from KG to second grade levels with the participation of 235 male and female teachers.



**Accrediting private school curricula**

Sharjah schools succeeded in obtaining international accreditation of their curricula. In the year 2022, two schools were added to the total number of internationally accredited schools, bringing the overall count to 83 accredited schools."



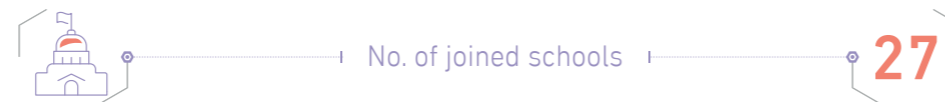


**Sultan Al Qasimi Emiratization Project - “Proud to be a teacher” - Second Batch**

- The Project was launched under guidance of His Highness Sheikh Dr. Sultan Bin Mohammed Alqasimi, member of the Supreme Council of the United Arab Emirates, and Ruler of Sharjah as part of the Sultan Al Qasimi Private Sector Emiratization Project.
- The Project aims to qualify and train its participants on education science and practical education applications in Sharjah private schools and then have them join as teachers there.
- The second batch included early childhood specializations, where 20 female candidates enrolled in the professional diploma program in Sharjah Education Academy.
- An increase (30.4%) in the number of employees was noted in 2022, with an

increase of 25.6% under the “ Proud to be a teacher ” Program and a total increase of 29.1%.

- The third batch included the fields of Arabic Language, Islamic Education, and Social Studies, where 23 female candidates joined the professional diploma program at Sharjah Education Academy (after completing the bridging program).



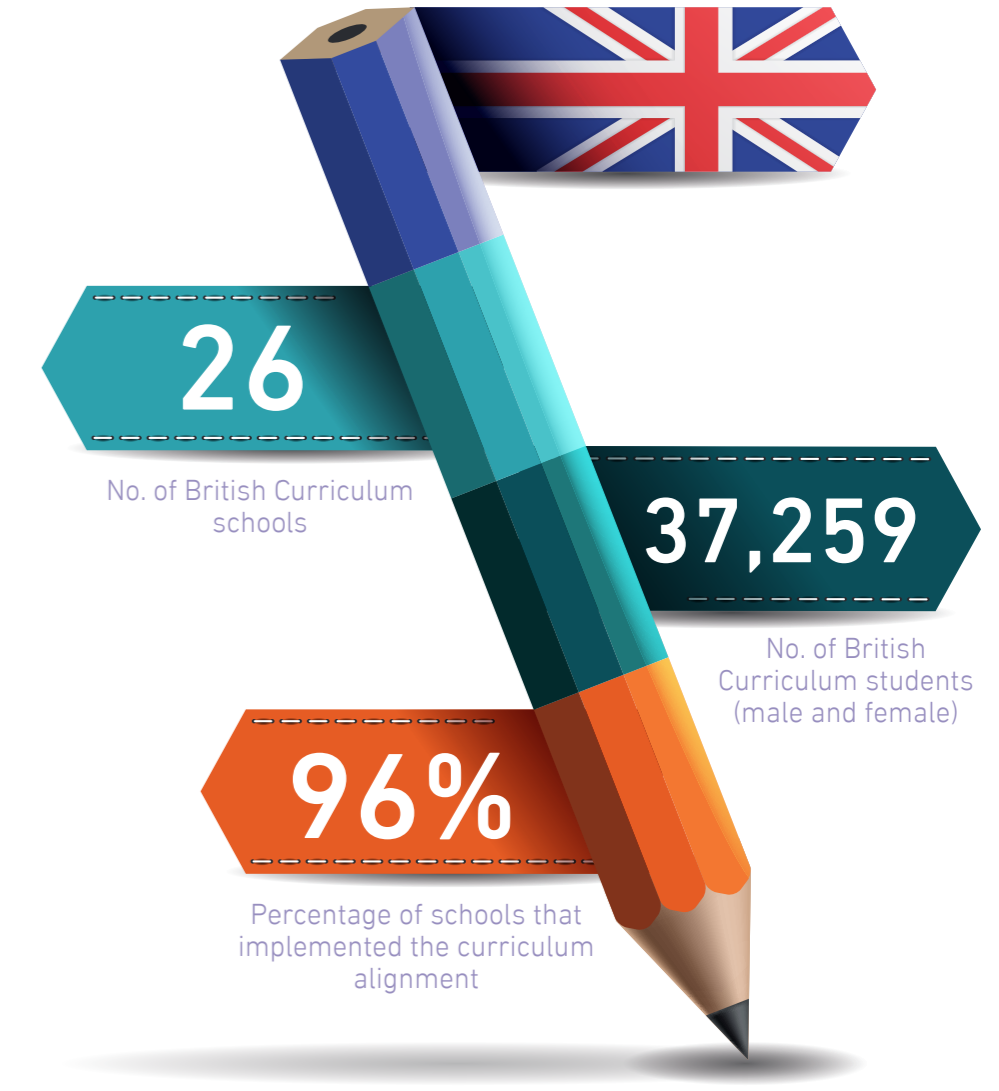
**Transition for UK Curriculum Schools Project**

SPEA is working on aligning private schools teaching the British curriculum in Sharjah with the United Kingdom requirements. For that purpose, SPEA launched the “Transitional Project to Align the British Curriculum”, which includes 26 schools and 37,259 male and female students.

The Program aims to change the “grade system” followed by the Ministry of Education to the “year system” followed in the United Kingdom, to raise the caliber of Sharjah’s private schools by aligning with the standards of national curricula in the United Kingdom and ensure that no school is rated with poor performance during the school reviews due to its incompatibility with British Curricula.

Under this program, Sharjah’s private schools teaching the British curriculum pledged to follow Circular No. 883 stipulating that no student in UK schools should graduate at a level less than A2 or GCSEs5.

The goals and strategy for the transition were discussed extensively in two key meetings by Dr. Muhadditha Alhashimi, Chairperson of the SPEA: a meeting for school principals council and a meeting for school principals in the UK. Reports from major schools were submitted on successful transition models over two years. The school improvement consultant supported all schools in their transitional stages and inspection teams conducted evaluation visits to each school in the UK to monitor the program’s progress. Inspection visits confirmed the project’s success.





**Wellbeing Framework**

- Developing guides to improve the performance of nurseries by improving their internal regulations and student performance to ensure optimal outputs.
- Developing guides to improve the performance of schools by improving their internal regulations and student performance to ensure optimal outputs.

**The Continuous Professional Development Week**

- As part of monitoring and promoting continuous improvement in Sharjah's private schools, SPEA launched several professional development workshops over several weeks throughout the academic year in cooperation and coordination with Sharjah Education Academy to improve senior and mid-management in Sharjah's private schools. SPEA further launched workshops to build teachers' skills and capacities.
- It also organized two weeks for professional development in 2022 targeting school leaderships in Sharjah to set the improvement agenda for the school year 2022/ 2023.





### Improving and building teachers' capacities to meet the requirements of professional licensing

In cooperation with the Social Services Department, the Licensing Department of SPEA has adopted procedures for obtaining professional licenses for social workers employed in private educational institutions in Sharjah. SPEA also elevated the capacities of teachers through educational conferences and specialized workshops to meet the requirements of obtaining professional licenses. SPEA's efforts resulted registration rates among professionals from the fields of special education, social work, psychology, and educational counseling increased by 25% compared to 2021.



### Holding several workshops targeting schools, school administrations, and faculty

SPEA implemented several workshops targeting schools, school administrations, and faculty, including:

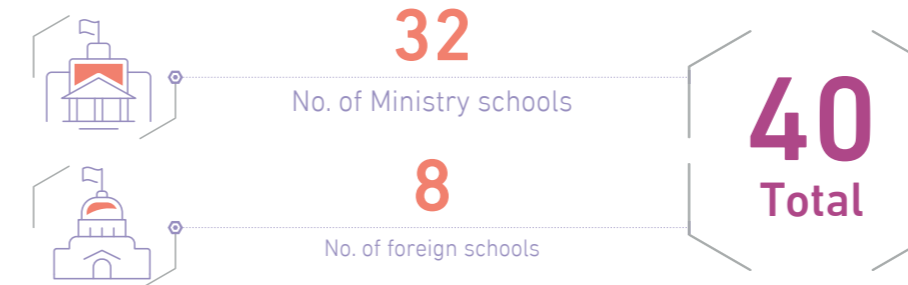
#### A workshop on the equivalency decision for schools

SPEA participated in the workshop held by the Ministry of Education to elaborate on the terms of Decision No. 883 of 2019 on the equivalency system for private school certificates, answer any questions, and ask schools to inform parents about the decision and its terms.

#### A workshop to explain the self-assessment form for early childhood in curricula and tests

### Executive workshops for schools that implemented Salamah Curriculum

SPEA held several workshops for schools that implemented Salamah Curriculum, which provides educational and scientific content that was created in a targeted and engaging manner for students from various grades (Within the first and second cycle). The curriculum features in-depth information, a simple presentation, and interactive digital content.



### Student registration workshops

SPEA conducted a series of specialized workshops on student registration, covering fundamental skills associated with the registration processes for various academic curricula. This involved dedicated sessions for academic advisors responsible for registering Emirati students and students whose mothers are Emiratis in higher education institutions.

Notable workshops included:

- Workshop on the mechanism of entering subjects of the Asian curriculum for the year 2022/ 2023.
- Workshop on the mechanism of registering students for the second Ministry semester.
- Workshop on the mechanism of registering students for the second semester of the American and foreign systems.
- Workshop on the mechanism of registering students for the second semester of the British system.
- Workshop on registering students in higher education institutions.





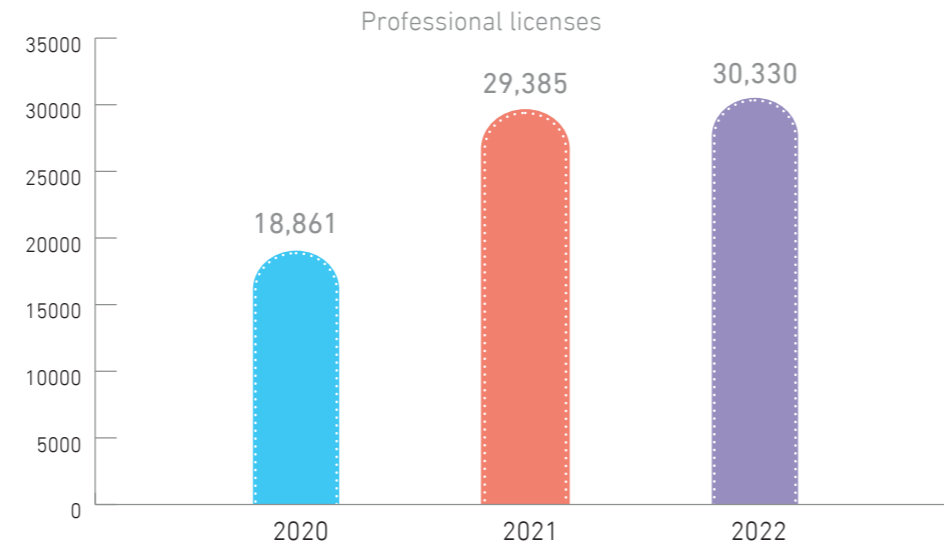
**Workshops to organize and supervise the school calendar**

SPEA held several workshops for school representatives to organize and supervise the school calendar. The main workshops were:

- Workshop for the foreign curriculum.
- Workshop for the Asian curriculum.

