



FIJI NATIONAL
UNIVERSITY

2023 ANNUAL REPORT

Weaving Dreams, Expanding Horizons



PARLIAMENT OF FIJI
PARLIAMENT PAPER No. 24/24.



ABOUT THE COVER

The warm, earthy hues of orange symbolise our connection to the land and our rich Fijian cultural heritage. This essence is embodied in the intricately woven sail of the **Drua**. The sail's weave represents the convergence of diverse ideas, strengths, and talents, all propelling FNU toward new horizons. As the sun rises, it heralds not only a new day but also a fresh perspective and leadership as we step into 2024.

The grandeur of the **Drua** serves as a powerful emblem of FNU's commitment to progress and innovation, as we chart our course towards a transformative future. It stands as a testament to our dedication to honouring our roots while embracing advancement. Our goal is to traverse new realms in education, transcending boundaries and expanding horizons.

The **Magimagi** cords serve as a tangible representation of the cohesive force that binds our dreams and organisational structure together. Meanwhile, the presence of cowrie shells pays homage to all who contributed to the university's success in 2023, embodying a spirit of respect and gratitude.



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ABOUT FNU

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

- FNU is primarily funded by the Fiji Government operating grant and student tuition fees. Students can borrow from the Tertiary Scholarships and Loans Service (TSLS) to cover their tuition fees and living costs. FNU is governed by a University Council appointed by the Minister of Education. It is a university for the people funded by the people.
- FNU is a comprehensive university, consisting of five colleges, a specialist maritime academy, and the National Training and Productive Centre. The university offers a full range of disciplines, including agriculture and animal science, business and law, education, engineering and science, medicine and nursing, language and literature and the social sciences.
- FNU is also a dual-sector university, offering 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 crucial for the social and economic development of Fiji and the wider region.

FNU, the national university of Fiji, was established in 2010 through the consolidation of six government colleges. Although its individual colleges can be traced back to the late 1800s, it now boasts 16 main campuses and centres, along with a staff of 1,800 and around 20,000 enrolled students.

FNU is a registered university with the Higher Education Commission Fiji (HEC Fiji), which regulates the tertiary education sector in Fiji, and is self-accrediting with degree-awarding powers. FNU is also a vocational university, educating students to succeed in the labour market and contribute to the economic and social development of the nation, the Pacific region and the world.

Its programmes prioritise preparing students for employment opportunities. Each programme is collaboratively crafted in partnership with employers, and every student is obligated to complete an industrial attachment (internship) as a prerequisite for graduation. FNU, being a holistic university, provides a range of disciplines including agriculture, business, humanities and education, medicine, and nursing, as well as 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). Simultaneously, the University's graduate profiles highlight the importance of critical thinking, problem-solving, and innovation, aiming to equip graduates with the skills necessary to navigate the challenges posed by COVID-19 and the evolution of industries, thereby reshaping the labour market.



VISION

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



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 our research with real world impacts, aligned to national priorities and with global relevance; engaging proactively with stakeholders, in our communities, nation and regions; and demonstrating leadership in sustainability.



VALUES

Care – for ourselves and each other

Honesty – in the spirit of continuous improvement

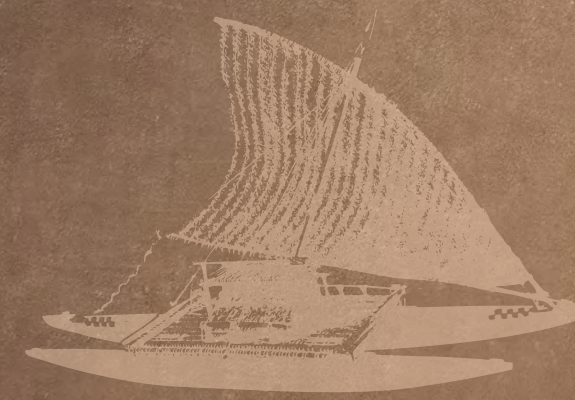
Accountability – to our students, stakeholders, and funders

Service – to our communities, nation and region

Excellence – in everything we do



CHANCELLOR'S FOREWORD



As Chancellor of Fiji National University, it is my privilege to present the 2023 Annual Report, showcasing the achievements, progress, and dedication of our institution over the past year.

In the face of unprecedented challenges, including the global pandemic and its far-reaching impacts, FNU has demonstrated resilience, adaptability, and a steadfast commitment to our mission of providing accessible, quality education to all Fijians.

Throughout 2023, FNU continued to uphold its reputation as a leader in higher education, research, and innovation in the Pacific region. Our dedicated faculty and staff worked tirelessly to ensure the continuity of teaching and learning, embracing new technologies and methodologies to deliver education remotely while maintaining the highest standards of academic excellence.

In addition to our academic endeavours, FNU remained deeply engaged with our local communities, contributing to national development efforts, promoting sustainable practices, and fostering partnerships that enhanced socio-economic growth and resilience.

As we reflect on the past year's accomplishments and challenges, we also look to the future with optimism and determination. FNU remains committed to advancing knowledge, nurturing talent, and empowering future generations of leaders who will contribute to the prosperity and well-being of Fiji and beyond.

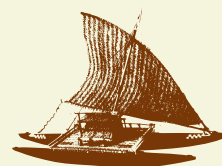
I extend my heartfelt gratitude to the FNU community - our students, faculty, staff, alumni, partners, and stakeholders - for your unwavering dedication and support. Together, we will continue to strive for excellence and make a meaningful impact on the lives of individuals and communities throughout the Pacific region.

Mr Semesa Karavaki

Chancellor & Chair of Council
Fiji National University

CORPORATE GOVERNANCE

2023 COUNCIL FIJI NATIONAL UNIVERSITY



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, 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.



Mr Semesa Karavaki Chancellor & Chair of Council

Mr Semesa Druavesi Karavaki hails from the Island of Lakeba, in the Lau Group, the village of Vakano. He is the fifth in a family of eight siblings. He attended primary school at Uluigalau District School in his village and Delana Methodist School in Ovalau, Lomaiviti. Karavaki pursued high school studies at Ratu Sukuna Memorial School, Ratu Finau Secondary School, Queen Victoria School, and Marist Brothers High School.

Karavaki served in the Government in different capacities, including Divisional Transport Officer Northern, Acting Assistant Controller of Road Transport, Legal and Senior Legal Officer at the DPP Office, Principle Legal Officer at the Attorney General Office, Secretary to the Ravuvu Constitution Review Commission and Supervisor of Elections. As Secretary to the Ravuvu Constitution Review Commission, Semesa was named by His Excellency the President as part of the four-member Panel mandated to prepare a report based on the information collated by the Commission.



Professor Lyn Karstadt September 2022 - June 2023 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.



Professor Unaisi Nabobo-Baba Feb 2023 - Current Official Member / Vice-Chancellor

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.



Dr Alisi Talatoka Vudiniabola Council Member

Dr Alisi Vudiniabola is a registered nurse, an academic and a consultant. She is currently a consultant at Elim SurgiHealth Consultancy and an Academic Leader/Tutor at the Aniva Nursing Leadership Programme in New Zealand where she continues to teach clinical leadership, Professional Practice and Research Methods at postgraduate levels and also mentors and supervises higher research degree candidates. Dr Vudiniabola was an Associate Professor and Head of School for Nursing at the Fiji National University (FNU) under the College of Medicine, Nursing and Health Sciences from 2016 to 2021. A career nurse educator, she has been teaching nurses locally and internationally for over 35 years in the areas of clinical leadership and research. She has been a consultant at various higher education institutions in the Pacific, and an author, designer and presenter at local, regional and international conferences on Pacific and indigenous health and education.



