

New Madinah College



Annual School Report

2020

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A Message from the Chair of the Board

2020 was a key milestone in the history of New Madinah College as we celebrated our four-year anniversary. This momentous year highlighted the sacrifices and generosity of a strong community united. Without their generous and ongoing support, the success that New Madinah College so proudly celebrates could not have been achieved.

The College was proud to offer year 9 to our students for the first time. Our strong academic programs and social activities will ensure the achievement of strong ROSA results next year, which will set a solid foundation for our year 10 students to enter stage 6 for completion of their HSC.

Our five-year strategic plan was implemented with great success and paved the way for the commencement of our building program, which has been in the planning process for almost two years. In 2020 the College commenced the development of a combination of demountable buildings and permanent facilities blocks, comprising of four additional classrooms, the purchase of an additional 2,000sq meter property with excellent recreational facilities for the students. This could not have been achieved without the generous help and support of our parent community and our strong local community groups.

On a final note, the College Board wished to thank our dedicated staff, parents and students for their continuous pioneering efforts in making New Madinah College the success that it is today.



Chairman of the Board

Mr Hossam Chmait

Principal's Message

In the name of Allah the Gracious, the Merciful.

Assalamu Alaikum Wa Rahmatullahi Wa Barakatuhu,

It is our great pleasure to present the 2020 Annual Report of New Madinah College. It is by the grace and mercy of Allah SWT that New Madinah College has successfully completed its fourth year of operation as a registered and accredited individual non-government school in 2020.

At New Madinah College we aim to achieve a learning environment that is rich and stimulating, where students are given every opportunity and encouragement to grow and develop academically, personally, socially, creatively, physically and spiritually.

2020 brought a great deal of success to New Madinah College. The College continued to build and strengthen its teaching and learning programs with advancing innovations, creativity and strategies. A major focus on teaching and learning was continued, building consistent teaching practices in all key learning areas and strengthening our early intervention support programs. A proud moment this year was seeing students on our early intervention learning support program showing tremendous improvements. Watching student's demonstrating a newfound confidence in their reading ability and feeling proud of how far they have come was quite special.

New Madinah College has been blessed with a solid team of educators who give their best efforts day in, day out. Alhamdulillah, Allah (SWT) has blessed our school with teachers and support staff who are hardworking, dedicated to our Islamic ethos, innovative and fully committed to best practice in their teaching and learning. The dedication of the office and Administration staff, the teamwork and co-

operation among all staff members and our ever-supportive parents made 2020 a very productive year Alhamdulillah.

At New Madinah College we aim to educate both the hearts and minds, we believe education to be a lifelong journey. Being a student at New Madinah College is about working hard, being a dedicated student, getting the best possible outcomes in both academic and religious studies. To us, every student matters. We want all our students to feel happy and proud to be a representative of the College. We do not accept any form of harassment or bullying, we are all equal, none is better than the other. This year students have displayed great heart in many ways including raising money to support those most in need around the world.

Community is one of our core values. The community atmosphere is heightened during our annual events. 2020 brought a beautiful sense of community in our athletics carnival, swimming carnival, Ramadan picnic, simulated Hajj experience, Eid Al-Udha celebration, Sunnah days, Book Fair, whole school excursions, Year 6 dinner and end of year feast! It really does take a village to raise a child and it takes a terrific team to run a dynamic school.

As we look into the future, we aim to continue the improvement of our school grounds and facilities. In shaa Allah the College has plans to introduce Year 10 in 2021 and stage 6 for years beyond. For this to take place, construction of additional classroom or the purchasing of a classroom demountable would be a goal.

Despite the successful year, 2020 has had its fair share of adversity. Bushfires causing much of NSW to be affected by smoke and Covid-19 affecting much of the planet that we live on. We thank Allah SWT for allowing us to make it this far and our thoughts and well wishes are with all those affected. We ask Allah SWT to make it easy for everyone.

We would like to send a special thank you to our outstanding staff for what they do every day to meet the needs of the students they care for. Their professionalism, dedication and hard work is highly valued.

Yours Sincerely,



Mouhammad Chmait

Parent Body Message

In the name of Allah, the Gracious the Merciful.