**Issuing professional licenses for individuals working in educational institutions**

Thanks to SPEA's efforts in building teachers' capacities to meet the requirements of obtaining professional licenses, 30,330 professional licenses were issued in 2022, with an increase of 945 licenses compared to 2021, according to professional standards that were approved in coordination with concerned authorities.



**Strategic Goal 3:**

**Construct learning paths for all categories including, the gifted and people of determination**

**Inclusive education for students with special needs**

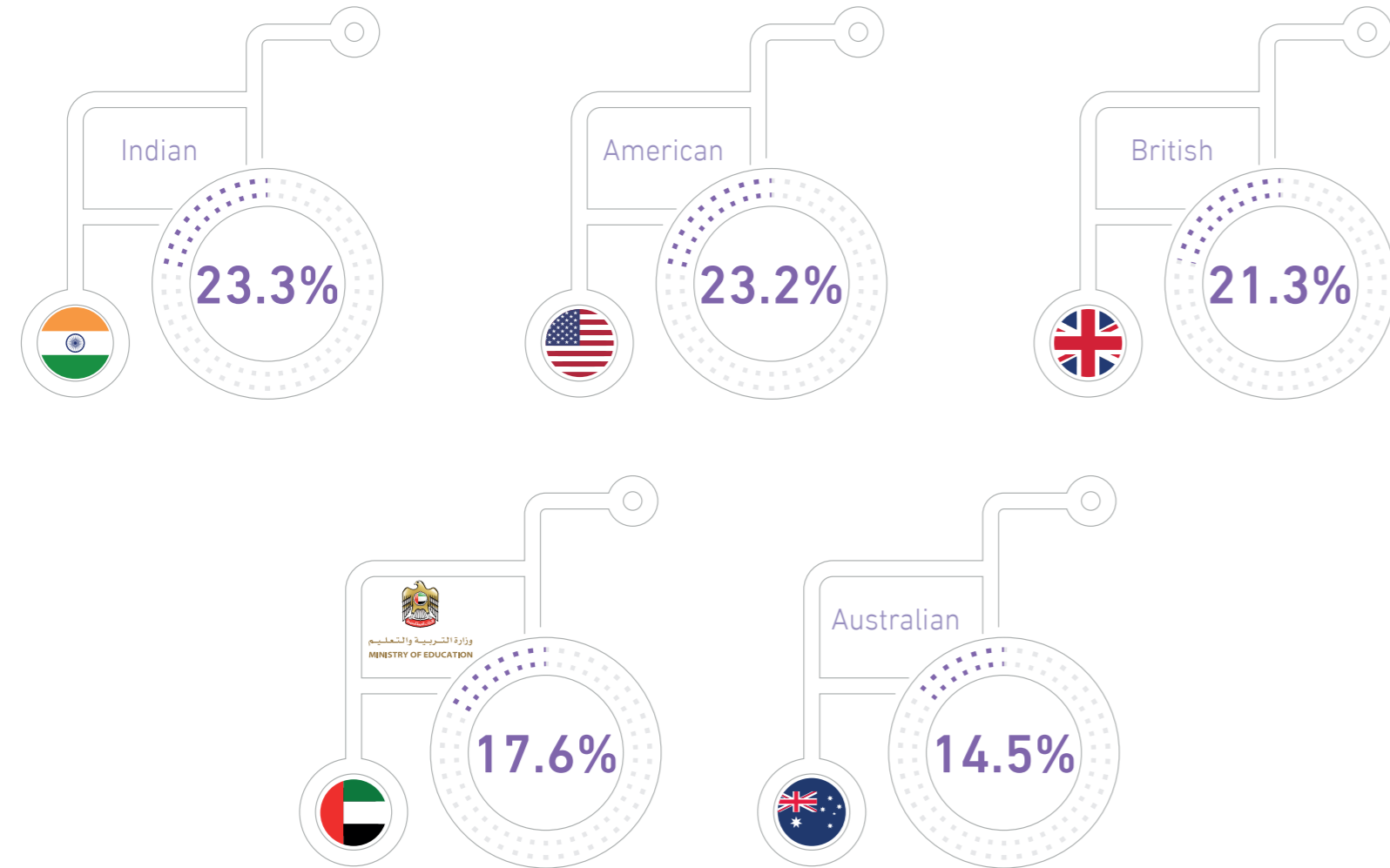
In alignment with the third strategic goal, SPEA implemented a project for inclusive education for students with special needs and planned a framework composed of five main stages:

- Developing supportive policies and procedures based on best practices.
- Activating continuous control and monitoring.

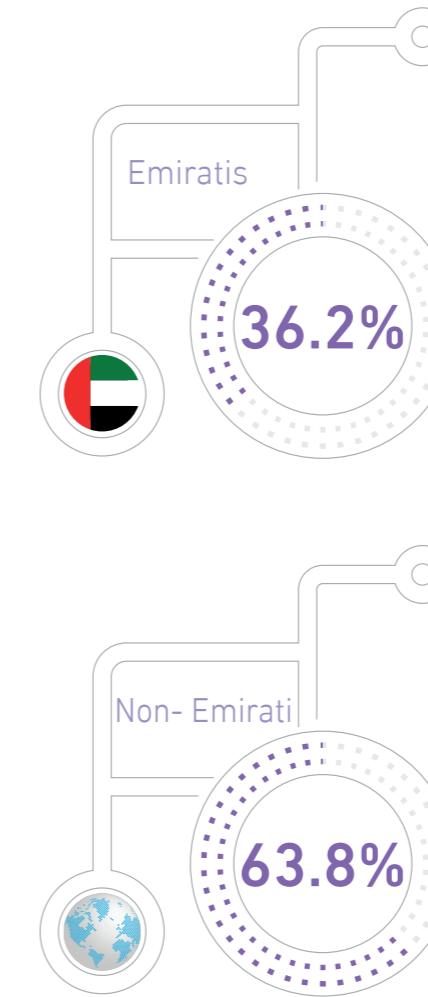
- Evaluating and improving the quality of services provided by schools (Itqan Program).
- Monitoring and supporting the transition of schools by providing consultants and specialized courses.
- Qualifying teachers and administrative staff to meet the needs of students with special needs.

Students with special educational needs and disabilities constitute 1.6% of the total number of students enrolled in private schools, reaching a total of 2759 students in the year 2021/ 2022 from 76 schools, divided as follows:

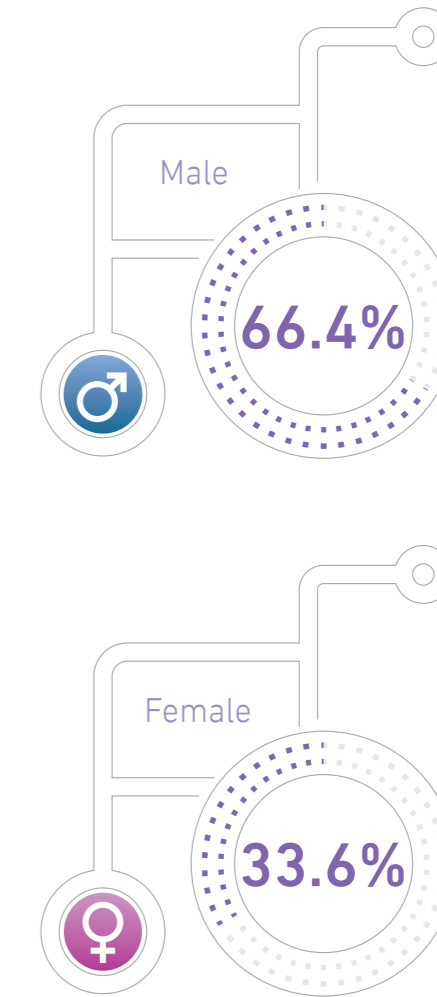
Students with special educational needs and disabilities  
According to the adopted curriculum 2021 /2022



Students with special needs and disabilities  
According to nationality 2021 /2022



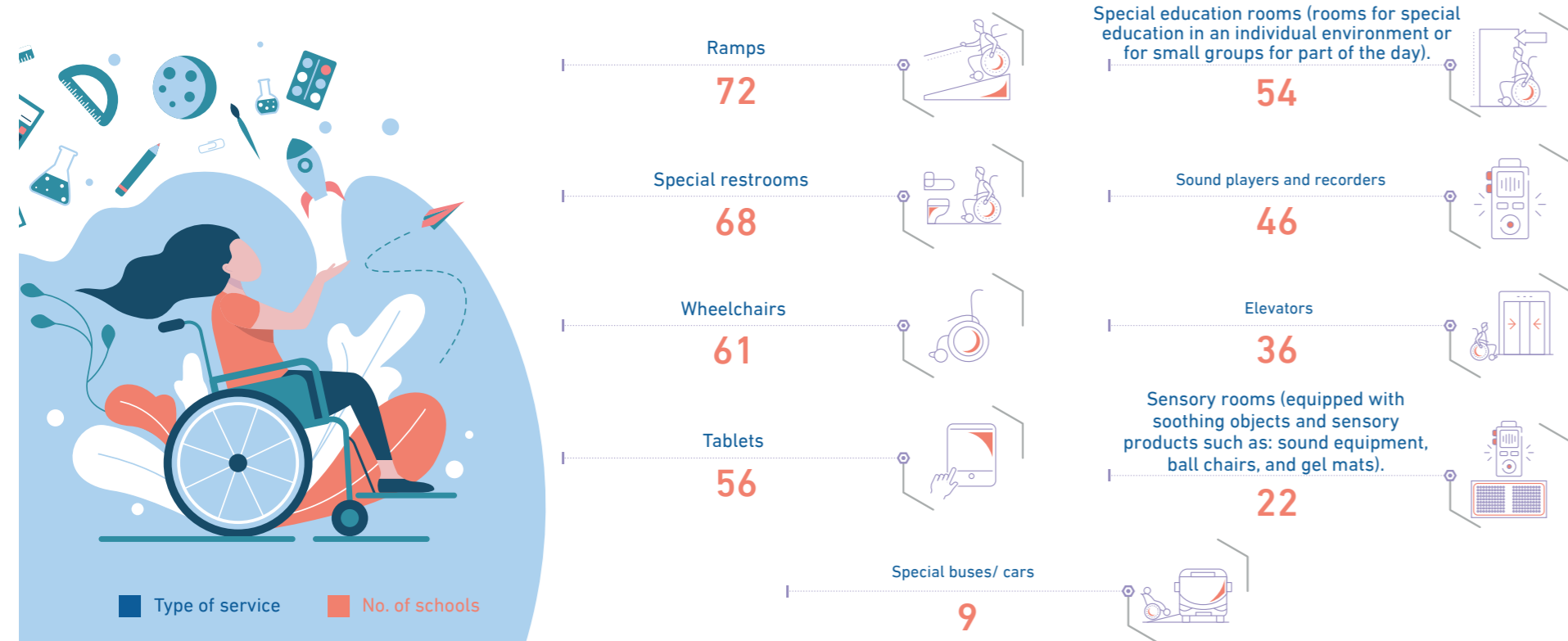
Students with special needs and disabilities  
According to gender 2021 /2022