Mr Pravinesh Singh Council Member

Mr Pravinesh Singh is a Chartered Accountant by profession and the Chief Operating Officer of the Fiji National Provident Fund. Mr Singh was born and raised in Lautoka. He started off his professional career with PricewaterhouseCoopers as a Graduate Accountant back in 2000 and has since worked in other organisations including KPMG, CMDA, Fiji TV and has been with FNPf for the last 14 years.

He has had an extensive career working in the areas of Finance and Commerce. Prior to becoming the Chief Operating Officer, Mr Singh was the Chief Financial Officer of FNPf from 2010 to 2020.

Mr Singh also sits on the Fiji Institute of Chartered Accountants, Telecom Fiji Limited, FINTEL, Momi Bay Resort Limited, Yatule Beach Resort Limited and the Tax Agents Board. He likes to travel and enjoys watching 7s and never misses Fiji playing. He is a true fan of Fiji 7s team. He is married with three kids and resides in Suva.



Mr Navin Raj Shayam
Council Member

Mr Navin Raj was a former Head of School at Jai Narayan College (formerly known as Indian College) and currently is the Director of Fiji Television Limited (FTV). He has also served as the Executive Director for Fiji Institute of Accountants (FIA), Sales and Marketing Manager at Fiji Sugar Corporation Limited (FSC) and General Manager at Automated Building Services (ABS). He also sat on the FHL FML Board as a Director and is currently a Director of FHL Trustees Limited (FTL).



Mr Muniappa Gounder
Council Member

Mr Muniappa Gounder hails from Kavanagasau in Sigatoka and is a teacher by profession with 33 years of teaching experience. Mr Gounder was an assistant, executive and Head Teacher at various primary schools and was awarded the Best Enterprising Head Teacher in Nadroga/Navosa in 2012. Mr Gounder was an executive member in various organisations such as the Nadroga Navosa Primary Schools Sports Association, TISI Nadroga Sangam, Nadroga-Navosa Head Teachers' Association, Fiji Teachers' Union Nadroga Branch, Fiji Teachers Union, Fiji Teachers Confederation, Landers Bay Resort and Spa, Fiji Hideaway Resort and Spa, Fiji Teachers Union Co-operative, Thrift and Credit Society Limited. He is currently the General Secretary of the Fiji Teachers Union. Mr Gounder is married to Sharda Goundar and has two children.



Mr Peter Zinck
Council Member

Peter Zinck is a distinguished member of the Fiji National University Council. He has a robust educational background, having earned his Bachelor of Pharmacy degree from the University of Otago in Dunedin, New Zealand. Furthering his academic pursuits, he completed his Master of Business Administration (MBA) from the University of the South Pacific in 1999. His foundational education also includes the completion of the Foundation Sciences program at the University of the South Pacific in 1986.

In his professional career, Peter Zinck holds the significant position of Managing Director at Body Fit and Fab Limited. His extensive experience and expertise in both the pharmaceutical and business sectors have been instrumental in his contributions to the various roles he undertakes. His leadership and strategic vision continue to drive the success of Body Fit and Fab Limited, demonstrating his commitment to excellence in the industry.



Ms Veniana Naqasima
Council Member

Ms Veniana Naqasima has close to 20 years of experience as a teacher at secondary schools including Queen Victoria School, Adi Cakobau School, Ballantine Memorial School and Nauru Secondary School. Ms Naqasima has worked for the Fiji Institute of Technology as a lecturer and coordinator and at the Fiji National Provident Fund as a Principal Officer.



Dr Adi Kesaia Seniloli
Council Member

Dr Adi Kesaia Seniloli is a prominent member of the Fiji National University Council. She has an impressive academic background, having completed her Bachelor of Arts in General Certificate of Education (BA GCE) from the University of the South Pacific. She further pursued her higher education at the Australian National University, where she earned both her Master of Arts and PhD degrees.

With over 25 years of teaching experience, Dr. Seniloli retired in 2017. Throughout her career, she has made significant contributions to research and publications in various areas, including population projections, age structural transitions, fertility, mortality, poverty, nutrition, the elderly, electoral boundaries, and malapportionment.

Dr Seniloli is actively involved in the international academic community. She is a member of the International Union for the Scientific Study of Population (IUSSP) and the International Women's Association (IWA Fiji). Her extensive research and expertise have had a profound impact on her field, and her work continues to influence studies and policies related to population and social issues.



Mr Tevita Madigibuli
Council Member

Mr Tevita Madigibuli hails from the village of Nagigi in Cakaudrove, Vanua Levu. He attended primary school at Nagigi SDA Primary and Nasinu District School in Savusavu. Mr Madigibuli began his secondary school at Savusavu Junior Secondary School and completed it at the Marist Brothers High School in Suva. He has undertaken over 30 management, leadership, strategic planning and credit appraisals and change management courses. Mr Tevita Madigibuli has close to 40 years of experience in the development finance sector, having worked at the Fiji Development Bank (FDB) since 1982. Mr Madigibuli's most recent position at FDB was as the General Manager Relationship and Sales. He was the FDB Representative to the Nominee Limited Board and was also responsible for managing 10 branches and two sub-branches of the entire Bank; with a loan portfolio of more than \$450 million.



Dr Priscilla Puamau

Council Member

Dr Priscilla worked in the Education sector for 38 years before she retired from full time work on 31 December 2020.

Dr Puamau began work as an English teacher in 1982 teaching secondary school students for 11 years. In this time period, she is married with four children. She was promoted to Head of Languages and also completed an MA in Education.

She joined the newly established preservice teacher training institution called the Fiji College of Advanced Education (FCAE) as the inaugural Head of Education from 1992 to 1994. She also taught, led and managed a team of five academic lecturers, had oversight over 11 Education courses and was chief Coordinator of the Centre for Teaching Practice. After completing a PhD in Education from the University of Queensland in 1998 then returned to Fiji to serve as Deputy Head then Head of FCAE. Dr Puamau have been involved in the development space for over 15 years, working as Director/Senior Education Adviser on a regional project called PRIDE (Pacific Regional Initiatives for the Delivery of basic Education), and two education programs funded by the Australian Government - Access to Quality Education Program (AQEP) and Australia's Support to Fiji's Education Sector. have also edited a number of books on education.



Ms Selina Vatuvoka

Council Member

Ms Selina Vatuvoka has more than 30 years of teaching experience and has taught at schools in the Nausori, Naitasiri, Tailevu North and Suva areas. Ms Vatuvoka has progressed through her career as an assistant teacher, executive teacher, assistant headteacher and headteacher before retiring. She has engaged with the Curriculum Development Unit in the Health and Social Studies subjects and had work stints with the Fiji Elections Office and the Ministry of Education as a Counsellor. She has also worked as a trainer for the Live and Learn organisation.



Mr. Ravindran Nair

Council Member

Mr Robin Nair was born in Fiji and remains a Fiji Citizen. Although a lawyer by profession, he spent most of his life in the fields of governance, government, international relations, and diplomacy, having worked for the Australian Diplomatic Service and the Fijian Diplomatic Service.

He attained Ambassadorial rank and Head of Foreign Ministry in Fiji. He has retained his legal skills.

