



FIJI NATIONAL  
UNIVERSITY



**2022 ANNUAL REPORT**

*Nurturing Aspirations*



PARLIAMENT OF FIJI  
PARLIAMENT PAPER No. 52 of 2023.



### Cover

**Nurturing Aspirations** – For the Fiji National University (FNU), 2022 was about continuing in its quest to provide tertiary studies to all students at TVET and Higher Education levels. Following the COVID-19 pandemic, FNU reopened and allowed students to return to a sense of normalcy and community and to successfully complete their studies. The Cover depicts the plant being nurtured to grow by various hands. This same nurturing approach is practised by the University as we guide and empower all students to achieve their academic goals.



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# ABOUT FNU



The Fiji National University (FNU) is a public, comprehensive, dual-sector university:

**Public:** FNU is primarily funded by an annual Fiji Government operating grant and student tuition fees. Most Fijian students are eligible to cover their tuition fees and living costs by borrowing from the publicly funded Tertiary Scholarships and Loans Service (TSLS). FNU is governed by a University Council appointed by the Minister of Education, Heritage and Arts.

**Comprehensive:** FNU comprises five colleges: the College of Business, Hospitality, and Tourism Studies; the College of Medicine, Nursing, and Health Sciences; the College of Agriculture, Fisheries, and Forestry; the College of Engineering, Science, and Technology; and the College of Humanities and Education. Additionally, the University has a Fiji Maritime Academy and a National Training and Productivity Centre. FNU offers a full range of disciplines, including agriculture and animal science, business and law, education, engineering and science, as well as medicine and nursing.

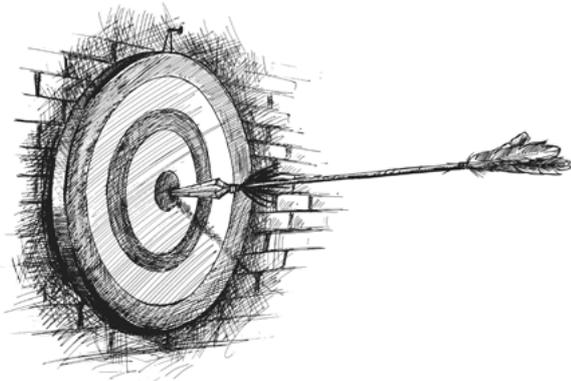
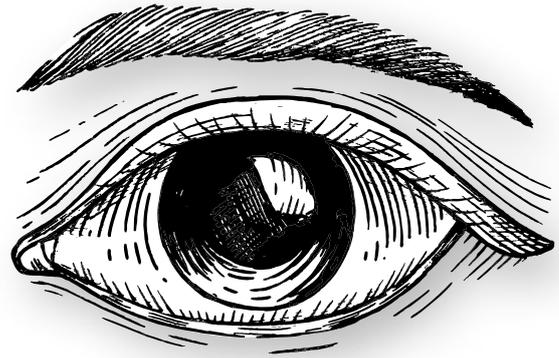
**Dual Sector:** FNU offers both technical and vocational education and training (TVET) and the full range of higher education qualifications from bachelor's degrees to doctorates. Both TVET and higher education are essential for the social and

economic development of Fiji and the wider region.

FNU is the national university of Fiji. It was established in its current form by the merger of six tertiary government colleges in 2010, but its constituent colleges trace their roots back to the late 19th century. It currently has 16 major campuses and centres, 1,800 staff and approximately 20,000 students. FNU is a registered university with the Fiji Higher Education Commission (FHEC), which regulates the tertiary education sector in Fiji, and is self-accrediting with degree-awarding powers. FNU is a vocational university, educating students to succeed in the labour market and contribute to the economic and social development of the nation and region. Its programmes focus on employability. All programmes are jointly developed in consultation with employers and all students are required to undertake an 'industrial attachment' (internship) as part of their graduating requirements. As a comprehensive university, FNU offers agriculture, business, humanities and education, medicine and nursing and engineering and science. FNU is a 'dual sector' university, offering technical and vocational education and training (TVET) from levels 1-6 and higher education from levels 5-10 (up to doctoral degrees). At the same time, the University's graduate profiles emphasise critical thinking, problem-solving and innovation, to ensure that graduates are prepared to adapt as the impact of COVID-19 and 'Industry 4.0' transform the labour market.

## OUR VISION

To be the leading **dual-sector** university in the Pacific.



## OUR MISSION

To serve the people, the economy and society of Fiji and the wider Pacific region, by providing **education and training for employability, with an excellent student experience**; carrying out research with real-world impact, aligned to national priorities and with global relevance; engaging proactively with stakeholders, in our communities, nation and region; and demonstrating leadership in sustainability.

## OUR VALUES

**Care** - for ourselves and each other

**Honesty** - in the spirit of continuous improvement

**Accountability** - to our students, stakeholders and funders

**Service** - to our communities, nation and region

**Excellence** - in everything we do



“Registered with the Fiji Higher Education Commission as a University under the Higher Education Act 2008. Registration Certificate Number RG 0091.”



**CORPORATE**  
GOVERNANCE

# CHANCELLOR'S FOREWORD



“

FNU remains true to its **'dual sector'** university design, offering technical and vocational education and training (TVET) and higher education.

”

As the Chancellor and Chair of the University Council, it is my pleasure to write the foreword to the 2022 Annual Report. The FNU Council, as the governing body of FNU, is tasked with the responsibility of determining the strategic direction of the University. The Council does this by monitoring the implementation of the strategic plan, and approving all major financial decisions and institutional policies.

2022 was a year whereby the University, along with the nation and other global communities, returned to a sense of normalcy following the COVID-19 pandemic. FNU resumed face-to-face operations whilst continuing with its online provision of learning, teaching, and research for the benefit of students.

FNU remains true to its 'dual sector' university design, offering technical and vocational education and training (TVET) from levels 1-6 and higher education from levels 5-10 (up to doctoral degrees). The programmes are designed in collaboration with the region's employers and benchmarked on international best practices through partnerships with universities and professional bodies in Australia and New Zealand.

The University introduced new programmes in 2022, conducted research with real-world impact, and continued to enhance its student journey experience.

The new four-storey College of Business, Hospitality and Tourism Studies (CBHTS) building at the Nasinu Campus was officially opened towards the end of 2022. This consists of a Student Central office for students' academic, finance, and ITS needs, classrooms and workspaces, and a 450-seat lecture theatre inclusive of accessible seats for students with disabilities. The Council is geared towards undertaking more learning enhancement projects to strengthen the delivery of quality and accessible education.

The Fijian Government continues to provide FNU tremendous support, and the University Council is committed to working closely with stakeholders and the Senior Leadership Team to build a national University of which all Fijians can be proud of.

**Tessa Price**

Chancellor and Chair of Council  
Fiji National University Chancellor & Chair of Council

## ROLE OF THE COUNCIL

The Council's primary role is to provide strategic leadership and governance for the Fiji National University (FNU) to achieve the objectives of the University, and in doing so, to maintain control over its assets, and establish high standards of ethical behaviour, robust corporate governance, and risk management practices and procedures. The Council shall ensure that Management meets the interests of shareholders, and meet the expectations and needs of customers, employees, suppliers and local, regional and international communities as provided for under the enabling decree. The Council is collectively accountable for maintaining established precedents of corporate governance practices, and all members are responsible for complying with their deemed legal and fiduciary obligations and duty of care.



### Ms Tessa Price

**Official Member / Chancellor / Chair of Council & Chair Corporate Governance & Strategic Planning Committee / Chair Audit & Risk Committee**

In May 2016, Ms Price was the first woman to be appointed to lead ANZ's Pacific Business working across 11 countries as well as the first female in the role of CEO UDC in 2012. Ms Price reports directly to the CEO of ANZ New Zealand and currently serves on several ANZ Boards. Before this, Ms Price was Chief of Staff to the former CEO of ANZ (Mike Smith) in 2015. Before joining ANZ, Ms Price worked for the Commonwealth Bank. Ms Price holds a Bachelor of Arts, a Bachelor of Commerce and a Master of Business Administration - Executive from the Australian Graduate School of Management. She has also completed the MIT Leadership Program in Boston and is a member of the Australian Institute of Company Directors.

### Professor Toby Wilkinson

**(January – March)**

**Official Member / Vice-Chancellor**



Professor Toby Wilkinson took office as Vice-Chancellor of Fiji National University in January 2021. Prior to joining FNU, he was Deputy Vice-Chancellor at the University of Lincoln, UK, with an extensive portfolio of responsibilities including the College of Science (incorporating Science, Engineering and Medicine) and the College of Business; regional partnerships between technical and vocational education and higher education; portfolio development, online programmes and micro-credentials; civic engagement, external relations and internationalisation; advancement, marketing and communications; and a group of five primary and secondary schools sponsored by the university. Earlier professional appointments, at the University of Cambridge, UK, focussed on advancement, external relations and global engagement. Professor Wilkinson served as the university's first Director of International Strategy, building mutually beneficial partnerships with universities, governments and third-sector organisations around the world. Before moving into university leadership, Professor Wilkinson held research and teaching posts at the universities of Cambridge and Durham, UK. Professor Wilkinson has a worldwide academic reputation as a historian of Egypt (ancient and modern). He is a member of the international editorial board of the *Journal of Egyptian History*, a Fellow of the Society of Antiquaries of London, and a Fellow of the Royal Historical Society (UK). He is the prize-winning author of twelve books, which have been translated into twelve languages. Professor Wilkinson completed his term on 31 March 2022.



## **Dr William May**

**(April – September)**

**Official Member / Acting Vice-Chancellor**

Prior to joining FNU in 2009, Dr May held Senior Medical positions at the Ministry of Health and Medical Services (MOHMS) for fourteen years before taking up teaching positions at the Fiji School of Medicine and FNU. While working for MOHMS, Dr May has served as Coordinator of the Adult Rheumatic Heart Disease, Open Heart Team, member of the committee responsible for updating the latest Fiji National Cardiovascular and Respiratory Guidelines. He served as an Assistant Professor in Internal Medicine, Deputy Head of Department and Acting Head of Department for the School of Medical Sciences before taking up the position of the College Dean. Prior to being appointed as Dean, he was involved with undergraduate and Postgraduate Teaching, postgraduate clinical research supervision and consultancies across Pacific Island Countries. He is a member of the Medical Deans Australia & New Zealand, a member of the Fiji Medical Council & Fiji Dental Council. He is an ex-chair of the Board of Management of the Fiji Medical and Dental Secretariat. Other Professional memberships include the Internal Medicine Society of Australia and New Zealand, the Vice President of the Internal Medicine Organization of the South Pacific Executive Committee and a member of the Fiji College of General practitioners. Dr May commenced his role as Acting Vice-Chancellor from 1 April until September 2022.



## **Professor Lyn Karstadt**

**Official Member / Vice-Chancellor**

Professor Karstadt joined FNU in September 2022. Between 2016 and 2020, Professor Karstadt was Deputy Vice-Chancellor (International and Advancement) at Murdoch University in Western Australia. Through this role she gained the requisite skills and experience relating to research, governance, budget control, and change management. She also established new collaborations and business opportunities and facilitated institutional expansion in Dubai and Myanmar in partnership with third party providers. More recently she has focused on organisational facilitation and the preparation and support of both executive leaders and mid-career professionals in Healthcare and Higher Education. From 2013 to 2016, she was Executive Dean Health, Engineering, and Sciences at the University of Southern Queensland. In the 12 years preceding her Executive Deanship, Professor Karstadt was at the University of Hertfordshire in the UK, where she progressed from Head of Department to Head of School, to Deputy Dean and then to Associate Director. Throughout, she strived for a nurturing culture, and clarity of direction to maximise productivity and the achievement of strategic objectives.



## Dr Nur Bano Ali

Official Member / Deputy Chancellor / Chair Financial Resources Committee

Dr Ali stands out as the only Fijian practising accountant with a PhD. Her thesis was on Development Finance (using FDB as a case study) from the University of Waikato, New Zealand. She is also a member of the Fiji Chamber of Commerce and the Chair of Women in Business (Fiji).



## Dr Anjeela Jokhan

(January)

Official Member / PS for Education

Dr Anjeela Jokhan is the Permanent Secretary for the Ministry of Education, Heritage & Arts. She had previously served in the role of Dean, Faculty of Science, Technology and Environment at the University of the South Pacific. Her professional career spans over 27 years, in which she has held various administrative and academic positions. She is passionate about research in the areas of plant physiology, eLearning, mLearning and institutional research. As an active researcher, she has published over 46 journal articles, books, book chapters and conference papers.



## Professor Dharmendra Sharma

Appointed Member

Professor Sharma is currently the Chair of the University Academic Board and a Distinguished Professor of Computer Science at the University of Canberra (UC). He has been the Dean and Head of School and various senior leadership roles in universities for over twenty-five years and had been made a University Distinguished Professor by UC in 2012. Professor Sharma's research background is in the Artificial Intelligence areas of Planning, Data Analytics and Knowledge Discovery. He has received several competitive research awards and grants. Prof Sharma is a Fellow of the Australian Computer Society, a Fellow of the South Pacific Computer Society, and a Senior Member of IEEE. He had completed his PhD from the Australian National University and postgraduate qualifications in Computer Science from the University of New South Wales and postgraduate and undergraduate qualifications in Mathematics and Science from the University of the South Pacific.



## Mr Raymond Prasad

Appointed Member / Chair NTPC Advisory Board

Mr Prasad graduated with Honours from Deakin University, where he earned a BA in Architecture. He brings over 15 years of industry experience and will supply the Council with his refined expertise surrounding the demands and requirements of professional services in the construction industry, such as civil and services engineering.



## Ms Lala Sowane

### Appointed Member

Ms Sowane brings over two decades' experience in the tourism sector, providing valuable insight into the demands of the industry. She is the director/owner of Pacific Destinations, an inbound tourism operator, and also holds qualifications as an accountant/auditor.



## Professor Barry McGrath

### Appointed Member

Professor McGrath MB BS (Hons) 1969 University of Sydney, trained as a Physician in nephrology and general medicine (FRACP 1975), and obtained a Doctorate of Medicine by thesis ('Hypertension in Haemodialysis Patients' University of Sydney) in 1978 from studies in Sydney and Oxford UK. A full-time clinical academic at Monash University, in 2000 he was appointed the first Chair of Vascular Medicine in Australia. He is the author or co-author of 6 books, 11 book chapters, 226 papers in referred journals and more than 250 abstracts. He has been invited plenary speaker in international meetings in the UK, France, Japan, China and South Africa.



## Mr Devanesh Sharma

### Appointed Member

Mr Sharma is a lawyer of 31 years, having obtained his LLB from Victoria University in Wellington. He now specialises in all aspects of civil and commercial litigation in Magistrates Court, High Court, Court of Appeal, Supreme Court and Industrial Tribunals. He is a past president of the Fiji Law Society.



## Mr Gordon Jenkins

### Appointed Member / Chair Physical & Virtual Resources Committee

Mr Jenkins is a Fellow of the New Zealand Institute of Quantity Surveyors and a Member of the Fiji Institute of Quantity Surveyors. He worked as a Quantity Surveyor in Wellington from 1962 to 1968 for the NZ Ministry of Works and a private consultancy. Currently, he is a partner in a Fiji quantity surveying consultancy practice. His experience in Fiji and surrounding South Pacific countries with many projects have been very broad. He is President of the Construction Industry Council in Fiji with a desire to education with the Fiji Government to help all practitioners in the industry to grow and be responsible.



## **Dr Penuel Immanuel (aka Emi Mataitoga)**

### **Appointed Member**

Dr Emi held several senior medical positions, as a Physician with the Ministry of Health and Medical Services' (MOHMS) of Fiji for 8 years prior to joining Suva Private Hospital/Re-branded MIOT Private Hospital, to work as a Consultant Specialist Physician to date. She held senior management posts as Medical Director and Ward Manager of the Private Hospital (2015 to 2018). She was accredited by Global Medical Unit/HOC in Sydney, Australia and New Zealand Immigration Department as a Panel doctor/Specialist to process Immigration Medicals for both Countries. She is a panel doctor for the Cook Islands, Tonga, Samoa, PNG and South Africa.



## **Professor Ravi Naidu**

### **Appointed Member**

Professor Naidu is CEO and Managing Director of the Cooperative Research Centre for Contamination Assessment and Remediation of the Environment (CRC CARE), and Global Innovation Chair and Director of the Global Centre for Environmental Remediation at the University of Newcastle, Australia. Professor Naidu is a graduate of the University of South Pacific and received his PhD and DSc (via invitation) in soil and environmental science from Massey University, New Zealand. Prior to his appointment to the CRC CARE in 2005, he was Chief Scientist, CSIRO Land and Water Division. He has authored or co-authored over 700 journal articles and 80 technical publications. He is also the Chair of the International Committee on Bioavailability and Risk Assessment.



## **Ms Jyoti Pratibha**

### **Appointed Member**

Ms Pratibha is an Honours Graduate from the University of Delhi's Hindu College. She has worked as a journalist for over 13 years. She started her career as a cadet journalist at the Daily Post and till recently held the position of Managing Editor News at Fiji's biggest newspaper, the Fiji Sun.



## **Mr Vishnu Mohan**

### **Appointed Member/Chair Human Resources Committee**

Mr Mohan is a senior international banker with over 40 years of experience in Corporate and Institutional Banking and Consumer Banking. In his most recent role, Vishnu led Australia New Zealand Bank's businesses across 12 countries in the Pacific. While still with ANZ in Fiji he was appointed Chairman of the Public Service Commission by the President of Fiji in May 2015, a position which he still holds. Upon retirement in April 2016, Mr Mohan was asked by the Fiji Government to assume the Chairmanship of the Board of Directors of The Fiji Sugar Corporation and most recently he was appointed a member of the Fiji National University Council. Before joining ANZ in 2009, Mr Mohan had a long and successful career with UK's Standard Chartered Bank.



## **Professor Unaisi Nabobo-Baba**

### **Elected Deans Representative**

Professor Unaisi Nabobo-Baba joined FNU as Professor of Educational Research at the School of Education in 2017. She attained her bachelor's degree, postgraduate and masters from The University of the South Pacific (USP) and PhD from the University of Auckland in New Zealand. Prof Nabobo-Baba has over 30 years of experience in the tertiary sector. She specialises in the areas of higher education development in the Small Island States of the Pacific, Teacher Education, Educational Research and indigenous knowledge and education.



## **Mr Bimal Kumar**

### **Elected Non-Professorial Representative**

Mr Bimal Aklesh Kumar is an elected member of the council representing the non-professorial academic staff members. Mr Kumar has been with FIT/FNU for the past 19 years.



## **Professor John Chelliah**

### **Elected Professorial Representative**

Professor Chelliah is currently Director of HR for Fiji National University. He was also Acting Dean of the College of Agriculture, Fisheries and Forestry. His substantive position is Professor in Management at the College of Business, Hospitality and Tourism Studies at the Fiji National University. Prior to joining FNU, he held academic and management positions at Universities in Australia and New Zealand. His highest academic qualification is a PhD in Human Resource Management from RMIT University, Australia. He also holds masters' degrees in management and business administration from New Zealand universities. Before joining academia, he held senior management positions in organisations located in the UK, USA, Malaysia, New Zealand and Australia. He has published widely in reputable international management journals.

# COUNCIL COMMITTEES

The Council committees are mandated to advise the Council on issues pertaining to the respective and specific areas handled by the Committees:

- » **Financial Resources Committee** is primarily responsible for considering, reviewing, and advising the Council on policy and strategic matters as they relate to Financial Resources.

## Membership

Dr Nur Bano Ali	Chair
Mr Vishnu Mohan	Member
Ms Lala Sowane	Member
Mr Gordon Jenkins	Member
Prof Barry McGrath	Member
Vice-Chancellor	In Attendance

- » **Human Resources Committee** is responsible for advising and making recommendations to the Council on policy and strategic matters as they relate to Human Resources.

## Membership

Mr Vishnu Mohan	Chair
Mr Devanesh Sharma	Member
Dr Nur Bano Ali	Member
Dr Penuel Immanuel	Member
Prof Barry McGrath	Member
Vice-Chancellor	In Attendance

- » **Physical and Virtual Resources Committee** is responsible for advising and making recommendations to the Council on policy and strategic matters relating to physical resources, including information and communications technology.

## Membership

Mr Gordon Jenkins	Chair
Mr Raymond Prasad	Member
Prof Dharmendra Sharma	Member
Ms Lala Sowane	Member
Mr Devanesh Sharma	Member
Vice-Chancellor	In Attendance

- » **Corporate Governance and Strategic Planning Committee** is responsible for advising the Council on matters relating to the University's strategic directions, including short (Corporate Plan) to long term (Strategic Plan) planning for all aspects of the institution, and for ensuring the implementation of the Corporate Governance Policy.

## Membership

Ms Tessa Price	Chancellor & Chair
Dr Nur Bano Ali	Chair FRC
Mr Vishnu Mohan	Chair HRC
Mr Gordon Jenkins	Chair PVRC
Prof Dharmendra Sharma	Co-opted Member
Vice-Chancellor	Chair of Senate

- » **Audit and Risk Committee** is responsible for advising the Council on systems of internal control and financial compliance, accurate external financial reporting, managing the relationships with the University's external auditors, and ensuring legal compliance in the financial affairs of the University.

## Membership

Ms Tessa Price	Chair
Dr Nur Bano Ali	Member
Mr Devanesh Sharma	Member
Prof Dharmendra Sharma	Member
Prof Ravi Naidu	Member
Vice-Chancellor	In Attendance

- » **NTPC Advisory Board** is responsible for advising the Council on the overall function of the National Training and Productivity Centre according to the FNU Act 2009. The Board shall act as an advisor to the Council on all policy matters of the NTPC.

## Membership

Mr Raymond Prasad	Chair
Ms Fantasha Lockington – CEO - Fiji Hotel and Tourism Association	Member
Mr Osea Cawaru – PS for Employment, Productivity and Industrial Relations	Member
Mr Shaheen Ali – PS for Commerce, Trade, Tourism and Transport	Member
Mr Gordon Jenkins	Member
Vice-Chancellor	In Attendance



**SENIOR**  
LEADERSHIP TEAM

## SENIOR LEADERSHIP TEAM

### Professor Toby Wilkinson

Vice-Chancellor



Professor Toby Wilkinson took office as Vice-Chancellor of Fiji National University in January to March 2021. Prior to joining FNU, he was Deputy Vice-Chancellor at the University of Lincoln, UK, with an extensive portfolio of responsibilities including the College of Science (incorporating Science, Engineering and Medicine) and the College of Business; regional partnerships between technical and vocational education and higher education; portfolio development, online programmes and micro-credentials; civic engagement, external relations and internationalisation; advancement, marketing and communications; and a group of five primary and secondary schools sponsored by the university. Earlier professional appointments, at the University of Cambridge, UK, focussed on advancement, external relations and global engagement. Professor Wilkinson served as the university's first Director of International Strategy, building mutually beneficial partnerships with universities, governments and third-sector organisations around the world. Before moving into university leadership, Prof Wilkinson held research and teaching posts at the universities of Cambridge and Durham, UK. Prof Wilkinson has a worldwide academic reputation as a historian of Egypt (ancient and modern). He is a member of the international editorial board of the Journal of Egyptian History, a Fellow of the Society of Antiquaries of London, and a Fellow of the Royal Historical Society (UK). He is the prize-winning author of twelve books, which have been translated into twelve languages. Prof Wilkinson completed his term on 31 March 2022.

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### Dr William May

Acting Vice-Chancellor & Acting Deputy Vice-Chancellor



Prior to joining FNU in 2009, Doctor May held Senior Medical positions at the Ministry of Health and Medical Services (MOHMS) for fourteen years before taking up teaching positions at the Fiji School of Medicine and FNU. While working for MOHMS, Doctor May has served as Coordinator of the Adult Rheumatic Heart Disease, Open Heart Team, member of the committee responsible for updating the latest Fiji National Cardiovascular and Respiratory Guidelines. He served as an Assistant Professor in Internal Medicine, Deputy Head of Department and Acting Head of Department for the School of Medical Sciences before taking up the position of the College Dean. Prior to being appointed as Dean, he was involved with undergraduate and Postgraduate Teaching, postgraduate clinical research supervision and consultancies across Pacific Island Countries. He is a member of the Medical Deans Australia & New Zealand, a member of the Fiji Medical Council & Fiji Dental Council. He is an ex-chair of the Board of Management of the Fiji Medical and Dental Secretariat. Other Professional memberships include the Internal Medicine Society of Australia and New Zealand, the Vice President of the Internal Medicine Organization of the South Pacific Executive Committee and a member of the Fiji College of General practitioners. Dr May commenced his role as Acting Deputy Vice-Chancellor from January to March 2022 and as Acting Vice-Chancellor from 1 April until September 2022.

## Professor Lyn Karstadt

Vice-Chancellor



Professor Karstadt joined FNU in September 2022. Between 2016 and 2020, Professor Karstadt was Deputy Vice-Chancellor (International and Advancement) at Murdoch University in Western Australia. Through this role she gained the requisite skills and experience relating to research, governance, budget control, and change management. She also established new collaborations and business opportunities and facilitated institutional expansion in Dubai and Myanmar in partnership with third party providers. More recently she has focused on organisational facilitation and the preparation and support of both executive leaders and mid-career professionals in Healthcare and Higher Education. From 2013 to 2016, she was Executive Dean Health, Engineering, and Sciences at the University of Southern Queensland. In the 12 years preceding her Executive Deanship, Professor Karstadt was at the University of Hertfordshire in the UK, where she progressed from Head of Department to Head of School, to Deputy Dean and then to Associate Director. Throughout, she strived for a nurturing culture, and clarity of direction to maximise productivity and the achievement of strategic objectives.

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## Professor Lisa Harrison

Pro-Vice-Chancellor (Learning And Teaching)



Professor Lisa Harrison took office as Pro-Vice-Chancellor (Learning and Teaching) of Fiji National University in September 2021. Before joining FNU, Prof Lisa Harrison was the Associate Dean (Teaching and Learning) at the University of the West of England (UK). Dr Harrison has over ten years' senior leadership experience in tertiary education, with particular expertise in enhancing student satisfaction and the student experience, curriculum design and revalidation, education for employability, international partnerships, and developing high-performing teams.

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## Professor Roland De Marco

Pro-Vice-Chancellor (Research & Innovation)



Professor Roland De Marco took office as Pro-Vice-Chancellor (Research and Innovation) at the Fiji National University in September 2021. Before joining FNU, Prof Roland De Marco was the Deputy Vice-Chancellor (Research and Innovation) at the University of the Sunshine Coast (Australia). Prof De Marco is an internationally recognised researcher in materials science, with twenty years of senior leadership experience in higher education. In his current and previous roles, he has built research performance at two successive modern universities, and established externally funded projects with industry and the public sector.



## **Dr William May**

**Dean, College of Medicine, Nursing and Health Sciences**

Dr May joined FNU in 2009 from the Ministry of Health and Medical Services, where he held senior medical positions and had worked for 14 years. He also served in various teaching positions at the Fiji School of Medicine and FNU. Dr May is a member of the Medical Deans Australia and New Zealand, the Fiji Medical Council and the Fiji Dental Council. He chairs the Board of Management of the Fiji Medical and Dental Secretariat.



## **Dr Odille Chang (Acting)**

**Dean, College of Medicine, Nursing and Health Sciences**

Dr Odille Chang is the incumbent Associate Dean Learning and Teaching of CMNHS. She has acted in the role of the Dean CMNHS from January until February, 2022. Dr Chang is an experienced academic and clinician with a wide skill set including teaching curriculum, programme and course development and review, exam moderation, management, and strategic planning. She held the position of Head of School of Medical Science from July 2017 till August 2021 and an Associate Professor in Psychiatry/Consultant Psychiatrist from 2018.



## **Dr Donald Wilson (Acting)**

**Dean, College of Medicine, Nursing and Health Sciences**

Dr Donald Wilson is the incumbent Associate Dean Research of CMNHS since 2019, and has acted in the role of the Dean CMNHS on a number of occasions. Dr Wilson is a public health doctor, with doctorate training in epidemiology. Following his undergraduate training in medicine, he worked for the Ministry of Health for 7 years, before spending 12 years in Japan, during which time he completed his PhD in environmental epidemiology, defending his doctorate research on ambient air pollution and respiratory health. Dr Wilson commenced Acting Dean from February until September, 2022.



## **Professor Paul Ade Iji**

**Dean, College of Agriculture, Fisheries and Forestry**

Professor Iji joined FNU in 2018 having held positions across a range of institutions including Ahmadu Bello University (Nigeria), the University of KwaZulu-Natal and University of Pretoria (South Africa), and the University of New England (Australia), where he was Coordinator of Higher Degrees by Research of a large school. He has graduated close to 40 postgraduate students and is currently supervising 4 PhD students. Prof Iji is on the editorial board of a number of scientific journals and regularly reviews for other journals. He has published over 300 journal and conference papers.



## Professor Arun Elias

Dean, College of Business, Hospitality and Tourism Studies

Professor Arun Elias took office as Dean College of Business, Hospitality and Tourism Studies of Fiji National University in November 2021. Professor Elias joins FNU from the Wellington School of Business and Government, Victoria University of Wellington, New Zealand, where he held the post of Associate Dean since 2017. He is also an Associate Professor in Management, a former Director of MBA and Post Experience Programmes, International MBA and Post Graduate Programmes at Victoria University of Wellington's Business School. In addition to his wide experience in higher education, Professor Elias has worked in industry and the TVET sector, in India and New Zealand. He brings extensive experience in international accreditation of business schools, being both a mentor for the Association to Advance Collegiate Schools of Business (AACSB) and a Panel Member of the Association of MBAs (AMBA) Accreditation Panel.



## Professor Unaisi Nabobo-Baba

Dean, College of Humanities and Education

Professor Unaisi Nabobo-Baba joined FNU as Professor of Educational Research at the School of Education in 2017. She attained her bachelor's degree, postgraduate and masters from The University of the South Pacific (USP) and PhD from the University of Auckland in New Zealand. Prof Nabobo-Baba has over 30 years of experience in the tertiary sector. Prof Nabobo-Baba specialises in the areas of higher education development in the Small Island States of the Pacific, Teacher Education, Educational Research and indigenous knowledge and education.



## Professor Tibor Pasinszki

Dean, College of Engineering, Science and Technology

Professor Tibor Pasinszki joined CEST on 01 May 2018 as Professor of Physical Chemistry, and he became the Head of the School of Pure Sciences in the same year. He has vast experience as an academic and has held numerous senior level appointments in academia. He was the vice director for science of the Institute of Chemistry and the head of the Inorganic Chemistry Department at Eotvos Lorand University, Institute of Chemistry, Budapest, Hungary. He was also a representative and member of various academic committees. Prof Pasinszki is an active and impressive researcher who has 95 scientific papers in peer reviewed journals and has 3 book chapters under his publications. He is a renowned Chemical Engineer who has attained his B.Sc. in chemical engineering, from Budapest University of Technology and Economics, Hungary; M.Sc. in chemical engineering, from Budapest University of Technology and Economics, Hungary; Ph.D. in chemistry, from Budapest University of Technology and Economics, Hungary and D.Sc. in chemistry, from Hungarian Academy of Sciences.