All schools with students who have special needs or disabilities meet the cognitive and learning needs of their students, while 59 schools out of 76 schools with students who have special needs or disabilities meet their communication and interaction needs (students who have difficulty in one or all aspects of communication, language or social interaction) and/ or social, emotional or mental needs and challenges. In addition, 40 schools out of 76 are working on meeting the sensory/ physical needs of these students (such as disabilities that require continuous additional

support or equipment to utilize all opportunities offered to their peers to ensure equal opportunity). Sharjah schools offered under this Program several services, including behavioral evaluation and diagnosis sessions by multi-disciplinary teams; speech, language, occupational and physical therapy; Braille courses; and sign language sessions. As for school facilities, schools provided for students with special needs facilities that are especially designed for them as follows:



### Discovering talented students and building their capacities

Under this goal, SPEA launched the Talent Discovery and Capacity Building Project to train talent coordinators in schools and discover students' capabilities using Hamdan Test in cooperation with the Hamdan bin Rashid Al Maktoum Foundation for Distinguished Academic Performance. For that purpose, the Scientific Forum for Talent was held in Sharjah Education Academy's headquarters. Within this framework, SPEA additionally implemented several workshops:

**Workshop 1:** Integrating talented twice-exceptional students in normal classrooms.

**Workshop 2:** The role of the skills acquired from reading in reinforcing global interconnection, raising awareness, and emotional engagement of talented students.

**Workshop 3:** Modern education methods for talented students according to the international quality of life standards.

The project works in its entirety to develop the skills of talented students through creative scientific and methodological programs that provide talented students with self-learning, creative thinking, and solving problems skills through activities, events, and training workshops.

### Child Protection

- Activating the reporting and complaint management system for cases of suspected child abuse or violation of children's rights within the campus of educational institutions or any of their facilities (such as buses) or during extracurricular activities.
- Preparing social workers to attend workshops entitled: Digital Protection and the National Policy for Child Protection in Educational Institutions, Wadeema's Law for Children, Children's Psychosocial Rights, Protecting



Children from Abuse, Child-Friendly Schools, Learning Difficulties and Child Protection, Causes and Effects of Violence, and Indicators of Child Abuse.

- Implementing mechanisms and procedures to protect children in educational institutions as stipulated in the Federal Law No. 3 of 2016 and its executive regulations.
- Implementing the Policy on Child Protection in Sharjah's Private Educational Institutions.
- Safeguarding children and ensuring their rights, especially their right to education and protection, as stipulated in legislations and the law.
- Enrolling Office employees in the specialized qualification program that targets child protection in cooperation with UNICEF. The program consists of 25 (virtual) training hours on cases of suspected child abuse or rights violations inside educational institutions or any of their facilities, such as buses.
- Participating in the first forum held by the Social Support Center entitled "A Safe Family, A Safe Society".



- Participating in the meeting held by UNICEF to review major accomplishments in children’s right protection, since Sharjah is a child-friendly city.
- Granting employees in the Child Protection and Wellbeing Office judicial police powers.
- Participating in the Sixth National Bullying Prevention Week.
- Spreading information on the right to education, as stipulated in Wadeema’s Law for Children.
- Implementing several awareness and rehabilitation programs, including:
  - A lecture entitled “The Family’s Role in Protecting Children”, which targeted

- parents, in cooperation with the Ministry of Education and Sharjah Child Friendly Office.
- Participation in a workshop organized by the Child Protection and Welfare Office entitled “Children’s Rights”, as stipulated in Federal Law No. 3 of 2016 on Children’s Rights (Wadeema’s Law).
- Holding 12 lectures for social workers and parents in cooperation with the Ministry of Education. Social workers were targeted in these lectures because they are the closest contact to children if they face issues or abuse.

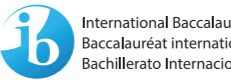
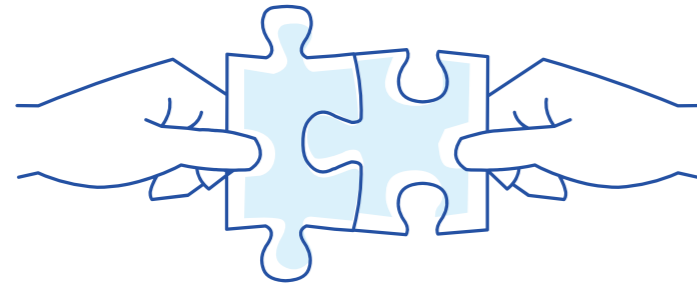


### Strategic Goal 4: Promote partnerships to enhance proactive educational system

In alignment with its strategic goal of reinforcing partnerships with local and international institutions and achieving interconnection and integration with government entities in the country, SPEA reinforced its strategic cooperation and signed several agreements with government institutions and universities to promote its operations and develop its services.



## Strategic Partners



**Effective Participation in Local and Federal Activities**

SPEA made distinguished contributions to local and federal activities, most notably:

- Sharjah Children's Reading Festival
- The International Education Show
- Sharjah International Book Fair
- Global Education Supplies and Solutions Fair (GESS).



**Developing partnerships between educational institutions, companies, and offshore educational institutions**

SPEA continuously works on developing students' skills and bridging gaps between basic education and university life. For this purpose, SPEA develops partnerships with educational institutions, companies, and foreign educational institutions. Major actors with which SPEA signed agreements include:



**EXETER University**

SPEA signed a memorandum of understanding with EXETER University, under which both parties would exchange educational needs, skills, expertise and technical capacities as educational partners. Furthermore, SPEA and the University will develop academic programs such as diplomas and master's degrees in special education (including talented and gifted students). Furthermore, SPEA and the University will work on establishing the Center of Excellence in Special Education Research, academic exchange of students and employees, implementing train the trainer leadership programs, research projects, and collaborating closely with teachers and researchers to determine a joint academic and administrative framework that is designed to promote growth and exchange.



**Arada Development Co.**

SPEA reinforced cooperation and coordination with Arada Development to design and develop buildings of private educational institutions in Sharjah befitting of the government's vision and aspirations.





**Sharjah Prevention and Safety Authority (SPSA)**

Cooperation with SPSA to monitor private school registration with SPSA.



**Tribal Education Limited Abu Dhabi**

Contracting with an experienced and highly efficient company to provide best practices in reviewing private school performance through the company's main team.



**A.C. Nielsen Amer**

- Cooperation agreement with the company's branch in Sharjah to improve customer experience, provide improved services, and develop internal procedures.
- Measure customer satisfaction qualitatively and quantitatively through interviews and questionnaires.

**Strategic Goal 5: Develop agile educational environment that fosters future needs**

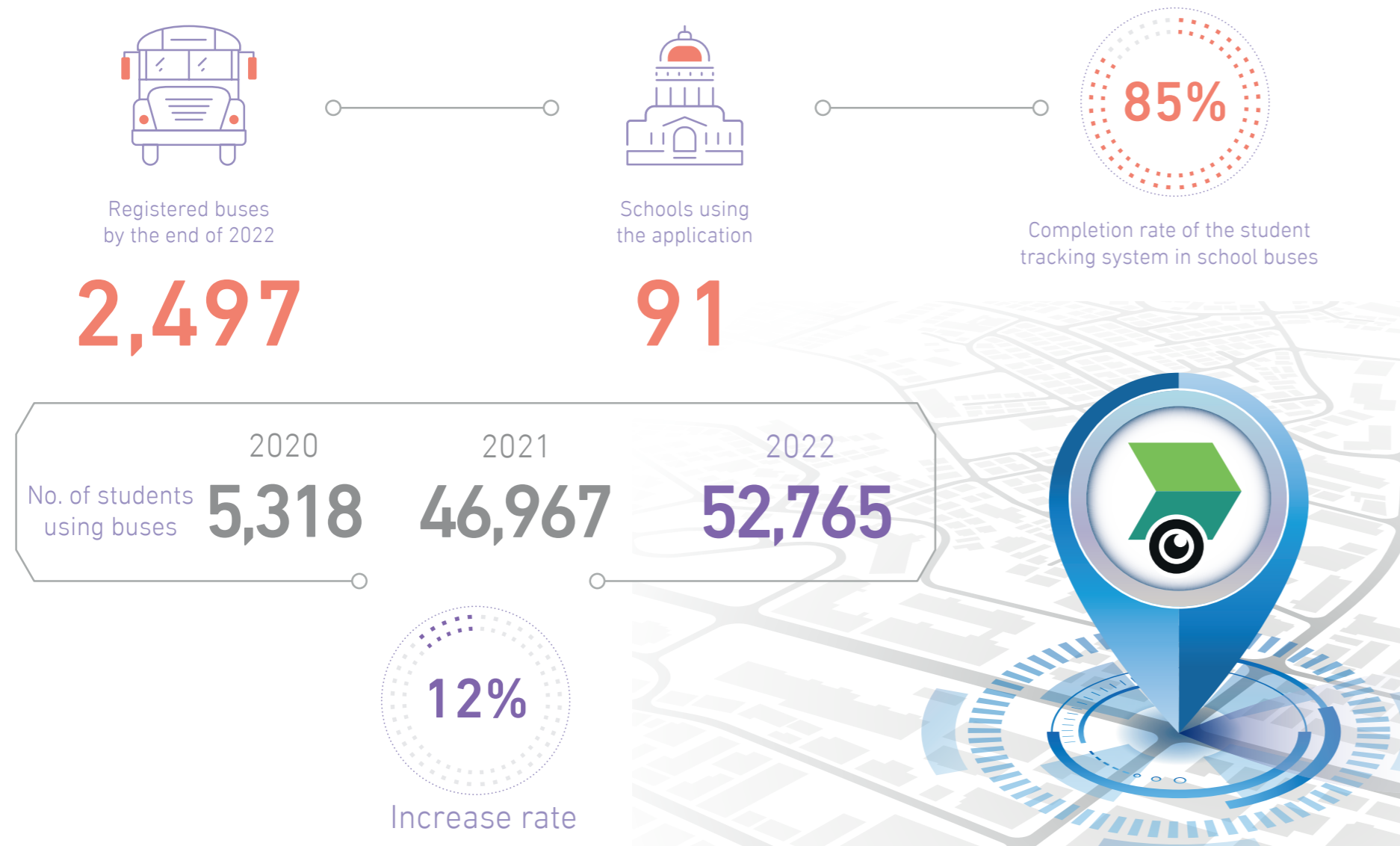
**Implementing best educational practices and alternatives of traditional education in the educational environment in Sharjah**

SPEA believes in the need to improve the educational process by applying best practices, continuously exploring alternatives to traditional education, and applying them in educational environment of its affiliate schools and nurseries to enhance the quality of educational services, ensure the best interest of students, and protect them. Some of the main practices include:

**Your Children are Safe Initiative**

- The initiative aims to track students in school busses in Sharjah.
- Your Children are Safe Application enables parents to easily access and control notifications regarding their children's school transportation using their smart phones. The application was made available by a school transportation tracking service "Maaman Parent" in Google Play and Apple Store.
- Each bus is equipped with seven internal and external cameras to provide the highest level of security and safety. Furthermore, the operations room in SPEA is equipped with screens that show detailed information to track students while being transported to and from schools.