In his earlier career, Nair worked as a lawyer in the civil litigation section of the Crown Law Office in Fiji; as a Regional Fisheries Law Advisor with the Food and Agriculture Organization of the United Nations, based in Manila, Philippines; in the Administrative Law Section of the then Department of Territories (ACT), Canberra; in the Administrative Law Section of the then Commonwealth Public Service Board (Canberra) and in the Human Rights Section of the Commonwealth Attorney General's Department in Canberra.

He has a deep interest in capacity building in developing countries and he has established programs and conducted training and seminars, including in the Peoples Republic of China.



Mr Mohammed Rasheed Igbal

Official Member

Mr Mohammed Rasheed Igbal is an elected council member representing Postgraduate Students at Fiji National University (FNU). He is the National President of the Fiji National University Students' Association (FNUSA).

Before assuming the role of National President, he served as the Director of Planning and Management for FNUSA from 1 January 2017 until 9 November 2022. Within FNUSA, Mr Igbal has taken on various responsibilities, including the former Chair of the Commission of Inquiry, Chair of the Annual General Meeting, and Coordinator Officer for Students' Elections to the Fijian Elections Office.

Prior to his appointment in 2016, Mr Igbal was the President of the College of Agriculture, Fisheries & Forestry (CAFF) Indo-Fijian Students' Association and CAFF Representative. Additionally, he was a member of the FNU Steering Committee in 2016.



Ms Mamere Junior Alefaio

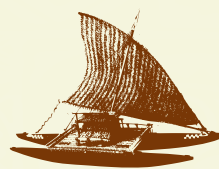
Official Member

Ms Mamere Junior Alefaio, a distinguished individual of Tuvaluan origin, currently holds the esteemed position of an elected council member representing undergraduate students at the Fiji National University (FNU).

Her prowess extended to various sports, earning her multiple sports titles during her secondary school days. Alefaio clinched numerous gold medals in athletics from 2012 to 2019 in her home nation, Tuvalu, and at John Wesley College in Fiji.

Post-secondary education, Alefaio discovered her true passion for working with animals, a revelation inspired by her grandfather's experience in a piggery farm. Fuelled by this newfound enthusiasm, she enrolled into the Fiji National University's (FNU) Animal Husbandry (Level 5) programme at the College of Agriculture, Fisheries and Forestry (CAFF).

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

Mr Pravinesh Singh	Chair
Mr Navin Raj Shayam	Member
Mr Munippa Goundar	Member
Mr Peter Zinck	Member
Vice-Chancellor	Member
Pro-Vice-Chancellor Learning and Teaching	In Attendance
Pro-Vice-Chancellor Research and Innovation	In Attendance
Pro-Vice-Chancellor Technical and Vocational and Education Training	In Attendance
Pro-Vice-Chancellor Corporate Services	In Attendance
Chief Financial Officer	In Attendance

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

Membership

Ms Veniana Naqasima	Chair
Dr Alisi Vudiniabola	Member
Ms Ofa Swann	Member
Dr Enasio Morris	Member
Vice-Chancellor	Member
Pro-Vice-Chancellor Learning and Teaching	In Attendance
Pro-Vice-Chancellor Research and Innovation	In Attendance

Pro-Vice-Chancellor Technical and Vocational and Education Training	In Attendance
Pro-Vice-Chancellor Corporate Services	In Attendance
Chief Financial Officer	In Attendance
Director Human Resources	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 Navin Raj Shayam	Chair
Ms Selina Vatuvoa	Member
Ms Veniana Naqasima	Member
Dr Priscilla Puamau	Member
Vice-Chancellor	Member
Pro-Vice-Chancellor Learning and Teaching	In Attendance
Pro-Vice-Chancellor Research and Innovation	In Attendance
Pro-Vice-Chancellor Technical and Vocational and Education Training	In Attendance
Pro-Vice-Chancellor Corporate Services	In Attendance
Chief Financial Officer	In Attendance
Director Estate and Facilities	In Attendance
Director Information and Technology Services	In Attendance
Director Human Resources	In Attendance
Dr Alisi Vudiniabola	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-term (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

Mr Semesa Karavaki	Chancellor & Chair of Council (Chair)
Dr Alisi Vudiniabola	Deputy Chancellor
Mr Tevita Madigibuli	Chair of Audit & Risk Committee
Ms Ofa Swann	Chair NTPC Advisory Board
Mr Pravinesh Singh	Chair of Financial Resources Committee
Ms Veniana Naqasima	Chair of Human Resources Committee
Mr Navin Raj Shayam	Chair of Physical & Virtual Resources Committee
Professor Unaisi Nabobo-Baba	Chair of Senate
Pro-Vice-Chancellor Learning and Teaching	In Attendance
Pro-Vice-Chancellor Research and Innovation	In Attendance
Pro-Vice-Chancellor Technical and Vocational and Education Training	In Attendance
Pro-Vice-Chancellor Corporate Services	In Attendance

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

Membership

Mr Tevita Madigibuli	Chair
Mr Semesa Karavaki	Member
Dr Alisi Vudiniabola	Member
Mr Pravinesh Singh	Member
Vice Chancellor	Member
Pro-Vice-Chancellor Learning and Teaching	In Attendance

Pro-Vice-Chancellor Research and Innovation	In Attendance
Pro-Vice-Chancellor Technical and Vocational and Education Training	In Attendance
Pro-Vice-Chancellor Corporate Services	In Attendance
Chief Financial Officer	In Attendance
Head of Department – Risk and Compliance	In Attendance

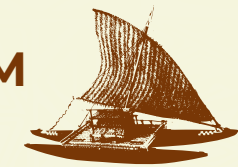
NTPC Advisory Board is responsible for advising the Council on the overall function of the National Training and Productivity Centre according to the FNU Act 2009. The Board shall act as an advisor to the Council on all policy matters of the NTPC.

Ms Ofa Swanna	Chair
Mr Navin Raj Shayam	Member
Mr Muniappa Goundar	Member
Ms Veniana Naqasima	Member
Mr Semesa Karavaki	Member
Ms Selina Vatuvoa	Member
Ms Fantasha Lockington (CEO of the Fiji Hotel & Tourism Association (FHTA))	Member
Mr Maretino Nemani (PS Employment)	Member
Mr Shaheen Ali (PS Trade)	Member
Vice-Chancellor	Member
Pro-Vice-Chancellor Learning and Teaching	In Attendance
Pro-Vice-Chancellor Research and Innovation	In Attendance
Pro-Vice-Chancellor Technical and Vocational and Education Training	In Attendance
Pro-Vice-Chancellor Corporate	In Attendance
Director National Training and Productivity Centre	In Attendance



2023 SENIOR LEADERSHIP TEAM

FIJI NATIONAL UNIVERSITY



Professor Lyn Karstadt
January 2023 - May 2023
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.



Professor Unaisi Nabobo-Baba
February 2023 - December 2023 - Acting Vice-Chancellor
December 2023 - Vice Chancellor

Professor Unaisi Nabobo-Baba assumed the Acting Vice-Chancellor position in February 2023. She 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. Prof Nabobo-Baba was confirmed as the Vice-Chancellor in December 2023.



Professor Lisa Harrison
January 2023 - June 2023
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 highperforming teams. Prof Harrison completed her term on 27 June 2023.