Assalamu Alaikum Wa Rahmatullahi Wa Barakatu,

MashaaAllah 2020 was a wonderful and memorable year for all parents, students and staff of New Madinah College. The College Parent Committee's (CPC) aim is to foster an environment where parent involvement in student's school life is heartened and treasured. Our objective is to support all College events and do what it takes to ensure events are enjoyed by the whole school community.

In 2020 the CPC organised and ran many events including the Ramadan picnic, Term 1 Sunnah Day fundraiser, Book Fair, Athletics and Swimming Carnival stall fundraisers, Eid Al-Udha celebrations and Eid gifts fundraiser, Year 6 dinner and End-of-Year celebration. Alhamdulillah, through our successful fundraising endeavours, we were delighted to help the College subsidise part of the event expenses and student excursion charges.

The CPC meets regularly to exchange information and ideas and to discuss solutions to problems and issues raised by parents. To further express how much we value parents' suggestions and feedback, this year a suggestion box was placed at the front office encouraging parent submission of ideas or any concerns.

We would like to thank Mr Mouhamad Chmait and Ms Nada Zahab for their continued support and gratitude for all that they do, and we would like to further thank all parent volunteers for their hard work and dedication to support the College.

Sincerely,

New Madinah College CPC

CONTEXTUAL INFORMATION ABOUT THE SCHOOL

New Madinah College

New Madinah College is a Kindergarten to Year 9 individual non-government school with an Islamic ethos located in Young, NSW. The school was established in 2017 now completing its fourth year of operation with the enrolment of 109 students. The school motto is 'Striving for Excellence', we seek to promote a culture of excellence by providing quality educational programs and challenging the critical and creative minds of students in a safe and supportive Islamic environment. This will enable students to realise their abilities and build on their gifts and talents, making way for them to contribute to the betterment of the Australian community.

The school has an open entry policy. Although the school has an Islamic ethos, it welcomes students and staff of all backgrounds. Almost all children come from families who speak a language other than English, though most children are Australian born.

Our mission is to seek the pleasure of Allah SWT and to inspire boys and girls to strive for excellence in their academic studies and excellence in their Islamic faith.

School Values:

God Consciousness – Taqwa – Being mindful of Allah SWT in everything, every time, every place

Sincerity & Integrity – Being sincere in our intentions and actions

Care & Compassion – Being kind, caring and compassionate towards humanity, animals & the environment.

Doing Your Best – Striving to achieve your absolute best in everything that you do

Honesty & Trustworthiness – Speaking the truth, keeping your promise and being punctual and reliable

Faith – Faith in the All-mighty that by being obedient to Him everything that happens to you is good

Fair Go – Being reasonable towards people and thinking well of others

Respect – Respecting yourself, others and property

Responsibility – Being responsible of your speech and actions

Community – Giving back to, and being an active member of the community

School Geographic's

Note: The records below are reported as of census date. Enrolment numbers increased to 109 by the end of the school year.

School Facts			
School Sector	School Type	Year Range	Location
Non-Government	Combined	K-9	Inner Regional

School Staff	
Teaching staff	10
Full-time Equivalent Teaching Staff	9.6
Non-teaching staff	3
Full-time equivalent non-teaching staff	3.0

Students		
Total Enrolments	Boys	Girls
110	44	66
Indigenous Students	0%	
Language Background Other than English	91%	

For further contextual information about NEW MADINAH COLLEGE please visit:

<https://myschool.edu.au/>

Index of Community Socio – Educational Advantage (I C S E A)

School ICSEA value: 945 Average ICSEA value: 1000 Data source: Parent information

Distribution of Socio-Educational Advantage (SEA)				
	Top quarter	Middle quarters	Middle quarters	Bottom quarters
School distribution	7%	12%	23%	59%
Australian distribution	25%	25%	25%	25%

STUDENT OUTCOMES IN STANDARDISED NATIONAL LITERACY AND NUMERACY TESTING

Every year students in grades 3, 5, 7 and 9 sit for the National Assessment Program – Literacy and Numeracy (NAPLAN). NAPLAN is a nation-wide approach testing for basic skills of students in reading, writing, spelling, grammar and numeracy. The results of the NAPLAN are detailed on the MySchool website. MySchool allows for each school to be compared to similar schools as well as the national average.