## Dr Isimeli Waibuta Tagicakiverata

Director, National Training and Productivity Centre

Dr Tagicakiverata started his career as a secondary school teacher before joining the Fiji Institute of Technology (FIT) as a Research Associate and part-time lecturer. He completed his Doctorate at The University of Newcastle in Australia. Dr Tagicakiverata rejoined FNU as Chief Research Officer TVET, and later as Acting Director TVET. In October 2017, he took on the role of Director NTPC and NPO Head for Fiji. He is a member of FITVETA and IVETA and is the President of PATVET. He is a current Board Member for the National Employment Centre (NEC) and the Centre for Appropriate Technology and Development (CATD). He is the APO Alternate Director for Fiji and a Council Member for the newly established APO Accreditation Council.



## Captain Rajitha Daham Semage

Chief Executive Officer, Fiji Maritime Academy

Captain Rajitha Semage joined FMA in May 2018. Captain Semage started off at CINEC, Sri Lanka as a deck cadet in 2003. He then joined Gas career ships to gain the necessary sea experience to obtain the operational-level Certificate of Competency. Upon completion of the necessary sea time, he obtained the Class III-level Certificate of Competency in 2007. Captain Semage sailed in various types of ships, gaining experience on different ship types and completed the first management level (Class II) Certificate of Competency in 2013, and ultimately the Class I Unlimited Master Certificate of Competency in 2017.

He has worked as a visiting lecturer at the Department of Marine Simulation and Department of Navigation in CINEC, Sri Lanka whilst sailing on various types of ships.



## Sarita Devi

Registrar

Ms Devi was appointed as the Fiji National University Registrar in 2015. Prior to this, she served in various senior positions in the Academic Office, including Deputy and Assistant Registrar. Ms Devi has vast experience in teaching at Primary and Tertiary levels, curriculum development and project management.



## Professor John Chelliah

Director, Human Resources

Professor Chelliah is the Director Human Resources. Prior to joining FNU, he held several senior academic and management positions at Universities in Australia and New Zealand. He holds a PhD in Human Resource Management from RMIT University, Australia and master's degrees in management and business administration from New Zealand universities. He also served as Acting Dean of the College of Agriculture, Fisheries and Forestry. His substantive position is Professor in Management at the College of Business, Hospitality and Tourism Studies.



## Tiko Domonakibau

Director, Information Technology Services

Mr Tiko Domonakibau joined FNU in March 2019 as a Senior Instructor in Telecommunications – Network Engineering at the School of Electrical and Electronic Engineering based at the College of Engineering Science & Technology. He attained his bachelor's (Hons) degree in Electronics & Computer Engineering (University of Brighton –UK); Master's in Technology & Innovation Management (University of New South Wales) and Masters in Business Administration (University of the South Pacific). Mr Domonakibau has over 25 years of experience working in the industry and has close to two years of teaching experience. He was the General Manager - Information Technology and later the General Manager- Engineering and IT at Telecom Fiji Limited from 2011 to 2017. Mr Domonakibau became the Director in September 2020.



## **Nilesh Prasad**

**Director, Finance**

Mr Prasad joined FNU in 2018 and has previously held senior finance positions at The University of the South Pacific and Coca-Cola Amatil Fiji Limited. Prasad holds a BA Accounting and Financial Management and Economics and a Postgraduate Diploma in Professional Accounting from The University of the South Pacific.

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## **Shalendra Mani Gounden**

**Director, Estates and Facilities**

Mr Gounden joined FNU in 2017. He was previously Operations Manager and Acting Director with the Division of Estates and Infrastructure at The University of the South Pacific. Mr Gounden also worked in various engineering, construction and infrastructure related projects in Fiji and the Pacific. Mr Gounden is a registered project manager and member of AIPM; has worked with consultants on projects funded by the World Bank.

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## **Niranjwan Chettiar**

**Director, Capital Projects and Infrastructure**

Mr Chettiar joined FNU in January 2017 as Manager Projects and later was promoted to Director Capital Projects and Infrastructure. Prior to joining FNU, Mr Niranjwan was Manager Design and Engineering Services at The University of the South Pacific. He has worked as an Engineer at the then Ministry of Works, Transport and Public Utilities. He is also a Professional Member of the Fiji Institution of Engineers.

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## **Karen Lobendahn**

**Director, Marketing and Communications**

Ms Karen Lobendahn is a media and communications professional with over 20 years of experience in managing communications, marketing initiatives and public relations. She has extensive senior management experience in strategic communications & marketing and human capital management. Prior to joining FNU, she was part of the media industry spanning more than 20 years where she gained hands-on experience in the roles of Marketing, Branding, Communications and relationship building within Fiji and the region. Ms Lobendahn has received numerous professional awards in her professional career including the Women in Business - "Business Woman of the Year award" in 2018 and a special award as "The Rising Star" from the South Pacific Stock Exchange in 2017. Ms Lobendahn joined FNU on 3 May 2021.

# OFFICE OF THE VICE-CHANCELLOR'S FOREWORD



**Professor Toby Wilkinson**  
Vice-Chancellor  
(January-March)



**Dr William May**  
Acting Vice-Chancellor  
(April-September)



**Professor Lyn Karstadt**  
Vice-Chancellor  
(September-December)

The year 2022 began with a renewed sense of hope as the University started the academic year with the resumption of face-to-face classes to complement its blended and online provisions. FNU was ranked for the first time in the Times Higher Education (THE) Impact rankings—a historical achievement for a thirteen-year-old institution. The THE ranking measures an institution’s research, outreach, teaching, and stewardship against the United Nations Sustainable Development Goals (SDGs).

To assist those who lost their employment due to the economic impact of the COVID-19 pandemic, the University offered over 20 free short courses through the Fijian Government’s Reskilling and Upskilling initiative. This continued throughout the year and was complemented by the provision of new programmes and courses for our local, regional, and international students.

Throughout the year, the University’s Senior leadership team-maintained dialogue with the FNU Students Association to ensure student’s interests were at the centre of our services and activities. The report that follows reflects FNU’s accomplishments during the year.

## FINANCE

In 2022, the University fully received the government grant allocation of \$44.4M for the 2021/2022 period. There was a slight decline in tuition income compared to 2021 due to slow enrolment, which was impacted by COVID-19. However, the university income in 2022 was higher than the 2018 and 2019 figures but reduced by close to seven percent (7%) compared to the 2020 income.

Year	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
<b>Govt Grant</b>	\$ 44,376,025	\$ 48,503,218	\$49,000,000	\$44,375,182	45,357,182

Year	2018	2019	2020	2021	2022
<b>Tuition Income</b>	\$ 65,364,703	\$ 65,946,525	\$ 71,298,293	66,769,811	66,359,307

The University remained operational and continued to engage in its principal activities. The 2022 financial result shows that the University continue to improve its financial performance. It will continue to exist as a going concern and remain sustainable over the long term. The position might change if there is a notable change to its main revenue sources.

With its financial resources, and together with arrangements with its customers and suppliers, we were able to manage our business risks successfully. Students were also provided significant support to assist with continued learning. These included:

1. Payment plan options to assist students in paying their fees.
2. Student Financial aid and bursary schemes.
3. Student Digital device subsidy.

### LEARNING AND TEACHING

From the Office of Learning and Teaching, our two Centres which are the Centre for Flexible & E-Learning (CFEL) and Centre for Learning and Teaching Enhancement (CLTE) guided staff and students through the digital learning and teaching experience. CLTE continued to provide a diverse range of workshops, webinars, information sessions, and consultations to students and faculty members in both face-to-face and online modes. To enhance student learning and success, the CLTE team offered a variety of enhancement activities and resources.

The Office of Learning and Teaching's (OLT) quality and enhancement team was restructured to reflect priorities in meeting the ambitions of the FNU Strategic Plan. The Office undertook various international accreditation initiatives in 2022 and recorded new programmes from the Colleges. A total of twelve programmes completed the international accreditation process in 2022.

### RESEARCH

FNU achieved excellent research outcomes in 2022. A few notable highlights include; 1) Professors Paul Iji and Roland De Marco were included on the 2022 Stanford University List of Top 2% Scientists in the World; 2) FNU was ranked for the first time in the 2022 Times Higher Education (THE) Impact Ranking at #801-1000 out of 1,406 institutions; 3) As evidenced by publication impact, Dr. Jimaima Lako published a seminal paper on the impacts of marine heatwaves on Pacific Island nations and their communities in Global and Planetary Change, and Dr. Avanish Shukla published a groundbreaking paper on the relationship among oil prices volatility, inflation rate, and sustainable economic growth in Resources Policy; 4) Professor Iji was awarded a grant valued at FJD552,486 from World Organization for Animal Health (WOAH) to support Veterinary Internships at FNU; 5) Dr Chang was awarded a Department of Foreign Affairs grant valued at FJD306,081 on strengthening health professionals training during COVID in the Cook Islands.

In 2022, a total of FJD5,474,687 in externally funded research income was secured by the Colleges, representing a 46.4% increase over the corresponding value of FJD3,740,487 in 2021, noting that the 2022 research income exceeded the 2026 target of FJD3,452,930.

In addition, FNU researchers secured \$188,186.14 in internally funded grants. This reflects FNU's commitment to supporting research and its concomitant publication rate in high-ranked journals.

It is pleasing to note that FNU escalated its total number of ranked publications to 175 papers in 2022 with 135 appearing in Q1 and Q2 journals as compared to the 2021 publication performance of 158 ranked publications with 114 appearing in Q1 and Q2 journals. The University also had its first Doctor of Philosophy and first Master by Research graduates in 2022.



## STAFF

FNU recognises that our people are our greatest asset and we're committed to investing in our staff. In 2022, the University had a full-time staff body of 663 academic staff (48%) and 726 professional services staff (52%).

In terms of overall staffing, the University is relatively evenly balanced between men and women. Professional services divisions tend to have slightly more female staff, while the proportion of female

academic staff remained at 41%. This overall figure masks significant variations between Colleges: the science-based colleges (College of Agriculture, Fisheries and Forestry and College of Engineering, Science and Technology) and the Fiji Maritime Academy (FMA) and the National Training and Productivity Centre (NTPC) are predominantly male, while at the College of Medicine, Nursing and Health Sciences (CMNHS) women are in the majority. These trends are observed in universities around the world.

The following table represents the proportion of male and female academics in the colleges, NTPC & FMA.

Colleges	2020		2021		2022	
	Male (%)	Female (%)	Male (%)	Female (%)	Male (%)	Female (%)
CAFF	71.4	28.6	64.9	35.1	67.5	32.5
CBHTS	53.8	46.2	48.7	51.3	50.6	49.4
CEST	80.6	19.4	75.6	24.4	79.5	20.5
CHE	48.3	51.7	40.4	59.6	44.2	55.8
CMNHS	35.4	64.6	34.0	66.0	34.5	65.5
NTPC	75.9	24.1	64.3	35.7	83.0	17.0
FMA	FMA staff reported under CEST prior to 2021		75.7	24.3	100.0	0
<b>TOTAL</b>	<b>60.8</b>	<b>39.2</b>	<b>55.3</b>	<b>44.7</b>	<b>59.1</b>	<b>40.9%</b>

When classified by seniority, the table below shows that, in 2022, the proportion of women was 26.7% in TVET and 58.6% in higher education. However, female participation drops significantly in the more senior ranks. Again, this observation is similar in universities around the world. FNU is committed to improving female participation in science colleges and to promoting the advancement of women in their academic careers and has launched a series of initiatives to address gender imbalances.

The following table represents the percentage of female in the different academic ranks in the University:

TVET Ranks	% Female	Higher Education Ranks	% Female
Principal Instructor	14.3	Professor	12.5
Senior Instructor	20.7	Associate Professor	38.5
Instructor	13.3	Assistant Professor	36.0
Assistant Instructor	23.0	Lecturer	55.5
Tutor	26.7	Assistant Lecturer	58.6

# KEY



# DEVELOPMENTS IN THE COLLEGES

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## COLLEGE OF AGRICULTURE, FISHERIES AND FORESTRY

The College came strongly out of the COVID-19 pandemic of the previous two years. It returned to face-to-face lectures and began to interact with our research collaborators, including visitors from overseas. Most of the research projects which had been suspended resumed, and this greatly improved the research activities of our postgraduate students.

The College received FHEC approval to offer Certificate III in Agriculture; Bachelor of Science Honours (Forestry) and Master of Science (Forestry). The Senate gave tentative approval for the BSc Honours (Agriculture). The Veterinary Surgeons Act was amended to recognise FNU as a provider of veterinary education. The Veterinary graduates are finalising the special internship programme to enable them to sit a qualifying examination for registration to practice in Fiji.

The enrolment into postgraduate programmes continued to grow, and the College held several confirmations of candidature. We graduated the first postgraduate students who completed their studies toward the postgraduate diploma in Agriculture. At the end of 2022, CAFF had close to 50 postgraduate students across coursework and HDR programmes, including PhD. The Australian Centre for International Agricultural Research (ACIAR) awarded six scholarships for Masters, five of them for CAFF, to commence in 2023. CAFF won the inaugural 3-Minutes Thesis competition held at FNU. The College also won the Open-Day best booth display and presented an impressive show during the FNU Sustainability Week.

CAFF received grants totaling \$1.18m, including \$1.013m from overseas. Two key letters of agreement were signed with the Land Resources Division of the Pacific Community (SPC) and Ram Sami Poultry Limited, to enable research collaboration and conduct of contract research for the latter. The College published 20 journal papers and presented 17 conference papers in 2022. Our seminar series continued and there were four presentations, including three by our overseas-based collaborators.

## COLLEGE OF BUSINESS, HOSPITALITY AND TOURISM STUDIES

In February 2022, the College identified five strategic priorities that would guide the learning, teaching, and research objectives of its Schools. This included enhancing research and growing the number of academic staff with PhDs; continuous innovation in learning and teaching and in the way the College conducts its business; enriching industry/stakeholder engagement; working towards international accreditations; and building international links.

In line with building its industry engagement, the College launched its inaugural Dean's Coffee with Leaders series to host discussions with stakeholders and partners in the business, hospitality, and tourism sectors. The first event featured New Zealand High Commissioner to Fiji, Her Excellency Charlotte Darlow at the Nasinu Campus, followed by Fiji Airways Managing Director and Chief Executive Officer, Andre Viljoen at the Namaka Campus and Daku Resort Director and Owner, John Rothnie-Jones in Savusavu. A Workplace Experience Programme Memorandum of Understanding (MoU) was also signed with the national airline carrier, Fiji Airways during the Namaka event. The partnership paves the way for FNU students to undertake on-the-job training with Fiji's national airline.

The most high-profile event for the College was the inaugural International Conference on Business, Hospitality, and Tourism (ICBHT 2022) that was held on 25-26 November 2022 at the Namaka Campus. Around 200 local and international participants converged at the event, which brought together academia and practitioners to discuss sustainable approaches toward post-pandemic recovery.

In a boost to an enhanced student experience, the new four-storey CBHTS building at the Nasinu Campus was opened in October. The complex consists of a Student Central office for students' academic, finance, and ITS needs, classrooms and workspaces, and a 450-seat lecture theatre inclusive of accessible seats for students with disabilities.

Coreen Jacobs from CBHTS became the first candidate to complete a PhD from FNU. In November, three PhD candidates; Yogita Swamy, Sanjay Sharma, and Rajeshwar Singh, successfully completed their PhD Candidature Confirmation



Seminar, whilst Jazbeen Ali successfully completed her PhD Mid-Candidature Confirmation.

Two new programmes, the Graduate Diploma in Legal Practice and Certificate in Contact Centre Operations – Level 3, were approved by Senate in 2022.

The College played an integral role in the University signing an MoU with the University of Wollongong. Through the MoU, both institutions would collaborate on student exchange programmes to enhance student learning. Collaborations by the College with institutions such as Victoria University of Wellington, Monash University, and Griffith University were also started in 2022. Prof John Brocklesby from the Victoria University of Wellington visited the College in November as an FNU International Visiting Fellow.

In October, the College hosted the Sustainable Food Festival that promoted sustainability, and strengthened student and staff engagement. Sanjay Sharma, and Rajeshwar Singh, successfully completed their PhD Candidature Confirmation Seminar, whilst Jazbeen Ali successfully completed her PhD Mid-Candidature Confirmation.

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## COLLEGE OF ENGINEERING, SCIENCE AND TECHNOLOGY

Since face-to-face teaching was greatly impacted during the COVID-19 outbreak, the College focused on returning to pre-COVID levels in 2022. To streamline its activities, the College was restructured and now has six schools and sixteen departments.

The College continues in its effort to offer quality programmes to its students that are not only industry-relevant but also benchmarked to international standards. To meet the industry needs and the University's policy on programme advisory groups, all schools implemented Programme Advisory Committees (PAC) for all its programmes. Each department held successful meetings with its respective programme advisory groups. In addition, with assistance and guidance from the University's Office of Learning and Teaching, the College underwent re-registration of all its programmes with the Fiji Higher Education Commission (FHEC).

A major highlight of 2022 was that the College successfully submitted a request and required documentation for accreditation of its five Diploma in Engineering programmes to Engineering New Zealand. An 11-member team from Engineering New Zealand made up of academics and industry professionals, visited the College and assessed the Diploma in Engineering programmes against the Dublin Accord graduate attributes.

The College anticipates a response from the Engineering New Zealand team in the first quarter of 2023 for the accreditation of the Diploma in Engineering programmes namely, Civil Engineering, Mechanical Engineering,



Electrical Engineering, Electronics Engineering-Telecommunication & Networking, and Electronics Engineering-Instrumentation & Control. Schools are now working on accreditation of their Bachelor of Engineering (Hons) Programmes.

The College hosted Hungarian Ambassador, Dr Zsolt Hetesy at the Derrick Campus. His Excellency, Dr Hetesy presented a special gift from Hungary called the Gömböc 180. The Gömböc is the first known convex, homogeneous object to have just one stable and one unstable equilibrium point. It is self-righting, always returning to its stable point.

During the year, the College also hosted a visiting team from the Hungarian University of Agriculture and Life Sciences (MATE) to discuss partnership and collaboration opportunities. The visit was possible through the framework of the Erasmus+ International Credit Mobility Programme.

In line with its commitment to strengthening stakeholder engagement and partnerships, the College signed a Memorandum of Understandings (MOU) with organisations such as Telecom Fiji Limited, iMagine Engineering and Technologies Ltd, Green Growth Global Institute, Land Transport Authority, RC Manubhai, Fiji Pines Ltd and Housing Authority. These collaborations provide opportunities for both institutions to undertake joint activities in areas of mutual interest.

The College also continues to grow its research activities. Six new instrumentation equipment were procured and installed for the College to support research. Over 70 publications were made in 2022 by researchers of the college. The department of Computing Sciences introduced two new postgraduate diploma programmes in Information Systems and Computing Sciences.

In its continued efforts to recognise its staff for their exceptional contribution, the College

awarded Professor Olanrewaju Oyewola and Pritika Reddy with the “Researcher of the Year 2022” award and Anjani Prasad was the recipient of the “Excellent Service” award. The College will continue to recognise its high-performing staff through these annual awards.

The College actively participated in the Sustainability initiatives team led by the Capital Projects and Infrastructure team.

## COLLEGE OF HUMANITIES AND EDUCATION

The College of Humanities and Education (CHE) offers a diverse range of programmes for careers in Teaching, Childcare, Music, Film and Television, Fitness and Health, Graphic Design, Public Relations, Library Services, English Language and Social Policy, to name a few.

The College introduced new programmes in 2022 such as the Graduate Certificate in Primary Education, Certificate of Attainment in English Language Skills Enhancement, and the Bachelor of Arts in Social Work. The Ethics and Anti-Corruption in Oceania (EACO) course was also launched in 2022. The course is a continuation of the very successful Massive Open Online Courses (MOOC) Online Anti-Corruption Module, which was offered in 2021 with the support of Integrity Fiji, Transparency International, and the Fiji Independent Commission Against Corruption (FICAC).

The College signed a Memorandum of Agreement with the University of West Indies to carry out a pilot study of the relationship between weather and climate parameters and health in Pacific SIDS, focusing on vulnerable groups. The study has funding from the University of Stockholm in Sweden. The project lead for the programme is Professor Nii-K Plange.



The College of Humanities and Education hosted the OCIES 50th Annual Conference in partnership with Victoria University of Wellington. The College is also a partner in the Climate-U Project with University College London (UCL) at the Nadaro Village in Tailevu. The project lead is Professor Unaisi Nabobo-Baba. The project has funding of about FJD\$ 85,000. Trees have been planted in partnership with the Ministry of Forestry by FNU staff, village elders, women, youth, and children. The Climate-U Project has resulted in the installation of solar lights, provision of water supply, and donation of cooking utensils to promote economic empowerment.

Dr Mosmi Bhim from the Department of Ethics and Governance conducted voter awareness workshops with FNU students and staff prior to the general elections through the United Nations Development Programme (UNDP)-funded Youth Voter and Elections Education Project.

The College's Schools and Departments have excelled in publishing 48 publications that include research articles in high-impact factor Scopus journals, peer-reviewed book chapters, research books, and articles in vernacular journals. Three Higher Degrees by Research (HDR) scholars successfully defended their candidature confirmation. At the College level, a Graduate Seminar Series was organised for researchers/faculty members to present their research for critical dialogue. This was attended by the CHE faculty and HDR scholars.

CHE academics have contributed over 30 instructional pieces in national and international dailies on Humanities and Education thematic areas. The College maintains its collaboration with agencies such as UNDP, Fiji Election Commission, and Integrity Fiji.

A two-day stakeholders' workshop on the theme of "Strategic Alignment of Teacher Training Programmes" was organised by the College

in collaboration with the Fiji Higher Education Commission and the Ministry of Education.

In the lead-up to the launch of the joint Fiji National University and Monash University climate change research centre, the College collaborated with the RAKO Dance Group on a dance theatre performance that was based on the Rotuman-derived Taibobo chants and dances.

### COLLEGE OF MEDICINE, NURSING AND HEALTH SCIENCES

In 2022, the College of Medicine, Nursing and Health Sciences (CMNHS) continued to provide health professional education after COVID-19 by implementing online and innovative delivery methods. The College collaborated with professional bodies such as the Royal Australasian College of Physicians (RACP), the World Gastroenterology Organisation (WGO), the Royal Australian and New Zealand College of Psychiatrists (RANZCP), the Australasian College for Emergency Medicine (ACEM), the Royal Australasian College of Surgeons (RANZCOG), Royal Australasian College of Surgeons (RACS), the International Federation of Gynaecology and Obstetrics (FIGO), and Australia & New Zealand Gastroenterology International Training Association (ANZGITA) to provide high-quality education.

The partnerships enhance the College's provision of ongoing medical education and professional development for health professionals in Fiji and the Pacific. In line with the FNU Strategic Plan, the College restructured its Learning and Teaching Committee and developed its inaugural strategic plan to reflect the needs and direction of health professional education (HPE). This addresses the development of new programmes, innovation and quality improvement in teaching, staff HPE support, student experience, and the expansion of teaching sites regionally and nationally in a more efficient and constructive manner.



The CMNHS programme portfolio has expanded to include two blended short courses: “Managing Oral Medicine and Oral Pathology Cases in Dental Practice” and “Responding to Gender-Based Violence (GBV) in the Pacific: Foundations of Health Care Practice”. Five new programmes were endorsed by Senate; including the Certificate in Health Professions Foundation Studies (Level 4), a foundation programme specifically for students wishing to pursue a career as a health professional; Bachelor of Dental Technology; Postgraduate Diploma in Dental Health; Postgraduate Diploma in Nursing (Community Health Nursing) and Postgraduate Diploma in Nursing (Perioperative Nursing).

The Australian Institute of Medical and Clinical Scientists (AIMS) accreditation of the Bachelor of Medical Laboratory Science programme has been extended to 2024. In addition, the Bachelor of Medical Imaging Science programme has completed all formalities for accreditation of the programme by the New Zealand Medical Radiation Technologists’ Board (NZMRTB).

CMNHS signed an extension of an MOU with the Ministry of Health, Timor Leste, and the Royal Australian College of Physicians (RACP). It also signed an MOU with the Ministry of Health, Samoa. The College conducted a flag-raising and welcome ceremony for its first-year regional students at the Pasifika campus and engaged students University-wide in the first Youth Mental Health Forum. The College also took the lead in commemorating World Mental Health Day/Month, World Suicide Prevention Day, and conducted an outreach programme to mark World Oral Health Day.

Undergraduate students in medicine and public health also participated in the Asia Pacific Rim Universities Student Global Climate Change Simulation. This was facilitated by the University of Oregon and the University of Southern California. The College also continued its collaboration with

the Pacific Community (SPC) and RACS to support clinical services and clinical training in the region. CMNHS continues to attract external funding through its research arm, the Fiji Institute of Pacific Health Research (FIPHR), and has received \$13.8 million for 32 projects, of which 21 are still in progress. The College also received confirmation of the Pacific Clinical Services Workforce Improvement Program (PCSHWIP2) grant of AUD\$1 million over 5 years. CMNHS also received a Cook Islands Regional Initiatives (CIRI) grant to support health professionals’ training (AUD\$195,00.00). FIPHR’s three research centers – the Centre for the Prevention of Obesity and Non-Communicable Diseases (CPOND), Pacific Sexual & Reproductive Health Research Centre (PacSRHRC), and Center for Health Information Policy & Systems Research (CHIPSR) remain active and were involved in 15 research projects in 2022, many of which are continuing.

The Pacific Health Observatory (PHO) and Data Repository were launched in 2022. The PHO aims to support regional countries through the dissemination and translation of health research and serve as an accessible source of health research data done in Fiji and the Pacific once available online.

The Watershed Interventions for Systems Health (WISH) and Revitalising Informal Settlements and their Environments (RISE) projects are also still ongoing and are exemplars of community engagement and research with real-world impact.

CMNHS faculty have regularly shared their expertise as presenters or facilitators at various conferences (Fiji Medical Association (FMA), RANZCOG, ACEM, Emergency Nursing, International Federation of Gynaecology and Obstetrics (FIGO), Asia Pacific Medical Education Conference (APMEC). Faculty presented at the Heads of Health and Pacific Heads of Nursing and Midwifery meetings and were temporary advisors for the World Health



Organization (WHO) Member state consultation on the draft regional framework for the future of mental health in the Western Pacific. Faculty were also part of the WGO working group on climate change and the International Young Members Committee, addressing gastroenterology issues globally.

College learning and teaching activities were enhanced by the launching of a recording studio in November, the use of the KOBO app for community data collection, and the establishment of the laptop borrowing and recharge card give-away programmes for students.

CMNHS continued its contribution to clinical service through the Ministry of Health and Medical Services and held its first regional stakeholder meeting in September that included participants from Vanuatu, Kiribati, Solomon Islands, Cook Islands, Samoa, and Tonga.

In July, His Excellency the President of New Caledonia, Honourable Louis Mapou paid a visit to the College to learn more about the programmes and regional contributions by the College, the learning facilities, and resources available, and research and collaboration work undertaken by the College.

In 2022, CMNHS ensured the delivery of quality health professional education, training, and clinical services. It also continued to be a strong influential presence in the clinical, research, and academic arenas nationally, regionally, and globally.

### **NATIONAL TRAINING AND PRODUCTIVITY CENTRE**

As the severity of the COVID-19 crisis lessened and staff reported back to work, the year started off on a positive note for NTPC.

In February, 28 Apprentices from the National Apprenticeship and Trade Test Department were recruited for employment by Vatukoula Gold Mines (PTE) Limited (VGML). This was followed by a series of requests from various industries for in-house training, as businesses aimed to return to normal operations as soon as possible.

### **Regional And Global Partnerships in Training**

#### **College of Marshall Islands**

NTPC collaborated with the College of Marshall Islands to re-commence training in Automotive, Welding and Fabrication and Electrical courses. Courses were conducted in Majuro and Ebeye and a total of 50 students were trained.

#### **Habitat Fiji/UNDP-sponsored community-based training**

With assistance from the Ministry of Housing, Habitat Fiji and the United Nations Development Programme (UNDP) collaborated with NTPC to engage in their rehabilitation programme to train community members of the Vunidawamoli, Lomanikoro, and Buavou communities in Vanua Levu to build completed homes that are cyclone-resilient, and engineer certified. A total of 90 participants received training in Wooden House Construction, Block House Construction and Sanitation, and Household Plumbing.

#### **JICA-sponsored community-based training**

The Japan International Cooperation Agency (JICA) sponsored courses in Basic Computing and Business skills, Screen Printing Artwork and Design, Floristry Designs and Techniques, Garment Construction, and Fundamentals of Baking and Patisserie for those who had lost employment during the COVID-19 pandemic. The courses provided students with the opportunity to learn or enhance a skill that could assist in the establishment of small-medium enterprises.



A total of 100 participants were trained at the Narere, Nabua and Nasese campuses

#### **APO-sponsored community-based training**

The target group for the Asian Productivity Organization (APO)-sponsored Healthcare and Leadership Management courses were village nurses and community health workers. A total of 160 participants were trained from the Suva, Ba, Nadi, and Lautoka areas. A key purpose of the training was to provide home-based guidelines for COVID-19 treatment that could save people's lives. The course also covered issues of maintaining a healthy lifestyle, like diet and exercise, avoiding Non-Communicable Diseases (NCDs), and safeguarding against COVID-19.

#### **APO-sponsored Productivity Talk (P-Talk) series**

NTPC and APO conducted a Productivity Talk series with the theme "Strengthening Fiji's Productivity Ecosystem: Institutions and Partners Setting the Direction of Fiji's Productivity Movement based on the Fiji National Productivity Master Plan". The Productivity Talk (P-Talk) series is a flagship programme under the APO Secretariat's digital information initiative, which was born out of both necessity and creativity during the COVID-19 pandemic. NTPC identified the forum as an excellent platform for increasing awareness of Productivity among stakeholders. This is part of NTPC's commitment to advancing Fiji's Productivity Movement in partnership with the Ministry of Employment, Productivity, and Industrial Relations.

#### **Australian Pacific Training Coalition (APTC) – Student Attachments**

Nineteen women from the Makoi Vocational Training Centre are in a better position to systemically carry out tasks as per garment industry standards following a weeklong

attachment with the Fiji National University's, National Training and Productivity Centre (NTPC) Fashion Incubation Centre in Nabua. The collaboration between NTPC and the Australia Pacific Training Coalition (APTC) allows students to achieve higher standards in fashion and broaden their technical knowledge and advance fashion locally and internationally. The graduation ceremony was held in May at the Nabua campus.

#### **National Events**

##### **2022 National Quality & Innovation Conference**

The 2022 National Quality and Innovation Conference/2nd Team Excellence Competition was held in Suva with the theme "Innovations for Higher Productivity". The Chief Guest was the former Ministry of Youth and Sports Permanent Secretary, Rovereto Nayacalevu. A total of eight teams presented their projects.