SENIOR

LEADERSHIP TEAM



**Dr William May****February 2023 - May 2023****Acting Pro-Vice-Chancellor (Learning and Teaching)****Dean College of Medicine, Nursing and Health Sciences**

Dr May assumed the Acting Pro-Vice-Chancellor (Learning and Teaching) position from February-May 2023. He was the Head of School, Medical Sciences' at CMNHS from 2013 to 2015. In 2009, Dr May began his academic career at FNU as an Assistant Professor in Internal Medicine until 2012. 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. He has served in senior leadership roles at the Ministry of Health and Medical Services' (MOHMS) across various hospitals before joining FNU.

**Associate Professor Jimaima Lako****May 2023 - December 2023****Acting Pro-Vice-Chancellor (Learning and Teaching)**

Dr Jimaima Lako assumed the Acting Pro-Vice-Chancellor Learning and Teaching position on 8 May 2023.

Dr Lako is an Associate Professor from the College of Engineering, Science and Technology (CEST) and was previously a Head of School from 2017-2018 and the College's Associate Dean Research from 2018-2021. Dr Lako has been involved in a wide range of food science and nutrition-related research, programme reviews and development, supervised masters and PhD students, serves as a Board member for various agencies and provides consultancy services to regional and international organisations.

**Professor Roland De Marco****January 2023 - July 2023****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. Professor De Marco's term ended on Friday 14 July 2023.

**Professor Paul Ade Iji****April 2023 - December 2023****Pro-Vice-Chancellor (Research and Innovation)**

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.

**Dr Isimeli Waibuta Tagicakiverata****Pro-Vice-Chancellor (TVET)**

Dr Tagicakiverata joined the Fiji Institute of Technology (FIT) as a Research Associate and part time lecturer in 2004. Receiving a Fiji Government FAB scholarship, he went to The University of Newcastle in Australia to pursue his doctorate in TVET. In 2013 he returned to Fiji and 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 also the APO alternate Director for Fiji. Then in 2023 he became Pro Vice Chancellor TVET. He is a member of FITVETA and IVETA and he is a current Board Member of the Centre for Appropriate Technology and Development (CATD).

**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 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. 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.

**Mr Nilesh Prasad****Acting Pro-Vice-Chancellor Corporate Services**

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.

**Mr Shalend Vikash Anand****Apr 2023 & Aug 2023 - Nov 2023 - Actg Chief Financial Officer**

Shalend Vikash Anand is the Deputy Director of Finance at the Fiji National University. He has a robust academic background in accounting and finance, beginning with a Diploma in Business Studies (Accounting) from the Fiji Institute of Technology in 1999. In 2002, he earned a Bachelor of Arts in Accounting and Information Systems from the University of the South Pacific. Shalend further advanced his qualifications by obtaining his CPA from Central Queensland University and Deakin University in 2011. He continued to enhance his expertise by completing a Masters in Commerce with a specialisation in Professional Accounting from the University of the South Pacific in 2014.

**Ms Tavenisa Bukawai****December 2023 - Acting Chief Financial Officer**

Experienced Senior Finance Manager with a demonstrated history of working in the higher education industry. Skilled in Cash Flow, Team Building, Variance Analysis, General Ledger, and Budgeting & Forecasting. Strong finance professional with a Masters in Business Administration focused in Business Administration and Management, General from The University of the South Pacific.

**Mr Praneel Dewas Chand****May 2023 - Sep 2023 - Acting Director NTPC**

Mr Praneel Chand is a technically sophisticated and business-oriented management professional with a pioneering career that reflects strong leadership qualifications coupled with extensive hands-on experience in Information Systems (IS) and networking.

Mr Chand holds a Master of Business Administration from the University of the People, a Graduate Diploma in Management from the University of Sunshine Coast, and a Bachelor of Science in Computing Science and Technology from the University of the South Pacific. He has furthered his education with an Advanced Diploma in IT Project Management from TAFE NSW Western Sydney Institute and a Certificate IV in Training & Assessment (TAE40116) from FIT College. His technical certifications include being a Microsoft® Certified Technology Specialist in Windows Server® Active Directory Configuration and a CompTIA Network+ Certified professional.

**Ratu Matereti Naborisi****September 2023 - December 2023 - Acting Director NTPC**

Ratu Matereti Naborisi is a distinguished professional with extensive expertise in education, training, and plumbing.

He is a qualified trainer for Assessment and Workplace Training (CBT) under the Higher Education Commission and an active member of several key committees, including the Training Manual Development Committee at FNU, NTPC, and the Quality Circle (QC).

His academic achievements include a Post Graduate Diploma in Climate Change, a Post Graduate Certificate and Diploma in Tertiary Teaching, and various other management and workplace assessment certifications from prestigious institutions like the University of the South Pacific and Sunshine Coast Institute of TAFE.

**Mr Amrish Narayan****December 2023 - Acting Director NTPC**

Amrish Narayan is the Manager – Productivity and Innovation at the National Training and Productivity Centre. He possesses Master of Commerce, Bachelor of Science, Diploma of Project Management and Certificate IV in Training and Assessment qualifications. Amrish worked initially in the manufacturing sector for six years, before joining the Fiji National University, where he has worked for thirteen years delivering and managing in-service TVET training. Amrish is a Certified Practitioner from Chartered Institute of Quality and Fiji Human Resource Institute.

**Ms 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.

**Mr Shalmendra Chand****May 2023 - December 2023 - Acting Registrar**

A highly accomplished and dedicated professional, Chand possesses over eight years of experience in Enterprise Resource Planning (ERP) solutions and three years in Higher Education administration and student support services. He is committed to ensuring seamless operations, promoting student success in coordination with Colleges and Learning & Teaching teams, and maintaining the integrity of student academic records. As a dedicated researcher with a passion for advancing knowledge in the field of Computing Science and its prospects globally and in our Pacific Island Countries Learning Systems, Chand has extensive experience in conducting rigorous research and producing impactful publications and is currently exploring predictive AI models for identifying at-risk students for successful intervention. He is active in contributing to scientific advancements and fostering collaborative research environments. He was appointed as the Acting Registrar on 19 May 2023.

**Associate Professor Kaliova Tavou Ravuiwasa****April 2023 - December 2023****Acting Dean College of Agriculture, Fisheries and Forestry**

Dr Kaliova Ravuiwasa was appointed as Dean for the College of Agriculture, Fisheries & Forestry (CAFF) effective from 26 January 2024.

Dr Ravuiwasa has been an integral part of our university since 2013, when he joined the University as an Assistant Professor.

With a wealth of experience in leadership and administration gained during his tenure, Dr Ravuiwasa not only possesses a profound understanding of our institution's values but also demonstrates a strong commitment to the University's mission and vision.

**Dr Odille Chang****March 2023 - May 2023 | October 2023****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 Chang served as Acting Dean from March-May 2023 and in October 2023.

**Professor Nii-k Plange****March 2023 - December 2023****Acting Dean College of Humanities and Education**

Professor Nii-K Plange joined FNU on 19 May 2014. He has also served as the Acting Dean of the College of Humanities and Education and is currently a Professor of Interdisciplinary Studies. Professor Plange brings with him a unique blend of expertise that spans multiple disciplines. We are confident that under Professor Plange's guidance, the Centre for Graduate Studies will thrive as a hub of intellectual exploration, innovation, and academic achievement. Prof Plange was the Acting Dean from March 2023.