In 2020 grades 3, 5 and 7 did not sit the NAPLAN test at New Madinah College (NMC) due to COVID-19. The results of students for 2019 from NAPLAN at NMC against similar schools were pleasing; they indicated that NMC students achieved close to or the same in several the testing areas when compared to students with similar background.

When compared to all Australian students, NMC performed above average in writing and spelling for years 5, however were either at or below average in the other testing areas for years 3 and 5. NAPLAN results provide a good insight for the College to see where students are at in the infancy of their schooling years and provides the College the opportunity to support the needs of students in areas of weakness over the coming years.

Below is a snapshot of the performance of students when compared to students with similar background. Parents may access New Madinah College's profile on the MySchool website for more information.

	2014	2015	2016	2017	2018	2019
Compare to	<input checked="" type="radio"/> Students with similar background		<input type="radio"/> All Australian students			
	Reading	Writing	Spelling	Grammar	Numeracy	
Year 3	397	415	383	407	368	
Year 5	451	482	503	458	471	
Year 7	-	-	-	-	-	

NAPLAN participation for this school is 95%
 NAPLAN participation for all Australian students is 95%

Interpreting the table

Selected school's average when compared to students with a similar background

- Well above
- Above
- Close to
- Below
- Well below
- No comparison available

PROFESSIONAL LEARNING AND TEACHER STANDARDS

Teacher Qualifications

In 2020 New Madinah College had up to 12 full-time and 1 part-time staff. Of the 12 full-time and part-time staff, 10 were qualified curriculum teachers responsible for delivering the school curriculum.

- a. Staff responsible the delivery of the NSW Syllabus:
 - 1 Principal
 - 7 Full-Time Mainstream Teachers (including one Head Teacher)
 - 1 Part-Time Mainstream Teacher
- b. Other staff:
 - 1 Full Time Quran and Islamic Studies teacher
 - 1 Full Time Assistant Principal
 - 2 Full Time Teacher Aide's

All teaching staff of mainstream classes are responsible for the delivery of the NSW Curriculum determined by NESA in accordance with the Education Act 1990. All mainstream teachers and Principal are accredited as required by NESA at the following accreditation level:

- a. Proficient: 5
- b. Provisional/Conditional: 4

Professional Learning

New Madinah College's professional learning program in 2020 includes:

- Professional development Courses provided by external agencies
- Professional development imparted by the principal and other senior staff.

Below is a summary of professional learning undertaken by teachers (as defined by the Teacher Accreditation Act 2004) during the year.

Course	Number of Staff Attended	Provider
Briefings by NESA: Renewal of registration/accreditation and TAA approval in 2021	1	AISNSW
Governance Online Module 7 - School Board Survey	1	AISNSW
Child Protection	31	Principal or Delegate in House

Staff Code of Conduct	31	Principal or Delegate in House
Teacher Accreditation Induction	10	Head Teacher in House

WORKFORCE COMPOSITION

In 2020 New Madinah College had up to 12 full-time staff. 9 were qualified and accredited teachers responsible for delivering the school curriculum. There were no indigenous employees at New Madinah College.

STUDENT ATTENDANCE AND MANAGEMENT OF NON-ATTENDANCE

Student Attendance Rates – Full School Year

Year Level	Attendance Rate (%)
Kindergarten	95.6
Year 1	94.9
Year 2	96.5
Year 3	97.8
Year 4	96.1
Year 5	96.6
Year 6	97.2
Year 7	95.8
Year 8	96.3
Year 9	90.6
School Average	95.7

Management of Non-Attendance

New Madinah College (NMC) implements the Attendance policy and procedures for the management of student non-attendance. Regular attendance at school is essential to assist students to maximise their potential. The College, in partnership with the parent, is responsible for promoting the regular attendance of students. It is also the responsibility of the College that adequate absence records explaining the reasons of absence are maintained in students' files.

All absences from NMC must be explained with a phone call, email, parental note, medical certificate or confirmation of appointment attended. For absences of 3 days or more due to illness or injury, a medical certificate must be provided.