##### **National Conference on Information Technology (NCIT)**

NTPC also conducted the 3rd National Conference on Information Technology (NCIT) at the Pearl Resort in August 2022. The former Ministry of Communications Acting Permanent Secretary, Ms Tupou'tuah Baravilala was the Chief Guest. The conference theme was "Empowering the Pacific with Innovative, Secure & Diverse Technologies for Growth and Sustainability" and featured local and international speakers.

##### **2022 Fiji Business Excellence Awards**

NTPC hosted the 22nd Fiji Business Excellence Awards (FBEA) in November. The President of the Republic of Fiji, His Excellency Ratu Wiliame Katonivere, was the Chief Guest, accompanied by Madam First Lady. A total of 300 guests attended the event, including leaders from both the private and public sectors and productivity



practitioners. A total of seven FBEA Evaluators were recognised for their five-year and 10-year Service to FBEA, and eight organisations were recognised for their Business Excellence Journey.

## Forums

### **2022 Industry and Community Discussion Forum (ICDF)**

NTPC successfully completed its 2022 Industry and Community Discussion Forum (ICDF) in March. NTPC organised virtual discussions and visited various industries, organisations, businesses, and SMEs around the country to gauge feedback on skills demand and areas of concern that needed enhancement to improve workplace performance and productivity. During ICDF, an online survey open to all individuals and organisations was also conducted, whereby participants provided their views on specific areas of training. This feedback enabled NTPC's training staff to design short courses or tailor-made courses to help individuals and organisations.

### **Virtual Forum – Let's Talk Apprenticeship**

The Department of National Apprenticeship successfully conducted its first-ever webinar on Apprenticeship Training in Fiji – Let's Talk Apprenticeship, in March. The forum featured guest speakers that included Fiji Commerce and Employers Federation (FCEF), Chief Executive Officer Kameli Batiweti, a strong advocate for apprenticeship, Mental Health Professional of Kuruleca Consultants' Selina Kuruleca and Jane Koi of Shipping Services Fiji Limited. An increase in the number of women in apprenticeship training in the past five years at the Fiji National University's (FNU), National Training and Productivity Centre (NTPC) has been noted.

The Department of Information Technology also participated in the Asia Pacific Internet

Governance Forum 2022 (Singapore), and International Telecommunication Union (ITU) Pacific Islands Telecommunications Association (PITA) Forum on Smart Islands in the Pacific: Realizing digital transformation at the community level

### **Trade Test**

#### **Increase in Trade Testing Fees**

The FNU Council approved the review of Trade Test fees in November 2021. This review was made after a lapse of 19 years and was necessary as the cost of testing materials and equipment has increased over the last two decades. The review was also vital as the levy funds were not able to subsidise the costs of conducting trade tests. The Council's NTPC Advisory Board approved the review of Trade Test fees last year.

### **Free Reskilling and Upskilling Short Courses**

NTPC trained 1165 participants through the Reskilling and Upskilling initiative provided by the Fijian Government for those who lost employment during the pandemic. The Certificate of Attainment in Care Giving course had the greatest number of students at 510. The trainings were facilitated by the Department of Community Based Non-Formal Education, National Productivity and Industry Innovation and Construction Industry.

### **Seminar – World Telecommunications and Information Society Day**

The World Telecommunication and Information Society Day (WTISD) has been celebrated annually on 17 May since 1969. To mark this event, the Centre's Department of Information Technology held a seminar to raise awareness of the important role that telecommunications and ICT play in supporting people to stay tech-savvy and connected to digital work while also maintaining a healthy lifestyle. The celebrations were held at Derrick Campus in Samabula.



## New Ventures

### Team Excellence Competition

NTPC successfully hosted the first Team Excellence Competition in conjunction with the 25th National Quality Convention in August. The Asia Pacific Quality Organisation President, Mangalika de Silva, and Hoclink Singapore Managing Director, George Wong, were the keynote speakers at the event. The Team i7 from Future Farms Limited received a 3-star rating for their presentation, the highest level of recognition in the Team Excellence Competition. The other teams that also competed included two couples from Future Farms Ltd – Team Badassery and Team Maroroi, which received a 2-star rating. Team Lalawa from the Ministry of Itaukei Affairs also received a 2-star rating.

### Computing for Medical Professionals Training

Fifty-five medical professionals from the Ministry of Health and Medical Services (MHMS) attended a three-day Computing for Medical Professionals Training conducted by NTPC at Derrick Campus in Samabula. This was the second group of MHMS Practitioners to be trained following the inaugural training that was held in Nadi, which was attended by 37 medical professionals. The Ministry of Health and Medical Services Permanent Secretary, Dr James Fong, officially opened the training in Suva. By December 2022, a total of 150 medical professionals were training Fiji-wide.

### FNU Salon Culinaire Competition

NTPC's Department of Tourism, and Hospitality, Fashion and Travel held its very first Salon Culinaire Competition for students with the theme 'Creativity to Inspire'. The competition attracted a total of 41 participants. Six participants were awarded in the cookery and pastry categories respectively.

### Contributing towards Sustainability Week

The FNU's Sustainability Week Campaign was held in October with a series of events that were in line with the University's Sustainability Plan. During this event, Colleges were given the opportunity

to showcase their efforts toward sustainability and NTPC organised its Sustainability Day on 19 October at Narere Campus. Presentations and speakers for the day included industry partners such as Energy Fiji Limited and Goodman Fielder. NTPC's Best Apprentice (Goodman Fielder) also presented in the event.

## FIJI MARITIME ACADEMY

The Fiji Maritime Academy recorded key achievements in 2022. The Academy's Department of Safety and Survival secured a scholarship from the WWF-Pacific to train 58 deckhand fishing students.

As the sole maritime training provider of Fiji, it is imperative to keep a quality standard system that is operational. FMA had gone one step further and instilled a quality management system through the certification of DNV. In 2022, the first periodic audit was completed after the renewal audit back in 2021.

FMA managed to successfully submit a paper to the Japan International Cooperation Agency (JICA) for a joint venture to train regional marine engineers. JICA accepted this application, which was submitted through the Ministry of Education, Heritage Arts, and the Ministry of Foreign Affairs. This would be funded in the next financial year.

The Academy trained two batches of full ship officers and engineers from Consort Express Lines (CEL) Ltd on a special Bridge and Engine Room Resource Management Programme jointly with CINEC, Sri Lanka. This was a special training programme where management-level officers and engineers participated. The company CEL had continued to be an industry partner for FMA since 2019. The company requested a special Bridge and Engine Resource Management programme as an upskilling programme and FMA responded with resource personnel from FMA providing the training, with CINEC also joining in via Zoom for the training.

# KEY

# DEVELOPMENTS

## IN THE PROFESSIONAL SERVICES DIVISIONS

### CAPITAL PROJECTS AND INFRASTRUCTURE

2022 was a year filled with challenges and opportunities for the construction industry. Rising scarcity of labourers, limited access to critical materials and supply chain issues continued to hamper projects, with some trends of COVID-19 carried on from 2020 to 2022.

Despite these issues, the Division completed two of the University's major projects and recommenced works on halted projects. In addition to managing the various projects, the Division also carried out significant work for the University Estates to diversify towards revenue generation.

The Division explored green initiatives to optimise resource management whilst serving as the University's leader in sustainability activities. In accomplishing this, the Division is committed to improving student experience, financial sustainability and the environment.

The Division had a capital spend of \$5M on its projects in 2022. Below is a summary of the major projects undertaken.

#### **College Business, Hospitality and Tourism Studies (CBHTS) Complex**

The four-storey \$27M Complex located in Nasinu Campus was completed in October. The facility was officially opened on 28 October 2022 by the former Attorney-General and Minister for Economy, Honorable Aiyaz Sayed-Khaiyum. The University is grateful to the Fijian Government for its contribution to the project.

The new CBHTS Complex consists of a Student Central office for student academic services, finance, and ITS needs, classrooms and workspaces, and a 450-seat lecture theatre inclusive of accessible seats for students with disabilities. The building is also disabled-friendly, and the building project allows for the centralisation of key services provided to students at the University.





### **Labasa Campus, Naduna**

With FNU's objective to enhance learning and teaching facilities for students of the Northern Division and achieve the best value for money, FNU embarked on carrying out refurbishment works at the former Technical College Campus in Naduna. The facility provides TVET facilities for students as well as a better holistic learning environment. The University Council and Management's support has been tremendous towards this project. The facility was officially opened on 10 June 2022.

This project relocates the three workshops that were distributed in the Town Centre and provides University facilities and services at a centralised location. In addition to workshops, the Campus features tutorial and lecture rooms that are equipped with modern teaching technologies, allowing collaboration and connectivity with other Campuses in Viti Levu for classes. The Campus also has a modern Library, training kitchens, computer labs, and administrative offices. The Naduna Campus provides space for students' outdoor sports, recreational activities, and collaboration initiatives.

### **Fiji Maritime Academy Building**

The construction works on the three-storey Fiji Maritime Academy (FMA) Project at Nasese recommenced in mid-March 2022 after COVID-19 restrictions and supply chain issues. The project's progress is notable since the recommencement of the construction works. The building is scheduled to open its doors in Semester 1 2023. The complex will

boost the learning and teaching delivery for the Fiji Maritime Academy by introducing new courses and higher-level training and certification of seafarers. Once complete, the complex will have lecture rooms, an auditorium, a fisheries lab, computer labs, and a marine high-voltage training room for students to undertake training and be workforce ready. The project also constitutes a 120kW solar PV system as a sustainable approach to enhance green energy.

### **Sitting Bure and Feeder Shed – Koronivia**

The Sitting Bure and Feeder Shed projects are undertaken at the Livestock Farm, Koronivia Campus. The Sitting Bure consists of a study space and washroom and changing areas, whilst the Feeder Shed provides access to feed experimentation. These facilities were a much-needed addition to the assets on the livestock farm so that students could gain access to a space to study and collaborate, prepare for farm activities, and enhance their feed knowledge through the feeder shed facility. The Seating Bure project commenced in the first quarter of 2021 and was completed by the beginning of 2022. The Feeder shed project was completed by the end of 2022.

### **Estate Strategy**

The University, through the Master Plan, indicated certain estates that were under-utilised or dormant for diversification or disposal. This strategy is in line with the Strategic Plan for financial sustainability. The University is looking at strengthening its existing centres of excellence, maximising operational efficiency, and providing staff and students with a better campus experience.

The University has sold the Navua Hotel property that had been vacant for some years. As a result, the University has reduced its operating costs from an additional site. The University is exploring the best possible options for the other sites to enhance its revenue streams, allowing it to invest in its core campuses.

### **Sustainability**

The Division will continue to encourage more sustainable activities to support the Sustainable Development Goals (SDGs). This is aligned with its commitment towards the effective implementation of the yearly Sustainability Plan goals to raise awareness among our staff and students and the wider community.

### **ESTATES AND FACILITIES**

Through the hardworking and dedicated staff, the Division of Estates and Facilities was able to perform its role of providing efficient operations and management of the University's core learning and teaching functions, events, and activities.

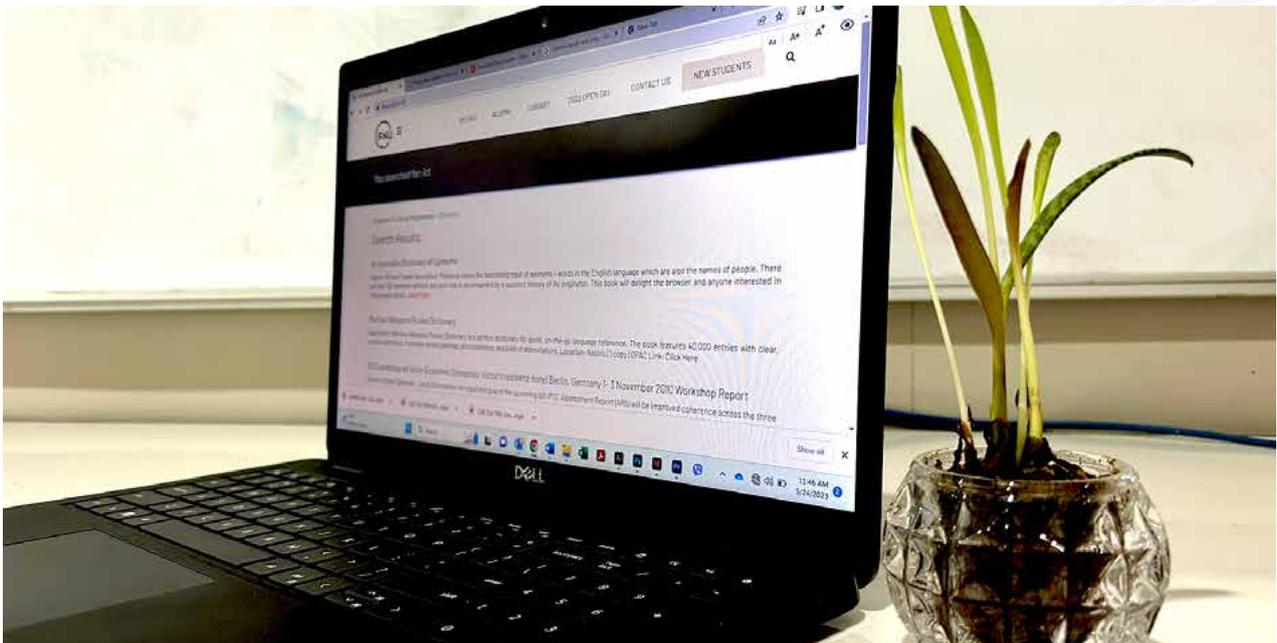
The Division continues to develop and build a high-performance team that will effectively and efficiently serve Colleges, Divisions, and our students.

The Division effectively implemented its COVID-19 response through a well-coordinated plan of activities, awareness, and communications complemented by the strict enforcement of approved protocols. This contained the spread of the virus at respective campuses and accommodation facilities.

The Accommodation department recorded a more than 85% occupancy rate, achieving a surplus of more than \$2.2 million for the year ending 2022. This was achieved despite 158 beds being offline due to major renovation and upgrade works of the Accommodation blocks at the Natabua Campus, the Nursing campus, Hoodless House, School of Public Health and Primary Care, and Kivi house. Plans are in place to upgrade the remaining campuses in 2023, alongside rainwater harvesting initiatives.

The Occupational Health and Safety Department ensured that all compliance regulatory requirements of the University were upheld. The section worked closely with the respective OHS chairpersons and Incident Response Team (IRT) members to strengthen the safety culture at the University. The section also coordinated Emergency and Fire Evacuation drills and built staff capacity through OHS and safety training and workshops.





The Maintenance and Building Services team achieved the planned maintenance projects as part of the improvement and modification of our facilities. The Maintenance catalog is now available on our webpage showing updates on project completion and progress status.

To contribute to the reduction of the University's carbon footprint, the department installed 213 solar lights and continues to implement various renewable energy initiatives. The maintenance team has been working on new water reticulation projects for backup water supply. This is completed for the Nursing campus, Hoodless House, School of Public Health and Primary Care, and Kivi House. Plans are in place to upgrade the remaining campuses in 2023, alongside rainwater harvesting initiatives. The section also commenced the new fencing projects in 2022 and works are currently in progress for Natabua, Nursing, Narere, and Derrick campuses.

The Facilities Administration team has been restructured to strengthen its monitoring responsibility to ensure the quality of service is maintained through its Service level agreements performed by the contractors. To support the University's strategic goal of a positive student experience, the department constructed additional student sitting benches at Natabua, Nursing, Pasifika, Naceva, Ba, and Nasinu campuses, with plans in place to provide additional benches for students.

Through its waste recycling initiative, additional waste bins were also provided at identified campuses to further promote proper waste disposal and recycling.

To contribute to the University's Sustainability programmes, the Division partnered with the Ministry of Forestry and residential students to plant 200 tree seedlings.

The Division has demonstrated that a quick and efficient response is achieved through a dedicated team committed to enhancing service delivery.

### INFORMATION TECHNOLOGY SERVICES

2022 was a busy year for the IT Services Division, with a key highlight being the UIMS (Banner) Project completion, technology upgrades to meet the university's ICT requirements, and renewal of agreements with our Telecommunication partners.

Since the migration of the last legacy student system to Banner was in 2021, the project team was involved in post-migration issues resolution in early 2022. The two remaining modules in the UIMS solution stack were rolled out later in the year.

The Housing Director module will manage student accommodation applications, allowing students to apply online for accommodation. DegreeWorks is an academic advising and degree audit tool that will provide information on the student's degree progress and guide their path on the next steps to graduation. The Division aims to provide strengthened support to Colleges and Divisions next year in its endeavours to facilitate uptake in Banner.

Upgrades of various parts of the IT infrastructure included the migration of emails to a cloud environment. This offers, along with other new features, faster retrievals of archived emails and unlimited storage. Work on expanding and



upgrading the virtual server platform was carried out to meet future demands on ICT resources.

The enhancement of teaching and learning spaces, introduction of advanced technology tools, and the upgrade of IT lab computers were also carried out during the year to support the increased use of online learning and modern delivery requirements.

ICT services cannot be provided without the support of telecommunications service providers. Telecommunication services agreements were renewed with Telecom Fiji Limited, Vodafone Fiji Pte Limited, Fintel, and AARNet. This will provide faster services, higher capacities, and other improved service features to the FNU community.

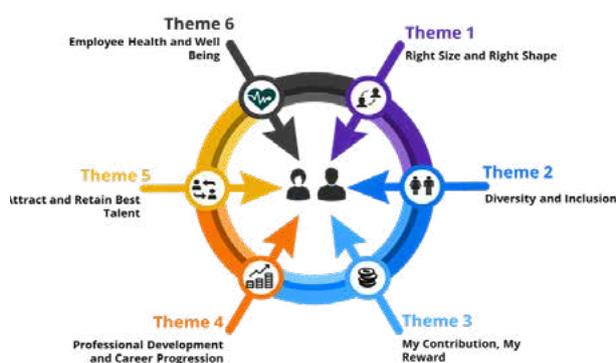
The Division continues to work on improving its service delivery to students and staff, with the reduction in the average age of outstanding issues reported from 13.8 days in January, to 6.7 days at the end of the year.

To commemorate the annual Cybersecurity Awareness Month in October, the Division carried out cybersecurity awareness activities at most major campuses with the involvement of students and staff. This included presentations, quizzes, awareness campaigns via email and social media postings advising users of the risks and online safety tips. The programme culminated with the Cybersecurity Symposium, whereby local and overseas cybersecurity experts presented to more than 200 participants from the industry and education sectors.

## HUMAN RESOURCES

In alignment with FNU’s Strategic Plan 2021–2026, HR developed the “Our People Strategy” to support the mission and values of FNU, enhance our ability to strategically attract, develop and retain the talented academic and professional staff and create an environment in which they flourish and succeed in the pursuit of excellence in all areas of teaching, research, scholarship, and administration.

The People Strategy is also formulated to set the framework that will support our staff members in their career journey with FNU. It sets directions on how we intend to engage our people with the competencies required to deliver our short-term and long-term objectives, ensuring that the best approaches are taken to make decisions on the kind of people, structure, and processes the University requires in the successful deliverance of our 2026 goals.



The People Strategy aligns to the following:

- FNU Strategic Plan 2021-2026 – People (Enabler 1), Processes (Enabler 2), Governance (Enabler 3) and Values (Enabler 4)
- FNU Strategic Plan – Education for Employability (Pillar 1) and Research with real-world impact (Pillar 2)

The following outlines initiatives undertaken by the Division in 2022:

### **Recruitment and Retention**

FNU is committed to recruiting and selecting candidates based on merit guided by a person specification for the position clearly outlining the attributes required for the position including qualification, skills, and experience. All recruitment activities are undertaken systematically, consistently, efficiently and are aligned with the Fijian Employment Law and principles of equal employment opportunity.

Staffing budgets were carefully managed with guidance and advice provided by HR to the Colleges and Divisions without compromising the quality of teaching and learning and day-to-day business operations and services. The HR Business Partners played a key role in assisting with re-

assigning staffing resources to online and flexible learning modes during the pandemic. Notably, the skills shortage in Fiji and the international borders reopening resulted in mass migration and had an adverse impact on our ability to fill vacant positions.

To combat and assist staff with the recent inflation, the University added a 5% cost of living adjustment to the normal salaries of all full-time staff at the University. This payment was affected in October 2022 and paid retrospectively from 01 January 2022.

### **Strategic Workforce Planning**

A five-year workforce plan was developed as part of the people strategy with the aim of proactively securing the most suitable number of staff with the right knowledge, skills, attitudes, and qualifications. This will ensure that staff perform the right tasks in the right place at the right time aligned to FNU's strategic plan. The new workforce plan aims to create financial sustainability and effectively deploy human capital management. The filling of vacant positions is decided monthly by the Staffing Review Committee to ensure alignment with workforce plans, and budgets and to explore opportunities in relation to the SP's "right size – right shape" initiative.



## Staff Headcount

(The below table contains the headcount of all staff employed in the year)

	2017	2018	2019	2020	2021	2022
Academic Staff	924	899	819	998	908	837
Support Staff	1,360	1,294	1214	1371	1300	1232
Academic: Support Staff	0.68	0.69	0.67	0.73	0.70	0.68

The figures over the years reflect the headcount of full-time staff only. The declining trend in staff numbers is due to staff leaving the university due to resignations, retirements, redundancies, terminations/dismissals, and bereavements, at a higher rate than replacement full-time appointments were made. Post COVID-19, there were a lot of resignations during the year and the positions were difficult to fill due to skill shortage in the market.

## Staff Full-Time Equivalent

(The below table shows the FTE of all staff employed in the year)

	2017	2018	2019	2020	2021	2022
Academic Staff	799	776	729.2	904	827.2	824.7
Support Staff	1,245	1,176	1134	1289	1225.5	1226.5
Academic: Support Staff	0.64	0.66	0.64	0.70	0.67	0.67

The FTE for both academic and support staff represents the full-time and part-time status of the staff in the university. This varies across the university, for academics, 1 FTE represents a 100% teaching load, and 0.8 FTE represents 80% of teaching load taken up by academics. The same applies support staff which is displayed in the decimals in the table above.

## Staff Benefits and Professional Development

A total of 263 staff were provided with study benefits and training by the Division of HR between 1 January to 31 December 2022. A breakdown of the training and benefits are provided below.

	No. of Staff Supported
Professional training and technical workshops	9
Full-time study leave with educational allowance	27
Succession completion of full-time study leave	3
FeeWaiver	224
<b>TOTAL</b>	<b>263</b>

## Way Forward

FNU continues to make significant strides in education, research, sustainability, student experience, stakeholder engagement and in other areas of our learning, teaching and research delivery. FNU remains committed to enhancing our services as a major tertiary education provider.

### Professor Toby Wilkinson

Vice-Chancellor (January-March)

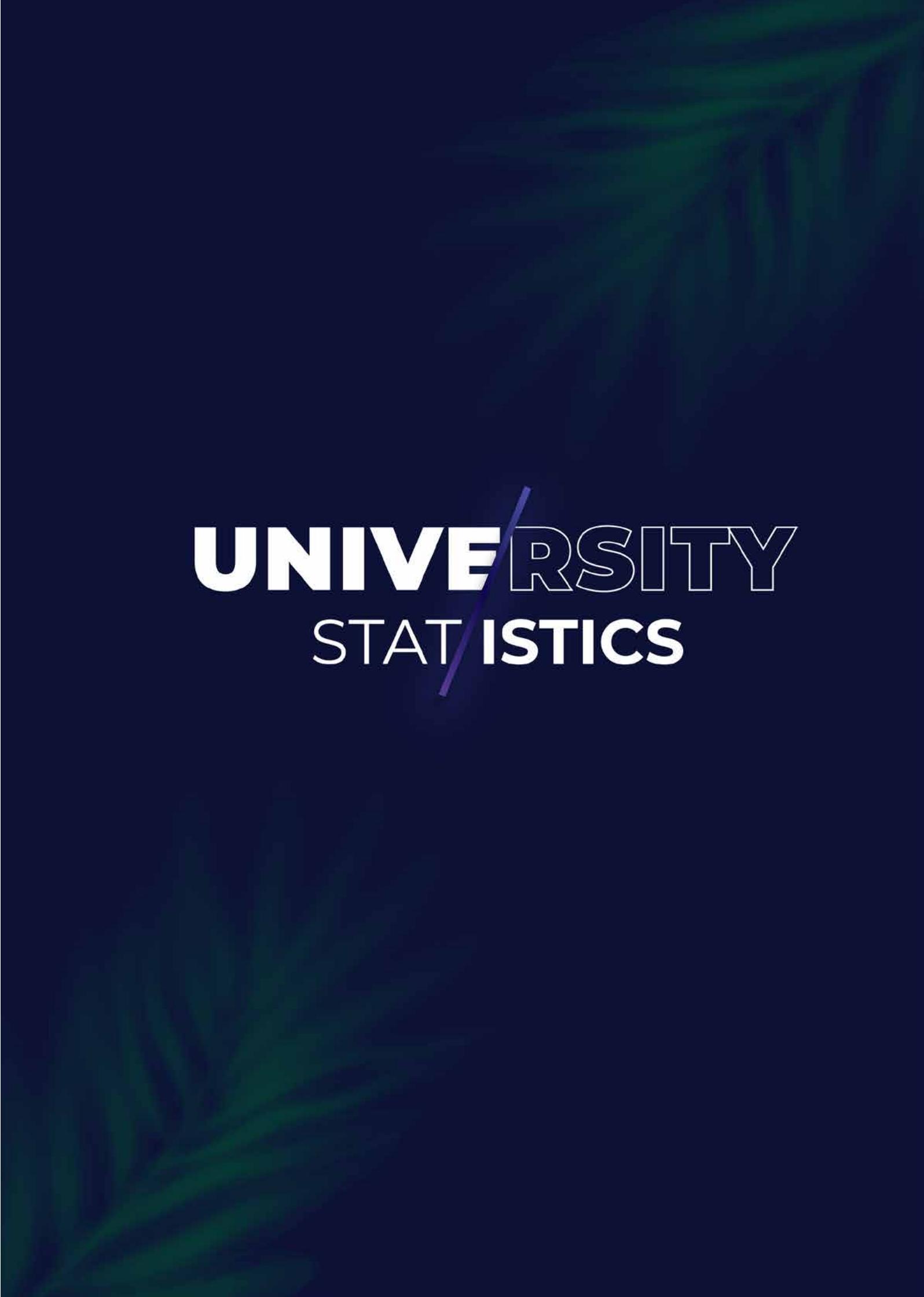
### Dr William May

Deputy Vice-Chancellor (January-March)

Acting Vice-Chancellor (April-September)

### Professor Lyn Karstadt

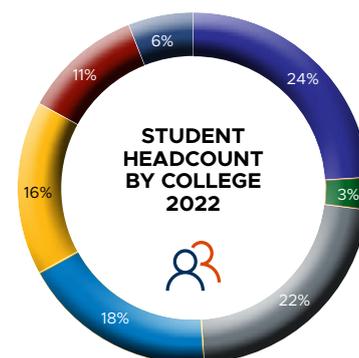
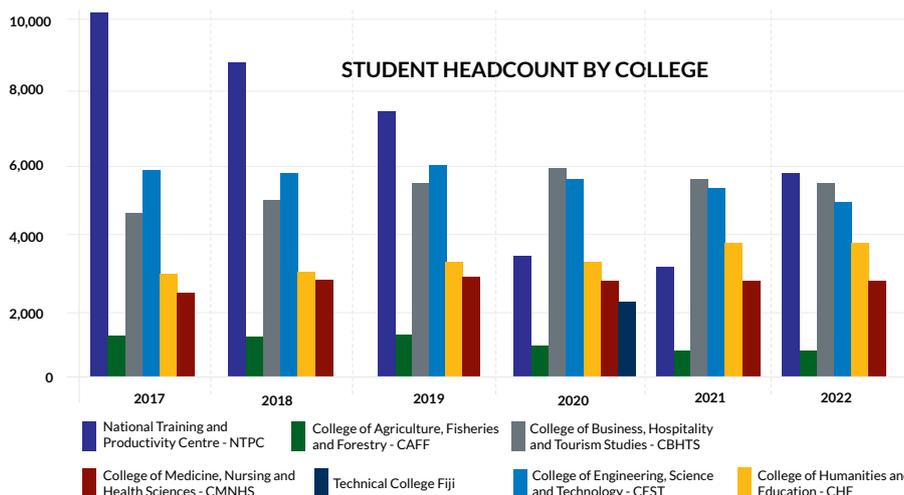
Vice-Chancellor (September-December)



**UNIVERSITY**  
**STATISTICS**

## STUDENT HEADCOUNT BY COLLEGE

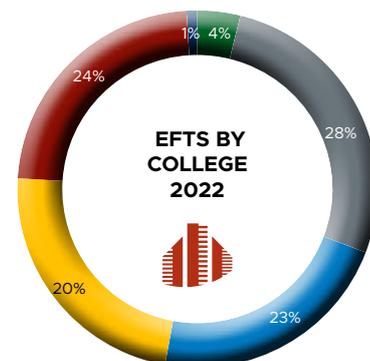
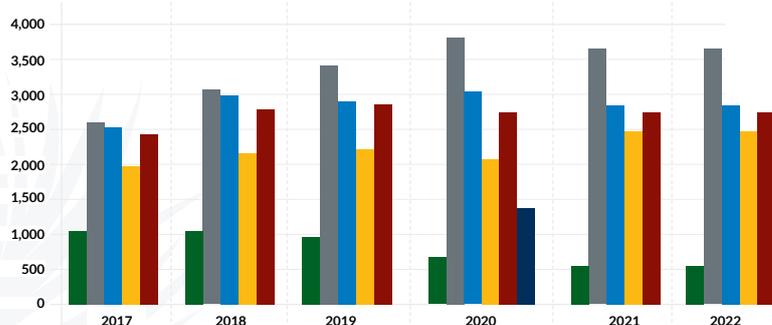
College	2017	2018	2019	2020	2021	2022
National Training & Productivity Centre	10,148	8,791	7,407	3,410	3,086	5,750
Agriculture, Fisheries & Forestry	1,196	1,170	1,223	907	779	689
Business, Hospitality & Tourism Studies	4,602	4,957	5,437	5,846	5,572	5,339
Engineering, Science & Technology	5,814	5,718	5,941	5,542	5,276	4,367
Humanities & Education	2,911	2,939	3,220	3,240	3,806	3,795
Medicine, Nursing & Health Sciences	2,394	2,741	2,835	2,725	2,707	2,739
Fiji Maritime Academy						1,603
Technical College of Fiji				2108		
<b>Total</b>	<b>27,065</b>	<b>26,316</b>	<b>26,063</b>	<b>23,778</b>	<b>21,226</b>	<b>24,282</b>