### Your Children are Safe statistics of 2022



### Sharjah Age Friendly City

In coordination with private schools in Sharjah, the initiative was launched in 2021 with the participation of 3 private schools according to specific themes concerned with promoting communication, social solidarity, and reducing social isolation of

the elderly. In 2022, nine private schools participated in educational and recreational activities and events and discussion sessions between the children and the elderly in addition to participating in the International Day for Older Persons.



### Developing guides and policies that mandate bridging the gap when enrolling in universities

SPEA is developing guides and policies that mandate bridging the gap when enrolling in universities to save time and avoid taking the foundation year by listing the requirements of all universities in the country and preparing a questionnaire for students to select universities.

### Developing the wellbeing framework for the educational community

- Develop, train, and evaluate educational institutions on the wellbeing framework and raise awareness on the importance of the quality of life in the educational community.
- A project to develop the quality-of-life framework in the educational community which includes physical, emotional, educational, social and life skill aspects.

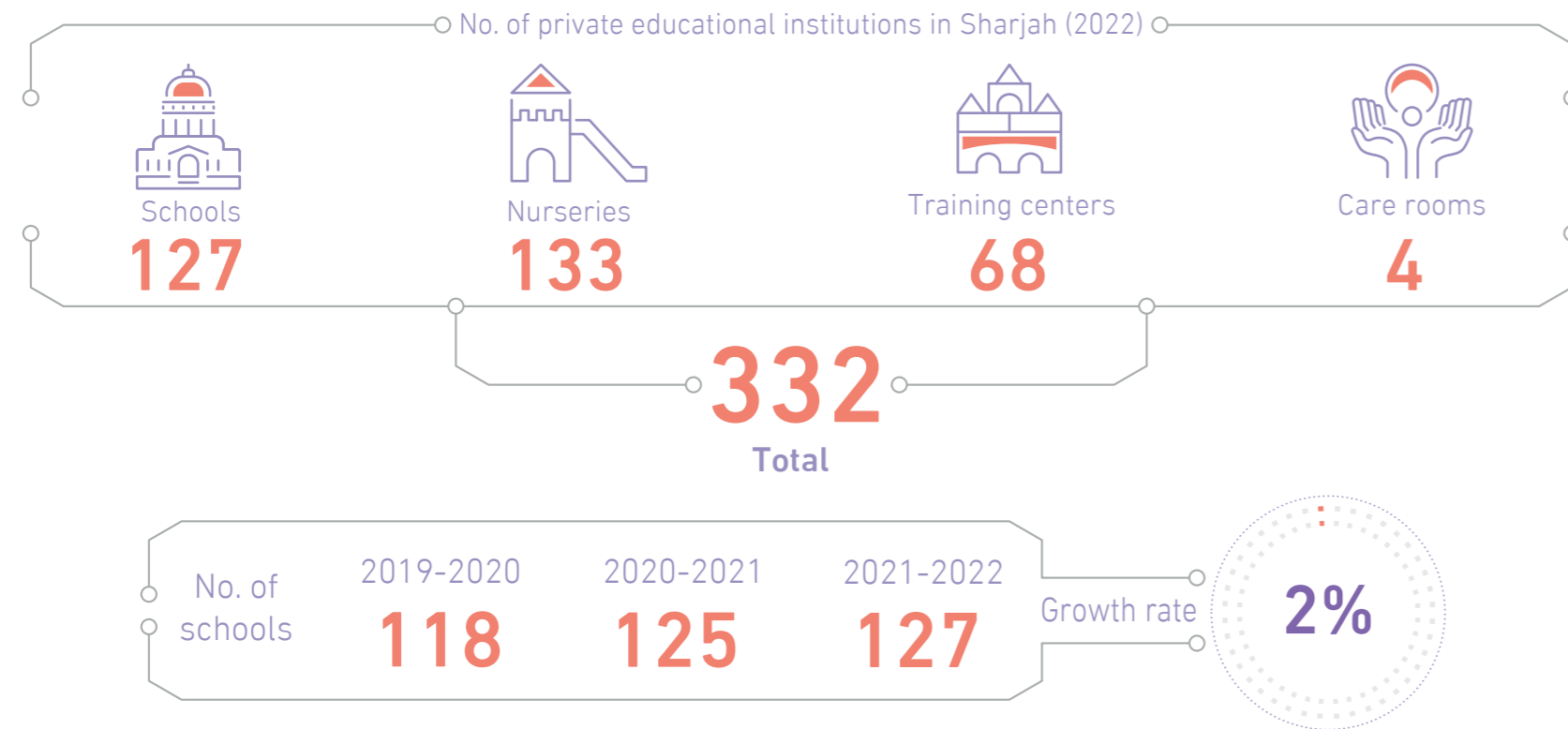
### Strategic Goal 6: Attract new investors to the educational sector in the emirate

#### Approving engineering plans for all school buildings

Preparing model plans for schools according to the highest international standards and presenting them to investors to facilitate the design and building process for them.

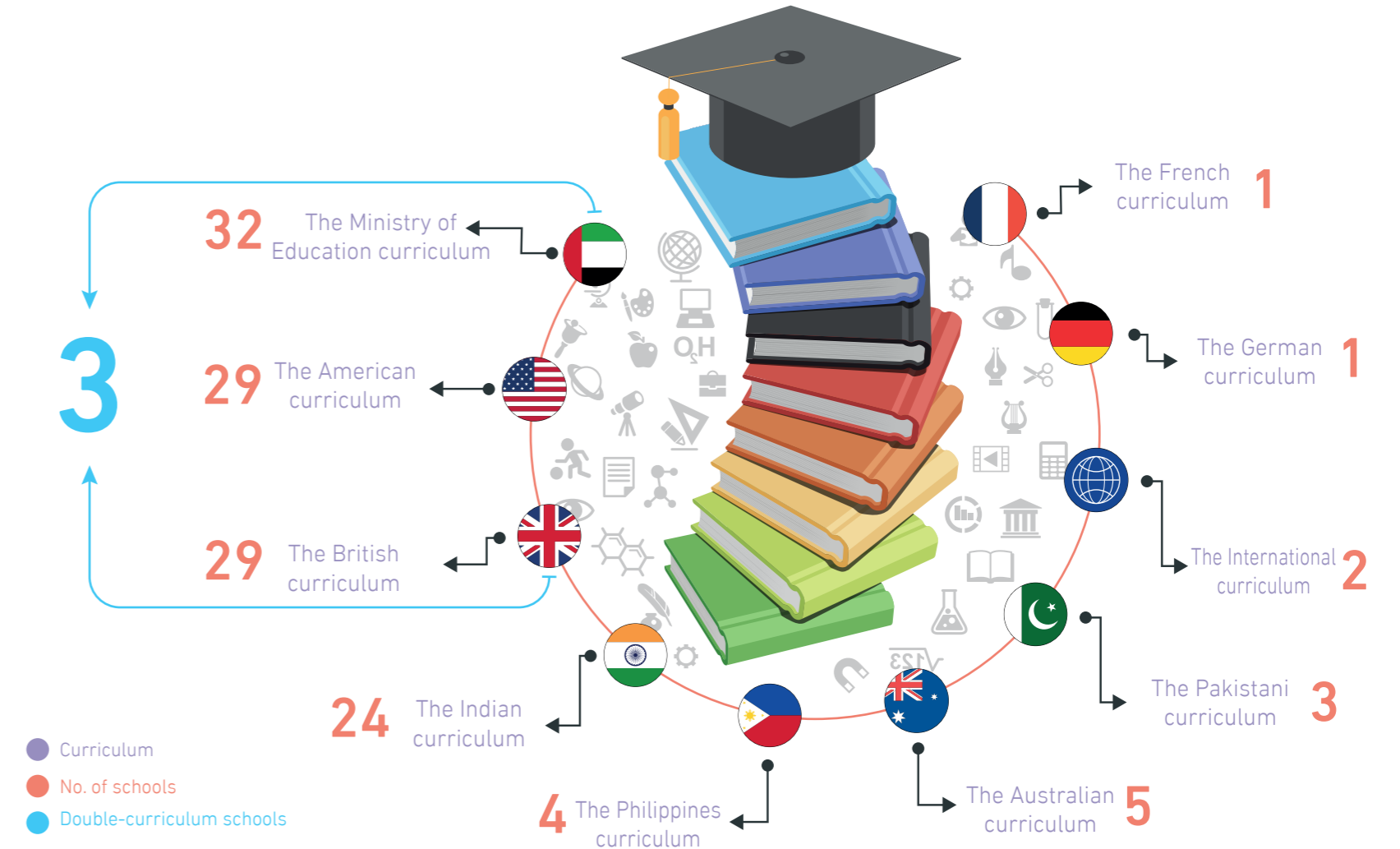
#### Private educational institutions in Sharjah

Private schools in Sharjah achieved in 2022 a growth rate of 2% compared to 2021, reaching 127 schools and 133 nurseries, and 68 training centers. Furthermore, four care rooms were opened in 2022 making the total number of private educational institutions in Sharjah 332 institutions.



### Curricula

The total number of private schools in Sharjah reached 127 schools providing various educational curricula, including three schools adopting two curricula.





**Developing events and activities that target current investors and educational institutions in Sharjah**

- To increase investment in the fields of knowledge, activities, and building human resources.
- Developing events and activities that target current investors and educational institutions in Sharjah.
- Submitting periodic reports to owners and investors to determine their needs and challenges and design solutions for them.

- Complete the report analysis to connect with government authorities concerned with investment and licensing.
- Preparing a guide to attract owners and investors in the education sector, including facilitating investment in education.
- Exploring other countries' experiences in investing in education to transfer the experience of neighboring and other countries and their best practices to Sharjah.



**Strategic Enablers - One: Private education governance, sustainability and efficiency**

**Updating the criteria of licensing educational institutions to ensure their excellence and alignment with future needs**

SPEA reinforced its coordination mechanisms with the Department Of Town Planning and Survey in Sharjah to develop the requirements of licensing private educational institutions, ensuring their excellence and alignment with future needs. SPEA also cooperated with Arada Development Co. to design and develop private educational institutions that meet the aspirations in Sharjah.