Rolls at NMC are marked electronically. Rolls are required to be marked by class teachers as soon as possible after 9:00am and no later than 9:30am. At approximately 10:00am each day the Administration Officer looks over the Attendance Rolls to ensure they have been marked accurately and on time. The Administration Officer analyses the Absentee Lists over the past 3 days and immediately phones parents/carers of students who have been absent for 3 consecutive days requesting an explanation. Rolls are reviewed again at approximately 2:00pm to verify all student sign in/out data (late arrivals/early leavers) has been updated accurately. If rolls cannot be marked

electronically, the office is provided with a hard copy of absentees from each class. Hard copies of class lists are kept in each classroom.

An Attendance Notifications Register is kept for monitoring explained/unexplained. If the parent has not explained the absence of their child within 3 days an Absence Notification Letter is sent home.

A minimum of 80% total attendance for each term is required at NMC. If a student's attendance falls close to 80% of the term, Administration will phone and send a letter to the parents/caregiver organising an interview with the Principal to discuss the poor attendance record.

ENROLMENT POLICY

New Madinah College (NMC) is an Australian school in the Islamic tradition providing an education guided by religious Islamic principles and values and operating within the policies of the New South Wales Education Standard Authority (NESA). While the College intends to accept all enrolment applications it does not always have the physical capabilities to do so. Enrolment applications are accepted based upon parents/carers support of the Islamic ethos promoted at the College, support of the College's policies and procedures, the provision required documentation under legislation and an enrolment interview.

Upon the acceptance of enrolment applications, students are expected to act consistently with the school's ethos and comply with the school expectations and procedures to maintain the enrolment. NMC seeks to develop a working relationship with parents/carers of enrolled students built around an understanding of joint accountability for the development of the College and the excellence in education for its students.

NMC encourages prospective parents/carers to examine their present commitments in order to develop their role as prime educators of their children and to immerse themselves in the life of the college and its activities.

Enrolment Procedure

1. All applications are to be processed within the school's enrolment policy.
2. Consideration of each applicant's interview responses regarding their ability and willingness to support the school's policies, procedures and ethos.
3. Consideration of each child's assessment results and educational needs. To do this, the school assess the students most current school report and consult with the parents/carers and other relevant persons/bodies.
4. Identification of any strategies which need to be put into place to accommodate the applicant before a decision regarding the enrolment is made.
5. Informing the applicant of the outcome.

Continued Enrolment

It is assumed that students at New Madinah College will progress from year to year throughout the School, however progression is not automatic nor is continuous enrolment guaranteed by the offer of a place.

Pre-requisites for continued enrolment include satisfactory:

- Payment of school fees by due date.
- Behaviour, appearance, uniform, attendance and use of college facilities and resources.
- Academic performance (class work, homework and assessment) in all Key Learning Areas.

- Restitution: students are required to pay for any items or properties damaged or vandalised (in school or off school grounds). Parents are sent a letter outlining costs of repair. Conditional entry and further probationary consequences, suspension or termination of enrolment may apply.

The school is committed to working with parents to ensure that students meet the aforementioned requirements. Reasonable adjustments will be taken to support students' learning needs, access and participation in opportunities provided by the school (Refer to Disability Discrimination Policy).

Parents will be notified, if the school believes that a student is not meeting minimum course requirements and it is in the students' best interest to repeat a year.

Enrolment Procedure

1. Parents of students to be enrolled at New Madinah College are to complete a NMC Enrolment Application form. Upon acceptance of a new enrolment by the Principal (or equivalent), the enrolment application and a copy of any supporting documentation is filed in the students file.
2. College Administration staff enter the new student enrolment details into the New Madinah College Enrolment Register database. The data recorded will include:
 - a) The name, age and address
 - b) The name and contact telephone number of parent(s)/guardian(s)
 - c) Date of enrolment and, where appropriate, the date of leaving the school and the student's destination
 - d) For students older than six (6) years, previous school or pre-enrolment situation
 - e) Where the destination of a student below seventeen (17) years of age is unknown, evidence that the Department of Education (attendance@det.nsw.edu.au) has been notified of the student's full name, date of birth, last known address, last date of attendance, parents' names and contact details, an indication of possible destination, other information that may assist officers to locate the student, and any known work health and safety risks associated with contacting the parents or student
3. New enrolments will be allocated a unique student number from the database to be used by the student throughout their years of enrolment at New Madinah College.
4. The register of enrolments will be retained for a minimum period of five years. An electronic copy of the Enrolment Register will be stored off-site at the end of each term.
5. College Administration staff will ensure that data is entered into the Enrolment Register at the time of students enrolling at or leaving the college.