## EQUIVALENT FULL TIME STUDENTS (EFTS) BY COLLEGE

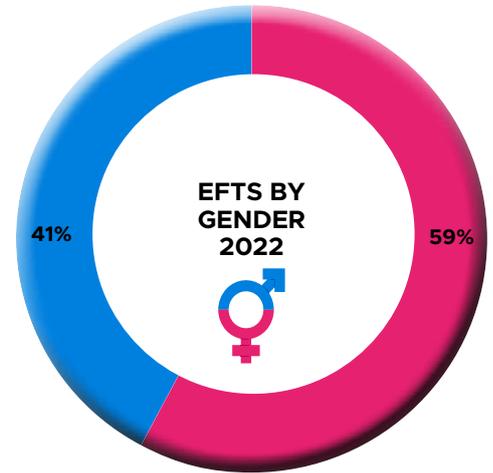
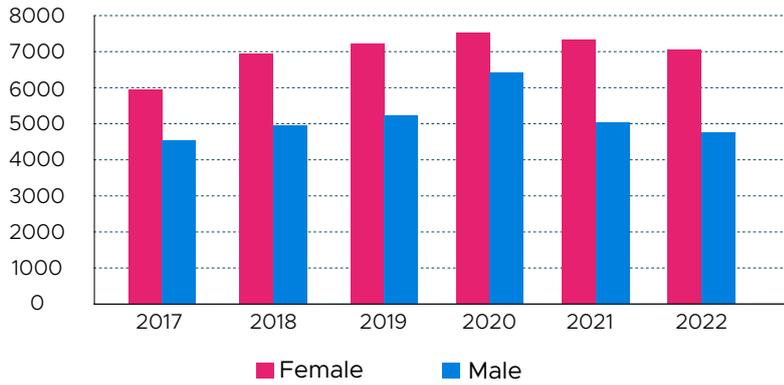
College	2017	2018	2019	2020	2021	2022
Agriculture, Fisheries & Forestry	1,050	1,044	964	698	558	521
Business, Hospitality & Tourism Studies	2,578	3,040	3,354	3,765	3,589	3,225
Engineering, Science & Technology	2,525	2,942	2,905	2,991	2,813	2,634
Humanities & Education	1,964	2,130	2,168	2,045	2,461	2,334
Medicine, Nursing & Health Sciences	2,394	2,741	2,835	2,725	2,707	2,739
Fiji Maritime Academy						114
Technical College of Fiji				1,356		
<b>Total</b>	<b>10,511</b>	<b>11,897</b>	<b>12,226</b>	<b>13,580</b>	<b>12,128</b>	<b>11,567</b>

## STUDENT HEADCOUNT BY COLLEGE



### EFTS BY GENDER

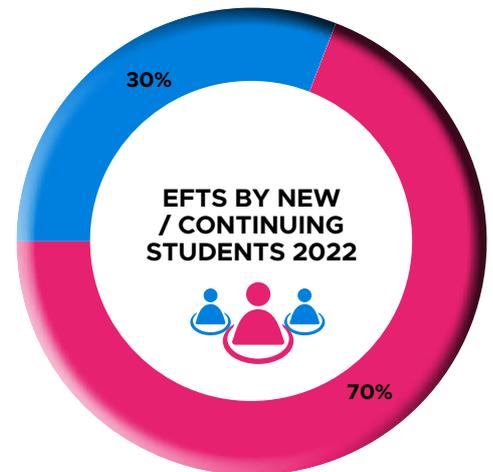
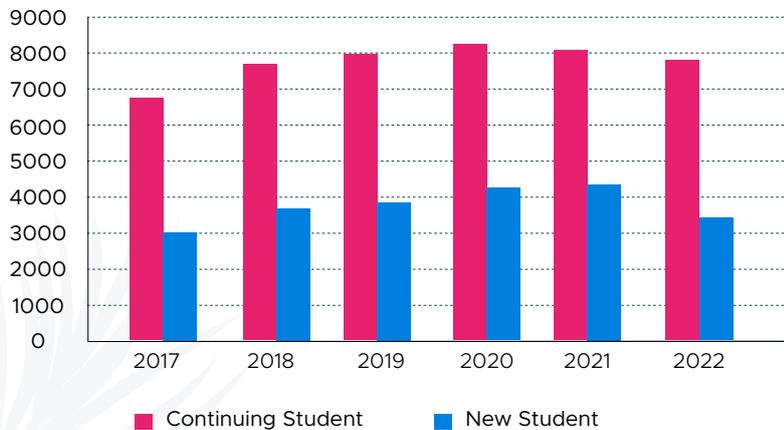
Gender	2017	2018	2019	2020	2021	2022
Female	5,803	6,693	6,946	7,424	7,051	6,840
Male	4,708	5,204	5,280	6,156	5,077	4,726
<b>Total</b>	<b>10,511</b>	<b>11,897</b>	<b>12,226</b>	<b>13,580</b>	<b>12,128</b>	<b>11,567</b>



### EFTS BY NEW / CONTINUING STUDENTS

Status	2017	2018	2019	2020	2021	2022
Continuing Student	7,058	8,072	8,336	8,612	8,394	8,092
New Student	3,453	3,825	3,890	4,968	3,734	3,475
<b>Total</b>	<b>10,511</b>	<b>11,897</b>	<b>12,226</b>	<b>13,580</b>	<b>12,128</b>	<b>11,567</b>

### EFTS BY NEW / CONTINUING STUDENTS



## EFTS BY CITIZENSHIP

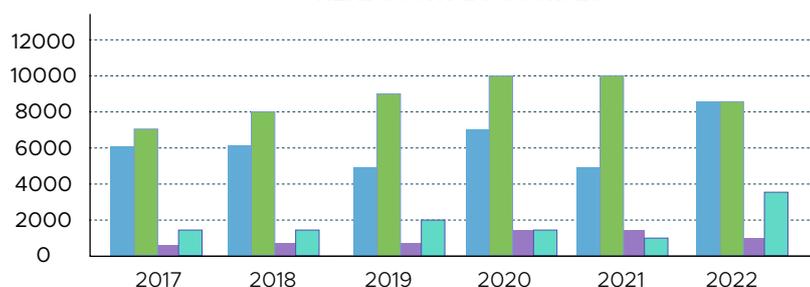


Citizenship	2017	2018	2019	2020	2021	2022
Afghanistan	2	1	0	1	2	1
American Samoa	5	5	45	10	7	29
Australia	4	2	3	3	5	7
Cambodia	1	0	0	0	0	0
Canada	1	5	7	2	0	1
China	2	1	3	2	2	1
Congo	1	1	1	1	0	0
Cook Islands	6	7	20	3	3	18
Estonia	0	0	0	1	0	0
Equatorial Guinea	0	0	1	0	0	0
Faroe Islands	0	0	0	1	0	0
Federated States of Micronesia	30	27	71	24	19	15
Fiji	9,668	11,078	11,249	12,587	11,323	10811
Finland	0	2	0	0	0	1
France	0	0	1	1	0	0
Ghana	1	0	0	1	0	0
Guam	0	0	11	15	0	15
Guyana	5	8	3	1	0	0
India						2
Haiti	1	2	1	0	0	0
India	6	3	4	6	4	2
Indonesia	0	0	0	2	0	0
Kazakhstan	1	0	0	0	0	0
Kiribati	57	66	76	72	73	97
Marshall Islands	22	21	40	29	6	4
Mongolia	1	1	1	1	1	0
Nauru	9	11	10	13	8	8
Nepal	1	0	0	0	0	0
New Zealand	8	10	11	8	2	8
Nigeria	0	2	0	1	1	1
Niue	0	3	1	1	0	4
North Korea	0	0	0	2	1	0
Pakistan	1	3	1	1	1	0
Palau	5	5	16	29	5	21
Panama	0	1	0	0	0	0
Papua New Guinea	21	16	21	30	22	10
Philippines	2	1	1	1	0	0
Samoa	33	23	20	16	23	14
Seychelles	0	0	0	1	0	0
Slovenia	1	0	0	0	0	0
Solomon Islands	379	368	370	428	343	236
South Korea	7	6	3	6	6	0
Sri Lanka	1	1	1	2	1	0
Taiwan	1	1	1	1	0	0
Timor-Leste (East Timor)	3	6	5	8	6	9
Tokelau	4	8	8	4	2	3
Tonga	85	87	88	139	102	122
Trinidad and Tobago	0	0	0	0	1	2
Tuvalu	42	40	46	48	59	48
United States Of America	1	2	2	2	1	1
Vanuatu	93	73	84	76	99	77
<b>Total</b>	<b>10,511</b>	<b>11,897</b>	<b>12,226</b>	<b>13,580</b>	<b>12,128</b>	<b>11,567</b>

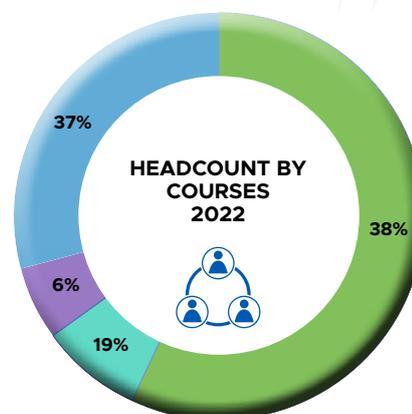
## HEADCOUNT BY COURSES

Courses	2017	2018	2019	2020	2021	2022
Pre - Degree Courses	6,474	6,462	5,454	7,607	5,284	9,112
Bachelor Courses	7,580	8,629	9,583	10,128	10,326	9,252
Postgraduate Courses	773	1,014	1,253	1,175	1,375	1,393
Other Courses	2,090	1,420	2,366	1,458	1,155	4,525
<b>Total</b>	<b>16,917</b>	<b>17,525</b>	<b>18,656</b>	<b>20,368</b>	<b>18,140</b>	<b>24,282</b>

HEADCOUNT BY COURSES

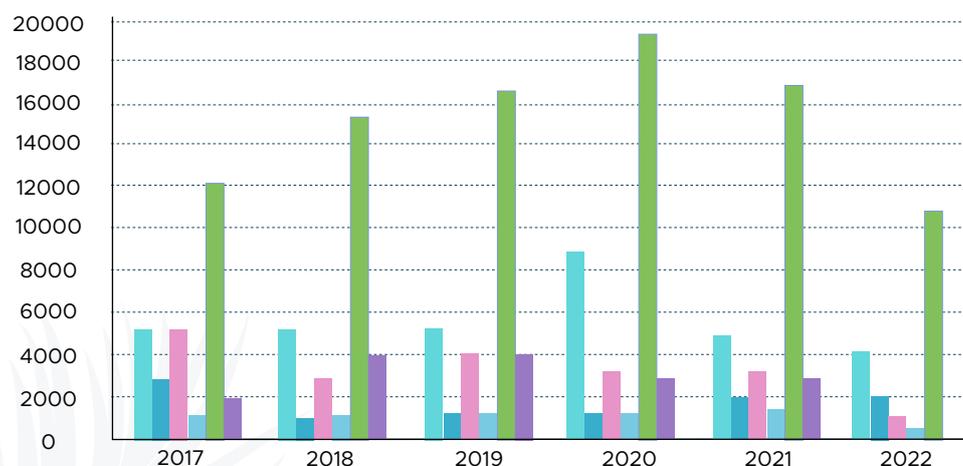


■ Pre - Degree Courses    ■ Bachelor Courses  
■ Postgraduate Courses    ■ Other Courses

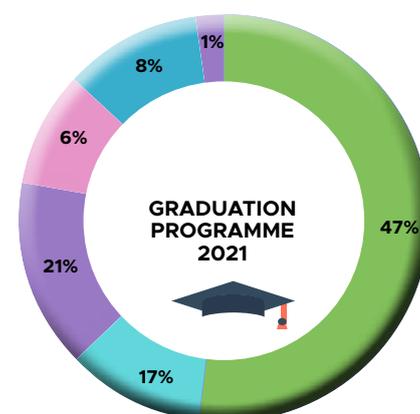


## GRADUATION BY PROGRAMME

Programme	2017	2018	2019	2020	2021	2022
Certificate	572	527	491	889	496	421
Diplomas	310	73	75	102	275	212
Trade Certificate & Diplomas	544	396	453	325	346	144
Higher Education Certificate & Diplomas	157	94	68	81	71	22
Bachelors	1,273	1,572	1,710	1,929	1,683	1,172
Postgraduate Studies	222	315	422	386	339	519
<b>Total</b>	<b>3,078</b>	<b>2,977</b>	<b>3,219</b>	<b>3,712</b>	<b>3,210</b>	<b>2,490</b>



■ Certificate    ■ Higher Education Certificate & Diplomas  
■ Diplomas    ■ Bachelors  
■ Trade Certificate & Diplomas    ■ Postgraduate Studies

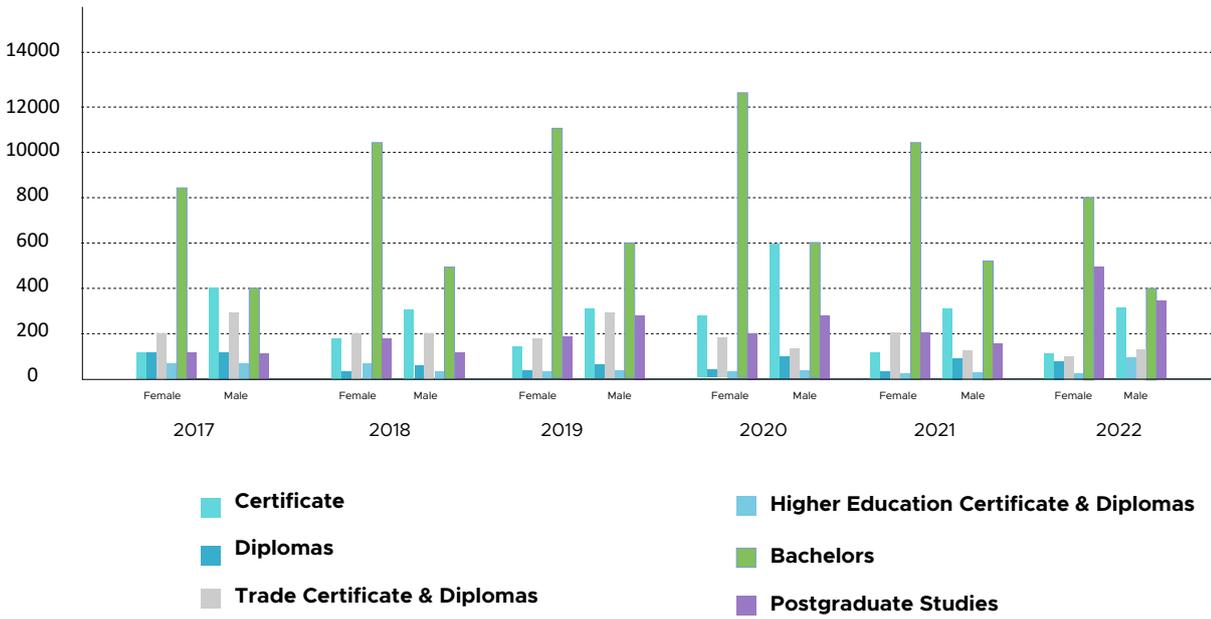


## GRADUATION BY GENDER



Programme	2017		2018		2019		2020		2021		2022	
	F	M	F	M	F	M	F	M	F	M	F	M
Certificate	154	418	206	321	150	341	266	623	149	347	161	260
Diplomas	140	170	30	43	43	32	27	75	114	161	66	146
Trade Certificate & Diplomas	230	314	191	205	176	277	163	162	201	145	73	71
Higher Education Certificate & Diplomas	113	44	75	19	35	33	33	48	45	26	13	9
Bachelors	866	407	1,080	492	1,133	577	1,264	665	1,130	553	833	339
Postgraduate Studies	118	104	193	122	257	165	245	141	226	113	342	177
<b>Total</b>	<b>1,621</b>	<b>1,457</b>	<b>1,775</b>	<b>1,202</b>	<b>1,794</b>	<b>1,425</b>	<b>1,998</b>	<b>1,714</b>	<b>1,865</b>	<b>1,345</b>	<b>1,488</b>	<b>1,002</b>

## GRADUATION BY GENDER





**LEARNING**  
AND **TEACHING**

As one of the country's major tertiary education providers, FNU remains committed to its mandate of meeting the educational needs of those in the community requiring Technical and Vocational Education and Training (TVET) and higher education studies in the fields of postgraduate degrees, masters and doctoral studies.

Our learning and teaching delivery is modelled on the FNU values of Care, Honesty, Accountability, Service and Excellence. This is aligned with our strategic priorities of education for employability and an excellent student experience, for which quality is the hallmark.

### Learning Enhancement

In the 2022 academic year, the Centre for Learning and Teaching Enhancement (CLTE) continued to provide a diverse range of workshops, webinars, information sessions, and consultations to students and faculty members in both face-to-face and online modes. These activities offered valuable and timely support and guidance, empowering our stakeholders to achieve their academic and teaching goals.

To enhance student learning and success, the CLTE team offered a variety of enhancement activities and resources. These included the First Year Experience (FYE) app, workshops, webinars, one-on-one consultations, learning hubs, an Early Alert and Response System (EARS), Peer Assisted Learning (PAL), noquBuddy peer mentoring scheme, learning guides, and enrichment courses. The FYE app was downloaded 2,527 times, and 173 workshops were attended by 3,009 participants.

The English Language Hub assisted 227 students, and the Math Help Hub served 64 students. Furthermore, 11,832 students enrolled in enrichment courses, and 221 students received support through the EARS platform.

Throughout the academic year, PAL provided support to a total of 5,614 students. This support covered 130 courses, with 70 courses offered in Semester 1 and 60 in Semester 2. These sessions were facilitated by a team of 194 PAL Leaders who leveraged face-to-face, online, and blended modalities. PAL sessions were conducted for a total of 192 hours per week in Semester 1 and 161 hours per week in Semester 2, offering students the academic support they need to succeed in their studies. In addition, the noquBuddy programme assigned 66 senior student mentors to 158 first-year students, assisting them with their transition to university life.

### Teaching Enhancement

The CLTE team was also a key facilitator in enhancing teachers' professional development and capacity building. This was achieved through participation in communities of practice, access to open educational resources, virtual labs and simulations, teaching guides, massive open online courses, and attendance at workshops and seminars. The Wisdom Community of Pasifika Teachers workshop offered professional development activities that were attended by a total of 1,228 teachers. The Guide to Effective Teaching

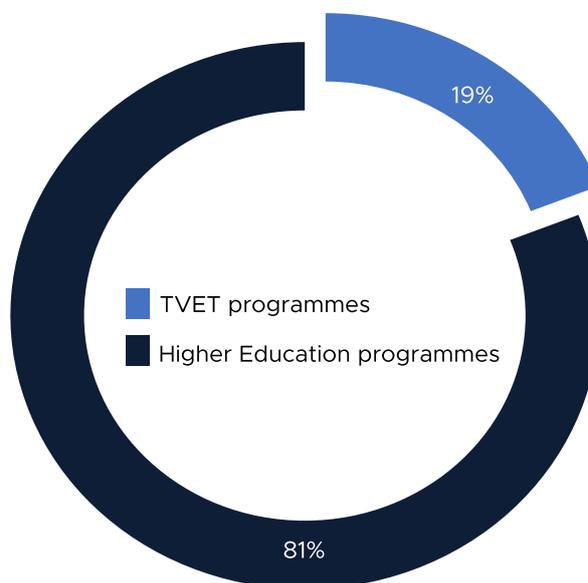
on FNU Moodle was accessed by 580 teachers, providing them with valuable teaching strategies and techniques. Moreover, the CLTE team conducted 39 workshops, offering teachers the opportunity to further develop their skills and knowledge. These professional development activities supported and empowered teachers to thrive in their roles, benefitting both the teachers and their students.

The CLTE team's efforts to elevate the standard of teaching and learning at FNU have yielded encouraging results, and they remain resolute in their pursuit of excellence in regard to the student experience.

### Flexible and E-Learning

The Centre for Flexible and E-Learning's (CFEL) core activities were implemented in alignment with the Office of Learning and Teaching, Annual Plan 2022. The centre continued to improve its contribution to learning and teaching through increased collaboration with the Colleges and Professional Services divisions to ensure an enhanced student learning experience in the online learning environment.

In semester 1, 2022 CFEL rolled out its roadmap of Mahara for FNU, following its pilot programme the previous year. As a result, Mahara for e-Portfolio assessments has been successfully adopted in 21 courses across the TVET and Higher Education programmes. Out of the 21 courses; 19% (4 courses) were from the TVET programme and 81% (17 courses) were from the Higher Education programmes. This is illustrated in the graph below.



### Mahara ePortfolio Adopton

CFEL continued to facilitate workshops and consultation sessions across FNU's major campuses and continually updated its Moodle FAQ resources for teachers. At the beginning of semester 1, 2022 a new Moodle FAQ for students was launched, in addition to an online orientation resource which was prepared in collaboration with CLTE, FNU Library Services and the Office of the Registrar.

To gauge course readiness for Blended/Online mode, an audit of Moodle courses was conducted for all Colleges, Fiji Maritime Academy (FMA) and the National Training and Productivity Centre (TNPC), following almost two years of learning and teaching off-campus. The report was made available to the Colleges through the Associate Deans Learning and Teaching and was used as an indicator of Blended/Online readiness of a course, providing recommendations which could be implemented to bring the course up to a certain standard. The CFEL learning design team also used this as a reference point to pursue further enhancement/development of their courses.

The team, consisting of Learning Designers, Learning Technologists and Multimedia Specialists, developed a total of 22 courses for Blended/Online delivery in 2022. CFEL also collaborated with the College of Medicine, Nursing and Health

Studies (CMNHS) in the development of two short courses; Responding to Gender-Based Violence: *Foundations of Healthcare Practice in the Pacific and Managing Oral Medicine and Oral Pathology Cases in Dental Practice.*

The Programme Standards and Quality Enhancement Office (PS&QEO) accomplished its goals as planned for the year 2022. The team vetted all-new programme documents against national and international standards and achieved other activities as follows:

### 1. New Programme Development:

A total of 7 new programmes were developed and approved by the FNU Senate of which two were Certificates, one Graduate Certificate, one Bachelors, and four Postgraduate programmes. In addition, a number of existing programmes implemented amendments.

**The table below summarises the programmes by College:**

Table 1. Update on the number of new programmes developed and approved by FNU Senate and number of existing programmes undergone amendments/revision.				
College	No. of New Programmes Approved	Date of Approval	No. of existing programmes undergone amendments/revision	Date of Approval
College of Humanities and Education (CHE)	Graduate Certificate – 1	22/12/2022	Bachelors – 1 PG – 1	30/06/2022
College of Engineering, Science and Technology (CEST)	PG – 2	30/06/2022	Certificates – 1 Diploma – 3 Bachelors – 3	30/03/2022
			Certificates – 18 Diplomas – 14 Bachelors – 6 PG - 9	27/10/2022
College of Business, Hospitality and Tourism Studies (CBHTS)	Certificate – 1	27/10/2022	GDLP – 1	30/06/2022
College of Agriculture, Fisheries and Forestry (CAFF)	-	-	Certificate – 1	30/03/2022
College of Medicine, Nursing and Health Sciences (CMNHS)	Certificate – 1 Bachelors – 1 PG - 2	05/08/2022	Bachelors – 1 PG – 4	05/08/2022 & 27/10/2022
<b>TOTAL</b>	<b>8</b>		<b>63</b>	

## 2. Short Course Development:

19 new short courses were developed and approved by the Office of Learning and Teaching (OLT). The PS&QE office vetted all new short course documents against national and international standards and skillsets.

**The details of the short courses approved are summarised in the table below:**

College/Centre	No. of Short Courses Approved in 2022	Type of Short Course (COA/COP)	Date of Approval
National Training and Productivity Centre (NTPC)	5	Certificate of Participation	From 20/05/2022 to 05/10/2022
	11	Certificate of Attainment	From 02/05/2022 to 13/12/2022
CHE	1	Certificate of Attainment	18/05/2022
CMNHS	2	Certificate of Attainment	Between 28/06/2022 & 12/09/2022
<b>TOTAL</b>	<b>19</b>		

## 3. Programme Recording:

There was a total of 84 programmes submitted for Recording with the Fiji Higher Education Commission (FHEC) on the Fiji National Qualifications Framework (FNQF) Register of the Fiji Qualifications Council (FQC). Of these, 81 programmes have been successfully recorded while three programmes are pending approval for recording by the FQC.

**The Table below summarises the submission by College for Recording Applications:**

College	No. of Programmes Approved and Re-corded on the FNQF in 2022	No. of Programmes submitted in 2022 but awaiting approval
CAFF	1	-
CBHTS	51	-
CEST	19	-
CHE	7	-
CMNHS	3	3
<b>Total</b>	<b>81</b>	<b>3</b>

**The table below summarises the FNU programmes recorded to date.**

Collage	Undergraduate Programmes			Postgraduate Programmes			Total
	Certificate	Diploma	Bachelor	Postgraduate/ Honours	Masters	PhD	
	(L3,4)	(L5,6)	(L7)	(L8)	(L9)	(L10)	
CEST	35	20	14	16	6	0	91
CHE	8	4	10	6	3	0	31
CMNHS	5	6	14	31	18	0	74
CAFF	2	8	4	1	1	0	16
CBHTS	17	21	42	3	4	0	87
FMA	1	2	1	0	0	0	4
HDR	0	0	0	0	1	1	2
NTPC	1	0	0	0	0	0	1
<b>TOTAL</b>	<b>69</b>	<b>61</b>	<b>85</b>	<b>57</b>	<b>33</b>	<b>1</b>	<b>306</b>

#### 4. International Accreditations:

The table below summarises the list of completed accredited programmes.

##### Accreditation Status

College	No.	UG/ PG	Programme	Accreditation Body	Status	Anticipated Completion [Date/Year]
CBHTS	1	UG	Bachelor of Commerce in Professional Accounting	Certified Public Accountant (CPA) Australia	Bachelor of Commerce (Professional Accounting) by CPA accreditation is valid until 2026.	Completed - Review in 2026
	2	PG	Post-Graduate Diploma in Accounting	Fiji Institute of Chartered Accountants	Re-accreditation by Fiji institute of Chartered Accountant by Dec 2023	Completed
	3	UG	Bachelor of Commerce (Professional Accounting)	Fiji Institute of Accountant (FIA)	Bachelor of Commerce (Professional Accounting) by FIA accreditation is valid until 2023.	In progress - End of 2023
CMNHS	1	UG	Bachelor of Medical Laboratory Science	Australian Institute of Medical Scientists (renamed Australian Institute of Medical and Clinical Scientists)	Accreditation done for BMLS in 2022	Completed (provisionally accredited for two years from 1 January 2023 until 31 December 2024).
					Bachelor of Medical Laboratory Science - Australian Institute of Medical Scientists (renamed Australian Institute of Medical and Clinical Scientists):	
					We have now another 2 years of accreditation with AIMS and awaiting our final report. Accreditation will end in December 2024 (accredited for two years from 1 January 2023 until 31 December 2024).	
2	UG	Bachelor of Health Services Management	Australasian College of Health Services Management (ACHSM)	Completed – Certificate already submitted to PS&QE office.	Completed: 2021-2025	
3	PG	Postgraduate Diploma in Health Services Management	Australasian College of Health Services Management (ACHSM)	Completed	Completed (expiring in 2024)	

	4	PG	Master of Health Services Management	Australasian College of Health Services Management (ACHSM)	Pending the recruitment of the required number of staff needed by ACHSM. AP Positions to be advertised.	Completed (expiring in 2024)
					Also, to engage further Adjunct Professors and Part-timers.	*Can be reduced if not meeting staff requirements.
<b>CEST</b>	1	UG	Diploma in Engineering - (Civil) (Level 6)	Engineering New Zealand (Dublin Accord)	Accredited by Engineering New Zealand (Dublin Accord) from 2022 till 2025	Completed
	2	UG	Diplomas in Engineering (Mechanical) (Level 6)			
	3	UG	Diplomas in Engineering (Electrical Engineering) (Level 6)			
	4	UG	Diploma in Electronic Engineering (Telecommunication & Networking) (Level 6)			
	5	UG	Diploma in Electronic Engineering (Electronics Engineering) Computer & Control) (Level 6)			

## 5. Appointment of New Staff

The OLT's quality and enhancement team was restructured to reflect priorities in meeting the ambitions of the FNU Strategic Plan. The PS&QE office appointed a Quality Assurance Officer to monitor, conduct and report on annual programme reviews, in addition to other initiatives that assure and enhance the quality of FNU's portfolio. This role works in collaboration with the Colleges, Planning and Business Intelligence Office (PBIO), CLTE, CFEL, and other relevant stakeholders to help improve the performance of programmes/courses offered by the University and benchmark against set standards.

The OLT also appointed a Strategic Partnership and Projects Manager to provide academic leadership and the entrepreneurial skills necessary for strategic partnerships work – such as with Australia Awards Pacific Scholarships (AAPS), Erasmus, and other examples of academic exchange for students and staff.

## 6. Annual Programme Report:

The PS&QE office received 15 annual programme reports from CMNHS and 34 reports from CEST. Analysis of these reports resulted in a proposal to revise the Annual Programme Report (APR) template, to support the College teams with constructive reporting.

Consultation with relevant stakeholders such as PBI Office, Academic Office, Finance, College Deans, and College AD's L&T was carried out, which resulted in the revised APR template.

The revised Annual Programme Review Report (APRR) provides information captured in summary form that enables Colleges to comment on trends and implement action plans that support the continuous improvement of programmes. The revised APR template will be implemented in 2023 and since this document is a requirement by the accreditation bodies thus, it will be piloted on the accredited programmes only.

## Library Services

The Fiji National University Library is committed to engaging in strategies and initiatives that support the evolving needs of the FNU learning community. This empowers and provides students and staff with extensive collections, expertise, and diverse research spaces with easy access to a variety of services. Our mission is to cultivate the FNU community and enhance access to scholarly resources to excel in a changing environment. This will support learning, teaching, and research at the University through engagement and interaction. The library's collection includes books, journals, newspapers, audio-visual materials, and online resources such as e-journals, e-books, and e-databases through the digital platform. Throughout the year, the library holds significant events such as National Library Day, World Book and Copyright Day, librarians' day, and other workshops, webinars, and seminars. These events are open to the FNU community and relate to various topics for their studies and research.



The library's User Engagement team engages with students and staff via a variety of information literacy training across all campuses and centres to create awareness of the library's subscribed database, search skills, and reference management tools, which are RefWorks and Endnote. These training are an essential component to promote lifelong learning amongst the FNU community. The team has collaborated with database vendors to provide instructional training webinars for Scopus, KNOVEL, Clinical Key, ANZ Books, APAC Economic Outlook, Sage, Access Engineering, IEEE, and R, accompanied by trial access to Clinical Key, Sage Campus, Sage Business Cases, World Book Online, EBSCOhost IET INSPEC, EIFL and JSTOR Archive Journals and Database Series IOP Science etc.