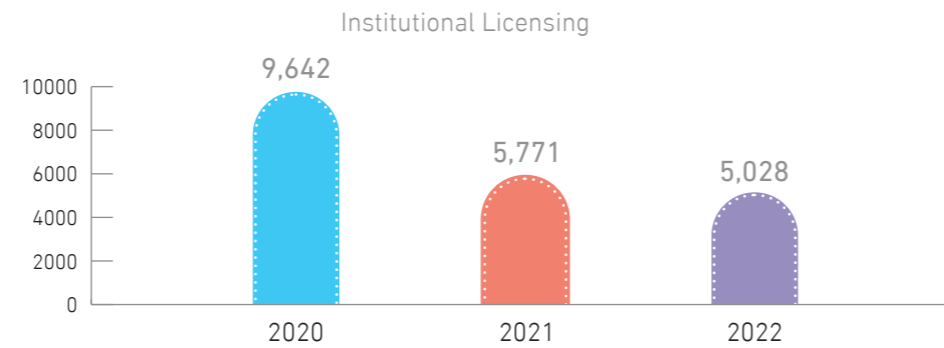
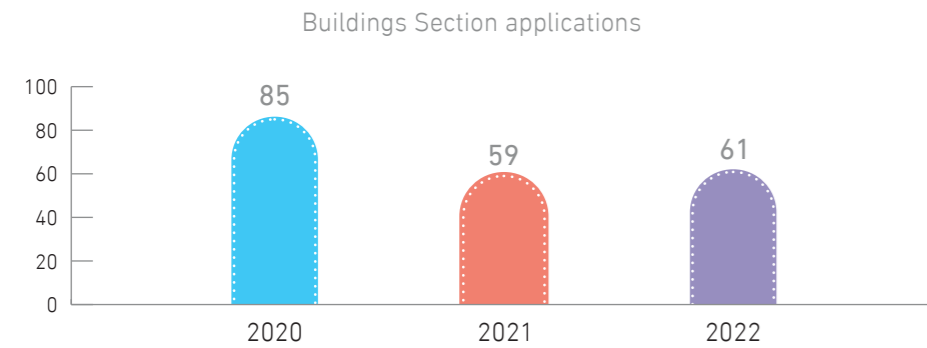
Furthermore, joint training programs were launched in addition to various activities and initiatives to promote and support the education sector in Sharjah. Modern designs for schools were created according to the highest standards, latest international practices, and both parties' vision for sustainability in their current projects.



**Issuing Institutional licenses**

- Issuing licenses for private educational institutions in Sharjah to facilitate investment in educational projects.
- Managing licensing processes for private educational institutions in Sharjah

and ensuring their operations meet the standards required for issuing and renewing institutional licenses. It is worth noting that SPEA issued 5,028 licenses in 2022 as opposed to 5771 in 2021.



**Continuous communication**

To encourage and motivate investment in the education sector in Sharjah, SPEA continuously communicates with investors by responding to all inquiries,

whether they are regarding institutional licenses, professional licenses, or the Buildings Section.



**Developing an inspection framework to organize the evaluation of educational institutions' compliance with laws and policies**

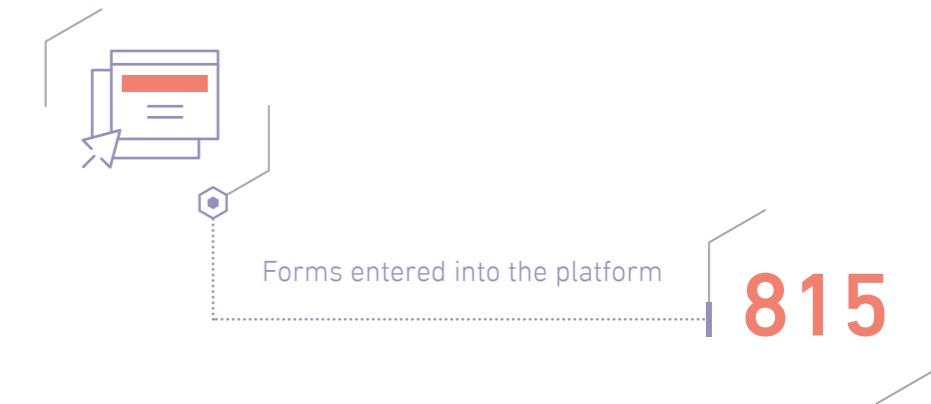
In alignment with its oversight role over private educational institutions in Sharjah, SPEA developed mechanisms to ensure educational institutions' adherence to the monitoring requirements and standards in addition to regulations and instructions adopted by SPEA to control the education process. SPEA approved two policies regarding the Legal Affairs Office to guide employees on the path stipulated in the policy, mainstream application processing and regulatory procedures, reduce error rates, explain the requirements and procedures that need to be completed to draft and publish SPEA's administrative decisions that regulate its operations and ensure public interest without contradicting with the legislations in force and general rules in the country.

**Thiqa Initiative**

SPEA seeks to help private educational institutions comply with control procedures and requirements to provide engaging and effective educational environments that raise the quality of education. For this purpose, SPEA, represented by the Inspection and Compliance Department, launched Thiqa Initiative, which aims to support private educational institutions in compliance, spread the self-assessment culture, reinforce trust between educational institutions and the inspection team, help stabilize educational environments, increase compliance rates, reduce violations, and ensure satisfaction among students, staff, and parents.

**Raqib Platform**

- Raqib Platform's purpose is to monitor educational institutions, manage penalties, provide a fully digitized inspection process and records for all inspection processes, expedite the process of drawing conclusions, and increase efficiency.
- All inspection employees benefit from the platform, where they can fill in forms depending on the type of inspection visit.
- The platform provides a group of services, including adding weights to control requirements (which helps optimally measure school compliance), extracting forms from the system in various forms (excel - pdf), and providing warnings regarding forms that contain critical cases.
- The platform allows searching for educational institutions (schools, nurseries, centers, and institutes), searching for educational institutions using their code, entering forms and filling them based on the type of visit to the educational institution, searching for forms using a specific date, and editing or downloading forms.
- The platform serves three types of educational institutions (private schools, private nurseries, and centers and institutes).



### Developing policies that support education

SPEA developed, drafted, and published several policies that support education by creating guides to improve schools in various aspects (school improvement, wellbeing, inclusive education, early childhood, and general education).

#### School improvement framework

A framework that is based on developing guides to improve the performance of schools by improving internal regulations and student academic performance which ensures optimal outputs.

#### Framework for improving nurseries and early childhood centers

A framework that aims to develop guides to improve the performance of nurseries by improving internal regulations and student academic performance which ensures optimal outputs.

### Developing a regulatory framework for occupational health and safety in SPEA

#### Managing the “Covid-19 Recovery Phase” in educational institutions

- Managing Covid-19 cases in private schools and nurseries by the Monitoring and Evaluation Committee, in cooperation with authorities concerned with monitoring positive cases and contacts, and ensuring full compliance with the approved protocols of dealing with the pandemic by school Covid-19 teams.
- Preparing the third version of the “Guidelines for Operating Educational Institutions during the Recovery Phase,” which is followed by all educational institution administrations to manage operations during the recovery phase with the start of the 2022-2023 academic year, to ensure the health and safety of students and staff.
- Continuing constructive cooperation with various local and federal authorities to exchange experiences, statistics, and studies and determine best practices



- in addressing the Pandemic and its negative repercussions.
- Collecting and processing student, teacher, and employee data from various sources; producing a weekly report on Covid-19 statistics, rates, vaccinations, and attendance in school and online; and producing and presenting regular presentations on the changing conditions of the Pandemic in the learning community.

#### Reviewing the implementation of adopted policies and procedures in 2021

The program aims to ensure the implementation of policies and procedures that were documented and adopted in 2021 by various SPEA Departments and Sections in accordance with standards of quality, professionalism, governance, and alignment.

The importance of this program stems from the need to evaluate current SPEA efforts to determine the points of strength and areas that require improve-



ment and ensure continuous improvement of procedures. This is done by conducting an independent and objective review that ensures the efficiency and effectiveness of SPEA procedures in terms of performance, client satisfaction, risk management, legal compliance, governance, and internal control mechanisms. The quality assurance team used an action plan and performance standards to review the implementation of five main policies and procedures, set improvement plans with concerned authorities to develop currently problematic working mechanisms and ensure client satisfaction. The satisfaction of concerned stakeholders was measured and found to be at 97%.

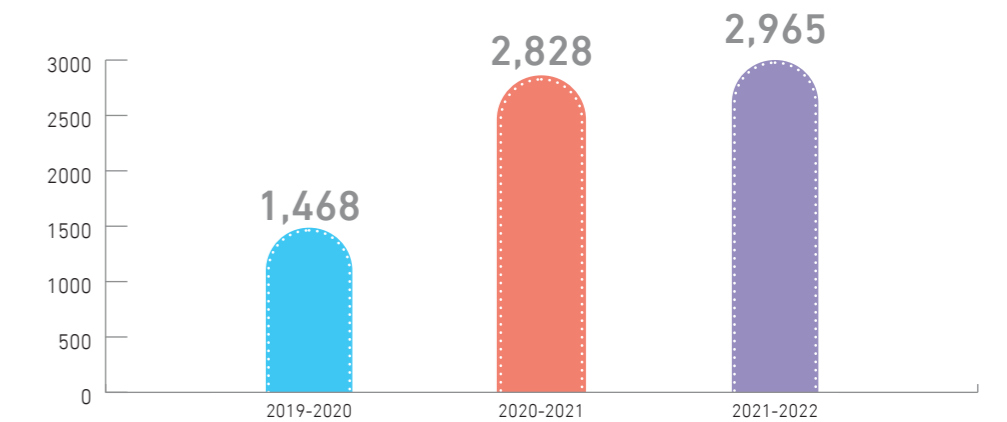
#### Key policies that were reviewed for their implementation

- Compliance of some administrations and divisions that directly deal with clients on a daily basis to evaluate the efficiency and effectiveness of followed procedures and suggest development plans for them.
- Procedures of addressing complaints regarding educational institutions, professional licensing procedures, and the procedures of monitoring curricula and national tests.

### Ensuring the commitment of educational institutions to achieving the required compliance rates

By setting laws, instructions, policies, and circulations to regulate private education and conducting field inspection visits to ensure the application of these legislations, SPEA ensures the compliance of educational institutions to these laws and regulations and the implementation of the educational process according to plan.

#### Inspection visits to private educational institutions



**Joint ministerial visits**

- Organizing joint visits by members of the Ministry of Education team and SPEA to private educational institutions.
- The total number of visited schools within the inspection framework reached 100 schools in 2022.



**Licensing follow-up visits**

SPEA conducted licensing follow-up visits to education institutions, including 234 visits in 2022.