**Professor Arun Elias****January 2023 - July 2023****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. 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. Prof Elias ended his term in July 2023.

**Dr Asaeli Tamanitoakula Tuibeqa****June 2023 - December 2023****Acting Dean College of Business, Hospitality and Tourism Studies**

Dr Asaeli Tuibeqa is a UK-trained development economist with experience in Fiji's development and commercial banking. His areas of expertise are in SME financing, entrepreneurial development and education, project monitoring and evaluation, strategic management, applied research, and policy analysis. He had a three-year stint in the Office of the Prime Minister (before the events of 2006). He was in charge of monitoring the Qarase Government's Affirmative Action Programme on Fijian Business Participation. He obtained his PhD in small business and entrepreneurship from Victoria University in Melbourne, where he researched the appropriateness of SME support services in Fiji. He is an Associate Professor at the Fiji National University's College of Business, Hospitality, and Tourism Studies, interested in entrepreneurial and community education, applied econometrics, development economics, small business start-ups, and applied research. Dr Tuibeqa assumed the Acting Dean position in July 2023.

**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.

**Mr Richard Eric Donaldson****Director Human Resources**

Mr Donaldson joins FNU from the Air Terminal Services (Fiji) Pte Ltd, where he has held the post of Manager Human Resources; Co-Chair Commercial Development & Innovation Committee since September 2015. He possesses extensive managerial and leadership experience from a large and complex institution together with HR management experience from a tertiary education institution.

**Mr 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.

**Ms 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.

**Mr 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.

**Mr 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.



VICE-CHANCELLOR'S FOREWORD



Fiji National University (FNU) witnessed a historic change in leadership as a bold and visionary first iTaukei female leader assumed the role of Vice-Chancellor. This marked a significant milestone in FNU's leadership history, signifying a new era of empowerment and innovation. During this period of transition, FNU faced challenges and turbulence, requiring decisive action to navigate through the stormy waters. It was a critical juncture that demanded a united effort to steer the university towards calmer seas and brighter horizons. With unwavering determination and a steadfast commitment to excellence, I rose to the occasion and embarked on a transformative journey.

Through strategic planning and collaborative efforts, the university set sail on a new course, charting a path towards success and growth. As we reflect on the journey from turbulent times to a future filled with promise and potential, it is evident that the leadership transition at FNU has laid a strong foundation for continued progress and advancement. The spirit of resilience and innovation that guided us through challenges has propelled us towards new horizons, where the possibilities are limitless.

Under the steadfast guidance and support of the Minister for Education, the Chancellor, and the Council, I assumed the role as the first-ever indigenous iTaukei woman to lead the University as an Acting Vice-Chancellor from March to October. I later got confirmed as the Vice-Chancellor of the Fiji National University from November 2023. This historic appointment not only symbolises progress towards gender equality but also sets a precedent for greater recognition of women in leadership within the education sector in Fiji and the Pacific.

During my tenure, amongst many achievements, I proactively conducted a mid-term review of the 2021-2026 Strategic Plan in March 2023, laying the foundation for continued growth and innovation. Additionally, the development of the 2024-2026 Strategic Plan and Annual Work Plan 2024 reflects a forward-thinking approach, aligning the University's vision and mission with the needs of Fiji and the region.

FNU is deeply committed to expediting its Strategic Priorities. This also includes the achievement of the UN Sustainable Development Goals (SDGs), and the development of cost-effective, scalable solutions aimed at sustainability, resilience, and climate change adaptation. Towards this goal, FNU had maintained its ranking and improved its overall scores for the 2023 Times Higher Education (THE) global ranking. FNU held its overall position at 801-1000 from 1,591 global institutions in 2023.



Noteworthy organisational changes were witnessed within the University during this period, including the appointment of a new Pro-Vice-Chancellor Technical and Vocational Education and Training (TVET) and the elevation of more qualified Fijians to professorial roles and Deanship positions. The implementation of the framework for campuses and centres underscores a commitment to enhancing the educational landscape and fostering a culture of excellence. Acknowledging the significance of local perspectives in influencing educational strategies, the University has undertaken specific initiatives to interact with influential chiefs and communities throughout Fiji. The year 2023 highlights the University's efforts in engaging with the Cakaudrove, Rewa, and Tailevu provinces with the goal of acquiring valuable insights into the changing educational environment and cultivating cooperative relationships for long-term development. The University's targeted initiatives have successfully facilitated meaningful engagements with prominent chiefs and communities in Fiji. Valuable insights gained from these interactions have informed the development of tailored educational strategies that align with the needs and aspirations of the communities. Collaborative partnerships forged through these initiatives have laid the foundation for sustainable growth and mutual benefit.

The leadership transition, strategic planning efforts, organisational developments, and community engagement initiatives undertaken in 2023 exemplify a commitment to excellence, inclusivity, and innovation at the University, setting a strong foundation for continued success and impact in the years to come. With the new Strategic Plan 2024-2026 "*Na Veituberi ni Yalomatua kei na Sautu* - Education for Wisdom and Sustainability: Shaping Fiji's Future" establishes the university's collective aspirations that the next three years will see FNU build better and stronger as it brings us to an amalgamated university.

Looking ahead, FNU is poised to reach new heights of excellence and impact under the dynamic leadership of the Vice-Chancellor and her team. The legacy of this pivotal moment in FNU's history will continue to inspire and motivate us as we strive for excellence in education, research, and service to our community and beyond.

As we reflect on the triumphs and progress of 2023, we are inspired!

Professor Unaisi Nabobo Baba

Vice-Chancellor
Fiji National University

LEARNING AND TEACHING

The Office of Learning and Teaching continues to lead, facilitate, develop, implement, monitor, evaluate and improve the core business; Learning & Teaching of the University through its seven sections; Programme Standards and Quality Enhancement (PSQE), Centre for Learning & Teaching Enhancement (CLTE), Centre for Flexible and E-Learning (CFEL), International Office (IO), University Library (UL), Registrar and four Heads of Campuses.

However, this report only focuses on the 2023 achievements and milestones of five sections: PSQE, CLTE, CFEL, IO and UL. PSQE ensured that all our TVET and HE programmes and courses were developed and delivered to the highest quality, met the national, regional, and international standards, recorded with Higher Education Commission Fiji (HECF), achieved accreditations and recognition, relevant to the needs of stakeholders and employers for employability, and successfully re-registered FNU as a University. CLTE & CFEL, pivotal units within the educational landscape of FNU, continued the enhancement of learning and teaching experiences of students and faculty members, through the Learning and Teaching Enhancement Strategy operated on face-to-face, and various virtual modalities.

The teacher enhancement section focuses on fostering Continuous Professional Development (CPD), leveraging Open Educational Resources (OER), and nurturing Communities of Practice (CoP). On the learner side, a diverse range of support services, including First Year Experience (FYE) application, workshops, webinars, orientation for new students, learning hubs, enrichment courses, one-on-one consultations, Early Alert and Response System (EARS), Peer Assisted Learning (PAL) and the noquBuddy mentoring scheme, reflecting its holistic commitment to student development.

Continuous training/workshops and development of Blended/Online courses and programmes, Moodle, and Mahara ePortfolio upgrade of the Learning Management System help staff to improve the delivery of courses and programmes successfully and enhance student-centred learning to improve retention and completion rates.

The library continued to support the teaching, learning, and research activities, initiatives, and outcomes, contributing to the library's mission of providing excellent services and resources at FNU for staff and students.