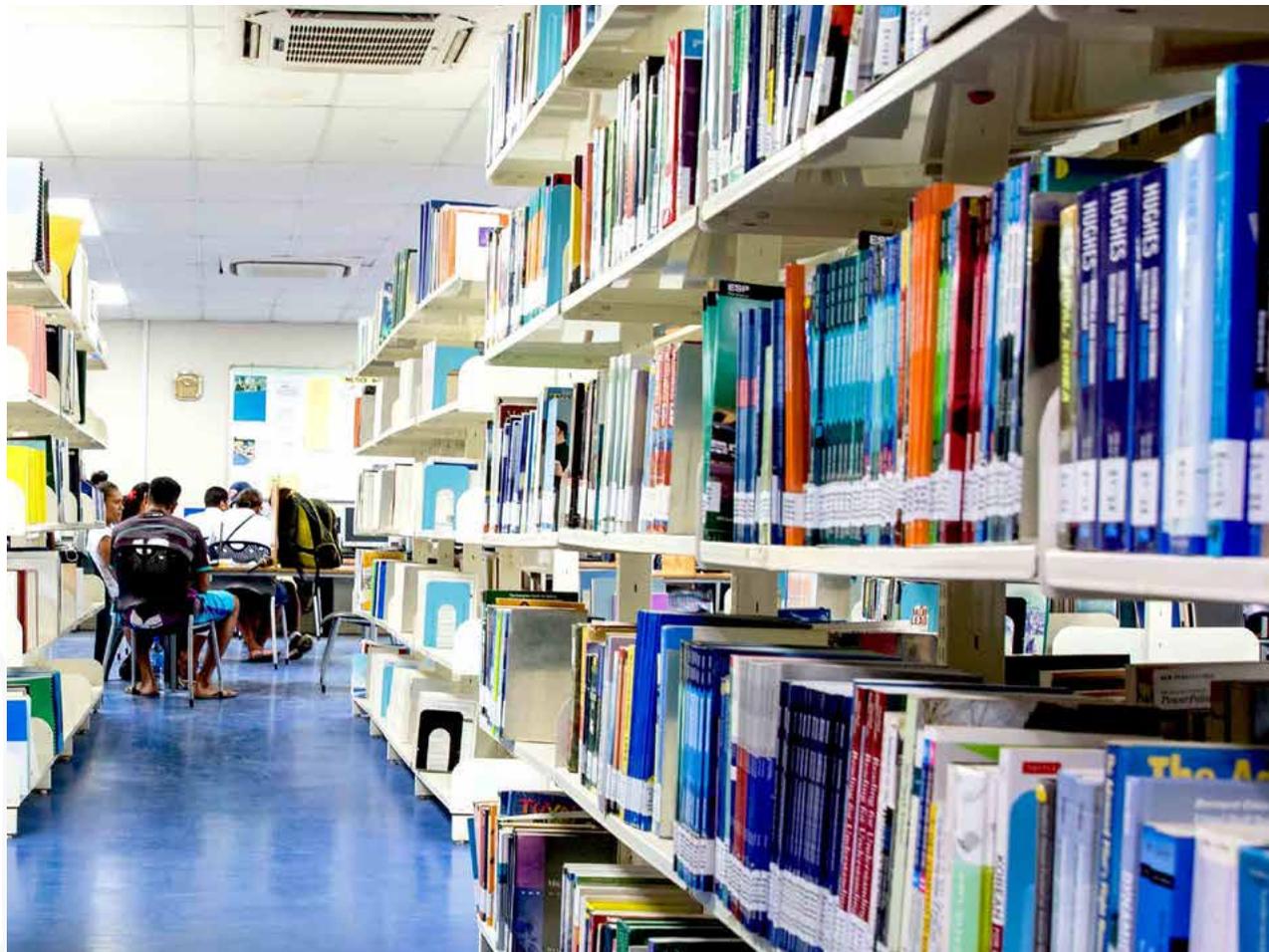
In addition, the library's technical team and Subject Research Liaison Officers (SRLOs) closely monitor College demand and resource lists. They work directly with heads of departments and heads of schools to review the recommended publications and consider adding them to FNU's library collection. The library technical team facilitates the acquisition, processing, and marketing of recently acquired books and other research materials to secure an adequate basic collection to meet the FNU Library goal of providing guidance for selecting and maintaining collections that complement and enhance the curriculum of Fiji National University. It also

supports the information needs of students and staff. It supports all areas of the curriculum through print and electronic formats in order for students and faculty to find relevant resources via subject guides.

The Fiji National University Library is committed to ensuring an excellent library service for students and staff post-Covid. From Semester 1, 2022, various initiatives were implemented to restore and sustain normal operations while maintaining a safe and secure environment for its users. Our library has focused on modern concepts by creating a user-friendly research space for Postgraduate (PG) and PhD students, adding online resources, and providing virtual support.

With this new approach, and to continue to provide quality services that support students and staff in their academic quests, FNU Library opened an additional library facility at the Naduna Campus in March 2022. The library consisted of modern furniture, computers, and two discussion rooms with Zoom facilities.

The Fiji National University library encourages students and staff members to reach out to library staff members to learn how the library can work with them to advance and share knowledge, innovate, and create a better future.



**RESE**ARCH

Research and innovation are critically important to Fiji's economic growth and national development. Fiji National University (FNU), as Fiji's own university, is fostering a research community that is defined by its global connectedness and networks together with its national and international research partnerships.

As a future-focused, dual-sector university, FNU undertakes research with real-world impact aligned to the national priorities and of global relevance.

The University supports research in a broad range of areas, including interdisciplinary themes relevant to Fiji and the region, in partnership with the government, industry and international agencies.

To address issues pertinent to national development, FNU places a core emphasis on applied and impactful research.

#### **Research priority areas for FNU are:**

- Health and Wellbeing
- Agriculture
- Computer Science and Artificial Intelligence
- Science, Engineering and Climate Change
- Education, Social Science, Arts and Humanities
- Business and Economics

Moreover, FNU research priority areas are organised to align with the UN Sustainable Development Goals (SDGs), with a particular focus on cross-disciplinary research in the following areas:

- SDG3: Good Health and Well-Being
- SDG4: Quality Education
- SDG8: Decent Work and Economic Growth
- SDG13: Climate Action
- SDG15: Life on Land

FNU research achieved the following excellent research outcomes in 2022:

1) Professors Paul Ade Iji and Ronald De Marco were included on the 2022 Stanford University List of Top 2% of Scientists in the World; 2) FNU was ranked for the first time in the 2022 Times Higher Education Impact Ranking at #801-1000 out of 1,406 institutions; 3) As evidenced by publication impact, Dr Lako published a seminal Page 2 of 8 paper on the impacts of marine heatwaves on Pacific Island nations and their communities in Global and Planetary Change, and Dr Shukla published a ground-breaking paper on the relationship among oil prices, volatility, inflation rate, and sustainable economic growth in Resources Policy; 4) Professor Iji was awarded a grant valued at FJD552,486 from World Organization for Animal Health (WOAH) to support Veterinary Internships at FNU; 5) Dr Chang was awarded a Department of Foreign Affairs grant valued at FJD306,081 on strengthening health professionals training during COVID in The Cook Islands.

This report reports information on FNU's research funding, research publications, higher degree by research (HDR) programmes, productive research partnerships, and research support activities throughout 2022.

## **FUNDED RESEARCH PROJECTS**

### **Externally funded projects**

FNU is dedicated to securing competitive and external research funding from donors, sponsors, partners and grant agencies. Table 1 lists the income received from external sources for research projects undertaken by FNU researchers. In 2022, a total of FJD5,474,687 in externally funded research income was secured by the Colleges, representing a 46.4% increase over the corresponding value of FJD3,740,487 in 2021, noting that the 2022 research income exceeded the 2026 target of FJD3,452,930. Examples of the major funding agencies included Commonwealth Scientific & Industrial Research Organization, WISH Fiji, WOAH, National Critical Care & Trauma Response Centre, Department of Foreign Affairs and Trade - Australia, Australian Centre for International Agricultural Research, The United Nations Educational, Scientific and Cultural Organization, and The CIRI Foundation.

Table 1: FNU Research Income - Externally Funded Activities in 2021 and 2022.

Research Income from External Sources										
Year	Colleges	CMNHS	CAFF	CEST	CHE	CBHTS	OPVCR&I	FMA	Target	Achieved
2021	No of Externally Funded Projects	9	6	2	2	-	-	-	13	19
	FJD Value of the Research Income	\$2,883,683.89	\$120,597.65	\$10,055.13	\$250,940.00	-	\$459,210.00	\$16,000.00	\$2,127,586	\$3,740,487
2022	No of Externally Funded Projects	6	3	-	2	-	2	-	15	13
	FJD Value of the Research Income	\$4,315,915.01	\$585,978.68	\$3,025.38	\$81,695.10	-	\$488,073.00	-	\$2,532,148	\$5,474,687

### Internally funded projects

Table 2 shows that FNU researchers secured \$188,186.14 in internally funded grants in 2022. This reflects FNU’s commitment to supporting research and its concomitant publication rate in highranked journals.

Table 2: Internally Funded Research Projects by Colleges in 2022.

Internally Funded Research Projects							
Colleges	CMNHS	CAFF	CEST	CHE	CBHTS	Target	Achieved
No of Internally Funded Projects	2	6	4	8	1	-	21
FJ\$ Value of the Research Projects	\$36,255.00	\$62,350.70	\$41,765.44	\$28,365.00	\$19,450.00	-	\$188,186.14

## RESEARCH PUBLICATIONS

### Ranked Journals

Quality research publications at FNU are incentivised financially to reward and recognise works in high-quality outlets. In 2022, FNU rewarded its publishing authors with attractive cash incentives. Table 3 depicts ranked journal publications across the four quartiles. It is pleasing to note that FNU escalated its total number of ranked publications to 175 papers in 2022 with 135 appearing in Q1 and Q2 journals as compared to the 2021 publication performance of 158 ranked publications with 114 appearing in Q1 and Q2 journals.

Table 3: Quartile Ranked Publications in 2021 and 2022.

No. of papers in Ranked Journal	Quartile	2021	2022
	Q1	75	74
Q2	39	61	
Q3	32	25	
Q4	12	15	
	<b>Total</b>	<b>158</b>	<b>175</b>

## HIGHER DEGREES BY RESEARCH (HDR) PROGRAMMES

With a focus on applied research to address current challenges and promote national development and economic growth, FNU offers HDR studies (PhD and Masters by Research) in key disciplines.

The Higher Degrees by Research programmes at FNU are of international standard, meeting the requirements of the United Kingdom Quality Assurance Agency (QAA), Australian Qualifications Framework (AQF) and Fiji Higher Education Commission (FHEC). These programmes are structured for timely completions, entail research preparatory courses and three milestones for monitoring progress and fostering excellence by HDR students.

Our PhD and Masters by Research students form a valuable part of the University research community. Our research students acquire the opportunity to work on real and important issues for Fiji, and these student projects drive a significant proportion of the University's research activity.

### 2022 HDR Candidate Enrolments

In 2022 and in accordance with improved HDR entrance regulations, FNU experienced a significant uplift in its HDR enrolments (*see Figure 1 below for the HDR enrolment trend*). At the end of S1 2022, FNU had increased its HDR enrolments from 56 in the inaugural year of 2020 to 161 in 2022 (i.e., a 287.5% increase in enrolments).

FNU is delighted to note that it had its first Doctor of Philosophy and first Masters by Research graduates in 2022.

### HDR Scholarships

The University has developed a scholarship programme to support research aligned to national development priorities. A total of 11 full-time HDR scholarships were filled by Masters by Research and Doctor of Philosophy enrollees in 2022.

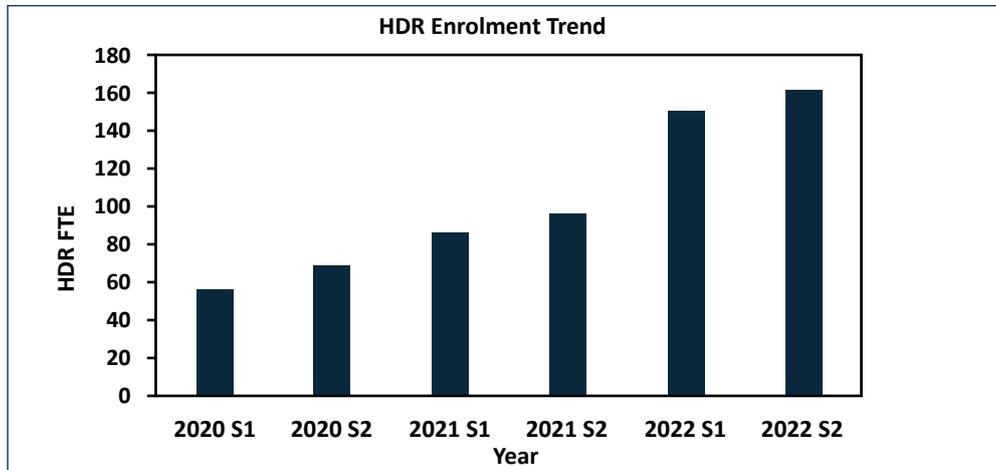


Figure 1: HDR enrolment trend since semester 1 (S1) 2020 to semester 2 (S2) 2022.

## INTERDISCIPLINARY RESEARCH / STRATEGIC PARTNERSHIPS

1. The Monash University-FNU Pacific Action for Climate Transitions (PACT) Research Centre was launched in March 2023, representing FNU's premier research centre devoted to Climate Action and the Climate Emergency.
2. Significant co-investments from the Ministry of Finance, Monash University, FNU, Ernst and Young have been pledged to the FNU-Monash University PACT Research Centre. Several productive Monash University-FNU missions to Australian and New Zealand High Commissions, US Embassy, Asia Development Bank, European Commission and KOICA have identified strong potential for funding.
3. Monash University is in the process of finalising the appointment of the inaugural Director of PACT, with FNU and Monash University finalising the research agreement to govern the operation of PACT.

4. The Fiji Institute of Pacific Health Research (FIPHR) is continuing to contribute strongly to FNU's research, as evidenced by major accomplishments with external grants, high quality publications and higher degree by research (HDR) supervision at the University.
5. Research in agriculture funded by the Australian Centre for International Agricultural Research (ACIAR) is going from strength to strength, also embodying an additional allocation of FJD468,750 in 2022, with this field, representing FNU's third area of research strength.
6. Researchers at FNU continue to collaborate with the Pacific Community (SPC), Sugar Research Institute of Fiji (SRIF), Telecom Fiji Limited (TFL), Ram Sami PTE LTD, MoF, MoA and international universities (Monash University, University of Wollongong, University of Auckland, Otago University, University of Canberra and University of Queensland) to enhance research capacity, as well as donors and sponsors such as ACIAR, DFAT, CSIRO, EU and WHO. Many of these partnerships involve the co-supervision of HDR students, as well as FNU and partner co-funded pilot projects to drive the collaborative research.
7. Two FNU-SPC Forestry Collaboration grant projects were finalised and approved.

### RESEARCH MENTORING AND TRAINING

1. The Research Office continues to utilise its Higher Degree by Research (HDR) entrance and supervisor regulations together with Adjunct Researcher Appointment processes to grow researcher and supervisor capacity at the University.
2. Through the University of Queensland International Development Division, a series of three intensive and informative workshops on project management were offered to a select group of 20 FNU staff.
3. A HDR Induction Programme was hosted in collaboration with the FNU Students' Association. The induction included presentations from the PVC R&I, all Associate Deans Research and the Academic Office on processes, academic support and services offered to HDR students at the University.
4. Two FNU-Monash Researcher boot camps were hosted, where final changes were made on the five collaborative pilot projects as part of the MU-FNU Climate Change Research Centre, noting that all the projects were linked to relevant Ministries in Fiji.
5. FNU hosted its inaugural Ubercamp, which was co-funded by the Association of Commonwealth Universities (ACU) and embodied the engendering of entrepreneurship and pitching skills in the students of FNU.
6. FNU's inaugural 3-minute thesis (3MT) competition sponsored by University of the Sunshine Coast and FNUSA was successfully conducted.
7. University of the Sunshine Coast (UniSC) Dean of Graduate Research presented to College Deans and ADRs on "Open Access Publishing Guidelines and Recommendations".
8. The operationalisation of previously signed MoUs with TFL, SPC, Ram Sami, University of Udayana and Monash University has been strong. Notwithstanding, FNU via the College of Humanities and Education (CHE) is finalising a new MoU with the West Indies CHE/FNU and Victoria University of Wellington.
9. FNU hosted its first International Visiting Fellow in Professor John Brockelsby who conducted workshops and presented talks in the FNU College of Business, Hospitality and Tourism Studies.

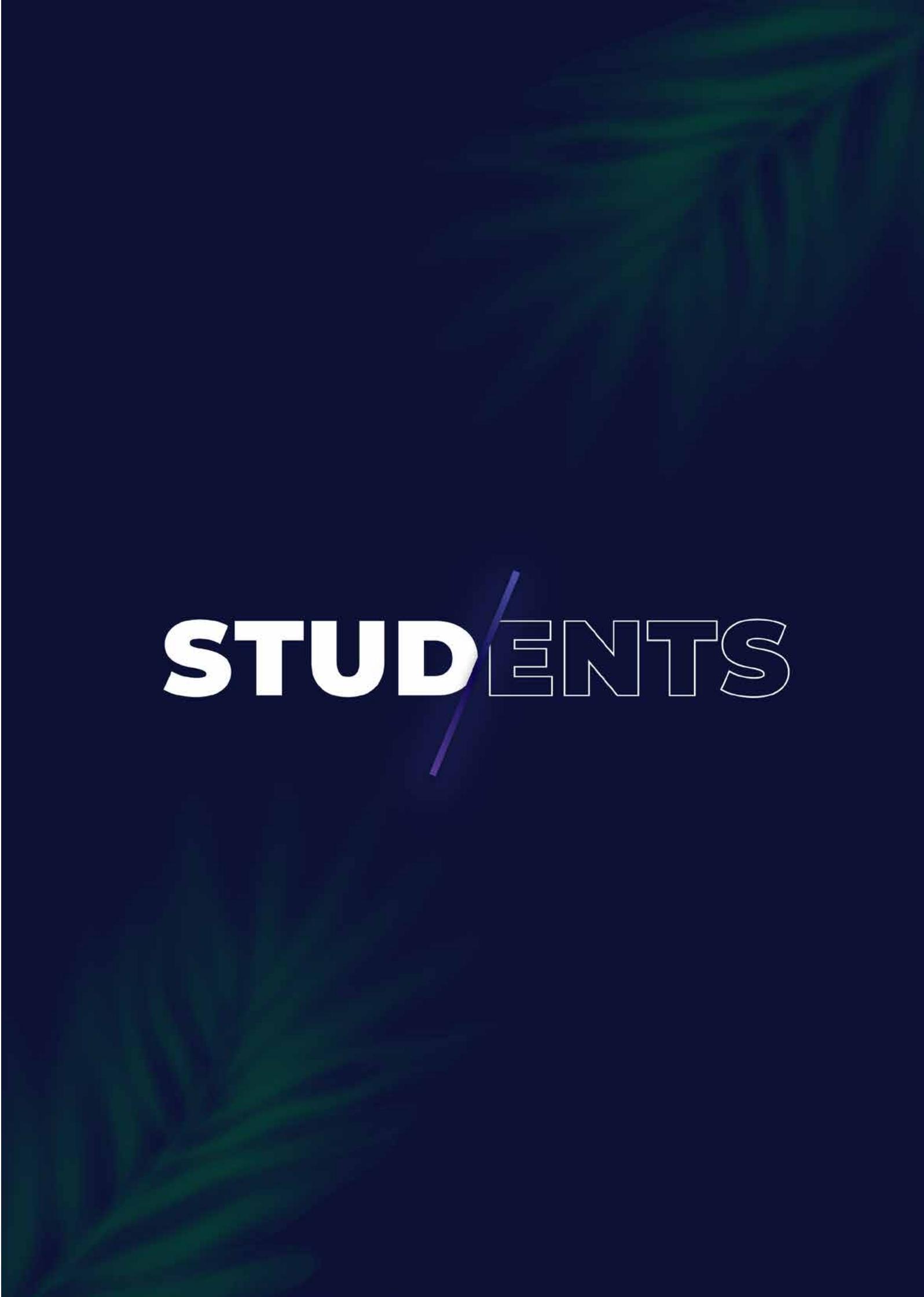
### RESEARCH OFFICE SUPPORT

1. Research Office (RO) designed a fit-for-purpose FNU Research Active Definition that has been informed by a detailed analysis of the research performance of FNU Academic Staff.
2. Delegation of RO partners per college is being implemented. This is to ensure that RO partners quickly refer College inquiries to the relevant person in the RO, and quickly revert to the College person making the inquiry. RO staff will be deployed on a rotational basis for one day per week in the Colleges, to better understand the needs of Colleges.
3. Premium Incentives are provided to academics whose publications are aligned to SDGs.
4. The new Research Office is now focused on business process improvements, and an improved servicing of the Academic Colleges.
5. HDR processes and finance approval processes have been streamlined to enable improved Supervision of HDR students, as well as facilitated approvals of student milestones.

6. FNU signed a variation contract with ACIAR PASS that delivered an additional AU\$300,000 to the University around climate resilience and agricultural research, which contributed to KPI 6 “Increase the volume of challenge-based research to impact FNU research policy and practice” and KPI 20 “Increase the percentage of academic staff with Doctoral level qualifications.

### TIMES HIGHER EDUCATION (THE) IMPACT RANKING

- Times Higher Education (THE) Impact Rankings Results were released in late April 2022. FNU was ranked in the #801–1000 category. This is a good achievement given the excellent SDG ratings of #301-400 out of 1,101 institutions in SDG3: Good Health and Well-Being, #201– 300 out of 521 institutions in SDG15: Life on Land, and #601-800 out of 1,438 institutions in SDG17: Partnerships for the Goals.
- FNU Research Investment Plan has been developed and approved, so as to inject significant new talent into the University to bring about the step-change needed to get FNU into the global University rankings by 2030.
- FNU submitted to the THE Impact Rankings in November 2022 inclusive of SDG 3, SDG 13 and SDG 15, but two new SDGs (i.e., SDG 4 Quality Education and SDG 8 Decent Work and Economic Growth). The 2023 submission arguably included better examples and evidence for SDG3 3, 13 and 15.
- FNU expects an improvement with its 2023 THE Impact Ranking scores, with a leap of one band anticipated from benchmarking against comparable international institutions like Gulf University for Science and Technology and Central Queensland University.



**STUD**ENTS

The Division of Student Services administers and manages all operations of the Department of Admission and Registration, Department of Compliance and Assessment, Department of Student, Systems and Processes and Student Support Services.

The Department of Student Support Services includes Campus and Student Life, Student Welfare, Counselling Services, Medical Services, Disability Services and Sports.

In addition, the Department collaborates with the Fiji National University Students' Association (FNUSA) to conduct student-related activities, and awareness sessions and support in order for students to achieve their academic ambitions.

### **UIMS and Student Banner Team Achievements**

The University's Banner Student Management System has set up modules that are being utilised for programme and course configurations, admissions, student and faculty self-service functions, assessments, exam results and grades, and graduation processing.

### **Other Achievements:**

- Refresher sessions for faculty and students.
- GPA calculation for Undergraduate/ Postgraduate Level Courses: Bachelors Degree with Honours programme were corrected with help of the Ellucian Team.
- Degree Works Faculty and Advisor User Guide prepared and reviewed.
- Report specification documents with templates were prepared and reviewed.
- Concerns were escalated to the Senior Management with proper research, analysis and recommendations for appropriate decisions to be taken for major changes in current processes which needed changes for accommodating into Banner e.g. Data cleaning, Degree Works, GPA calculations, duplicated migrated IDs, etc.
- Active collaboration with UIMS HR and Finance teams for testing implications on the configuration of common rules that has an impact on all three systems e.g. setup of refund rules for student withdrawals, degrees and majors for employees, etc.

### **Work in progress:**

- Graduation Application attachment/ processing via Banner.
- Degree Works – Implementation with select programmes.
- Ellucian Mobile App

## **DISABILITY SERVICES**

In 2022, the Disability Centre renewed a Memorandum of Understanding (MOU) with the Pacific Disability Forum (PDF) for a duration of five years. The MOU included placement opportunities

for students, and sign language workshops. Currently, there is one student on attachment at PDF.

### **Disability Awareness Workshop**

The Disability Awareness workshop was conducted in collaboration with the Pacific Disability Forum on 26 July 2022 at Nasinu Campus. In attendance were 40 participants (22 students and 18 FNU staff).

Topics discussed at the workshop included:

- Types of disability that exists in society.
- Identification of intellectual and psycho-social disabilities.
- Teaching strategies for various disabilities.
- Correct communication guidelines when addressing students with disabilities
- Simple sign language to facilitate simple dialogues with hearing-impaired students.

## **COUNSELLING SERVICES**

Phone counselling was fully implemented in addition to the face-to-face services provided by the University. It was noted that this service is more feasible, since most students have a busy schedule during the day.

### **Outreach Programmes**

Weekly outreach programmes have been organised at all FNU campuses to highlight and discuss mental health issues and to identify students' welfare needs. A total of 867 students were provided support through this initiative.

### **World Mental Health Month**

World Mental Health Month was celebrated in October. The programme included the dissemination of informational flyers, Deskercise, Mural Painting, Affirmation Tree, and a closing ceremony at Nasinu Gym on 31 October. A total of 921 students participated in the month-long programme.

## **HEALTH AND WELLNESS**

HIV, STI Health and Wellness Screening Programme Wellness Screening was conducted at all Divisions in collaboration with the Ministry of Health and Medical Services and the University's UniClinic in April, June, and September. A total of 1300 students and 149 staff participated the programmes.

### **Programmes conducted included:**

- HIV, STI Health and Wellness Screening Programmes.
- Breast Cancer and Cervical Cancer Screening Programmes.
- Campus-Wide FNU Blood Drive.
- Pinktober Breast Cancer Awareness.
- Sexual Health Promotion – Condom Dispenser Installations.

## **Alcohol and Substance Abuse Awareness campaign**

The Alcohol and Substance Abuse Awareness Launch was held on 24 June at the Sports and Wellness Centre at Nasinu Campus. Participating organisations included the Fiji National Drug Task Force, Fiji Drug Enforcement Unit, National Advisory Committee for Substance and Alcohol Abuse, St Giles Hospital and Drug Free World-Fiji. The Launch was followed by the Awareness Week campus outreach that was conducted at all campuses within the Central Division. A total of 797 students participated in the campaign.

## **STUDENT SUPPORT**

### **CV Writing and Mock Interview Workshop**

A series of Online Curriculum Vitae and Mock Interview workshops were organised by the Placement Officer to provide students with tips and capacity-building activities that empower students to be better prepared when entering the job market. A total of 60 students participated in the series of workshops held between May to October.

### **FNU Student Bursary Scheme**

34 students have been assisted through our Bursary Scholarship Scheme. The University has invested \$61, 000 in the scheme for 2022.

### **FNU Student Financial Aid Programme**

19 students have been assisted through the Student Financial Aid Programme in 2022.

The programme provides part-time employment while a student is enrolled in the University in undergraduate programme to help pay his or her tuition fees.

The students did not receive any cash on hand, instead, the pay compensated the fees owed to the University. The University recovered a total of \$12000 from this programme.

## **CAMPUS LIFE**

### **FNU Student Environment Ambassadors' (SEA) Programme**

A total of 32 SEA's were inducted on 27 July at Nasinu Campus and provided training on environment sustainability and waste management by the Pacific Recycling Foundation. The ambassadors will lead environment clubs at their respective campuses and initiative environmentally-friendly projects and activities for students and staff.

#### **Objectives:**

- To bring out the FNU student environment champions that have love and passion for nature and the environment would like to advocate and contribute towards the protection of their environment.
- Connect students across campuses to share and learn about their common goal – environmental sustainability.
- Provide necessary training and continuous mentoring to the clubs to bring out the best projects which these clubs could undertake at their campuses.

#### **Achievements:**

- Successfully established 8 Environmental Champions Clubs at Nasinu, Koronivia, Nabua, Derrick, Ba, Namaka, Natabua. Each club has about 15 members.
- One of the clubs formed are by the students with disability at Nasinu Campus.
- All clubs have successfully completed their initiative 1; clean up campaigns at their campuses.
- Four out of eight clubs completed initiative 2: commemoration of a United Nations-designated International Day.
  - i. Derrick Campus club celebrated World Disaster Risk Reduction Day.



- ii. Koronivia Campus club celebrated World Diabetes Day.
- iii. Natabua and Ba campus clubs celebrated World Food Day.

## DEBATE

The FNU debate competition was conducted from 10 September to 17 November across all FNU Campuses. The FNU debate competition was won by Team Natabua. The runner-up was Team Nasinu.

### Debate topics included the below;

- It is not necessary to be wealthy to contest an election.
- Male Responsibility for housework is vital for increasing Women's participation in elections.
- Public debates are good for Elections.
- Fiji's commitment to achieving net zero carbon emission by 2050 is not feasible.
- E-Entertainment causes Violence and Sexism.

## SPORTS

### Strengthening Sports Management and Coaching

The Oceania Sports Education Program (OSEP) and Coaching Programme was conducted in liaison with the Fiji National Sports Commission from 11-13 May for the Central Division. A total of 34 students participated in the programme.

- Objectives of the programme included;
- Improving the management of the FNU Intercampus sports competition.
- Improving the games preparation of athletes and officials for Fiji University Sports Association (FUSA) games.
- Creating training pathways for administrators, coaches, team managers and trainers.

### Fiji University Sports Association (FUSA) games

The annual Fiji University Sports Association (FUSA) Games was organised after a lapse of two years from 22-24 September 2022. FNU was the overall 1st runner up, with 8 gold and 15 silver medals achieved. The University teams completed in various sports such as 15s and 7s Rugby, Rugby League, Touch Rugby, Basketball, and Soccer.





**CORPORATE SOCIAL  
RESPONSIBILITY (CSR)**



The Fiji National University (FNU) embarked on a series of activities and programmes in our efforts to develop and strengthen links with members of the community and our partners. This is further captured in the FNU Strategic Plan 2021-2026 under Sphere 1 on Enhancing engagement with the communities in which our campuses are located, fostering dialogue and collaboration with community leaders, groups, and local employers.

- The Fiji National University (FNU) has been praised by the Minister for Rural, Maritime Development, and Disaster Management for its efforts in fighting climate change through the Team Climate-U Participant Action Research Project (PARG). The project, located in Nadaro village in Tailevu, involves various community initiatives such as tree planting, water source enhancement, drainage improvement, and solar light installations. The project has received support from various individuals, community groups, NGOs, government ministries, and international universities. FNU's participation in the project is part of its commitment to research with real-world impact.
- The University's Department of Student Support Services under the Office of the Registrar organised a week-long Blood Donation drive at campuses across the country to celebrate World Blood Donor Day. The blood drive was coordinated as part of the University's Corporate Social Responsibility and community engagement initiative.
- The Department of Information Technology at the National Training and Productivity Centre (NTPC) offered customised ICT education programmes for older members of the community. This project was announced by the NTPC Director during the

World Telecommunications and Information Society Day celebrations and aims to help the elderly become more familiar with technology and smart devices such as mobile phones, laptops, tablets, the internet, and social media.