**Completing the final revision in preparation for approving the contracts policy**

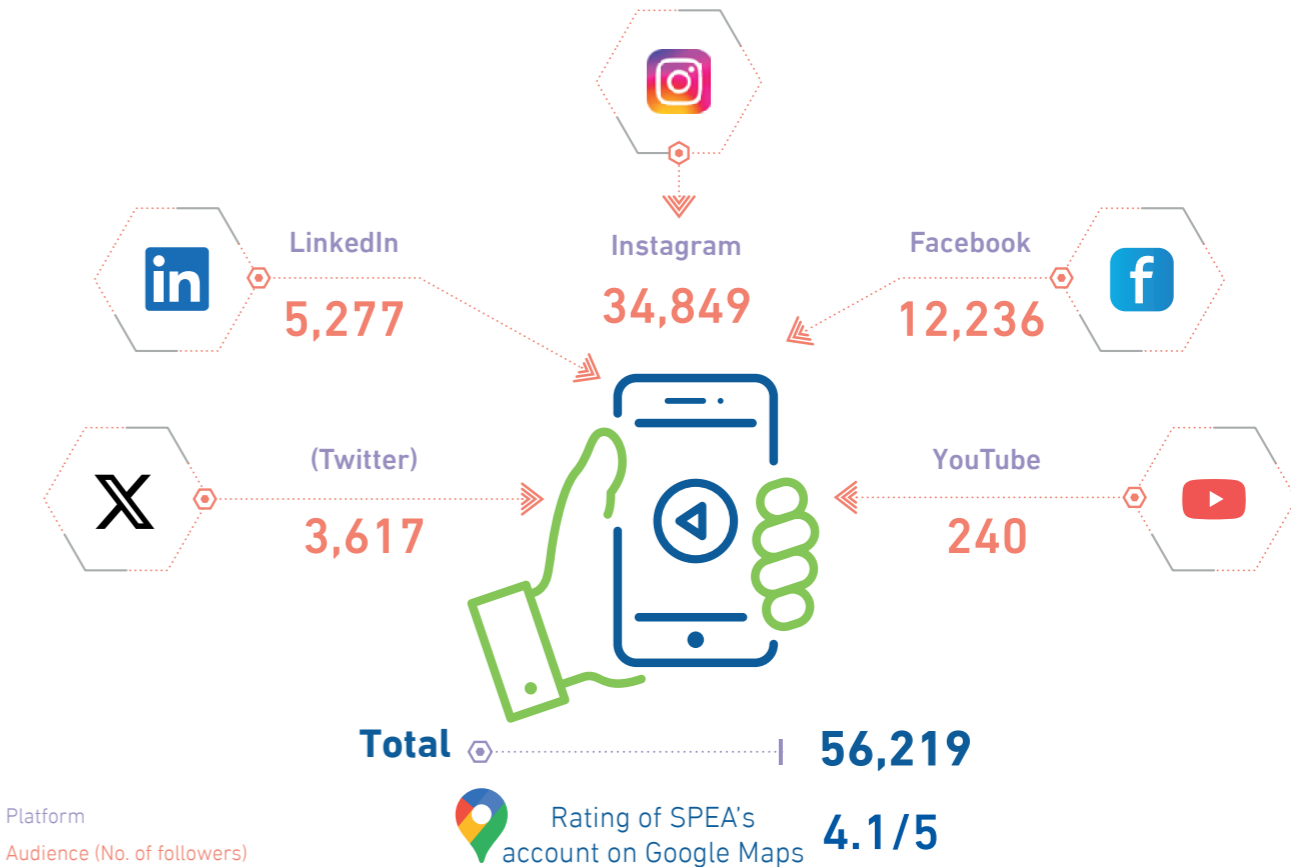
The SPEA Contract Preparation and Signing Policy aims to elaborate on the terms that need to be met and the procedures to be taken to prepare and sign contracts and agreements with external public and private entities to regulate

contract-related activities. The Policy was approved by the Legal Affairs Office to mainstream transactions and regulatory procedures and reduce errors.

**Managing social media websites**

**Developing a system to manage client interactions**

- In the fourth quarter of 2022, SPEA's social media platforms achieved results that surpassed the results achieved in the third quarter of the same year.
- The organized contests and promotional awards and budgets helped achieve a high level of interaction and increased the number of followers.
- The number of positive reviews increased on the Google Maps account.
- The number of positive replies and comments to posts on events and programs organized by SPEA increased significantly this year. Furthermore, activating the YouTube and LinkedIn accounts helped diversify followers and expand SPEA's social activity.



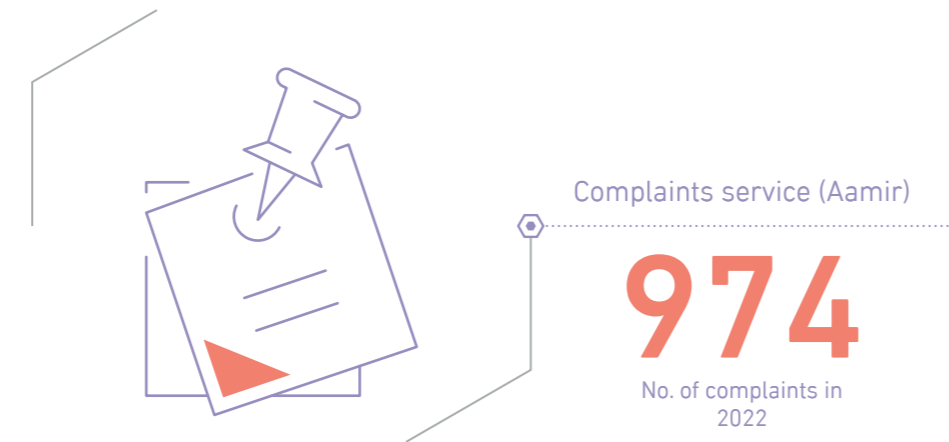


**The mini communication project**

- A strategic project that aims to establish a miniature and comprehensive communications center that includes 360 features for managing incoming and outgoing phone calls, such as interactive voice response, recording, deletion, virtual phones, and reporting.
- This project facilitated transferring calls automatically through the interactive voice response system to appropriate divisions, reducing the workload of customer service employees by facilitating response to customers through various applications such as Microsoft Teams, monitoring quality of calls, and extracting reports from questionnaires and calls.

**The complaints and inquiries platform**

The complaints and inquiries platform used to be available through SPEA's official website, then it was separated to directly receive complaints and suggestions from parents.



**SPEA's website**

SPEA is currently developing its website to host more of its platforms and facilitate access for all users.

**Contact Center**

SPEA is working to organize its internal and external communication processes through several projects that aim to manage incoming and outgoing phone calls to and from SPEA efficiently, establish a platform for technical and procedural support, and establish a platform for complaints and inquiries.



**Two: Optimal data utilization**

**Conducting research projects and data collection**

SPEA believes in the importance of research and data collection to enhance the quality of education, ensure student and teacher wellbeing, and evaluate quality indicators. Some of the main projects that the SPEA conducted include:

- A research project on the quality of education that was implemented using tools that were designed based on best psychometric practices in evaluating the main dimensions and drivers of education quality. The research covered 275,000 participants from 30 major research projects.
- Research on the wellbeing of students and teachers, effective leader-

ship models, promoting the learning community, the data utilization and improvement culture, surveying new performance evaluation systems, learning environment monitoring tools, and special education and intervention programs and models.

- Research to evaluate standards and performance through parent, student and teacher surveys and main measurements collected from schools and automatic systems.
- Supporting Itqan Program with educational community survey reports, SPEA reports, reports from 110 schools, and a survey of school leadership on the quality of the school review process.



quality of life from the private education perspective in Sharjah. It included the educational and administrative staff, parents and male and female students above 15.

Participants in the questionnaire reached 31,198 families (parents of students), representing more than 70 nationalities, and 6,988 male and female teachers and administrative staff, representing 43% of teachers in Sharjah's private schools.

The study concluded with the importance of adopting a 3-day weekend due to its positive impact on:

**Awareness and education**

- Raising awareness on the importance of emotional health and quality of life for students and teachers.
- Raising awareness on the importance of sports and students' physical health.

**Extracurricular activities and partnerships**

- Raising awareness on the importance of extracurricular activities and building partnerships with the private sector to scout and foster talented and gifted students.
- Encouraging activities of all forms to meet students' needs and interests.

**Citizenship**

- Raising awareness on the importance of education about the landmarks of Sharjah and the UAE, and enjoying the weekend to promote culture and awareness.

**Planning and modern teaching methods**

- Raising awareness on the importance of planning the school day such that it doesn't affect increasing working hours during the weekdays.
- Following smart and flexible teaching methods that allow students to apply

their knowledge in an effective manner that doesn't affect the quality of life or increase schoolwork.

**Policies and enablers**

- Raising awareness among educational institutions, parents and students on the wellbeing framework and the methods of enabling the community to utilize the weekends to achieve effective and fruitful outputs.

**Sharjah's competitiveness**

- It is important to effectively promote the study's results to encourage teachers and students inside and outside the country to try out this unique global model and encourage investment in Sharjah's education sector.

**A study on demand and capacity in Sharjah's education sector**

SPEA conducted a study on demand and capacity in Sharjah's education sector. The study concluded with several results for the year 2021/ 2022:

- There are 127 operating schools with 185,000 students.
- There are 175,802 students enrolled in 122 private schools operating in Sharjah, 87% of them are residents.
- In terms of curricula, more than two thirds of all students are in Indian Curriculum schools, followed by British schools at a rate of 21% of total enrolled students, then Ministry schools and American curriculum schools each with 18% of enrolled students.
- Enrollment in private schools is concentrated in Sharjah City (97%) and more than 25% of enrolled students in Sharjah City live in Muwaileh.
- The ratio of students to teachers in private schools is less than 18.1, which is linked to increasing academic performance. In 2021/ 2022, there were 11,902 teachers in 122 private schools in Sharjah, 98% of them are residents.
- The ratio of students to teachers varies from 17.1 in medium-priced schools



with tuition less than 10,000 Dirham to 6.1 in highly priced schools, with tuition over 50,000 Dirham.

- The ratio of students to teachers is highest in Indian Curriculum schools, followed closely by Ministry schools.

**Expected demand and main growth drivers**

Main growth drivers for private educational institutions from kindergarten till the end of high school include: population growth, the large percentage of resident students, government support to good education, and high spending by parents on education in the UAE.



Based on population growth projections, it is estimated that the number of students enrolled in UAE schools will increase from 1.3 million in 2021 to 1.5 million in 2028. The preference for international curricula is the reason why the number of residents, who are estimated to represent 88% of the population in Sharjah,

is increasing. The SPEA Strategy (2022 – 2024) is focused on promoting the quality of higher education and increasing the ability of Sharjah's schools to attract more students. According to HSBC's annual report on the value of education for the year 2017,

parents in the UAE are the second highest spenders on children's education in the world, with an average spending of 99,378 USD per child from the primary phase until university education.

**Study recommendations**

The study revealed various opportunities in the private school sector:

- 1-The potential to build schools in areas that include a limited number of private schools and/ or areas that include new residential projects. For example, this can be applied to address the lack of private schools in the cities of Batah, Al Hamriyah, and Dibba Al-Hisn or the limited number of schools in Kalba and Khor Fakkan as opposed to other municipalities and cities. Furthermore, investments are possible in areas with new residential projects under construction, such as Al Rahmaniya and Al Suyoh. Plots may be assigned to build schools.
- 2-Focusing on attracting new curricula that meet the needs and aspirations of Sharjah and future educational trends to address the shortage of seats in British schools, where the average occupancy rate is 88%, and seats in schools such as MOE schools, Indian, and American curriculum schools.
- 3-Investing in developing highly performing schools by attracting schools in the high tuition category (30 - 39.9 thousand Dirham) which are currently operating at 85% capacity on average, while ensuring the quality of education, to provide parents and students with high value and benefit.
- 4-Increasing knowledge on various trends in education and parents' expectations to ensure good governance of new schools, consideration of changes in educational trends, and meeting parent and student expectations in terms of the administration, faculty, joint-curricula activities, and extra-curricular activities and building requirements – all of which parents considered to be "very important" aspects.