The OLT for the first time secured two EU research grants worth over Euro 350,000, rolled out and progressed the research entitled "Workforce Development Framework for Fiji," conducted consultancies that demonstrated its national, regional, and international competitiveness and relevance and recovered some funds from previous Erasmus project to enhance accountability and integrity of the office.

The OLT team remained devoted to elevating standards of teaching and learning as a vital contributor to FNU's students' academic experience, and journey to successful employability, growth, and development for the country we serve.

RESEARCH

The Office of Research and Innovation achieved major milestones in 2023, including the graduation of our first PhD student, Ms. Coreen Jacobs, who studied in the fields of business and social sciences. Additionally, the College of Engineering, Science, and Technology has recently secured a significant industry collaboration grant in partnership with PHAMA Plus. This grant supported research into factors that influence kavalactone levels in the Kava plant, demonstrating our commitment to advancing knowledge and making a meaningful impact in the field. These are some of the recent accolades and recognition that our institution has received.

The College of Medicine, Nursing and Health Sciences hosted the Pacific Islands' Health Research Symposium, attracting attendees from not only across the Pacific but also from beyond. This successful event showcased our ongoing commitment to advancing research and promoting collaboration across borders. Furthermore, FNU has once again been ranked among the top global institutions by the Times Higher Education (THE). Our ranking at #801-1000 out of 1,591 institutions for the second consecutive year is a testament to our dedication to excellence in education and research.

In addition, Professor Paul Iji has maintained his inclusion in the esteemed 2023 Stanford University List of Top 2% of Scientists in the World. This recognition highlights Professor Iji's outstanding contributions to his field and speaks to the calibre of talent we have within our institution. Let us continue to strive for greatness and make a positive impact in the academic and research communities. According to SciVal, a total of 160 publications were published at FNU in 2023. We continued

to incentivise our researchers to publish more, as this is what will give us the global exposure to achieve a higher ranking. In 2023, FNU paid a total of \$225, 800 as incentives to its researchers, who published book chapters and journal papers of various rankings.

STAFF

FNU is an institution committed to investing in its staff, recognising that our people are our greatest asset. The resilience and adaptability of FNU staff greatly assisted the University in rising to the COVID-19 challenge.

In 2023, the University had a full-time staff body of 871 academic staff and 1317 professional services staff.

In terms of overall staffing, the University is relatively evenly balanced between men and women. Professional services divisions tend to have a slight majority of female staff, while the proportion of female academic staff remained in the range of 45-50%. This overall figure masks significant variations between colleges: the three science-based colleges (CAFF, FMA and CEST) and NTPC & FMA are predominantly male, while in CMNHS & CHE women are in the majority. These trends are observed in universities around the world.

Colleges	2021		2022		2023	
	Male (%)	Female (%)	Male (%)	Female (%)	Male (%)	Female (%)
CAFF	64.9	35.1	67.5	32.5	59.3	40.7
CBHTS	48.7	51.3	50.6	49.4	44.4	55.6
CEST	75.6	24.4	79.5	20.5	75.6	24.4
CHE	40.4	59.6	44.2	55.8	41.0	59.0
CMNHS	34.0	66.0	34.5	65.5	31.0	69.0
NTPC	64.3	35.7	83.0	17.0	65.3	34.7
FMA	75.7	24.3	100.0	0	76.3	23.7
Total	55.3	44.7	59.1	40.9	52.9	47.1

When classified by seniority, the table below shows that, in 2023, the proportion of women in the entry grades is high – 41.1% in TVET and 60.3% in higher education. However, female participation drops significantly at the more senior ranks in the TVET stream. Again, this picture is repeated 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.

TVET Ranks		Higher Education Ranks	
	% Female		% Female
Principal Instructor	0	Professor	12.5
Senior Instructor	24.0	Associate Professor	50.0
Instructor	14.3	Assistant Professor	39.3
Assistant Instructor	25.7	Lecturer	54.3
Tutor	41.1	Assistant Lecturer	60.3

KEY DEVELOPMENTS IN COLLEGES

COLLEGE OF AGRICULTURE, FISHERIES AND FORESTRY

The ethical and cultural commitments that the College of Agriculture, Fisheries and Forestry (CAFF) embraced throughout the year were unmatched.

At CAFF, dedication to making positive contributions to society and the environment is one of the areas they focused on. Throughout 2023, they actively participated in various environmental sustainability initiatives, engaged in numerous community activities, and expanded their research efforts.

CAFF staff and students have also been involved in seminars, trainings, and conferences held at local, regional, and international levels as part of its collaborations with stakeholders.

These engagements have not only enriched knowledge and skills but also strengthened network and connections with the global community.

The College celebrated the graduation of its pioneer Masters by Research in Agriculture, Forestry, Fisheries & Veterinary Science students in the March graduation ceremony. Additionally, it also saw the successful completion of the first Master in Agriculture programme in December. As the college marched forward towards the end of 2023, The college continues to grow and thrive, with a cohort of 8 postgraduate students enrolled in coursework and Higher Degree by Research (HDR) programmes, alongside 144 enthusiastic undergraduates pursuing their academic ambitions. It was through the hard



work, dedication, and support of their students, college, and staff that CAFF continues to excel and expand.

COLLEGE OF BUSINESS, HOSPITALITY AND TOURISM STUDIES

Central to our College's strategic and operational activity was our belief in a student-centered education. CBHTS believes that teaching and learning must be focused on student learning needs, interests, and abilities. This approach shifts the learning from the traditional teacher-centred model, where the teacher is the primary source of knowledge and control, to one where students are actively involved in the co-construction of knowledge. Student-centred education creates independent, lifelong learners who are motivated, confident, and capable of applying their knowledge and skills in real-world contexts. It emphasized the development of skills such as critical thinking, problem-solving, communication, and collaboration, which are essential for success in the 21st century.

CBHTS professed to be a purpose-driven College, with a quality-oriented delivery and output-driven service. That was the spirit of learning and teaching and programme

delivery we set at the beginning of the 2023 academic year.

Learning and teaching: CBHTS had over 80 approved programmes involving more than 200 courses under various levels (Level 3 – 10) of the Fiji National Qualification Framework. Over 100 academic and support staff were involved in learning and teaching, research, and administrative functions. The College is comprised of four schools: the School of Accounting and Law, the School of Hotel and Tourism Studies, the School of Economics and Finance and the School of Management and EMBA. A notable achievement in 2023 was the successful completion and graduation of our first PhD student from Guyana – the first for FNU as well.

TVET collaborations with the industry: Our School of Hotel and Tourism Studies continuously engaged with hotels and corporate organizations (such as the Marriot, ATS, Tanoa International, Fiji Airways etc.) for student attachment and skills training. We extended our TVET- industry collaborations to rural communities as a means of addressing supply constraints and skills gaps following the emigration of workers under the PALM scheme.



Accreditation and International Links: We received accreditation from CPA Australia, Chartered Accountants Australia and New Zealand (CAAZ) and the Fiji Institute of Accountants for our Bachelor and Master of Professional Accounting. Our newly developed Certificate III in Business Processing Outsource (BPO) received similar recognition from the South Pacific Commission.

Staff capacity development: We encouraged staff to upgrade their qualifications and engage in highly impactful research. About eight of our academic staff are currently enrolled in PhD research and one is currently in the UK as a Masters student under the Chevening Scholarship.