- In December, Library staff at the Labasa campus visited the Korotari community to hand over books and conduct a workshop with the Lawaki community. The training was provided to the community's women's group who would be responsible for the operations of the library. The hands-on training covered all aspects of library work, from receiving resources to accessioning, spine labeling, shelving, borrowing, and returning books. This is aligned to FNU's strategic commitment to providing services and training for the benefit of its surrounding communities.
- A similar community library project was undertaken at Lawaki village in Cakaudrove. Funding was sought to build the library, with five cartons of books donated from the FNU library and Australia. A library management workshop was also conducted with the community members.
- As part of its community outreach and intervention programme, the College of Medicine, Nursing and Health Sciences (CMNHS) Bachelor of Dietetics and Nutrition students visited Naimalavau Village to carry out a community needs assessment and awareness session. The students made charts and models, conducted food demonstrations and performed a drama for the villagers. The students encouraged the community to continue with their gardening practices and provided seedlings from the University.



**SUSTAINABLE**  
DEVELOPMENT GOALS (SDGs)



## SUSTAINABLE DEVELOPMENT GOALS

### Green and Sustainable FNU

The Sustainability Initiatives Committee at Fiji National University made significant efforts in 2022 to ensure that sustainability prevails, with environmental preservation, social cohesion, and economic performance being at the core of Sustainable Development Goals (SDGs). This complements the University's Sustainability Plan 2021-2026.

Below are a few highlights of sustainability initiatives at FNU:

### Goal 3: Good Health and Well-Being

- The Fiji National University's (FNU), College of Medicine, Nursing and Health Sciences (CMNHS) was commended by the Ministry of Health and Medical Services for implementing research with real-world impact that was aligned to national priorities through the launch of the Pacific Health Observatory (PHO) and Data Repository. The PHO is a critical resource that would be supporting the work in Fiji and across the region towards improved health outcomes for all. The Population Based Age-Stratified Assessment of SARS-CoV-2 Seropositivity in Fiji (PASS Fiji study), and a 4-Country study of the Experience of Healthcare workers during the COVID-19 Pandemic, which will be undertaken in Fiji, Solomon Islands, Kiribati, and Tuvalu, were also launched at the event.
- The Fiji National University (FNU) utilised its Public Relations channels to keep its staff and students regularly updated with the latest news and developments pertaining to the coronavirus (COVID-19) pandemic. This allowed staff and students to take appropriate precautionary measures to safeguard their health and well-being.
- The Fiji National University's (FNU) College of Medicine, Nursing and Health Sciences' (CMNHS) conducted waste management, health, and sanitation training with selected

villagers through the Watershed Interventions for Systems Health (WISH) Fiji project. A multi-sectoral project, WISH is the first of its kind for Fiji and is taking an integrated and preventative approach to benefit the health and well-being of people and their surroundings and aims to address infectious diseases through ecological interventions in Fiji.

### Goal 4: Quality Education

- The University prioritises education and offered free reskilling and upskilling short courses to promote the sustainable and economic recovery of Fijians affected by the COVID-19 pandemic. This Fijian Government initiative would also enable participants to gain re-employment and/or venture into entrepreneurial activities.
- The Fiji National University (FNU) has, for the first time, been ranked in the Times Higher Education (THE) Impact rankings that measure an institution's research, outreach, teaching and stewardship against the United Nations Sustainable Development Goals (SDGs). FNU was one of 1,525 institutions across 110 countries/regions worldwide to participate in the impact rankings for 2022.

### Goal 5: Gender Equality

- The Fiji National University (FNU) has demonstrated its commitment to promoting gender equality by highlighting the accomplishments of women working in traditionally male-dominated fields. Through the promotion of articles that feature women working in traditionally male-dominated industries, FNU has played an important role in challenging gender stereotypes and promoting diversity and inclusion in the workforce. In addition to promoting articles about women in the workforce, FNU has also provided a platform for academics to contribute articles that promote gender equality. This has given academics the opportunity to share their research and

expertise on topics related to gender equality and has helped to raise awareness of the importance of gender equality in all aspects of society.

- Fiji National University (FNU), in conjunction with the Graduate Women (Fiji) organised the STEMP camp. The camp had the inclusion of young girls participating in the field of Science, Technology, Engineering and Mathematics (STEM) subjects.

#### **Goal 6: Clean Water and Sanitation**

- Clean drinking water and sanitation are essential components of FNU as the institution has a readily available supply of clean water for drinking and sanitation purposes. In case of water shortages, the University provides water to the staff and students residing in the hostels. FNU has also installed water tanks around the campuses to provide access to water for the hostel students.
- The year 2022 marked the first year of full implementation of the University's Sustainability Plan 2021-2026. Leading as examples in advocating sustainable development and creating greater awareness in the fight against climate change, the Senior Leadership Team (SLT) members participated in a 'tree planting initiative' at the College of Agriculture, Fisheries and Forestry (CAFF) at Koronivia Campus.
- Through a partnership with Waste Recyclers Fiji Ltd, FNU partnered in the Global Recycling Day (GRD) event held in March to assist in the logistics for informal waste pickers who travelled from Lautoka to Suva.

#### **Goal 8: Decent work and Economic Growth**

- The Fiji National University's National Training and Productivity Centre, which is also the National Productivity Organisation of Fiji, conducted an annual study to identify workforce upskilling and reskilling areas. The feedback and input from participants assist the centre in strengthening and ensuring the relevance of its training courses for organisations in Fiji.

#### **Goal 12: Responsible Consumption and Production**

- The Fiji National University (FNU) has been recognised in the Annual Sustainable Development Goals (SDGs) Accord Report 2022 for the Integration of SDGs in student engagement activities. FNU was acknowledged for promoting SDGs 12 Responsible Consumption and Production and 13 Climate Action. The SDG Accord is a prominent international initiative developed by the Global Alliance to enable the tertiary education sector to demonstrate its commitment to contributing to the achievement of the SDGs and sharing best practices. This partnership project, which started at the end of 2017, has the support of the UN and other global partners.

#### **Goal 13: Climate Action**

- The Fiji National University (FNU) has been praised by the former Minister for Rural, Maritime Development, and Disaster Management for its efforts in fighting climate change through the Team Climate-U Participant Action Research Project (PARG). The project, located at Nadaro village in Tailevu, involves various community initiatives such as tree planting, water source enhancement, drainage improvement, and solar light installations. The project has received support from various individuals, community groups, NGOs, government ministries, and international universities. FNU's participation in the project is part of its commitment to research with real-world impact.
- FNU co-chaired the International Webinar on Climate Change, Security and Sustainability of Ocean States that featured presentations and discussions regarding the environmental crisis. The virtual meeting was a collaboration between FNU's Centre for Interdisciplinary Studies and Sustainable Development, the Macmillan Brown Centre for Pacific Studies at the University of Canterbury and the Commonwealth Climate Resilience Network (CCRN) under the Association of Commonwealth Universities (ACU).
- Twelve students from the Fiji National University's College of Medicine, Nursing, and Health Sciences participated in the Climate Change Simulation Conference organised by the Association of Pacific Rim Universities (APRU). The APRU is a non-profit network of approximately 60 universities in the Asia-Pacific region, and the activity was organised by the APRU Global Health Program at the University of Southern California and the APRU Sustainable Cities and Landscapes Program at the University of Oregon. The simulation involved multi-country, multidisciplinary student teams role-playing as delegates to the United Nations Climate Change Negotiations.

#### **Goal 15: Life on Land**

- At Fiji National University, we have a strong forestry team that can train qualified foresters. Forestry education in different countries is undergoing changes according to the national settings and is relevant in Fiji too. Forestry education provides a focused lens through which to understand, influence, and practice sustainable resource management and utilisation as well as sustainable development.

#### **Goal 17: Partnership for Goals**

- The Fiji National University (FNU) and the Sugar Research Institute of Fiji (SRIF) have signed a Memorandum of Understanding to collaborate on agricultural research projects. The partnership aims to identify real-world industry-specific problems and encourage students and researchers to undertake research in those areas. To achieve this, FNU will conduct a

Farmer Stakeholder Survey, in collaboration with SRIF and FSC, to identify specific areas of research that can address the key issues and challenges facing the sugar industry.

- After partnering with the Environmental Association for Universities and Colleges (EAUC) in 2021 and as a signatory of SDG Accord, FNU filed its first SDG Accord Report in accordance with progress made. The report was accompanied by two case studies, which were from the College of Humanities and Education (CHE) and the Division of Estates and Facilities (DEF). FNU was mentioned in the EAUC SDG Accord Annual Report, 2022. FNU also submitted a Race to Zero Report to EAUC, which was in line with the University's commitment to achieving a net zero target by 2050.
- FNU gained membership with Australian Campuses Towards Sustainability (ACTS), which not only enhances stakeholder engagement but also elevates the University's profile at a local and global scale. This also created a platform to share and receive ideas and initiatives regarding sustainability.
- In addition, the Division of Capital Projects and Infrastructure assisted in the initial compilation of information for Times Higher Education (THE) Impact Ranking, whereby the University was able to make an impression at a global level and achieved a rank of #801-1000. FNU opted for 3 additional SDGs as part of its 2022 submission, which were SDG 3 Good Health and Well-Being (ranked 301-400 out of 1,101 institutions), SDG 15 Life on Land (ranked 201-300 out of 521 institutions) and SDG 13 Climate Action (ranked 401-600 out of 674 institutions).

- Furthermore, the Student Green Fund concept was established with the aim of utilising the campus as a living lab. This was initiated by the Office of the Pro-Vice-Chancellor Learning and Teaching and Chair of the Sustainability Initiatives Committee (SIC) through an Expression of Interest (EOI) for students. Through an established criteria, funding was provided to a group of students to execute their proposed green project at the Lagilagi settlement. The project was called "Green House Farming: Supporting Lagilagi Housing Settlement to Accomplish SDGs" which is scheduled to complete by Semester 1, 2023.

The University also hosted the inaugural Sustainability Week campaign in 2022. The Sustainability Week saw various Colleges and Divisions engaging with students and their industry partners to showcase their contribution toward sustainability.

With the theme, "*Being Sustainable: Our Planet Our Responsibility*", Colleges and sections organised various sustainability initiatives for students and staff during the week-long event. This was held on 17-21 October and culminated with a closing Sustainability Hour session during the annual Open Day event at Nasinu Campus.

As part of the Sustainability Week Campaign, clean-up campaigns were conducted in the Northern, Central, and Western Divisions. This was supported and attended by FNU staff, students, the management team, local authorities, and project contractors. Initiatives as such create meaningful change in a variety of public spaces.



**FINAN** / **CIALS**

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# CHIEF FINANCIAL OFFICER'S OVERVIEW




## 2022 FINANCIAL OVERVIEW

The University recorded an operating surplus for the year, achieving an operating surplus of \$11.0m compared to \$0.4m surplus projected in the budget and a \$15.2m surplus in 2021. The operating surplus is due to savings in employee-related expenses and other operating expenses.

The restricted items (such as capital expenditure grants, donor/project income and expenditure, 10%

of tuition fees set aside for capital development purposes, Levy Income and Grant payment expenses) if excluded, the University recorded an operating surplus of \$5.2m in 2022 compared to a surplus of \$8.7m in 2021.

During the year, the net assets increased by \$11.0m, from \$332.5m in 2021 to \$343.5m in 2022.

**The key highlights for the 2022 financial year are as follows:**

	2022 \$m	2021 \$m	Change \$m	Change %
Operating Revenue	149.6	144.1	5.5	3.8%
Operating Expenses	138.6	128.9	9.8	7.6%
<b>Operating Surplus</b>	<b>11.0</b>	<b>15.2</b>	<b>(4.3)</b>	<b>-27.9%</b>
Adjusted for: Restricted Items	5.8	6.5	(0.7)	-11.5%
<b>FNU Operating Surplus</b>	<b>5.2</b>	<b>8.7</b>	<b>(3.5)</b>	<b>-40.1%</b>

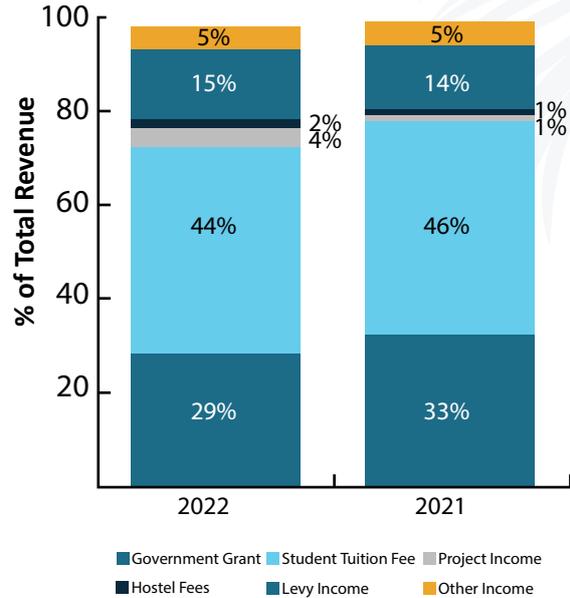
## INCOME

Income for 2022 increased by 3.8% to \$149.6m from \$144.1m in 2021. Not all components of income have increased. There was a decrease in Government grants by 6.5% to \$44.0m from \$47.1m in 2021. This was attributed to the reduction in Government funding from \$49.0m in the 2020/21 period to \$44.4m in the 2021/2022 period. Student tuition fees have decreased by 1% due to a decline in EFTS from 2021 due to slower enrolment. Finance income has declined by 45.3% due to lower interest rates in the market. However, the major components which showed an increase in income were:

- Project Income, which increased by 289% to \$5.81m. This was attributed to the utilisation of donor funds from AusAid for the COVID impact and response project.
- Hostel Income increased by 96.0% to \$3.4m from \$1.7m in 2021. This was due to resuming of face-to-face classes and the re-occupancy of the hostel in 2022. The University was closed from April 2021 to December 2021 due to COVID-19.
- Levy Income increased by 17% to \$23.0m from \$19.6m in 2021. This was attributed to an increase in the collection of FNU Levy and payment of grants to employers, Accident Compensation Commission Fiji and Medical Scheme.
- Other Income comprising of consultancy income, enrolment fees, dividend income, has increased by 26.7% to \$5.3m from \$4.2m in 2021.

Income from tuition fees at 44.4% remains the highest percentage of revenue source for the University. There is continued support from the Fijian Government for government grants over the last five years. Tuition income and government grants contribute approximately 73.8% of the revenue source for the University.

Revenue Source for University

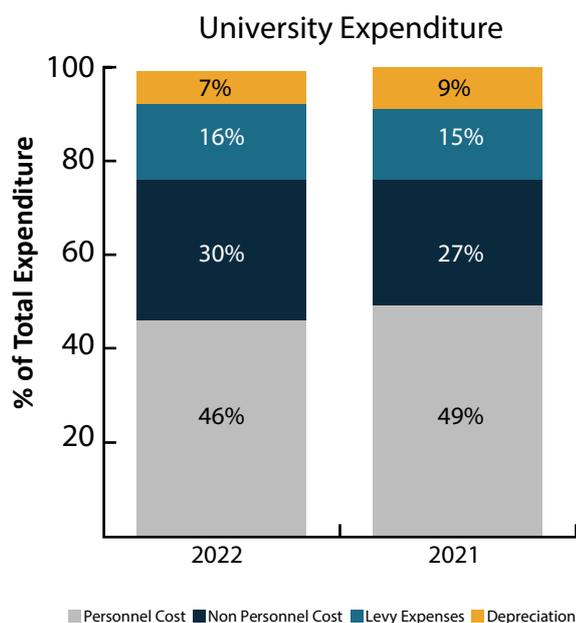


## EXPENDITURE

Total operating expenses increased by 7.6% in 2022. The operating cost increased by 18.5%, and the personnel cost increased by 1.9%. The increase in employee-related expenses to \$64.1m from \$62.8 in 2021 was due to a 5% increase in salaries and wages as a Cost of Living adjustment. Other components that show an increase in operating expenses were:

- Course-related expenses increased by 154.7% to \$7.4m from \$2.9m in 2021 due to an increase in the purchase of student teaching materials as these were not purchased in 2021 due to the COVID lockdown and no face-to-face classes.
- Repairs and maintenance expenses increase by 85.9% to \$9.6m from \$5.1m in 2021 due to the lockdown; most of the repair & maintenance works were on hold in 2021 and were completed in 2022.
- Licence fees increased by 25.2% to \$5.1m from \$4.1m in 2021 due to the increase in licenses bought for staff and students for online classes/meetings and office 365 subscriptions.
- Travel Expenses increased by 234.8% to \$1.4m from \$0.5m in 2021. This was due to less travel done in 2021 as classes were conducted online. In 2022 face-to-face classes resumed, and more tutor/student travel was required.
- Utilities increased by 42.4% to \$2.8m from \$2.0m in 2021 due to resuming of face-to-face classes in 2022. In 2021 the campuses were closed because of Covid-19 and classes were

COVID-19 and classes were conducted online, and staff were working from home.



## CASH FLOW AND FINANCING

The University generated \$19.1m of net cash flow from the operating activities, compared to \$24.2m in 2021. The decrease is attributed to slower receipt from student fees due to extended payment deadlines and or flexible payment options.

The University spent \$9.8m on capital expenditure. Overall, there was a net increase in cash and cash equivalent of \$7.6m compared to a net increase of \$18.4m in 2021.

The available cash reserve at the end of the year was adequate to operate the University for 9.5 months, above the required 3 months of the reserve. This is masked by capital projects scheduled in 2022. This will be below the required reserve if the University deploys all the resources allocated for its capital developments and projects.

## FINANCIAL POSITION

The University's financial position remains strong as of 31 December 2022, with its net assets of \$343.5m, a slight increase of 3.0% compared to 2021 of \$332.5m.

The Capital Assets of \$277.4m include investments in land, buildings and equipment and represent 63.2% of the University's total assets. The increase in total assets is due to ongoing capital projects, such as the CBHTS office, Maritime campus and an increase in cash, receivables, investments, and prepayments.

The increase in non-current assets from 2018 was driven by an increase in new capital projects, such as Labasa Campus, CBHTS office, fitness centre and maritime campus. Liabilities increased as well for the same period due to provisions and accruals.

## FINANCIAL TARGETS AND RATIOS

The financial performance of the University is benchmarked against certain ratios with the goal of ensuring long-term financial sustainability of the University. Generally, all the ratios and targets have been achieved by the university in 2022.

Ratio Type	Financial Ratio	B/mark	2022	2021
Financial Viability	Operating Surplus	5%	7.3%	10.6%
	Core Earnings	11%	14.0%	18.3%
	Net Cash from Operations	115%	115.0%	120.2%
	Liquidity Ratio	16%	93.3%	89.4%
	Quick Ratio	1.5x	2.8	2.4
Financial Sustainability	Interest Coverage	3x	98.3	267.4
	Return on Long-Term Assets	6%	7.4%	9.4%
Cash	Cash Margin	110%	110.9%	624.0%
	Cash Availability	16%	93.7%	94.0%

## CONCLUSION AND FURTHER OUTLOOK

The 2022 financial result shows that the University continue to improve its financial performance. It will continue to exist as a going concern and remains sustainable over the long term. The position might change if there is a significant change to its main revenue sources.

**Nilesh Prasad**  
Chief Financial Officer

FIJI NATIONAL UNIVERSITY  
**STATEMENT BY APPOINTED OFFICERS**  
For the year ended **31 December 2022**

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Fiji National University as at 31 December 2022 and of its financial performance for the year ended on that date.

We are not aware of any circumstances which would render any particulars included in the financial statements misleading or inaccurate.

Dated at Suva, this 28th day of April 2023



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**Dr Adi Kesaia Seniloli**  
Chancellor &  
Chair of Council



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**Mr Pravinesh Singh**  
Chair, Financial Resources Committee



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**Nilesch Prasad**  
Chief Financial Officer

In accordance with a resolution of the Council of the Fiji National University, the Council members herewith submit the financial statements for the year ended 31 December 2022 and report as follows:

### Council Members

The names of the Council members in office at the date of this report were:

Name	Title	Appointment Term
Dr Adi Kesaia Seniloli	Official Member / Chancellor & Chair of Council	Appointed 10/02/2023
Mr Semesa Karavaki	Appointed Member/ Deputy Chancellor	Appointed 13/02/2023
Professor Unaisi Nabobo-Baba	Official Member / Acting Vice-Chancellor	Appointed 27/02/2023
Dr Priscilla Qolisaya Puamau	Appointed Member	Appointed 13/02/2023
Ambassador Ravindran Robin Nair OF	Appointed Member	Appointed 13/02/2023
Mr Navin Raj Shayam	Appointed Member	Appointed 13/02/2023
Ms Ofa Swann	Appointed Member	Appointed 13/02/2023
Dr Enasio Morris	Appointed Member	Appointed 13/02/2023
Mr Pravinesh Singh	Appointed Member	Appointed 13/02/2023
Mr Peter Zinck	Appointed Member	Appointed 13/02/2023
Ms Selina Likutekula Vatuvoka	Appointed Member	Appointed 13/02/2023
Dr Alisi Talatoka Vudiniabola	Appointed Member	Appointed 13/02/2023
Ms Veniana Naqasima	Appointed Member	Appointed 13/02/2023
Prof Lisa Harrison	Elected Professorial Representative	Appointed 09/02/2023
Dr William May	Elected Deans Representative	Appointed 30/01/2023
Mr Bimal Kumar	Elected Non-Professorial Representative	Appointed 13/11/2021

### Formation of Fiji National University

Fiji National University ("the University") was established by the Fiji National University Decree 2009 (latter amended as the Fiji National University (Amendment) Decree 2010) ("the FNU Decree"). This was further amended in 2018 as the Fiji National University (Amendment) Act 2018 ("the FNU Act").

### Principal Activities

The principal activities of the University are the provision of post-secondary programs of study in higher education, technical, vocational education and training that are responsive to the needs of industry, the market place and non-formal sector of employment to students from Fiji and other countries in the South Pacific region.

### Results

The operating surplus for the financial year 2022 was \$10,988,832 (2021: operating surplus of \$15,240,215).

### **Bad and Doubtful Debts**

Prior to the completion of the University's financial statements, the Council members took reasonable steps to ascertain that action has been taken in relation to the recording of provision for doubtful debts. In the opinion of Council members, adequate provision has been made for doubtful debts.

As at the date of this report, the Council members are not aware of any circumstances, which would render the amount written off for bad debts, or the provision for doubtful debts in the University's financial statements, inadequate to any substantial extent.

### **Non-Current Assets**

Prior to the approval of the financial statements of the University, the Council members took reasonable steps to ascertain whether any non-current assets were unlikely to be realised in the ordinary course of business as compared to their values as shown in the accounting records of the University. Where necessary, these assets have been written down or adequate provision has been made to bring the values of such assets to an amount that they might be expected to realise.

The Council believes that all property, including leasehold land, has been vested into the University under the FNU Act. However, the Council notes that the finalisation of boundaries and allocations of land leases to certain properties have not been completed as at the date of this report. As a result, these financial statements include a number of estimates as explained in Note 13. The Council has made every effort to complete this process and is confident that the transfer of this remaining property will be finalised as per the FNU Act.

The Council notes that at the end of 2022 and as at the date of this report, the University is in discussion with the following Ministries regarding outstanding grant payments to the University that were initially pledged but not paid to the University during the 2010 financial year:

1. Ministry of Health- \$563,602 (\$500,000 for Fiji School of Medicine (FSM) 4th quarter grant & \$63,602 short payment for Fiji School of Nursing (FSN) Grant); and
2. Ministry of Agriculture \$100,000- short payment for Fiji College of Agriculture (FCA) Grant.

These amounts have not been recorded as receivables in the financial statements.

Apart from the above, as at the date of this report, the Council members are not aware of any circumstances, which would render the values attributed to non-current assets in the University's financial statements misleading.

### **Significant Events**

As at date of this report, the Council members are not aware of any other significant event, other than those already included in the financial statements.

#### Events Subsequent to Balance Date

No matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the University, the results of those operations, or the state of affairs of the University in future financial years.

#### Other Circumstances

As at the date of this report:

- i. no charge on the assets of the University has been given since the end of the financial year to secure the liabilities of any other person;
- ii. no contingent liabilities have arisen since the end of the financial year for which the University could become liable; and
- iii. no contingent liabilities or other liabilities of the University has become or is likely to become enforceable within the period of twelve months after the end of the financial year which, in the opinion of the Council members, will or may substantially affect the ability of the University to meet its obligations as and when they fall due.

As at the date of this report, the Council members are not aware of any circumstances that have arisen, not otherwise dealt with in this report or the University's financial statements, which would make adherence to the existing method of valuation of assets or liabilities of the University misleading or inappropriate.

#### Council Member Benefits

No Council member has received or become entitled to receive a benefit (other than those disclosed in the financial statements) by reason of a contract made by the University or by a related corporation with the Council member or with a firm of which he/she is a member, or with an entity in which he/she has a substantial financial interest, except members who have a contract of employment with the University.

For and on behalf of the Council and in accordance with a resolution of the Council members.

**Dated at Suva, this 28th day of April 2023.**



**Dr Adi Kesaia Seniloli**  
Chancellor & Chair of Council



**Mr Pravinesh Singh**  
Chair, Financial Resources Committee

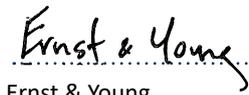
FIJI NATIONAL UNIVERSITY

**AUDITOR'S INDEPENDENCE DECLARATION TO THE COUNCIL OF FIJI NATIONAL UNIVERSITY**  
For the year ended **31 December 2022**

As lead auditor for the audit of Fiji National University for the financial year ended 31 December 2022, I declare to the best of my knowledge and belief, there have been:

- a. no contraventions of the auditor independence requirements in relation to the audit; and
- b. no contraventions of any applicable code of professional conduct in relation to the audit.

This declaration is in respect of Fiji National University for the financial year.



Ernst & Young  
Chartered Accountants



Minay Prasad  
Partner  
Suva, Fiji

28 April 2023

A member firm of Ernst & Young Global Limited

### **Opinion**

We have audited the financial statements of the Fiji National University (“the University”), which comprise the statement of financial position as at 31 December 2022, the statement of profit or loss and other comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the University as at 31 December 2022, and of its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards (“IFRS”).

### **Emphasis of Matter**

Without qualifying the opinion expressed above, we draw attention to the following:

1. Note 13 of the financial statements describes the uncertainty related to the finalization of the transfer of lease arrangements to the University in respect of certain leasehold land assets that were vested in the University under the Fiji National Decree 2009 (as amended by the Fiji National University (Amendment) Decree 2010). The transfer of these lease arrangements has not been completed at the date of approval of these financial statements.

### **Basis for Opinion**

We conducted our audit in accordance with International Standards on Auditing (ISA). Our responsibilities under those standards are further described in the Auditor’s Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Company in accordance with the International Ethics Standards Board for Accountant’s Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code) together with the ethical requirements that are relevant to our audit of the financial statements in Fiji and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Other Information**

The University Council is responsible for the other information. The other information comprises the Council’s Report but does not include the financial statements and the auditor’s report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained during the audit, or otherwise appears to be materially misstated. If, based upon the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

### **Responsibilities of the University Council and management for the Financial Statements**

The University Council and management are responsible for the preparation and fair presentation of the financial statements in accordance with IFRS, and for such internal control as the University Council and management determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### **Responsibilities of the University Council and management for the Financial Statements (continued)**

In preparing the financial statements, the University Council and management are responsible for assessing the University's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the University Council and management either intend to liquidate the University or to cease operations, or have no realistic alternative but to do so.

The University Council and management are responsible for overseeing the University's financial reporting process.

### **Auditor's Responsibilities for the Audit of the Financial Statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISA will always detect a material misstatement when it exists. Misstatements can arise from fraud and error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with ISA, we exercise professional judgement and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the University's internal control;
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management;
- Conclude on the appropriateness of the University Council and management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the University's ability to continue as a going concern. If we conclude that material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures, are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the University to cease to continue as a going concern; and
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the University Council and management regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

FIJI NATIONAL UNIVERSITY  
**TO THE COUNCIL OF THE FIJI NATIONAL UNIVERSITY**  
**REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONTINUED)**  
For the year ended **31 December 2022**

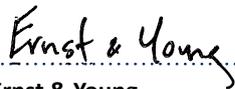
**Auditor's Responsibilities for the Audit of the Financial Statements (continued)**

We also provide the University Council and management with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

**Report on Other Legal and Regulatory Requirements**

In our opinion, the financial statements have been prepared in accordance with the requirements of the Fiji National University Decree 2009 in all material respects, and;

- a. we have been given all information, explanations and assistance necessary for the conduct of the audit; and
- b. the University has kept financial records sufficient to enable the financial statements to be prepared and audited.



Ernst & Young  
Chartered Accountants



Minay Prasad  
Partner  
Suva, Fiji

28 April 2023

**STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME**

For the year ended 31 December 2022

	Notes	2022	2021
<b>Income</b>		<b>\$</b>	<b>\$</b>
Fiji Government operating grant		44,009,323	47,065,493
Student tuition fees	6	66,359,307	66,769,811
Project income	7	5,766,454	1,484,206
Hostel income	9	3,424,508	1,747,494
NTPC levy income	27(b)	22,968,754	19,632,696
Gross gain/(loss) on change in fair value of equity instruments		833,577	541,324
Other income	8	4,501,466	3,669,589
<b>Total income</b>		<b>147,863,389</b>	<b>140,910,613</b>
<b>Expenses</b>			
Employee related expenses	10	(64,088,812)	(62,873,812)
Other operating expenses	11	(41,352,916)	(34,935,083)
Depreciation and amortisation	13,15	(10,331,213)	(11,559,925)
NTPC levy expenses	27(b)	(22,732,895)	(19,432,354)
<b>Total expenses</b>		<b>(138,505,836)</b>	<b>(128,801,174)</b>
Interest expense		(112,912)	(57,202)
Finance income	12	1,744,191	3,187,978
<b>Operating Surplus before income tax</b>		<b>10,988,832</b>	<b>15,240,215</b>
Income tax expense	3(l)	-	-
<b>Operating surplus for the year</b>		<b>10,988,832</b>	<b>15,240,215</b>
Other comprehensive income		-	-
<b>Total comprehensive income for the year</b>		<b>10,988,832</b>	<b>15,240,215</b>

The accompanying notes form an integral part of this Statement of Profit or Loss and Other Comprehensive Income.