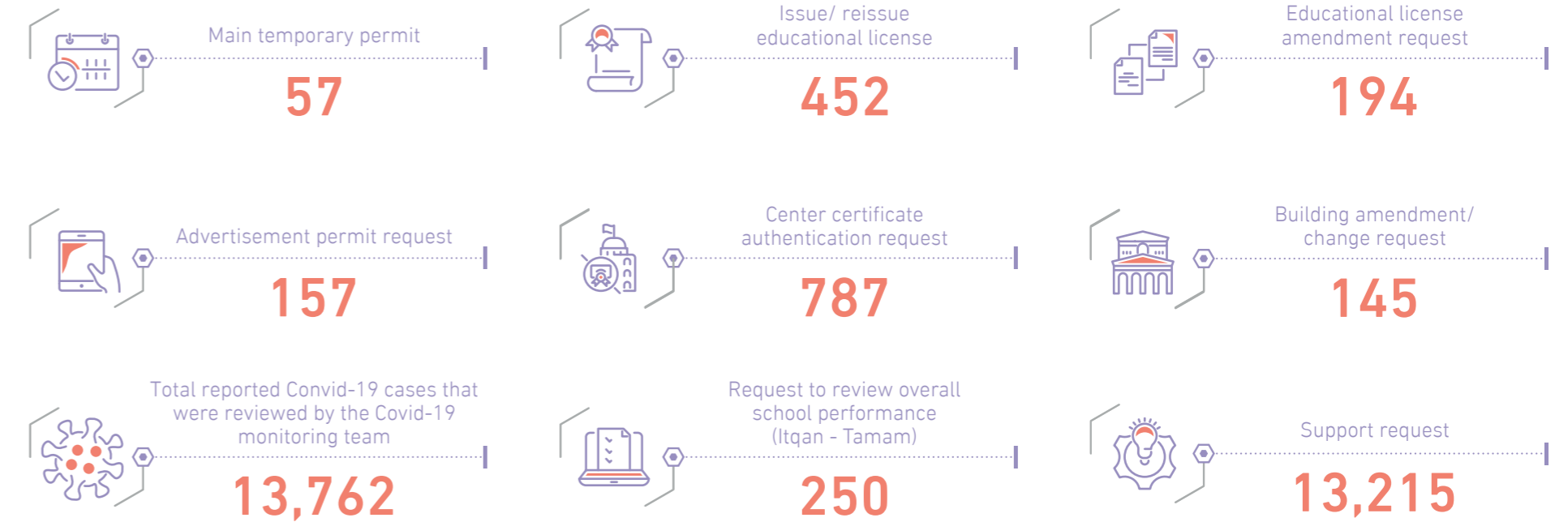
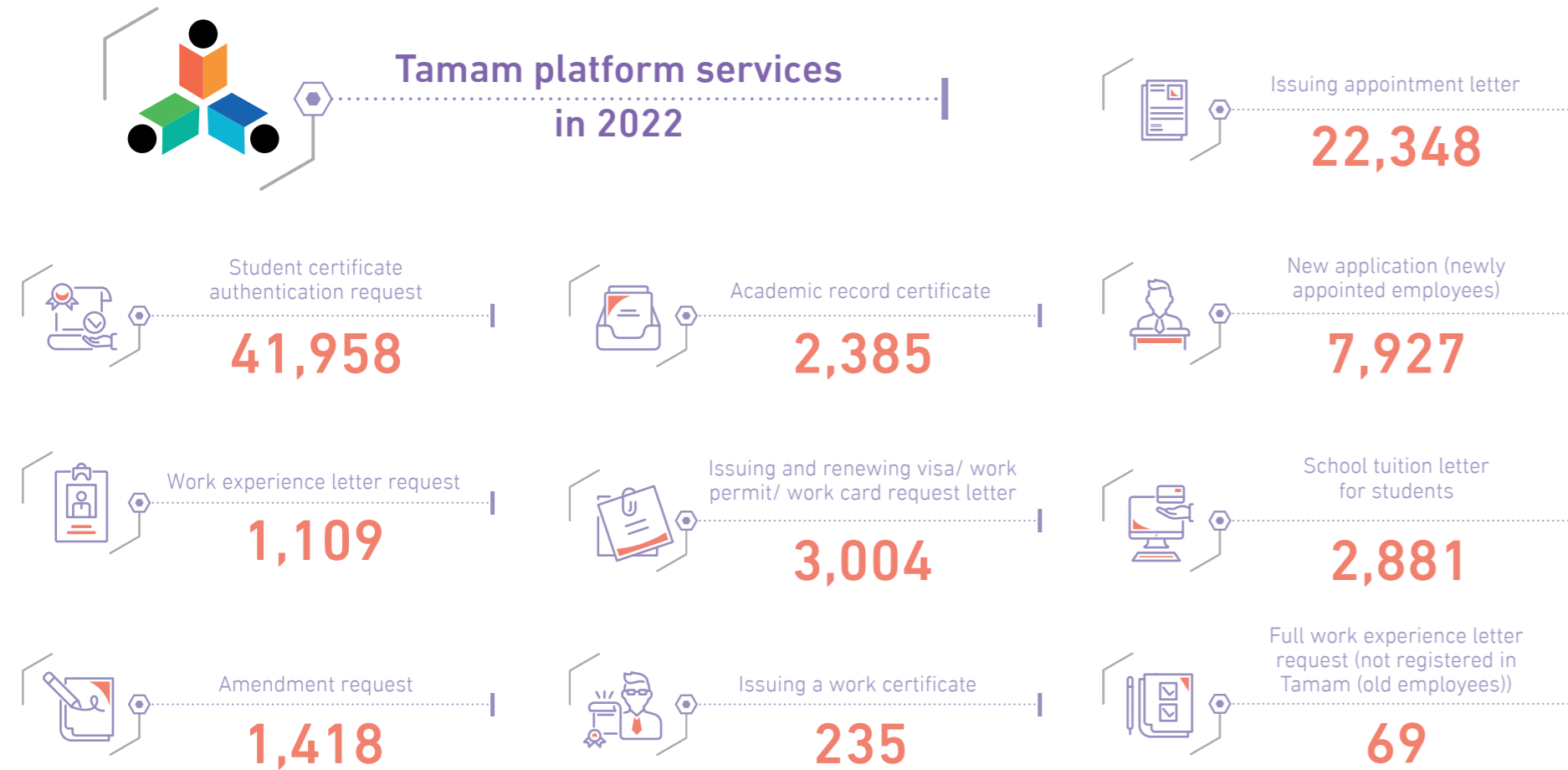


### Three: Digital competencies

In alignment with SPEA's strategic plan and digital drivers, SPEA worked on interconnecting and integrating with various government entities in the country to facilitate learner services and expedite procedures.

#### Tamam platform

Tamam platform provides electronic services, receives external applications, and provides internal and external support to SPEA.



#### Technical connection and integration with public and private entities to ensure supporting systems and decision-makers

- Developing digital systems and infrastructure that support the decision-making process in the education sector (works, investment, curricula, educational levels and quality of education).
- Interconnection and integration with Government entities in the country to facilitate learner services, reduce procedural load, and expedite services.
- Transform plans in the Licensing Department/ Buildings Section into electronic plans.
- Develop digital platforms for SPEA as needed to facilitate its internal procedures.



#### Four: Continuous improvement culture

Because continuous improvement is a culture that SPEA works on promoting within its strategy, it implemented several programs and took several steps that resulted in actual improvement (70%) in the performance of educational institutions.

This outcome was a result of a series of steps that included:

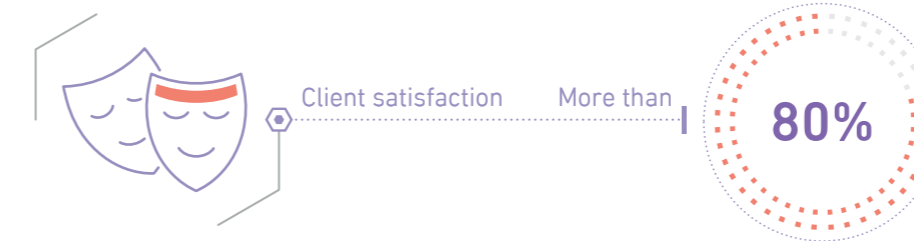
- Comprehensive review of private educational institution performance in Sharjah according to the monitoring and evaluation standards framework, to identify aspects that need improvement and determine intervention plans in the first round of Itqan program 2022.
- Listing the aspects that require improvement, determining training needs, and estimating SPEA's impact in the last three years, then providing feedback to schools and celebrating highly performing schools in Sharjah.
- Covering all educational institutions under review, ensuring all relevant stakeholders in the review process are committed to quality, professionalism, and consistency; and measuring the level of satisfaction among school leaders with the monitoring procedures that were implemented in the 2022 program. It was found that the level of satisfaction was above 95%.
- Promoting continuous improvement of education quality and effectiveness by reviewing data from the field, statistics regarding SPEA main initiatives, and data from schools in early years and supporting monitoring and review frameworks.
- Encouraging continuous improvement in private schools through professional development workshops that were held for weeks throughout the academic year in cooperation and coordination with Sharjah Education Academy.

#### Satisfaction surveys

SPEA measures satisfaction among employees, clients, and faculty in private educational institutions through several channels, such as mystery shopping, client satisfaction studies, and employee satisfaction surveys.

#### Technical support to improve client satisfaction

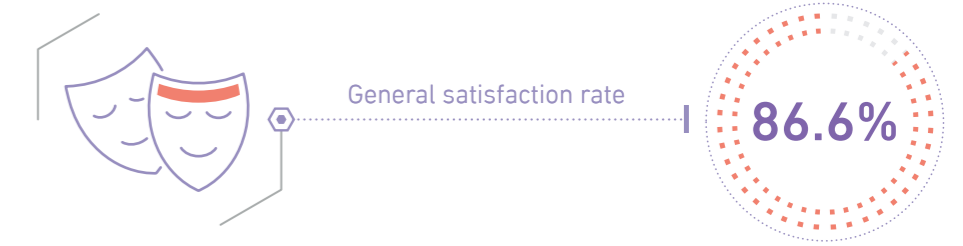
- Technical support increases satisfaction among SPEA and private educational institution employees by 80% through support provided by the Technical Support Section. This was achieved by providing timely high-quality support and guarantees to complete support services within three working days.



- This increased productivity, facilitated work procedures, and resolved issues according to a service level agreement, and improved satisfaction among SPEA and private educational institution employees.