National development and project work: A senior academic staff was involved in the National Economic Summit planning and review of thematic group submissions. Our legal teaching staff were involved in project work for the development of a legislative framework governing human trafficking. We had research teams engaged in the APO Research on National Innovation Systems and study on Informal Sector and Productivity.

Organised seminar/workshops: we engaged visiting scholars and adjunct professors to share their knowledge and experience in various fields such as the circular economy, air pollution and energy poverty, Bulgarian Tourism, conducting randomised controlled trials, building financial resilience of people with disabilities (PWD) to cope with climate risk, to name a few. Several research workshops were organized to develop staff knowledge and skills in various aspects of academic research. CBHTS also hosted a one-week study visit for students from Griffith University.

The academic year of 2023 was a challenging one. On the external front, the number of TSLB awards declined as the government shifted its focus to other priority areas such as TVET. Our first-year students shared difficulties in transitioning to higher education studies because of factors related to lack of financial support, exposure to a new environment, influence of peers, inability to understand and apply learnings, and inability to cope with lectures and staff, among others. Existing students were not spared because of the new TSLB requirement attached to their GPAs. We experienced students dropping out as they could not clear outstanding tuition fees.

We lost our College Dean halfway through last year due to resignation. We re-organised and appointed staff for continuity and stability of service delivery. Our real challenge now is to maintain a balance between international accreditation and meeting local demand and skills gap.

COLLEGE OF ENGINEERING, SCIENCE AND TECHNOLOGY

The College continues its effort to offer quality programmes to its students that are not only relevant to industry but also benchmarked to international standards.

To meet the industry needs and the University's policy on programme advisory groups, all schools implemented the Programme Advisory Committees for all their programmes. Each department held successful meetings with its respective programme advisory groups.

In 2023, the College introduced two new programmes, the Postgraduate Diploma in Computer Science and the Postgraduate Diploma in Information Systems. It is also in the process of developing the Postgraduate Diploma-level Cybersecurity programme which is expected to be delivered in 2025. All 92 programmes of the College were registered with the Higher Education Commission Fiji.

The College also received international accreditation for its five (5) Diploma in Engineering programmes from Engineering New Zealand. These level 6 diploma programmes are in the fields of 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 (Honours) Programmes.

The highlight of short courses delivered by the College throughout the year is the “Green Buildings” short course that was conducted for 120 industry professionals.

During the year, the College also strengthened its collaboration with industry partners through signing Memorandum of Understandings (MOUs). The partnerships provide opportunities for both institutions to undertake joint activities in areas of mutual interest that may include industry research projects and student attachment opportunities.

Memorandum of Understanding (MOU) were established with organisations that included Global Green Grows Institute for Green Building training, Inside Global Education for teaching North American students, Air Service Training (Engineering) Limited for organising aviation exams, the Ministry of Public Works and Meteorological Services, Drone Services PTE Fiji LTD for drone pilot training and with the Australian Department of Foreign Affairs and Trade (DFAT) on Aviation Skills Education to strengthen Pacific aviation capability.

A Memorandum of Agreement was formalised with PHAMA Plus for kava research.

CEST continued to be one of the major research centres of FNU in 2023. This is highlighted by the increasing number of research students, industry research collaboration, and research funds compared to previous years. The College's staff published more than 50 research papers in ranked journals during the year.

The continued efforts of the College to recognise its staff for their exceptional contribution resulted in Dr Satyanand Singh being recognised as the “Researcher of the Year 2023” and Shamal Narayan as the “Teacher of the Year 2023”. Rajneel Narayan was awarded the “Excellent Service 2023” award.

These are annual awards and the College plans to continue recognising and awarding its high-performing staff.

The College continues to work on Sustainability initiatives through the launch of the “I-Recycle Hub” at Derrick Campus, planted 300 mangrove seedlings along the Nasese foreshore to safeguard the coastal ecosystem, and celebrated Sustainability Day.

The college conducted various Community Outreach activities and recruitment drives, participated in the FNU Open Day and school visit campaigns and organised an Alumni networking event in December.



A total of 969 students graduated from the College in 2023.

COLLEGE OF HUMANITIES AND EDUCATION

The College of Humanities and Education hosted various successful events throughout 2023.

The major highlight of the College was organising the Ratu Sukuna Day Public Lecture and National Art Exhibitions, which spanned five days.

Art exhibitions, public lectures, poetry, songs, basket weaving, coconut scraping, and various other cultural practices were organised for students and staff in the Central, Western and Northern campuses. The activities culminated in a public lecture hosted at the Nasinu Campus and featured retired ambassador, Emitai Boladuaadua as the Keynote Speaker.

The respondents were the Principal of the Pacific Theological College, Reverend Professor Upolu Luma Vaai, Acting Pro-Vice-Chancellor Learning and Teaching, Dr Jimaima Lako, Lecturer in Education, Sereima Baleisomi, and Honourable Filimoni Vosarogo, Minister for

Lands and Mineral Resources, who all spoke on the life of the father of modern Fiji, Ratu Sir Lala Sukuna.

The College collaborated with Integrity Fiji/Transparency International during International Youth Day to promote integrity and sustainable development expressive arts for students.

CHE was represented at the Forum on Sustainable Development of Pacific Small Island Development States, the Climate-U Project meeting in London, the 40th Anniversary celebration of the JICA volunteer programme in Fiji and collaborated with the United Nations Development Programme in the ethics, good governance, and anti-corruption field.

It hosted US Embassy English Fellow, Ms Amy Bianco within the College and welcomed the US Jazz Band, Sounds of A&R to Nasinu Campus as part of its Pacific tour. The band also conducted master classes with FNU students.

The College launched the COVID-19 Pandemic and Beyond – Pacific Universities Women Academics' Narrative from the Field book



in 2023. The book was edited by the FNU Vice-Chancellor, Professor Unaisi Nabobo-Baba and academics Shikha Raturi, Kamala Naiker, Joseph Veramu, Sereima Baleisomi and Romina Singh. It contains a collection of stories from female academics of FNU, the University of the South Pacific and the University of Fiji. The European Union to the Pacific Ambassador, Barbara Plinkert, officially launched the collection.

To celebrate diversity and inclusion, the College commemorated World Hindi Day in conjunction with the Hindi Parishad Fiji-Western Branch at Natabua Campus. It also participated in NAIDOC (National Aborigines' and Islanders' Day Observance Committee) week celebrations recognising and celebrating the history, culture, and achievements of Aboriginal and Torres Strait Islander people.

CHE also collaborated with the FNU Rotuman Students Association and FNU Rotuman Staff Association to organise the Rotuma Project event. The Rotuma Project is a 360-degree virtual tour platform dedicated to preserving and promoting the oral history, culture, and heritage of the Rotuman people. Using 360-degree photography, videography and interactive digital design, the aim of the project is to take viewers on an interactive virtual tour of Rotuma with links to information, interviews and other digital content relating to Rotuman culture, heritage, and oral history.

The College's Professor Nii-K Plange also contributed to the "Violence Against Children in Fiji, A Scoping Study Report", a joint research collaboration between FNU and the University of the South Pacific (USP). The report was launched by the Ministry of Women, Children and Social Protection.

The objectives of the research included identifying the key drivers of violence against children in the home setting in Fiji, finding out the incidences of cases of violence against children in Fiji, identifying and exploring factors associated with incidences sites or 'hot spots' as identified by the Ministry of Women, Children and Social Protection and to conduct a stock take of current programmes and initiatives addressing such areas.