FIJI NATIONAL UNIVERSITY  
**STATEMENT OF FINANCIAL POSITION**  
**As at 31 December 2022**

	Notes	2022	2021
<b>Current assets</b>		\$	\$
Cash and cash equivalents	16	78,981,211	71,332,229
Trade and other receivables	17	11,776,529	10,344,546
Inventories	18	162,065	330,160
Other financial assets	19	65,873,379	64,508,621
Other assets	20	4,911,324	4,630,864
<b>Total current assets</b>		<b>161,704,508</b>	<b>151,146,420</b>
<b>Non-current assets</b>			
Property, plant and equipment	13(ii)	259,329,346	261,930,259
Biological assets	14	20,021	20,674
Intangible assets	15	326,706	352,842
Right-of-use assets	13(i)	2,561,243	2,679,078
Other financial assets	19	15,183,556	13,987,322
<b>Total non-current assets</b>		<b>277,420,872</b>	<b>278,970,175</b>
<b>Total assets</b>		<b>439,125,380</b>	<b>430,116,595</b>
<b>Current liabilities</b>			
Trade and other payables	23	16,717,869	17,400,682
Employee benefits	24	3,894,065	4,347,401
Lease liability	26	86,638	242,082
Deferred income	22	506,881	541,816
Deferred levy liability	27	21,838,731	22,204,587
<b>Total current liabilities</b>		<b>43,044,184</b>	<b>44,736,568</b>
<b>Non-current liabilities</b>			
Deferred income	22	43,116,048	45,668,346
Lease liability	26	2,649,526	2,580,720
Unexpended project income	25	6,804,342	4,608,513
<b>Total non-current liabilities</b>		<b>52,569,916</b>	<b>52,857,579</b>
<b>Total liabilities</b>		<b>95,614,100</b>	<b>97,594,147</b>
<b>Net assets</b>		<b>343,511,280</b>	<b>332,522,448</b>
Equity			
Other contributed equity	21	188,856,243	188,856,243
Retained earnings		154,655,037	143,666,205
		<b>343,511,280</b>	<b>332,522,448</b>

The accompanying notes form an integral part of this Statement of Financial Position.

FIJI NATIONAL UNIVERSITY  
**STATEMENT OF CHANGES IN EQUITY**  
For the year ended 31 December 2022

	Other contributed equity	Retained earnings	Total equity
	\$	\$	\$
Balance at 1 January 2021	188,856,243	128,425,990	317,282,233
Comprehensive income for the year			
Operating surplus for the year	-	15,240,215	15,240,215
Total comprehensive income for the year	188,856,243	143,666,205	332,522,448
<b>Balance at 31 December 2021</b>	<b>188,856,243</b>	<b>143,666,205</b>	<b>332,522,448</b>
Balance at 1 January 2022	188,856,243	143,666,205	332,522,448
Comprehensive income for the year			
Operating surplus for the year	-	10,988,832	10,988,832
Total comprehensive income for the year	188,856,243	154,655,037	343,511,280
<b>Balance at 31 December 2022</b>	<b>188,856,243</b>	<b>154,655,037</b>	<b>343,511,280</b>

The accompanying notes form an integral part of this Statement of Changes in Equity.

FIJI NATIONAL UNIVERSITY  
**STATEMENT OF CASH FLOWS**  
For the year ended 31 December 2022

	Note	2022	2021
<b>Cash flows from operating activities</b>		\$	\$
Fiji Government grants received		42,507,182	43,482,168
Receipts from employers in respect of levy		24,005,788	19,614,795
Receipts from student fees		66,155,810	70,810,267
Receipts from trading activities		3,840,675	1,670,285
Payments to suppliers		(42,029,954)	(38,406,037)
Payments to employees		(62,954,248)	(61,839,525)
Payments of training grants to employers		(22,732,895)	(19,432,354)
Cash receipts in respect of projects		8,298,014	4,761,064
Interest received		2,020,859	3,568,987
<b>Net cash flow from operating activities</b>		<b>19,111,231</b>	<b>24,229,650</b>
<b>Cash flows from investing activities</b>			
Fiji Government capital grants received			-
Net payments for property, plant and equipment		(9,753,319)	(3,120,115)
Net transfers from term deposits		(1,727,415)	(2,705,981)
Dividends received		18,485	10,530
<b>Net cash flow used in investing activities</b>		<b>(11,462,249)</b>	<b>(5,815,566)</b>
Net increase in cash and cash equivalents		7,648,982	18,414,084
Cash and cash equivalents as at 1 January		71,332,229	52,918,145
<b>Cash and cash equivalents as at 31 December</b>	<b>16</b>	<b>78,981,211</b>	<b>71,332,229</b>

The accompanying notes form an integral part of this Statement of Cash Flows.

## 1. Reporting Entity

Fiji National University (the “University” or “FNU”) was established by the Fiji National University Decree 2009 (latter amended as the Fiji National University (Amendment) Decree 2010) (“FNU Decree”) to serve the needs of the post-secondary educational requirements for the Republic of Fiji. This was further amended in 2018 as the Fiji National University (Amendment) Act 2018.

The address of the University’s registered office is Lot 1, 5 ½ miles Nasinu, Fiji.

## 2. Basis of preparation

### a) Statement of compliance

The financial statements have been prepared in accordance with the International Financial Reporting Standards (IFRS) issued by the International Accounting Standards Board (IASB) and the requirements of the FNU Act.

The financial statements were approved by the University’s Council on 24 April 2023.

### b) Basis of measurement

The financial statements have been prepared on a historical cost basis except for available-for-sale financial assets that are measured at fair value. The accounting policies have been consistently applied by the University.

Functional and presentation currency

The financial statements are presented in Fiji dollars, which is the University’s functional currency, and are rounded to the nearest dollar.

### c) Use of estimates and judgments

The preparation of the financial statements in conformity with IFRS requires management to make judgments, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

Information about critical judgments in applying accounting policies that have the most significant effect on the amounts recognised in the financial statements is included in the following notes:

Note 13 (ii) – Property, plant and equipment

Note 3 (k) – Revenue recognition

Note 3 (h) – Impairment

### Measurement of fair value

When measuring the fair value of an asset or a liability, the University uses market observable data as far as possible. Fair values are categorized into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows:

**Level 1:** quoted prices (unadjusted) in active markets for identical assets or liabilities.

**Level 2:** inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).

**Level 3:** inputs for the asset or liability that are not based on observable market data (unobservable inputs).

**2. Basis of preparation (continued)**

**c). Use of estimates and judgments (continued)**

**Measurement of fair value (continued)**

If the inputs used to measure the fair value of an asset or a liability might be categorized in different levels of the fair value hierarchy, then the fair value measurement is categorized in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement. The University recognizes transfers between levels of the hierarchy at the end of the reporting period during which the change has occurred. Further information about the assumptions made in measuring fair values is included in the following notes: Note 14 – Biological assets.

**d). Changes in accounting policies and disclosures**

**New standards and interpretations**

The University applied all standards and amendments, which are effective for annual periods beginning on or after 1 January 2022. The University has not early adopted any other standard, interpretation or amendment that has been issued but is not yet effective.

New or amended standards	Summary of the requirements	Possible impact on financial statements
Amendments to IAS 16 Leases - Property, Plant and Equipment: Proceeds before Intended Use	This amendment prohibits entities from deducting from the cost of an item of property, plant and equipment, any proceeds of the sale of items produced while bringing that asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Instead, an entity recognises the proceeds from selling such items, and the costs of producing those items, in profit or loss.	These amendments had no impact on the consolidated financial statements of the University as there were no sales of such items produced by property, plant and equipment made available for use on or after the beginning of the earliest period presented.
Fees in the '10 per cent' test for derecognition of financial liabilities - IFRS 9 Financial Instruments	This amendment clarifies the fees that an entity includes when assessing whether the terms of a new or modified financial liability are substantially different from the terms of the original financial liability. These fees include only those paid or received between the borrower and the lender, including fees paid or received by either the borrower or lender on the other's behalf. There is no similar amendment proposed for IAS 39 Financial Instruments: Recognition and Measurement.	These amendments had no impact on the consolidated financial statements of the University as there were no modifications of the Group's financial instruments during the period.

**2. Basis of preparation (continued)**

**e). Standards issued but not yet effective**

The standards and interpretations that are issued, but not yet effective, up to the date of issuance of the University's financial statements are disclosed below. The University intends to adopt these standards, if applicable, when they become effective.

New or amended standards	Summary of the requirements	Possible impact on financial statements
Amendments to IAS 1: Classification of Liabilities as Current or Non-current	<p>In January 2020, the IASB issued amendments to paragraphs 69 to 76 of IAS 1 to specify the requirements for classifying liabilities as current or non-current. The amendments clarify:</p> <ul style="list-style-type: none"> <li>- What is meant by a right to defer settlement.</li> <li>- That a right to defer must exist at the end of the reporting period.</li> <li>- That classification is unaffected by the likelihood that an entity will exercise its deferral right.</li> <li>- That only if an embedded derivative in a convertible liability is itself an equity instrument would the terms of a liability not impact its classification.</li> </ul>	<p>The amendments are effective for annual reporting periods beginning on or after 1 January 2023 and must be applied retrospectively. These amendments are not expected to have a material impact on the University.</p>
Amendments to IAS 8: Definition of Accounting Estimates	<ul style="list-style-type: none"> <li>- In February 2021, the IASB issued amendments to IAS 8, in which it introduces a definition of 'accounting estimates'. The amendments clarify the distinction between changes in accounting estimates and changes in accounting policies and the correction of errors. Also, they clarify how entities use measurement techniques and inputs to develop accounting estimates.</li> </ul>	<p>The amendments are effective for annual reporting periods beginning on or after 1 January 2023 and apply to changes in accounting policies and changes in accounting estimates that occur on or after the start of that period. Earlier application is permitted as long as this fact is disclosed.</p> <p>The amendments are not expected to have a material impact on the University.</p>

**2. Basis of preparation** *(continued)*

**e) Standards issued but not yet effective** *(continued)*

New or amended standards	Summary of the requirements	Possible impact on financial statements
Amendments to IAS 1 and IFRS Practice Statement 2: Disclosure of Accounting Policies	In February 2021, the IASB issued amendments to IAS 1 and IFRS Practice Statement 2 Making Materiality Judgements, in which it provides guidance and examples to help entities apply materiality judgements to accounting policy disclosures. The amendments aim to help entities provide accounting policy disclosures that are more useful by replacing the requirement for entities to disclose their 'significant' accounting policies with a requirement to disclose their 'material' accounting policies and adding guidance on how entities apply the concept of materiality in making decisions about accounting policy disclosures.	<p>The amendments to IAS 1 are applicable for annual periods beginning on or after 1 January 2023 with earlier application permitted. Since the amendments to the Practice Statement 2 provide non-mandatory guidance on the application of the definition of material to accounting policy information, an effective date for these amendments is not necessary.</p> <p>University is currently assessing the impact of the amendments to determine the impact they will have on the University's accounting policy disclosures.</p>

### 3. Significant accounting policies

The accounting policies set out below have been applied consistently to all periods presented in these financial statements. Certain comparative amounts have been reclassified to conform with the current year's presentation.

#### a. Foreign currency transactions

Transactions in foreign currencies are translated into Fiji dollars at exchange rates at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies at the reporting date are translated into Fiji dollars at the exchange rate at that date. The foreign currency gains or losses on translation are recognised in profit or loss.

#### b. Property, plant and equipment

##### Recognition and measurement

Items of property, plant and equipment are measured at cost less accumulated depreciation and impairment losses.

Property, plant and equipment that became assets of the University on 1 January 2010 and 30 November 2010 under the FNU Act (Principal Act) were valued by independent valuers as at 1 January 2010 and, for TPAF, 30 November 2010. These values became the 'deemed cost' to the University.

Cost includes expenditure that is directly attributable to the acquisition of the asset. The cost of self-constructed assets includes the cost of materials and direct labour, any other costs directly attributable to bringing the assets to a working condition for their intended use, the costs of dismantling and removing the items and restoring the site on which they are located, and capitalised borrowing costs. Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment.

When parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

Gains and losses on disposal of an item of property, plant and equipment are determined by comparing the proceeds from disposal with the carrying amount of property, plant and equipment, and are recognised net within other income in profit or loss.

##### Subsequent expenditure

The cost of replacing part of an item of property, plant and equipment is recognised in the carrying amount of the item if it is probable that the future economic benefit embodied within the part will flow to the University and its cost can be measured reliably. The cost of the day-to-day servicing of plant and equipment is recognised in profit or loss as incurred.

##### Depreciation

Property, plant and equipment, with the exception of freehold land, is depreciated on a straight line basis over their estimated useful lives.

##### The depreciation rates for each class of assets are as follows:

Buildings and improvements	2%	Motor vehicles	20%
Plant and equipment	20% - 33%	Computers	33%
Furniture and fittings	20%	Leasehold land	Term of lease

Depreciation methods, useful lives and residual values are reviewed at each financial year-end and adjusted if appropriate.

**3. Significant accounting policies** *(continued)*

**c. Intangible assets**

**IT Software**

IT software which is purchased, developed, or implemented, is recorded at cost and is amortised over its estimated useful life.

Computer software	33%
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**Favourable land sub lease**

On acquisition of the Navua Farm the University determined that the land sub-lease was favourable relative to market terms and has recognised this benefit as an intangible asset as required by IFRS 3 “Business Combinations”. This intangible asset is amortised on a straight line basis over the remaining term of the land sub-lease.

**d. Financial instruments**

**i. Financial assets**

Financial assets are classified, at initial recognition, as subsequently measured at amortised cost, fair value through other comprehensive income (OCI), and fair value through profit or loss.

The classification of financial assets at initial recognition depends on the financial asset’s contractual cash flow characteristics and the University’s business model for managing them. With the exception of trade receivables that do not contain a significant financing component or for which the University has applied the practical expedient, the University initially measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs. Trade receivables that do not contain a significant financing component or for which the University has applied the practical expedient are measured at the transaction price determined under IFRS 15. Refer to the accounting policies in section (k) Revenue from contracts with customers.

In order for a financial asset to be classified and measured at amortised cost or fair value through OCI, it needs to give rise to cash flows that are ‘solely payments of principal and interest (SPPI)’ on the principal amount outstanding. This assessment is referred to as the SPPI test and is performed at an instrument level.

The University’s business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both.

Purchases or sales of financial assets that require delivery of assets within a time frame established by regulation or convention in the market place (regular way trades) are recognised on the trade date, i.e., the date that the University commits to purchase or sell the asset.

Financial assets and liabilities are offset and the net amount presented in the statement of financial position when, and only when, the University has a legal right to offset the amounts and intends either to settle on a net basis or to realise the asset and settle the liability simultaneously.

For purposes of subsequent measurement, financial assets are classified in four categories:

- Financial assets at amortised cost (debt instruments and trade receivables)
- Financial assets at fair value through OCI with recycling of cumulative gains and losses (debt instruments)
- Financial assets designated at fair value through OCI with no recycling of cumulative gains and losses upon de-recognition (equity instruments)
- Financial assets at fair value through profit or loss.

3. Significant accounting policies *(continued)*

d. Financial instruments *(continued)*

i. Financial assets *(continued)*

**Financial assets at amortised cost:**

This category is the most relevant to the University. The University measures financial assets at amortised cost if both of the following conditions are met:

- The financial asset is held within a business model with the objective to hold financial assets in order to collect contractual cash flows; and
- The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at amortised cost are subsequently measured using the effective interest (EIR) method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired.

The University's financial assets at amortised cost includes trade receivables, cash and cash equivalent, interest bearing deposits and term deposit with original term greater than 90 days.

**Financial assets at fair value through OCI (debt instruments)**

The University measures debt instruments at fair value through OCI if both of the following conditions are met:

- The financial asset is held within a business model with the objective of both holding to collect contractual cash flows and selling; and
- The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

For debt instruments at fair value through OCI, interest income, foreign exchange revaluation and impairment losses or reversals are recognised in the statement of profit or loss and computed in the same manner as for financial assets measured at amortised cost. The remaining fair value changes are recognised in OCI. Upon de-recognition, the cumulative fair value change recognised in OCI is recycled to profit or loss.

The University has not designated any financial assets as debt instruments at fair value through OCI.

**Financial assets designated at fair value through OCI (equity instruments)**

Upon initial recognition, the University can elect to classify irrevocably its equity investments as equity instruments designated at fair value through OCI when they meet the definition of equity under IAS 32 Financial Instruments: Presentation and are not held for trading. The classification is determined on an instrument-by-instrument basis. Gains and losses on these financial assets are never recycled to profit or loss. Dividends are recognised as other income in the statement of profit or loss when the right of payment has been established, except when the University benefits from such proceeds as a recovery of part of the cost of the financial asset, in which case, such gains are recorded in OCI. Equity instruments designated at fair value through OCI are not subject to impairment assessment.

The University has not designated any financial assets as equity instruments at fair value through OCI.

3. Significant accounting policies (continued)

d. Financial instruments (continued)

i. Financial assets (continued)

**Financial assets at fair value through profit or loss**

Financial assets at fair value through profit or loss include financial assets held for trading, financial assets designated upon initial recognition at fair value through profit or loss, or financial assets mandatorily required to be measured at fair value. Financial assets are classified as held for trading if they are acquired for the purpose of selling or repurchasing in the near term. Derivatives, including separated embedded derivatives, are also classified as held for trading unless they are designated as effective hedging instruments. Financial assets with cash flows that are not solely payments of principal and interest are classified and measured at fair value through profit or loss, irrespective of the business model. Notwithstanding the criteria for debt instruments to be classified at amortised cost or at fair value through OCI, as described above, debt instruments may be designated at fair value through profit or loss on initial recognition if doing so eliminates, or significantly reduces, an accounting mismatch.

Financial assets at fair value through profit or loss are carried in the statement of financial position at fair value with net changes in fair value recognised in the statement of profit or loss.

This category includes derivative instruments and listed equity investments which the University had not irrevocably elected to classify at fair value through OCI. Dividends on listed equity investments are also recognised as other income in the statement of profit or loss when the right of payment has been established.

**De-recognition**

The University derecognises a financial asset when the contractual rights to the cash flows from the asset expire, or it transfers the rights to receive the contractual cash flows on the financial asset in a transaction in which substantially all the risks and rewards of ownership of the financial asset are transferred. Any interest in transferred financial assets that is created or retained by the University is recognised as a separate asset or liability.

ii. Non-derivative financial liabilities

The University initially recognises debt securities issued on the date that they are originated. All other financial liabilities are recognised initially on the trade date at which the University becomes a party to the contractual provisions of the instrument.

The University derecognises a financial liability when its contractual obligations are discharged or cancelled or expire. The University has trade and other payables as non-derivative financial liabilities. Such financial liabilities are recognised initially at fair value plus any directly attributable transaction costs. Subsequent to initial recognition these financial liabilities are measured at amortised cost using the effective interest method.

e. Inventories

Inventories are measured at the lower of cost and net realisable value. The cost of inventories is based on the weighted average principle, and includes expenditure incurred in acquiring the inventories, production or conversion costs and other costs incurred in bringing them to their existing location and condition.

Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and selling expenses.

### 3. Significant accounting policies (continued)

#### f. Leases

The University applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The University recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

##### i. Right-of-use assets

The university recognises right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, as follows:

- Land and Buildings 9 to 98 years
- Other Leased Assets 3 to 4 years

If ownership of the leased asset transfers to the University at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

The right-of-use assets are also subject to impairment. Refer to the accounting policies in section (h) Impairment of non-financial assets.

##### ii. Lease liabilities

At the commencement date of the lease, the University recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the University and payments of penalties for terminating the lease, if the lease term reflects the University exercising the option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the University uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of the lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g. changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

The University's lease liabilities are presented in leases (see Note 26).

##### iii. Short-term leases and leases of low-value assets

The University applies the short-term lease recognition exemption to its short-term leases of machinery and equipment (i.e. those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases of office equipment that are considered to be low value. Lease payments on short-term leases and leases of low value assets are recognised as an expense on a straight-line basis over the lease term.

3. Significant accounting policies (continued)

g. Biological assets

Biological assets are measured at fair value less cost to sell, with any change therein recognized in profit or loss.

h. Impairment

i. Non-derivative financial assets

A financial asset not carried at fair value through profit or loss is assessed at each reporting date to determine whether there is objective evidence that it is impaired. A financial asset is impaired if objective evidence indicates that a loss event has occurred after the initial recognition of the asset, and that the loss event had a negative effect on the estimated future cash flows of that asset that can be estimated reliably.

Objective evidence that financial assets are impaired can include default or delinquency by a debtor, restructuring of an amount due to the University on terms that the University would not consider otherwise, indications that a debtor or issuer will enter bankruptcy and the disappearance of an active market for a security. In addition, for an investment in an equity security, a significant or prolonged decline in its fair value below cost is objective evidence of impairment.

ii. Financial assets measured at amortised cost

The University considers evidence of impairment for financial assets measured at amortised cost (loans and receivables) at both a specific asset and collective level. All individually significant receivables are assessed for specific impairment. Those found not to be specifically impaired are then collectively assessed for any impairment that has been incurred but not yet identified. Assets that are not individually significant are collectively assessed for impairment by grouping together receivables with similar risk characteristics.

In assessing collective impairment the University uses historical trends of the probability of default, timing of recoveries and the amount of loss incurred, adjusted for management's judgement as to whether current economic and credit conditions are such that the actual losses are likely to be greater or less than suggested by historical trends.

The recoverable amount of an asset or cash-generating unit ("CGU") is the greater of its value in use and its fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset or CGU. For the purpose of impairment testing, assets that cannot be tested individually are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or CGUs.

An impairment loss is recognised if the carrying amount of an asset or its CGU exceeds its estimated recoverable amount. Impairment losses are recognised in profit or loss. Impairment losses recognised in respect of CGUs are allocated first to reduce the carrying amount of any goodwill allocated to the units, and then to reduce the carrying amounts of the other assets in the unit (group of units) on a pro rata basis. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

**3. Significant accounting policies (continued)**

**i. Employee benefits**

**Superannuation**

Contributions are paid to the Fiji National Provident Fund on behalf of employees to secure retirement benefits. Costs are included in profit or loss as the services are rendered by employees.

**Short-term benefits**

Short-term employee benefit obligations are measured on an undiscounted basis and are expensed in profit or loss as the related service is provided. A liability is recognised for the amount to be paid under short-term benefits if the University has a present or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be measured reliably. Liabilities for non-accumulating sick leave are recognised when the leave is taken and measured at the rates paid or payable.

**Bonus plans**

The University pays bonuses to employees based on performance of the University and achievement of individual objectives by the employees. The University recognises a provision where contractually obliged or where there is a past practice that has created a constructive obligation.

**j. Operating expenses**

Expenses are recognised on an accrual basis.

**k. Revenue recognition**

Revenue comprises the fair value of the consideration received or receivable for the sale of goods and services in the ordinary course of the University's activities. Revenue is shown net of value-added tax, returns, rebates and discounts.

The University recognises revenue when the amount of revenue can be reliably measured, it is probable that future economic benefits will flow to the entity and when specific criteria have been met for each of the University's activities as described below. The amount of revenue is not considered to be reliably measurable until all contingencies relating to the sale have been resolved. The University bases its estimates on historical results, taking into consideration the type of customer, the type of transaction and the specifics of each arrangement.

**Revenue is recognised for the major activities as follows:**

**i. Government grants**

The University treats operating grants received from the Fiji Government as income in the year of receipt or when entitlement to the grant is established. Government grant in respect of capex are recognised initially as deferred income when there is reasonable assurance that they will be received and the University will comply with the conditions associated with the grant and are then recognised in profit or loss as income on a systematic basis over the useful life of the asset.

**ii. Project income**

Grants that compensate the University for expenses incurred are recognised in profit or loss as income on a systematic basis in the same periods in which the expenses are recognised.

**iii. Student tuition fees**

Student tuition fee income is generated from fee-paying courses for local and overseas students. Revenue is recognised in the same period as the courses for which the fee income is derived are held. Upfront payments by students for courses being held in the next teaching year are treated as deferred income and recorded as revenue in the following year as the course is provided.

**3. Significant accounting policies (continued)**

**k. Revenue recognition (continued)**

**iv. Non tuition fees and charges**

Fees and charges comprise other services provided to students, which are recognised as the service is provided.

**v. NTPC Levy income**

NTPC Levies collected from employers are recognised initially as deferred income. The deferred income is recognised in profit or loss as income in the period that training grants are made to employers or related training expenses are incurred. Any remaining amounts are recognised as income once the University has paid all grant claims to employers in respect of those levies and has no further obligation in respect of that levy period. Estimates of grants expected to be made are based on historical data.

**vi. Interest income**

Interest income is recognised as finance income as it accrues using the effective interest method.

**vii. Trading activities**

Revenue in respect of trading activities is recognised at the point of sale for goods, or as the service is performed.

**viii. Asset sales**

The net gain on asset sales is included as other income and the net loss as an expense. The profit or loss on disposal of assets is brought to account when the significant risks and rewards of ownership of the assets have been transferred to the buyer.

**l. Taxes**

**Income tax exemption**

The University is exempt from income tax in accordance with the provisions of the Fiji Income Tax Act 2015.

**Other taxes**

Revenue, expenses and assets are recognised net of the amount of Value Added Tax (VAT) except where the VAT incurred on a purchase of goods or services is not recoverable from the taxation authority, in which case the VAT is recognised as part of the cost of acquisition of the asset or as part of the expense item as applicable. Receivables and payables are stated with the amount of VAT included, if applicable.

**m. Business combinations**

Business combinations are accounted for using the acquisition method when control is transferred to the University. The consideration transferred in the acquisition is generally measured at fair value, as are the identifiable assets acquired. Any goodwill that arises is tested annually for impairment. Any gain on a bargain purchase is recognized in profit or loss immediately. Transaction costs are expensed as incurred, except if related to the issue of debt or equity securities. The consideration transferred does not include amounts related to the settlement of pre-existing relationships. Such amounts are generally recognized in profit or loss. Any contingent consideration payable is measured at fair value at the acquisition date. If the contingent consideration is classified as equity, then it is not re-measured and settlement is accounted for within equity. Otherwise subsequent changes in the fair value of the contingent consideration are recognized in profit or loss.

**3. Significant accounting policies (continued)**  
**n. Comparatives**

Certain previously reported amounts have been reclassified to conform with presentation in the current year.

**4. Segment information**

For management purposes, the University is organised into business units based on its products and services and has two reportable segments, as follows:

- The National Training & Productivity Centre ('NTPC') segment, which provide training to organisations to enhance their efficiency, productivity and enable them to compete in the domestic, national, regional and global market.
- The Uni-services segments, which is the commercial arm of Fiji National University aims to optimize service delivery to its customers (students and staff) in terms of cafeterias, accommodation, security, transportation and bookshops.

The Executive Management monitors the operating results of its business units separately for the purpose of making decisions about resource allocation and performance assessment. Segment performance is evaluated based on profit or loss and is measured consistently with profit or loss in the financial statements. However, the financing (including finance costs and finance income) are managed on a group basis and are not allocated to operating segments.

Transfer prices between operating segments are on an arm's length basis in a manner similar to transactions with third parties.

Year ended 31 December 2021	NTPC	Uni-services	Adjustments and eliminations	Total
<b>Revenue</b>	\$	\$	\$	\$
Levy Income	19,632,696	-	-	19,632,696
Hostel income	-	1,740,699	-	1,740,699
Student fees	3,463,165	-	-	3,463,165
Other Trading Activities	791	13,716	-	14,507
Other Income	248,910	217,236	-	466,146
<b>Total revenue</b>	<b>23,345,562</b>	<b>1,971,651</b>	-	<b>25,317,213</b>
<b>Expenses</b>				
Levy expense	(19,432,354)	-	-	(19,432,354)
Personnel expenses	(3,972,793)	(857,597)	-	(4,830,390)
Other operating expenses	(771,710)	(220,699)	-	(992,409)
<b>Total expense</b>	<b>(24,176,857)</b>	<b>(1,078,296)</b>	-	<b>(25,255,153)</b>
Support allocation	(1,423,351)	(323,489)	-	(1,746,840)
<b>Segment (loss)/profit</b>	<b>(2,254,646)</b>	<b>569,866</b>	-	<b>(1,684,780)</b>

#### 4. Segment information (continued)

Year ended 31 December 2022	NTPC	Uni-services	Adjustments and eliminations	Total
<b>Revenue</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
Levy Income	22,968,754	-	-	22,968,754
Hostel income	-	3,410,680	-	3,410,680
Student fees	5,546,182	-	-	5,546,182
Other Trading Activities	4,297	-	-	4,297
Other Income	557,306	-	-	557,306
<b>Total revenue</b>	<b>29,076,539</b>	<b>3,410,680</b>	<b>-</b>	<b>32,487,219</b>
<b>Expenses</b>				
Levy expense	(22,732,895)	-	-	(22,732,895)
Personnel expenses	(3,985,114)	(836,531)	-	(4,821,645)
Other operating expenses	(1,693,351)	(309,312)	-	(2,002,663)
<b>Total expense</b>	<b>(28,411,360)</b>	<b>(1,145,843)</b>	<b>-</b>	<b>(29,557,203)</b>
Support allocation	(1,703,540)	(343,753)	-	(2,047,292)
<b>Segment (loss)/profit</b>	<b>(1,038,361)</b>	<b>1,921,084</b>	<b>-</b>	<b>882,724</b>

#### 5. Financial risk management

The University's has exposure to the following risks:

- i. Credit risk;
- ii. Liquidity risk; and
- iii. Market risk.

This note presents information about the University's exposure to each of the above risks, the University's objectives, policies and processes for measuring and managing risk. Further quantitative disclosures are included throughout these financial statements.

##### Risk management framework

The Council has overall responsibility for the establishment and oversight of the University's risk management framework. The University's risk management policies are established to identify and analyse the risks faced by the University, to set appropriate risk limits and controls, and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the University's activities.

The University, through its training and management standards and procedures, aims to develop a disciplined and constructive control environment in which all employees understand their roles and obligations.

**5. Financial risk management** (Continued)

**i. Credit risk**

Credit risk is the risk of financial loss to the University if a customer or counterparty to a financial instrument fails to meet its contractual obligations, and arises principally from the University's cash and cash equivalents, receivables and other financial assets.

The maximum exposure to credit risk at balance date to recognised financial assets, is the carrying amount, net of any provisions for impairment of these assets, as disclosed in the statement of financial position and notes to the financial statements. The ageing, gross of any impairment provision, of student debtors, levy debtors, sponsor debtors, staff debtors and other receivables at the reporting date was as follows:

Credit risk	2022	2021
	\$	\$
0 – 90 days	4,318,001	3,955,802
91 – 365 days	14,917,055	12,777,490
> 365 days	15,246,403	15,672,232
	<b>34,481,459</b>	<b>32,405,524</b>

Customer credit risk is managed by each business unit subject to the University's established policy, procedures and control relating to customer credit risk management.

An impairment analysis is performed at each reporting date on an individual basis for major customers. In addition, a large number of minor receivables are grouped into homogenous groups and assessed for impairment collectively. The calculation is based on actual incurred historical data. The maximum exposure to credit risk at the reporting date is the carrying value of each class of financial assets. The University does not hold collateral as security. The University evaluates the concentration of risk with respect to trade receivables as low, as its customers are located in several jurisdictions and operate in largely independent markets.

**ii. Liquidity risk**

Liquidity risk is the risk that the University will not be able to meet its financial obligations as they fall due. The University's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the University's reputation. The University expects to settle its financial liquidity within 6 months of balance date.