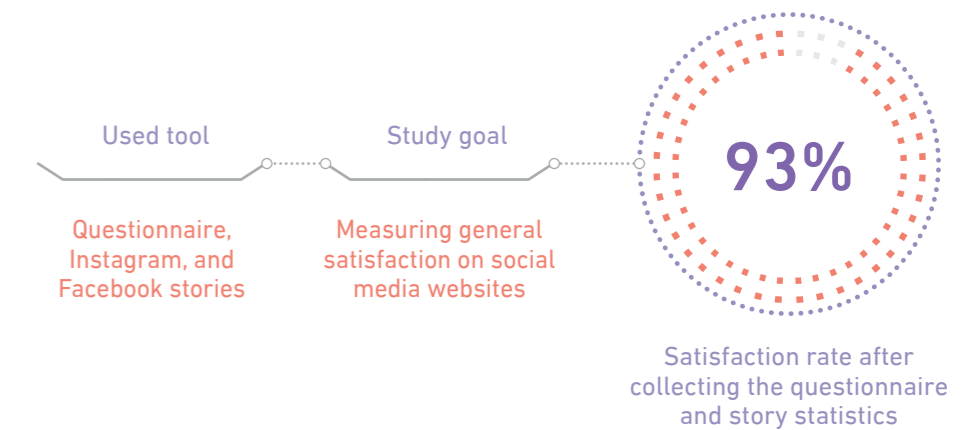
#### School satisfaction measurement

SPEA designed a questionnaire to measure satisfaction rates among schools. The questionnaire covered several themes and revealed an 86.6% satisfaction rate.



#### Direct interaction

- A questionnaire was used as a main tool to collect information. Furthermore, stories on Instagram and Facebook were used to ask questions and directly interact with followers.
- The general satisfaction rate on social media websites was 39% based on a questionnaire and story statistics. The number of followers of the Instagram account increased 27%, reaching 8422 followers.







**Improving and building leadership capacities based on the evaluation results (Be a Leader) - 360**

- Improving and developing leadership capacities based on the results of the 360-evaluation system under the slogan (Be a Leader). The evaluation included all Department Heads, Managers, experts, and consultants in SPEA.
- Training leaders to explore their points of weakness and reinforce their points of strength and utilize them in SPEA.

**The electronic archive project (continued - new batch)**

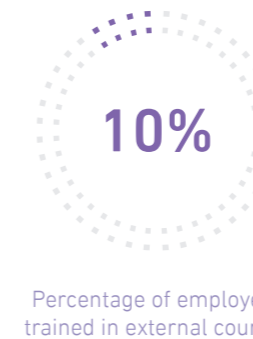
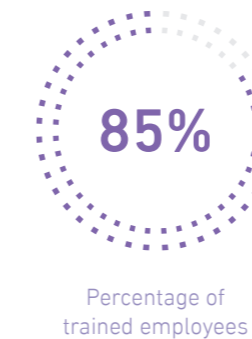
The project aims to transform transcripts and registration records to electronic records to facilitate searching for student names when processing previous year applications.

**Implementing a comprehensive plan to train SPEA employees on the results of the performance review**

- Continuously train SPEA employees and build their administrative and educational capacities.
- Training around 85% of employees by the Human Resources Department in 2022 and organizing the attendance of 10% of employees in specialized external courses, in cooperation with approved training centers.
- Implementing courses outside the Human Resources Department scope, such as project management, first aid, brainstorming, and chess; and holding and approving several courses on risk management, emergency response planning, basics of occupational health and safety, accredited educational supervisors, and training legal researchers.

**Employee training courses**

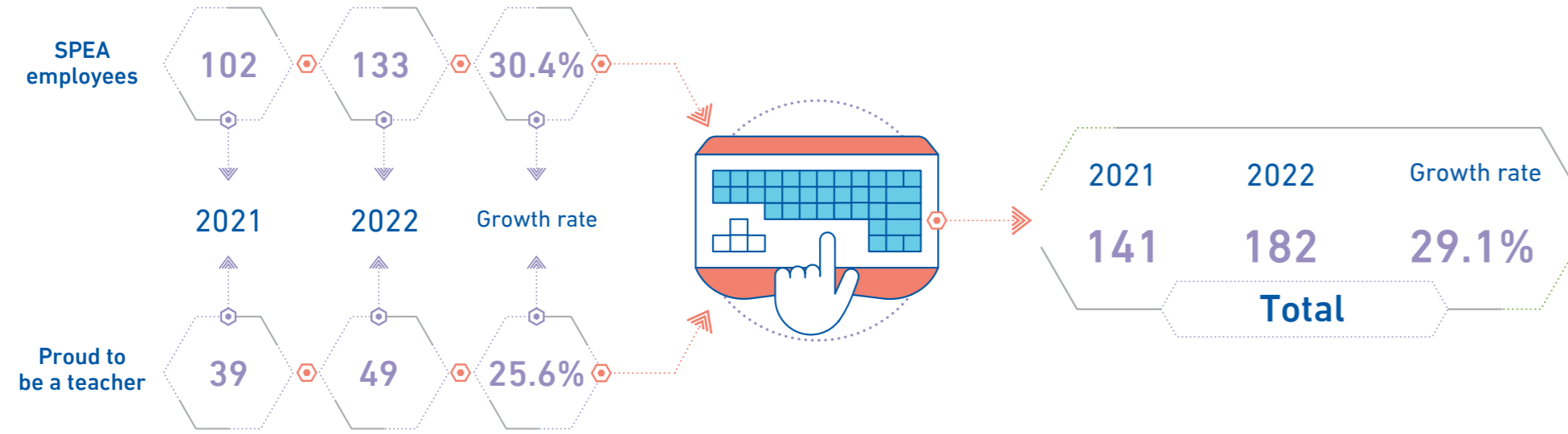
SPEA took a special interest in training employees. This was evident in the 74 training courses it organized for 70 employees, covering various topics to build employee capacities.



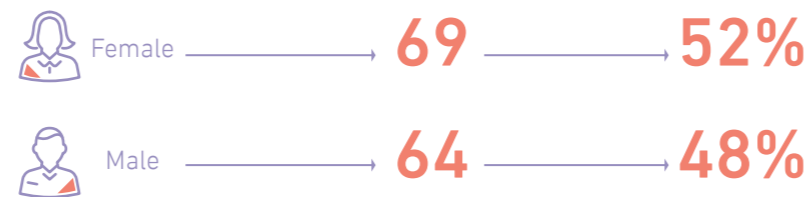
### Employee placement in the new organizational structure approved by Central Human Resources

SPEA placed all its employees in the new positions assigned to each of them in the organizational structure approved by the Central Human Resources. The number of SPEA employees reached 133 employees in 2022, marking a

30.4% increase compared to 2021, which is an indicator of SPEA's successful efforts in attracting and retaining highly qualified employees through support and incentives.

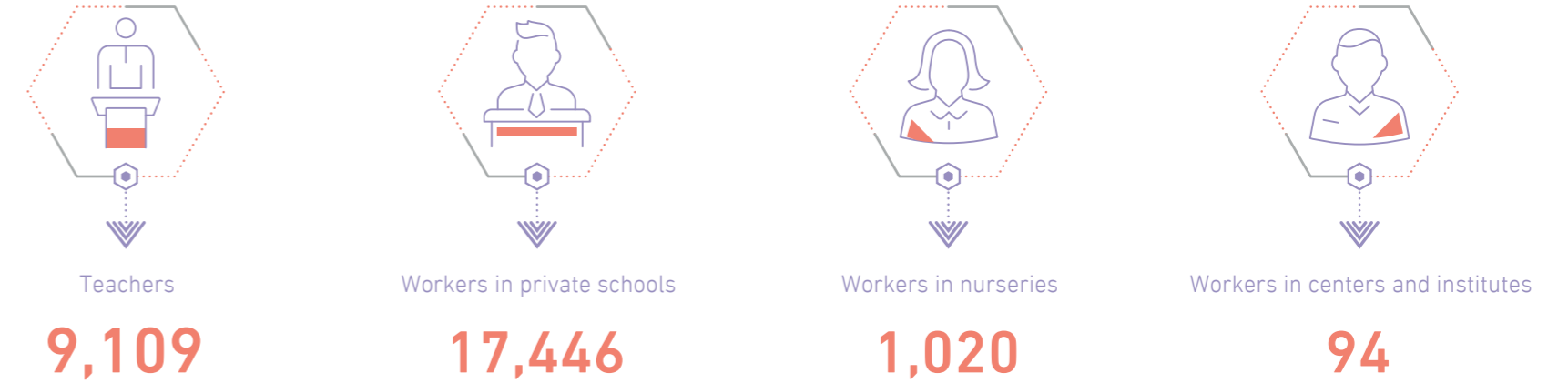


### Distribution of SPEA employees according to gender



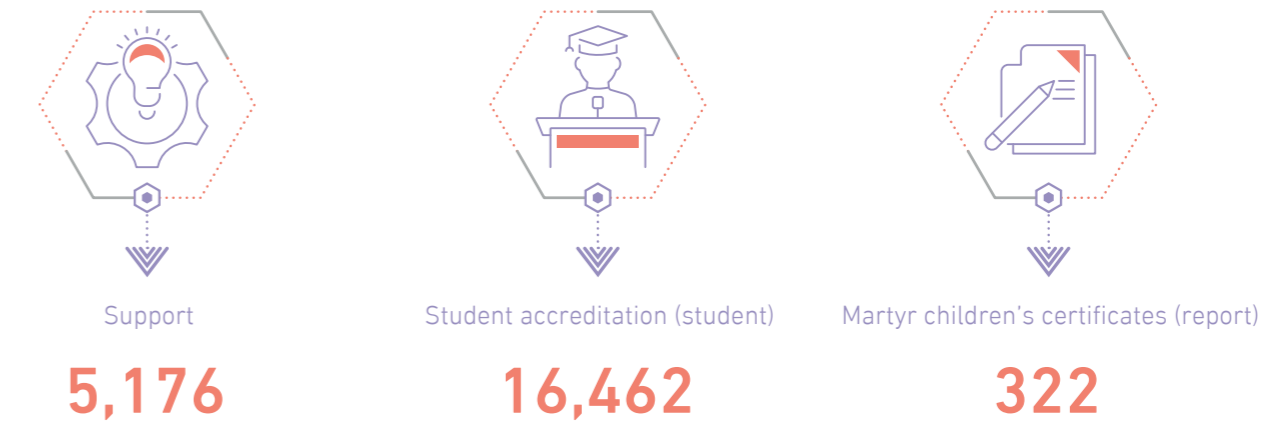
The figures in the table below show the distribution of males and females among SPEA employees. It is shown that 52% of employees are females, reflecting SPEA's efforts to empower women in alignment with the UAE's vision for empowerment.

### Education institution employees registered in Tamam system



### Monitoring and support

The SPEA provided support services, accreditation services, and other services to save time and organize data related to the education process. It also made visits to the children of martyrs.



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The SPEA extends its gratitude to all of its employees for their active and distinguished role in achieving its accomplishments in 2022.