CHARACTERISTICS OF THE STUDENT BODY

New Madinah College serves the Muslim community of Young and surrounds and provides education to children from Foundation to Year 9.

The College is made up of 81% primary students and 19% secondary age students.

91% of students come from households that speak a language other than English and the most common non-English language spoken at home is Arabic. At least one parent being born from each of the following counties: Australian, Afghanistan, Indonesia, Iraq, Jordan, Lebanon, United Kingdom, Palestine and Syria

We have seen many families relocate to Young from various areas in Australia including; Sydney, Perth, Melbourne areas of Queensland. Most students live in the Young area, others live in surrounding areas within 20km of the College.

SCHOOL POLICIES

Detailed information on all policies is available upon request from the school's front office.

Student welfare

New Madinah College endeavours to promote a healthy, safe, supportive and secure environment for students, and to provide many opportunities for the personal development of character, enabling students to become well rounded, self-directed and resilient persons.

Student Welfare is a shared responsibility between home, college and the community. College staff and Principal are responsible for student welfare throughout the college. The College adopts a proactive and strategic stance with issues of student welfare, specifically, the College implements and maintains the following programs:

- Incorporation of the Values Program in curriculum focused on the development of Character and Human Virtues incorporating resilience, social skills, conflict resolution and problem solving
- Student Awards
- Transition programmes at key times such as from Pre K to K and Year 6 to Year 7

A complete copy of the college's Student Welfare policy can be accessed by request from the Principal or from the college's front office.

Anti-bullying

New Madinah College has zero tolerance towards bullying or harassment in any form. The policy includes processes based on procedural fairness for responding to and managing allegations of bullying. The contact information for the local police School Liaison Officer, Youth Liaison Officer and other support services available to the community are provided in the full text of the policy.

A complete copy of the college's Anti-bullying policy can be accessed by request from the Principal or from the college's front office.

Discipline

Students at New Madinah College are required to abide by the college's expectations and procedures and to follow the directions of teachers and other people with authority delegated by the college. Where disciplinary action is required disciplinary procedures vary according to the nature of the

breach of discipline and a student's prior behaviour. All disciplinary actions taken against a student are based on the processes of procedural fairness.

The college implements a whole school disciplinary approach. The disciplinary process is split into two parts, the first being a 'Behaviour Watch' chart implemented within the classroom, the second being a '5 Stages of Discipline' process implemented simultaneously. Parents are informed via a letter and/or an interview where the student's behaviour has escalated past the first stage of the 5 Stages of Discipline process. Student identified of having underlying behaviour issues are placed on to a 'Behaviour Watch' booklet program which is a daily behaviour communications booklet between the classroom teacher and the parents.

New Madinah College does not implement any disciplinary action which includes exclusion. The school expressly prohibits corporal punishment and does not explicitly or implicitly sanction the administering of corporal punishment by non-school persons, including parents, to enforce discipline at the school.

A complete copy of the college's Discipline policy can be accessed by request from the Principal or from the college's front office.

Complaints and Grievances

New Madinah College is an organisation encompassing students, parents, and staff. The School values these people and believes that a process for the acceptance, monitoring and resolution of conflict, complaints and grievances is in the best interests of maintaining a harmonious, supportive and productive School community.

This grievance policy is aimed at providing a mechanism for resolving grievances in a quick, simple, well defined manner in a supportive and co-operative environment with the utmost confidentiality and sensitivity.

The Grievance policy includes processes for raising and responding to matters of concern identified by parents, students, staff and/or the general community. These processes incorporate how one would raise complaints and grievances and how the school will respond.

A complete copy of the college's Grievance policy can be accessed by request from the Principal or from the college's front office.