The table below summarizes the maturity profile of the University's liabilities at 31 December based on contractual undiscounted payments:

	\$	\$	\$	\$	\$
31 December 2022	Total	< 30 Days	< 1 year	1 - 5 years	> 5 years
Trade and other payables	16,717,869	3,184,880	13,532,989	-	-
	<b>16,717,869</b>	<b>3,184,880</b>	<b>13,532,989</b>	-	-
31 December 2021	Total	< 30 Days	< 1 year	1 - 5 years	> 5 years
Trade and other payables	17,400,682	2,691,654	14,709,028	-	-
	<b>17,400,682</b>	<b>2,691,654</b>	<b>14,709,028</b>	-	-

**5. Financial risk management** (Continued)

**iii). Market risk**

Market risk is the risk that changes in market prices, such as foreign exchange rates, interest rates and equity prices will affect the University's income or the value of its holdings of financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return.

**Foreign exchange risk**

The University is exposed to fluctuations in foreign currencies arising from the purchase of goods and services in currencies other than the University's functional currency. The University does not have a material exposure to foreign exchange risk and accordingly does not adopt any foreign currency strategies.

**Price risk**

The University is exposed to equity securities price risk through its investments in Unit Trusts. This arises from investments held by the University and classified on the statement of financial position as equity instruments at fair value through profit and loss. The University has no direct exposure to commodity price risk. There is no material exposure to price risk.

**Interest rate risk**

The University's interest bearing deposits are generally at fixed interest rates. The University does not have any interest bearing liabilities and accordingly exposure to interest rate risk is not considered material.

	2022	2021
	\$	\$
<b>6. Student tuition fees</b>		
Private students	23,282,782	23,264,365
Sponsored students	33,700,868	38,126,032
Regional students	3,896,602	2,168,482
Short courses	5,479,055	3,210,932
	<b>66,359,307</b>	<b>66,769,811</b>
<b>7. Project income</b>		
Australian Aid	4,229,528	1,055,857
Sustainable livelihood project (SLP) grant	239,000	119,000
Others	1,297,926	309,349
	<b>5,766,454</b>	<b>1,484,206</b>
<b>8. Other income</b>		
Non-tuition fees and charges	616,654	209,253
Enrolment fees	1,404,420	1,183,043
Consultancy income	6,625	26,891
Dividend	381,142	341,988
Release of deferred income	506,881	541,816
<b>Trading activities:</b>		
Farm	133,940	123,414
Other trading activities	355,812	76,390
Other income	1,095,992	1,166,794
	<b>4,501,466</b>	<b>3,669,589</b>

	2022	2021
	\$	\$
<b>9. Hostel Income</b>		
Hostel accommodation	3,410,680	1,740,699
Hostel meals	100	1,560
Hostel laundry	13,728	5,235
	<b>3,424,508</b>	<b>1,747,494</b>
<b>10. Employee related expenses</b>		
Wages and salaries, including leave benefits	56,775,879	55,802,253
Fiji National Provident Fund contribution	3,109,866	2,531,337
Key management personnel compensation		
- short term benefits	2,388,688	2,724,032
Staff allowances	1,121,855	1,433,185
Other personnel costs	692,524	383,005
	<b>64,088,812</b>	<b>62,873,812</b>
<b>11. Other operating expenses</b>		
Advertising, promotions and publicity	787,140	647,689
Audit fees - External audit	48,300	45,780
Accounting and other services	47,525	34,335
Increase of impairment provision on receivables	564,987	9,094,062
Consultancy	771,388	845,831
Council expenses	61,941	223,202
Course related expenses	7,385,069	2,899,548
Franchise costs	618,264	308,675
Movement in inventory obsolescence	140,053	-
Insurance	1,045,826	1,033,459
Job evaluation fee	-	-
Legal	40,776	76,684
Licence fees	5,124,242	4,091,294
Operating lease and other rentals	26,880	4,916
Project disbursements	69,829	23,959
Publications	980	12,721
Repairs and maintenance	9,612,440	5,170,224
Security services	2,469,067	2,399,493
Stationery	336,042	247,552
Telecommunications	3,672,110	3,597,330
Travel	1,438,623	429,730
Trading and hostel expenses	378,587	249,620
Utilities	2,807,666	1,972,060
Hire charges	429,072	445,603
Cartage and freight	90,575	22,344
Contingency expense	-	-
Other expenses	3,385,534	1,058,972
	<b>41,352,916</b>	<b>34,935,083</b>

	2022	2021
12.	\$	\$
<b>Finance income</b>		
Interest income	1,744,191	3,187,978
	<b>1,744,191</b>	<b>3,187,978</b>

13. (i) Right-of-use assets	Land and Buildings	Other Leased Assets	Total
<b>Cost</b>	\$	\$	\$
At 1 January 2022	3,135,070	1,336,801	4,471,871
Additions	-	-	-
<b>31 December 2022</b>	<b>3,135,070</b>	<b>1,336,801</b>	<b>4,471,871</b>
<b>Depreciation and impairment</b>			
At 1 January 2022	(455,992)	(1,336,801)	(1,792,793)
Depreciation charge	(117,835)	-	(117,835)
<b>31 December 2022</b>	<b>(573,827)</b>	<b>(1,336,801)</b>	<b>(1,910,628)</b>
<b>Carrying amount at:</b>			
1 January	2,679,078	-	2,679,078
<b>31 December</b>	<b>2,561,243</b>	<b>-</b>	<b>2,561,243</b>

The above represent assets under lease contracts which have been recognised as assets in accordance with IFRS 16. The assets are written down over the term of their contracts.

	2022	2021
13. (ii) Property, plant and equipment	\$	\$
<u>Land and buildings - Freehold</u>		
<b>Cost</b>		
At 1 January	1,361,000	1,361,000
<b>31 December</b>	<b>1,361,000</b>	<b>1,361,000</b>
<b>Depreciation and impairment</b>		
At 1 January	-	-
<b>31 December</b>	<b>-</b>	<b>-</b>
<b>Carrying amount at:</b>		
1 January	1,361,000	1,361,000
<b>31 December</b>	<b>1,361,000</b>	<b>1,361,000</b>

	2022	2021
<b>13. (ii) Property, plant and equipment (continued)</b>	<b>\$</b>	<b>\$</b>
<b><u>Land and buildings - Leasehold</u></b>		
<b>Cost</b>		
At 1 January	254,029,882	239,962,982
Additions	-	14,066,900
Disposals	(400,000)	-
<b>31 December</b>	<b>253,629,882</b>	<b>254,029,882</b>
<b>Depreciation and impairment</b>		
At 1 January	(53,676,486)	(48,734,681)
Depreciation charge	(4,987,533)	(4,941,805)
Disposals	55,377	-
<b>31 December</b>	<b>(58,608,642)</b>	<b>(53,676,486)</b>
<b>Carrying amount at:</b>		
1 January	200,353,396	191,228,301
<b>31 December</b>	<b>195,021,240</b>	<b>200,353,396</b>
<b><u>Motor vehicles</u></b>		
<b>Cost</b>		
At 1 January	6,581,640	6,331,140
Additions	181,900	250,500
Disposals	(412,682)	-
<b>31 December</b>	<b>6,350,858</b>	<b>6,581,640</b>
<b>Depreciation and impairment</b>		
At 1 January	(5,205,268)	(4,620,160)
Depreciation charge	(568,360)	(585,108)
Disposals	412,682	-
<b>31 December</b>	<b>(5,360,946)</b>	<b>(5,205,268)</b>
<b>Carrying amount at:</b>		
1 January	1,376,372	1,710,980
<b>31 December</b>	<b>989,912</b>	<b>1,376,372</b>
<b><u>Furniture and fittings</u></b>		
<b>Cost</b>		
At 1 January	4,601,230	4,601,230
<b>31 December</b>	<b>4,601,230</b>	<b>4,601,230</b>

	2022	2021
13. (ii) Property, plant and equipment (continued)	\$	\$
<b><u>Furniture and fittings (continued)</u></b>		
<b>Depreciation and impairment</b>		
At 1 January	(4,350,257)	(4,083,584)
Depreciation charge	(183,193)	(266,673)
<b>31 December</b>	<b>(4,533,450)</b>	<b>(4,350,257)</b>
<b>Carrying amount at:</b>		
1 January	250,973	517,646
<b>31 December</b>	<b>67,780</b>	<b>250,973</b>
<b><u>Plant and equipment</u></b>		
<b>Cost</b>		
At 1 January	41,900,688	39,831,381
Additions	976,858	2,185,840
Disposals	(75,260)	(116,533)
<b>31 December</b>	<b>42,802,286</b>	<b>41,900,688</b>
<b>Depreciation and impairment</b>		
At 1 January	(35,418,140)	(32,266,027)
Depreciation charge	(2,966,216)	(3,268,646)
Disposals	74,575	116,533
<b>31 December</b>	<b>(38,309,781)</b>	<b>(35,418,140)</b>
<b>Carrying amount at:</b>		
1 January	6,482,548	7,565,354
<b>31 December</b>	<b>4,492,505</b>	<b>6,482,548</b>
<b><u>Computers</u></b>		
<b>Cost</b>		
At 1 January	17,863,652	17,841,471
Additions	2,158,201	22,181
Disposals	(745,952)	-
<b>31 December</b>	<b>19,275,901</b>	<b>17,863,652</b>
<b>Depreciation and impairment</b>		
At 1 January	(16,385,168)	(14,124,264)
Depreciation charge	(1,481,940)	(2,260,904)
Disposals	745,952	-
<b>31 December</b>	<b>(17,121,156)</b>	<b>(16,385,168)</b>

		2022	2021
13. (ii) Property, plant and equipment (continued)		\$	\$
<b>Computers (continued)</b>			
<b>Carrying amount at:</b>			
1 January		1,478,484	3,717,207
<b>31 December</b>		<b>2,154,745</b>	<b>1,478,484</b>
<b>Work in progress</b>			
<b>Cost</b>			
At 1 January		50,627,486	64,189,903
Additions		7,999,656	3,771,230
Transfers		(3,384,978)	(17,333,647)
<b>31 December</b>		<b>55,242,164</b>	<b>50,627,486</b>
<b>Depreciation and impairment</b>			
At 1 January		-	-
Reclassification		-	-
<b>31 December</b>		<b>-</b>	<b>-</b>
<b>Carrying amount at:</b>			
1 January		50,627,486	64,189,903
<b>31 December</b>		<b>55,242,164</b>	<b>50,627,486</b>
<b>Gross Carrying amount at:</b>			
1 January		261,930,259	270,290,391
<b>31 December</b>		<b>259,329,346</b>	<b>261,930,259</b>

The finalisation of the transfer of lease arrangements to FNU in respect of certain leasehold land assets that were vested in the University under the FNU Act has not yet been completed at the date of approval of these financial statements. This includes four (2021: four) land leases with a carrying amount of \$29,388,615 at 31 December 2022 (2021: \$30,111,979) where the land boundaries and/or certain Lots are subject to ongoing negotiations with the respective Government Ministries. The independent valuation of these land assets was prepared based on management's best estimate of the boundaries at the date of the valuations. The finalisation of the boundaries may result in material changes to the valuations of the assets which have been used as a basis to determine the fair value/deemed cost of these properties as at 1 January 2010.

In addition, as a result of the delay in the finalisation of the transfer of lease arrangements to FNU, the lease term for these properties has not been determined. The land values for these properties have been determined by the independent valuers using management's best estimate of a 99-year lease term. Should the final lease term differ from the assumption of 99 years this will impact period over which these assets are depreciated. Any change in this estimate will be accounted on a prospective basis. A significant reduction in the lease term may also have a material impact on the carrying amount of the leasehold land in the financial statements. Any adjustments arising from the finalisation of the lease transfers will be reflected in the period in which the leases are finalised.

**14. Biological assets**

At 31 December 2022, the University held 23 cattle (2021: 21), 30 sheep (2021: 28), 36 goats (2021: 30), 1 horse (2021: 1) and 25 pigs (2021: 30).

	2022	2021
	\$	\$
a). Operations and principal activities		
<b>Reconciliation of carrying amounts of livestock</b>		
Fair Value as at 1 January	20,674	21,997
Net increases due to purchases, births, deaths and transfers	342	1,777
<b>Loss arising from changes in fair value less costs to sell</b>	-	-
<b>Decreases due to sales</b>	<b>(995)</b>	<b>(3,100)</b>
<b>Carrying amount at 31 December</b>	<b>20,021</b>	<b>20,674</b>

**b). Measurement of fair values**

The fair value measurements for livestock has been categorised as Level 3 based on the inputs to the valuation techniques used as follows:

Type	Valuation technique	Significant unobservable inputs	Inter-relationship between key unobservable inputs and fair value measurement
Livestock	Market comparison technique: The valuation model is based on the market price of livestock of similar age, weight, breed and purpose of use.	<ul style="list-style-type: none"> <li>- Premium on the classification as breeders</li> <li>- Premium based on quality</li> </ul>	The estimated fair value would increase (decrease) if more (less) livestock were classified as breeders.

**c). Risk management strategy related to agricultural activities**

The university is exposed to the following risks relating to its biological assets:

- i). Regulatory and environmental risks  
The university is subject to laws and regulations related to the way in which it operates. The university has established policies and procedures to ensure compliance with local legislation and regulation including those associated with the environment.
- ii). Supply and demand risk  
The university is exposed to risks arising from fluctuations in the sales price and volume of its livestock. The university manages this risk by aligning its livestock placement plan to market supply and demand.
- iii). Climate and other risks  
The university's business especially its livestock facilities are exposed to the risk of damage from climate changes, diseases, and other natural events. The university has extensive process in place aimed at monitoring and mitigating those risks, including regular farm health inspections. The university is also insured against natural disasters such as floods and cyclones.

**15. Intangible assets**

	Computer soft-ware	Favourable land sub-lease	Total
Cost	\$	\$	\$
Balance as at 1 January 2021	1,648,813	575,000	2,223,813
Additions	-	-	-
Balance as at 31 December 2021	1,648,813	575,000	2,223,813
Additions	-	-	-
<b>Balance as at 31 December 2022</b>	<b>1,648,813</b>	<b>575,000</b>	<b>2,223,813</b>

**Amortisation and impairment**

Balance as at 1 January 2021	(1,648,813)	(196,022)	(1,844,835)
Amortisation charge for the year	-	(26,136)	(26,136)
<b>Balance as at 31 December 2021</b>	<b>(1,648,813)</b>	<b>(222,158)</b>	<b>(1,870,971)</b>
Amortisation charge for the year	-	(26,136)	(26,136)
<b>Balance as at 31 December 2022</b>	<b>(1,648,813)</b>	<b>(248,294)</b>	<b>(1,897,107)</b>

**Carrying amount**

At 1 January 2021	-	378,978	378,978
At 31 December 2021	-	352,842	352,842
<b>At 31 December 2022</b>	<b>-</b>	<b>326,706</b>	<b>326,706</b>

**16. Cash and cash equivalents**

	2022	2021
	\$	\$
Cash on hand	54,670	54,832
Cash at bank - restricted	18,292,626	14,616,284
- unrestricted	60,633,915	56,661,113
	<b>78,981,211</b>	<b>71,332,229</b>

**Restricted funds consist of the following:**

Capital Development	867,836	860,159
Capital Project	-	-
Levy	10,620,448	9,147,612
Projects	6,804,342	4,608,513
	<b>18,292,626</b>	<b>14,616,284</b>

**Restricted Funds**

Capital Development – with effect from 1 January 2014, the University holds 10% of tuition fees for purposes of capital development of the University projects that could not be funded through Government grants.

Capital Project – this account holds funding for the development of the new Labasa campus funded through Government capital grant.

Levy – this account is restricted for payment of grants claimed/claimable by employers.

Projects – this account holds funding from our various donors. The funds are restricted and can only be utilised as per signed donor agreements.

**17. Trade and other receivables**

Student debtors	11,616,771	7,858,301
Impairment allowance	(6,213,123)	(4,670,660)
	<b>5,403,648</b>	<b>3,187,641</b>

17. Trade and other receivables (continued)	2022	2021
	\$	\$
Levy debtors	16,955,562	18,358,534
Impairment allowance	(15,148,854)	(15,448,800)
	<b>1,806,708</b>	<b>2,909,734</b>
Sponsor debtors	1,475,795	2,085,054
Impairment allowance	(102,651)	(898,866)
	<b>1,373,144</b>	<b>1,186,188</b>
Staff debtors	207	12,116
Impairment allowance	(207)	(12,116)
	-	-
Other receivables	4,433,124	4,091,518
Impairment allowance	(1,240,095)	(1,030,535)
	<b>3,193,029</b>	<b>3,060,983</b>
<b>Total trade and other receivables</b>	<b>11,776,529</b>	<b>10,344,546</b>
<b>Impairment allowance</b>		
Opening balance	22,060,977	13,191,051
Movement during the year	654,583	9,391,321
Reversals/Adjustments	(10,630)	(521,395)
<b>Closing balance</b>	<b>22,704,930</b>	<b>22,060,977</b>
<b>18. Inventories</b>		
Gowns	304,056	332,097
Kitchen consumables	-	3,459
Provision for obsolescence	(141,991)	(5,396)
	<b>162,065</b>	<b>330,160</b>
<b>19. Other financial assets</b>		
Current		
<b>Debt instruments at amortised cost:</b>		
Bank of the South Pacific	4,094,870	33,852,174
Credit Corporation (Fiji) Pte Limited	2,941,194	2,862,259
Home Finance Company Pte Limited	6,284,714	6,201,000
Merchant Finance Pte Limited	4,113,227	14,683,052
Bred Bank (Fiji) Pte Limited	48,439,374	6,910,136
	<b>65,873,379</b>	<b>64,508,621</b>
<b>Non-current</b>		
Equity instruments at fair value through profit or loss:		
• Unit Trust of Fiji	14,436,275	13,285,495
• Fijian Holdings Trust Management Limited	742,424	696,970
• Fiji Cooperative Dairy Company Limited	4,857	4,857
	<b>15,183,556</b>	<b>13,987,322</b>

**19. Other financial assets (continued)**

Interest bearing deposits are at fixed interest rates between 1.25% and 2.2% (2021: 1.5% and 4%). Interest bearing deposits amounting to \$122,811 (2021: \$122,811) are held as letter of charges in respect of security against credit cards and indemnity guarantees. The University had only Level 1 fair value financial instruments, which is defined as quoted market price (unadjusted) in an active market for an identical instrument.

20. Other assets	2022	2021
	\$	\$
Government grant receivables	-	20,772,240
Prepayments	4,974,517	4,786,974
Less: provision for impairment	(63,193)	(20,928,350)
	<b>4,911,324</b>	<b>4,630,864</b>

**21. Other contributed equity**

The amount reflects the fair value of the net assets that have been transferred to the University from legacy institutions as at 1 January 2010 and 30 November 2010 (TPAF) under Section 44 of the FNU Act by the Government of Fiji in its capacity as the owner of the University and the legacy institutions.

**22. Deferred income**

Opening balance	46,210,162	46,747,821
Additions	129,200	4,157
Disposals	(2,209,552)	-
Amounts released to other income	(506,881)	(541,816)
	<b>43,622,929</b>	<b>46,210,162</b>

Disclosed in the financial statements as follows:

Current	506,881	541,816
Non-current	43,116,048	45,668,346
	<b>43,622,929</b>	<b>46,210,162</b>

Deferred income consists of Government grants in relation to capital expenditure projects and fixed assets acquired using donor funds.

**23. Trade and other payables**

Trade payables	3,184,880	2,691,654
Other payables and accruals	13,532,989	14,709,028
	<b>16,717,869</b>	<b>17,400,682</b>

**24. Employee benefits**

<u>Annual Leave</u>		
Liability at the beginning of the year	4,347,401	3,900,843
Movement during the year	(453,336)	446,558
<b>Liability at the end of the year</b>	<b>3,894,065</b>	<b>4,347,401</b>

24. Employee benefits (continued)	2022	2021
	\$	\$
Disclosed in the financial statements as follows:		
Current	3,894,065	4,347,401
Non-current	-	-
	<b>3,894,065</b>	<b>4,347,401</b>

Generally annual leave is taken within one year of entitlement and accordingly it is expected that a significant portion of the total annual leave balance will be utilised within the next financial year.

25. Unexpended project income					
Donor Name	Opening Balance	Project Receipts	Project Expense	Transferred to Capex	Total
	\$	\$	\$	\$	\$
Australian Aid	3,801,052	6,365,466	4,228,574	125,617	5,812,327
Miscellaneous Aid	427,459	421,527	141,161	3,583	704,242
EU Development Assistance	9,097	-	(118)	-	9,215
The Pacific Community (SPC)	56,429	-	38,603	-	17,826
US Aid	3,190	-	-	-	3,190
United Nations Aid	116,097	52,320	87,183	-	81,234
World Health Organisation (WHO)	34,434	64,438	65,699	-	33,173
New Zealand Aid	63,094	84,474	49,736	-	97,832
United Kingdom Aid	97,661	66,222	118,580	-	45,303
<b>Total</b>	<b>4,608,513</b>	<b>7,054,447</b>	<b>4,729,418</b>	<b>129,200</b>	<b>6,804,342</b>

26. Leased liability	2022	2021
	\$	\$
As at 1 January	2,822,802	2,580,259
Additions/revaluation	-	403,810
Accretion of interest	112,912	57,202
Payments	(199,550)	(218,469)
<b>As at 31 December</b>	<b>2,736,164</b>	<b>2,822,802</b>
Current	86,638	242,082
Non-current	2,649,526	2,580,720
	<b>2,736,164</b>	<b>2,822,802</b>

The following are the amounts recognised in profit or loss:

Amortisation expense of right-of-use assets	117,835	210,652
Interest expense on lease liabilities	112,912	57,202
Expense relating to short-term leases (included in operating expenses)	429,072	445,603
<b>Total amount recognised in profit or loss</b>	<b>659,819</b>	<b>713,457</b>

The University had total cash outflows for leases of \$628,622 in 2022 (2021: \$664,072).

27. Deferred grant liability - NTPC	2022	2021
(a) Reconciliation of liability	\$	\$
Opening balance	22,204,587	20,983,082
Levy invoiced/collected for the year	22,367,039	20,653,859
Grants paid during the year	(22,732,895)	(19,432,354)
Amounts released to profit or loss	-	-
	<b>21,838,731</b>	<b>22,204,587</b>
(b) Levy income		
Amounts released to profit or loss	104,796	185,324
Grants	22,732,895	19,432,354
Collections for prior year invoices	131,063	15,018
	<b>22,968,754</b>	<b>19,632,696</b>

The expenditure attributed to NTPC levy does not include employee related and other operating expenses.

#### 28. Contingent liabilities

(a) Bank guarantees	122,811	122,811
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#### (b) Claims

The University is defending a number of claims from various entities including suppliers, employees, etc. The University is confident that the claims will be defended successfully in its favour. However, the University has prudently provided for possible future cost outflows.

#### 29. Commitments

##### Capital expenditure

Expenditure approved and committed amounted to \$11,637,411 as at 31 December 2022 (2021: \$29,196,451).

#### 30. Related parties

##### Identity and transactions

The University is controlled by the Government of Fiji in accordance with the FNU Act.

#### (a) Operating grant

The University received grants from the Government of Fiji as follows:

Grants received	42,507,182	43,482,168
Decrease in Grants receivables	(20,772,240)	-
Decrease in Grant Received in Advance	1,502,141	3,583,325
Grant Write Off	20,772,240	-
<b>Total Operating grant</b>	<b>44,009,323</b>	<b>47,065,493</b>

**30. Related parties (continued)**

**b. Capital expenditure grant**

No capital expenditure grants was provided by the Government of Fiji during the year (2021: nil). These grants are accounted for in accordance with note 3(k)(i) and accordingly, are included in 'Deferred income' (note 22).

**c. Other transactions**

The University has received \$239,000 (2021: \$119,000) in respect to 2022 Sustainable Livelihood Project from the Ministry of Finance. This grant are accounted for in accordance with note 3(k)(ii) and accordingly, are included in 'Project income' (note 7).

**d. Council members**

The following were Council members during the financial year and up to the date of this report:

Name	Status	Name	Status
Ms Tessa Price	Term Ended 03/02/2023	Dr Adi Kesaia Seniloli	Current
Dr Nur Bano Ali	Term Ended 09/02/2023	Professor Unaisi Nabobo-Baba	Current
Professor Toby Wilkinson	Term Ended 31/03/2022	Mr Pravinesh Singh	Current
Professor Lyn Karstadt	Appointed 05/09/2022	Mr Bimal Kumar	Current
Professor Dharmendra Sharma	Term Ended 09/02/2023	Dr William May	Current
Ms Lala Sowane	Term Ended 09/02/2023	Mr Semesa Karavaki	Current
Mr Raymond Prasad	Term Ended 09/02/2023	Dr Priscilla Qolisaya Puamau	Current
Professor Barry McGrath	Term Ended 09/02/2023	Ambassador Ravindran Robin Nair OF	Current
Dr Penuel Immanuel	Term Ended 09/02/2023	Mr Navin Raj Shayam	Current
Professor Ravi Naidu	Term Ended 09/02/2023	Ms Ofa Swann	Current
Mr Devanesh Sharma	Term Ended 09/02/2023	Dr Enasio Morris	Current
Mr Vishnu Mohan	Term Ended 09/02/2023	Dr Alisi Talatoka Vudiniabola	Current
Mr Gordon Jenkins	Term Ended 09/02/2023	Ms Veniana Naqasima	Current
Professor John Chelliah	Term Ended 31/12/2022	Mr Peter Zinck	Current
Professor Lisa Harrison	Current	Ms Selina Likutekula Vatuvoka	Current

**30. Related parties (continued)**

**e. Transactions with key management personnel**

Key management personnel comprised the above council members and the following senior staff during the financial year:

Name	Title
Professor Toby Wilkinson	Vice-Chancellor until 31 March 2022
Dr William May	Acting Deputy VC until 4 September 2022
	Dean - College of Medicine, Nursing & Health Sciences from 5 September 2022
Professor Lyn Karstadt	Vice Chancellor from 5 September 2022
Professor Lisa Harrison	Pro-Vice-Chancellor Learning & Teaching
Professor Roland Demarco	Pro-Vice-Chancellor Research & Innovation
Professor Arun Elias	Dean - College of Business, Hospitality & Tourism Studies
Professor Paul Ade Iji	Dean - College of Agriculture, Fisheries and Forestry
Professor Unaisi Walu Nabobo Baba	Dean - College of Humanities & Education
Professor Tibor Pasinszki	Dean - College of Engineering, Sciences & Technology
Dr Odille Chang	Acting Dean - College of Medicine, Nursing & Health Sciences until 11 February 2022
Dr Donald Wilson	Acting Dean - College of Medicine, Nursing & Health Sciences until 3 September 2022
Mr Tiko Domonakibau	Director Information Technology Services
Dr Isimeli Waibuta Tagicakiverata	Director National Training & Productivity Centre
Mr Shalendra Mani Gounden	Director Estates & Facilities
Mr Niranjwan Chettiar	Director Capital Projects & Infrastructure
Ms Karen Lynette Lobendahn	Director Marketing and Communications
Ms Sarita Devi	Registrar
Professor John Chelliah	Director Human Resources until 31 December 2022
Mr Mahessa Abeynayake	CEO Fiji Maritime Academy until 09 February 2022
Capt Rajitha Semage	CEO Fiji Maritime Academy from 10 February 2022
Mr Nilesh Prasad	Chief Financial Officer

The University is not aware of any material transactions that may have been conducted with key management personnel or entities associated with the key management personnel.

Key management personnel compensation is disclosed under Note 10 and is made up of short-term benefits including medical benefits and allowances paid to Council members.

**31. Events subsequent to year end**

No matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the University, the results of those operations, or the state of affairs of the University in future financial years.

**32. Significant Events**

As at date of this report, the Council members are not aware of any other significant event, other than those already included in the financial statements.

**Disclaimer**

The additional financial information, being the attached Statement of comprehensive income - restricted vs. unrestricted income has been compiled by the management of the Fiji National University.

No audit or review has been performed by us and accordingly no assurance is expressed.

To the extent permitted by law, we do not accept liability for any loss or damage which any person, other than Fiji National University may suffer arising from any negligence on our part. No person should rely on the additional financial information without having an audit or review conducted.

## STATEMENT OF COMPREHENSIVE INCOME - RESTRICTED VS. UNRESTRICTED INCOME

### For the year ended 31 December 2022

The University's income and expenditure is further categorized into restricted and unrestricted to give a clear reflection on the operational nature of events.

Restricted funds are those funds which by virtue of law or contract/funding agreement can only be expended for a specific purpose. Generally restricted funds for the University consist of capital expenditure grants, donor/project income and expenditure, 10% of tuition fees set aside for capital development purposes, Levy Income and Grant payment expenses.

Unrestricted funds are all other funds that are available for use in the University's operating activities at the discretion of the University's Management and Council.

Income	2022			2021		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	\$	\$	\$	\$	\$	\$
Fiji Government operating grants	42,550,753	1,458,570	44,009,323	45,454,884	1,610,609	47,065,493
Student tuition fees	59,723,376	6,635,931	66,359,307	60,092,830	6,676,981	66,769,811
Project income	-	5,766,454	5,766,454	-	1,484,206	1,484,206
Hostel Income	3,424,508	-	3,424,508	1,747,494	-	1,747,494
NTPC Levy income	235,859	22,732,895	22,968,754	200,342	19,432,354	19,632,696
Other income	5,290,236	44,807	5,335,043	4,097,307	113,606	4,210,913
<b>Total income</b>	<b>111,224,732</b>	<b>36,638,657</b>	<b>147,863,389</b>	<b>111,592,857</b>	<b>29,317,756</b>	<b>140,910,613</b>
<b>Expenses</b>						
Employee related expenses	(62,535,354)	(1,553,458)	(64,088,812)	(62,047,086)	(826,726)	(62,873,812)
Other operating expenses	(35,374,941)	(6,090,887)	(41,465,828)	(32,974,440)	(2,017,845)	(34,992,285)
Depreciation and amortization	(9,824,332)	(506,881)	(10,331,213)	(11,018,109)	(541,816)	(11,559,925)
NTPC levy expenses	-	(22,732,895)	(22,732,895)	-	(19,432,354)	(19,432,354)
<b>Total expenses</b>	<b>(107,734,627)</b>	<b>(30,884,121)</b>	<b>(138,618,748)</b>	<b>(106,039,635)</b>	<b>(22,818,741)</b>	<b>(128,858,376)</b>
Finance Income	1,744,191	-	1,744,191	3,187,978	-	3,187,978
Operating surplus / (loss) before income tax	5,234,296	5,754,536	10,988,832	8,741,200	6,499,015	15,240,215
Income tax expense	-	-	-	-	-	-
<b>Operating surplus / (loss) for the year</b>	<b>5,234,296</b>	<b>5,754,536</b>	<b>10,988,832</b>	<b>8,741,200</b>	<b>6,499,015</b>	<b>15,240,215</b>
Other comprehensive income:						
Movement in fair value of available for sale financial assets	-	-	-	-	-	-
<b>Total comprehensive Income for the year</b>	<b>5,234,296</b>	<b>5,754,536</b>	<b>10,988,832</b>	<b>8,741,200</b>	<b>6,499,015</b>	<b>15,240,215</b>





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