SCHOOL-DETERMINED IMPROVEMENT TARGETS

Area	Priorities
Teaching & Learning	Continued development of quality teaching programs.
	Integration of interactive whiteboards in the learning environment
	Continued integration of related Islamic Quranic verses and prophetic hadith within teaching programs.
	Planning and set up of Stage 4 Food Technology Room
	Planning and set up of Stage 4 Textiles Room
Student Achievement & Behaviour	Rebranding of 'STAR' Awarding System and introduction of 'STAR' tokens for primary years.
	Setting up a recreation space to be integrated into the Secondary Award System
	Conducting 15-minute student mentoring sessions twice a week.
Facility Improvement	Purchasing of an additional 10 iPads
	Purchasing of interactive whiteboards
	Resurfacing of school playground
	Internet infrastructure solution for more reliable connection
	Lining of parking spaces and drive through in school carpark

INITIATIVES PROMOTING RESPECT AND RESPONSIBILITY

New Madinah College is as a place founded on promoting respect, tolerance, morals and responsibility. A place where students are recognised as valued members who are an integral part of the school community. New Madinah College strives to instil the importance of respect and responsibility within its student's hearts and minds, we do this through several avenues including:

- Student leadership program
- Student fundraising initiatives each term.
- Orphan donation program
- Weekly visits to the mosque for male students from years 3 to 6 to attend the Friday sermon given by the Shaikh of the Islamic Community. The sermons reflect upon Islamic morals and ethics which is built on the principles of respect and responsibility.
- Weekly expectations announced each Monday at the morning assembly. The expectations promote values including respect and responsibility, striving for excellence, cleanliness, treating others fairly and with good will and being dutiful to parents and elders.
- A Sunnah Day each term focussed upon the character of the beloved Prophet Muhammad peace and blessings upon him, whom is the pinnacle of respect and responsibility.
- Values Education program that addresses the core values we as Australians would be proud to reflect. Combined with the initiatives listed above, we prepare our students to become responsible and respectful members of our society.

PARENT, STUDENT AND TEACHER SATISFACTION

New Madinah College was established for the Islamic Community in Young, NSW. The satisfaction of parents, students and teachers is our utmost priority. The College welcomes constructive criticism from all members of the college community, as we believe constructive criticism is essential for growth.

Parent Satisfaction

The College has an open-door policy where parents are free to come in at any time to provide feedback and/or suggestions. A 'Suggestions Box' is located at the front office for anyone wanting to make an anonymous suggestion. To promote parent involvement a College Parent Committee (CPC) was established welcoming all parents to join and participate. The CPC conducts regular meetings communicated the school's social media group. Discussions with parents throughout the year indicate that parents' satisfaction is extremely positive.

Parents are also connected with teachers directly online, where parents keep in contact with their child's class teacher about their academic progress and express any questions or concerns.

Parents can contact the Principal by email, phone or in person and express their satisfaction or dissatisfaction.

Student Satisfaction

Students are regularly reminded of the school's open-door policy and are encouraged to approach the office to express any satisfaction and/or dissatisfaction. Students of New Madinah College understand that the Principal's door is always open to them to provide any suggestions and/or concerns.

To promote student discussion and feedback the College appoints a Student Shoora (Council) Committee (SSC) which hold meetings throughout the year to discuss events, fundraising initiatives as well as express suggestions. Students of the SSC take minutes of meetings and forward these minutes to the Assistant Principal for review and approval of any ideas and initiatives. Feedback received from students indicate a high level of satisfaction.

Teacher Satisfaction

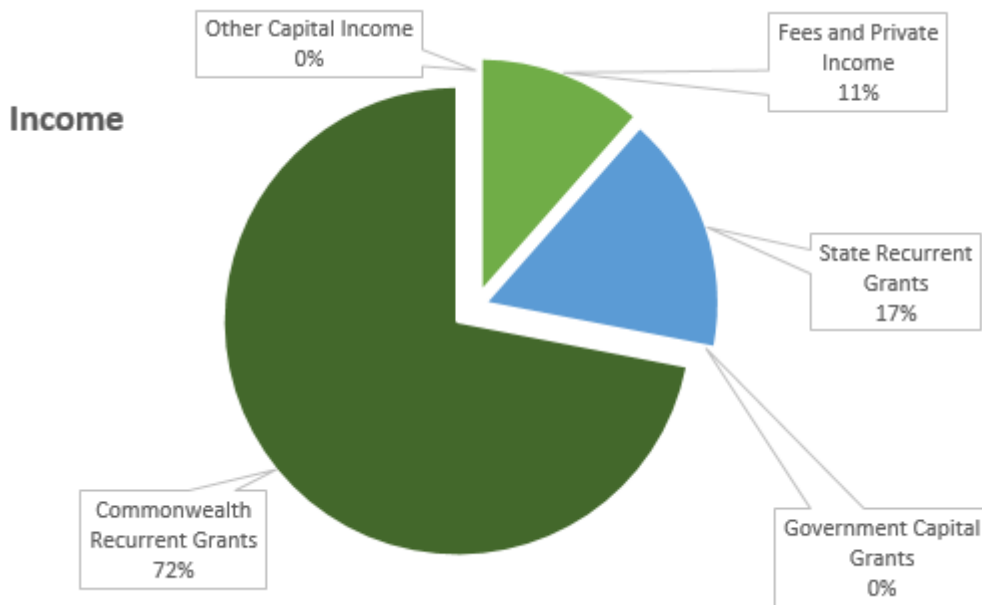
New Madinah College is blessed with a team of educators who are dedicated to their work and the school's Islamic ethos. Our teachers understand the vital role they play in their student's lives and how their practice reflect on student's future.

Weekly staff meetings are held with no topic off limits. Teachers are free to add any topic they choose onto the meeting agenda. Meeting agenda topics generally include weekly teaching and learning experiences, playground supervision and rosters, progress updates for student on the early intervention support program and any suggestions and/or concerns.

Teachers are regularly reminded of their responsibility to be upfront and honest and express any of their concerns. The Principal and Assistant Principal have an open-door policy where staff are welcome to express their satisfaction and dissatisfaction and any time.

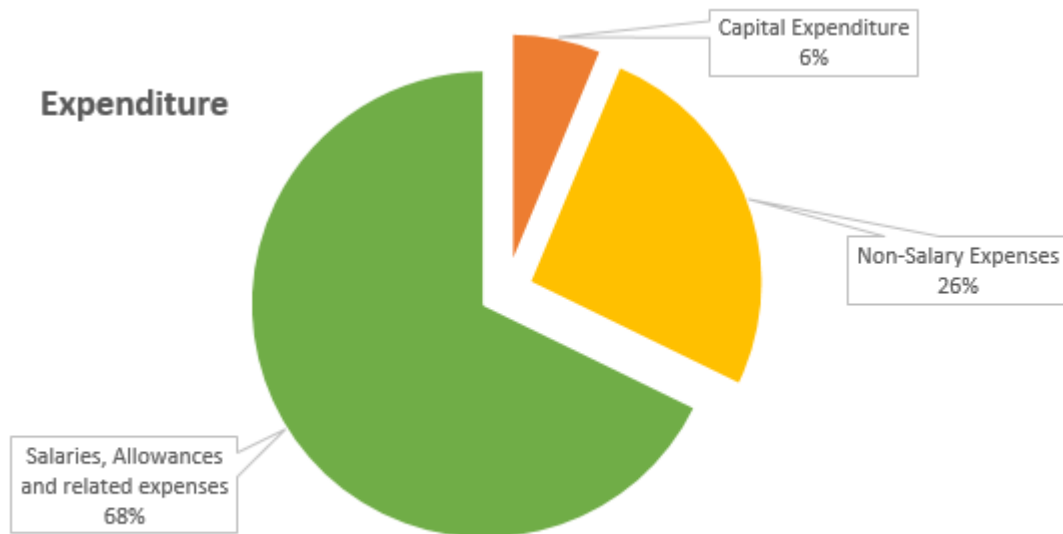
Informal and formal feedback from teachers indicate that teachers were satisfied in all areas particularly in the community culture, work/value recognition and school operations.

SUMMARY FINANCIAL INFORMATION



Notes

- Commonwealth Recurrent Grants includes recurrent per capita grants and special purpose grants.
- Government Capital Grants includes all capital grants received from the Commonwealth and State Governments.
- State Recurrent Grants includes recurrent grants per capita and special purpose grants.
- Fees and Private Income include school-based fees, excursions and other private income.
- Other Capital Income includes building levy fees and capital donations used to fund Capital Expenditure.



Notes

- Capital Expenditure includes expenditure on School Buildings, and Furniture and Equipment.
- Salaries, Allowances and Related Expenditure includes all salaries, allowances and related expenses such as superannuation and workers compensation insurance.
- Non-Salary Expenses include all other Non-Salary Recurrent Expenditure covering resources, administration, operational expenses, utilities, repairs and maintenance.