The report also provided recommended areas of further exploration for stakeholders.

To ensure it maintained the delivery of certified and quality education, 11 CHE programmes were successfully re-recorded with the Higher

Education Commission Fiji (HECF) in 2023. It also delivered a short course in Ethics & Anti-Corruption in Oceania (EACO).

CHE received various external research income for initiatives that included \$USD50,000 for the Climate Change and Health in Small Island States project and \$FJD85,000 for the Climate-U Project with University College London. It also received \$19,700 in funding from UNDP and \$USD5,000 from Creative Solutions Education Services.

The College conducted various tree planting and cleanup activities as part of its sustainability initiatives.

The College is preparing to include the School of Law by the end of Semester 2, 2024 and transition into the College of Humanities, Education and Law (CHEL) by 2025.

COLLEGE OF MEDICINE, NURSING AND HEALTH SCIENCES

The College of Medicine, Nursing and Health Sciences (CMNHS) continued to enhance its delivery of learning, teaching and research through its various College events, initiatives, collaboration and research projects.

CMNHS also received accreditation for its Bachelor of Medical Imaging Science programme from the esteemed New Zealand Medical Radiation Technologists Board (NZMRTB). The accreditation highlights the programme's alignment to the NZMRTB's standards regarding Governance and Quality Assurance, Qualification Programme, Public Safety, Assessment, and Student Experience.

In addition to this, the College also has accredited programmes that include the Master of Health Service Management, Bachelor of Health Services Management, Bachelor of Medical Laboratory Science and the Ophthalmic Clinical Assistant programme.

The College hosted key events during the year such as the Pacific Islands Health Research Symposium 2023. The Symposium was officially opened by the Minister for Health and Medical Services, Honourable Dr Ratu Antonio Lalabalavu and consisted of 254 delegates. Attendees and presenters included Health Researchers in Fiji and across the Pacific region, including Australia, New Zealand, Korea, and the United Kingdom. A total of 98 Abstracts were received under six sub-themes, of which 24 were posters.

The Health Professionals Medical Education Symposium was also conducted under the theme, “Innovate and Rejuvenate: The Transformation of Pacific Health Professional Education.” The Symposium aimed to update the knowledge and develop and strengthen skills in Learning and Teaching enhancements and strategies of the academic staff. Participants included 140 staff, seven student representatives and 11 guest speakers.

Through its School of Oral Health and Dentistry, the College held the 6th Meeting of Pacific Islands Chief Dental Officers in partnership with the Oral Health Pacific Islands Alliance (OPIA). The meeting focused on the six strategic objectives of the WHO Global Oral Health Action Plan (2023-2030): Governance, Oral Health Promotion and Prevention, Oral Health Workforce, Oral Health Care, Oral Health Information, and Oral Health Research. The school also celebrated the 30th and 10th anniversary of the Bachelor of Dental Surgery and Bachelor of Oral Health programmes respectively.

The College Dean, Dr Wiliam May, presented a paper on the ‘Future Proofing Health Workforce for the Asia-Pacific Region’ session at the World Health Summit in Berlin in October, advocating for more support for

training healthcare workers considering the migration trends.

CMNHS was represented at the Ministry of Health and Medical Services five-day meeting with the Heads of Nursing in Fiji and the Fiji Nursing Council (FNC). The meeting discussed standards in nursing practice, professional development of nurses in service, new programmes and nursing specialisation, nursing education and service in Fiji, and the internship programme for new nurses.

The College also participated in the Pacific Heads of Nursing and Midwifery (PHoNM) Meeting, where the main objectives of the meeting were to discuss the nursing workforce, nursing education, nursing regulations, health emergencies, universal health coverage and primary health care and clinical governance.

It was also part of the Oral Health Lancet Commission for final discussions on the draft report, which has considered the current state of global oral health, factors that have led to it, and innovative measures that can help address its current situation. The Oral Health Commission is recommending a new direction for Oral Health.

Through a consultancy agreement with the World Health Organization (WHO), CMNHS

was involved in the Cook Islands internship programme review to enable the recognition of the in-country internship training programme inclusive of FNU and non-FNU-trained medical graduates. This enabled the provision of postgraduate training opportunities for specialist training pathways at FNU for their interns.

The College formalised numerous partnerships in 2023 such as the Record of Discussion (ROD) with the Korea International Cooperation Agency (KOICA); Memorandums of Agreement (MoA) with APSEN, Cook Islands’ Ministry of Health and Nauru’s Ministry of Health; a Memorandum of Understanding (MoU) with Fiji’s Ministry of Health and Medical Services; MoU renewals with the University of Otago and the Australasian College of Emergency Medicine (ACEM) and a tripartite MoU with the Ministry of Health and Human Services – Republic of Marshall Islands and Pacific Island Health Officers Association.

A \$USD9.3 million grant was received from the Government of Korea and KOICA that would enable students to learn at the University’s state-of-the-art Medical Simulation Centre, which is expected to be completed by the end of 2027 at the Pasifika Campus. It is also finalising a grant of \$AUD500,000 for the Pacific Women Lead project.

The College established a new Serology Laboratory that would enhance local staff’s learning and capacity building, provide local and real-time data, and contribute to research and policy actions. The government of Australia, through the Department of Foreign Affairs and Trade (DFAT), granted \$AUD1.5 million to set up the facility.

CMNHS has worked closely in collaboration with other partners under the Watershed Interventions for Systems Health in Fiji (WISH) project to reduce risks to people from three major plagues: leptospirosis, typhoid, and dengue as well as other diarrheal diseases. Through a research-based consortium of institutions led by Monash University, FNU’s CMNHS is a project partner working to introduce low-tech sanitation technology into informal settlements in Fiji.

In 2023, the College organised Abdominal and Obstetrics Ultrasound workshop in partnership with the World Federation of Ultrasound Medicine and Biology & Pacific Islands Society of Ultrasound in Medicine, a 12-month in-country Enrolled Nursing training programme for the Republic of Nauru and a Nurse Midwife training programme for the

Republic of Marshall Islands.

Discussions are in place for providing further training for different programmes in Tuvalu and Cook Islands from 2024.

The College hosted a College Flag Raising Ceremony to celebrate the multicultural diversity of its students and staff and has established a College Regional Office to establish and deliver in-country programmes and short courses to build and sustain a skilled and competent health workforce in the region.

10 final-year students from the Bachelor of Public Health, Bachelor of Environment Health, Bachelor of Health Service Management, Bachelor of Dietitian and Nutrition, Bachelor of Hygiene Practice and Bachelor of Medicine and Bachelor of Surgery (MBBS) participated in the online International ACPU Climate Change Assimilation Symposium for 18 universities from around the the world.

Three final-year Bachelor of Dental Surgery students presented at The American Academy of Developmental Medicine and Dentistry (AADMD) annual education conference as part of the Student Leadership Global Oral Health Programme. The students presented their projects as part of the Student Leadership Global Oral Health Programme. Their travel was supported by the Alliance for Oral Health Across Borders (AOHAB).

One staff and two students from the College represented Fiji in Women’s Hockey, Table Tennis and Touch Rugby Sports at the Pacific Games in Honiara, Solomon Islands.

FIJI MARITIME ACADEMY

As the sole maritime training provider of Fiji, the Fiji Maritime Academy (FMA) expanded its programme delivery to include training in the maritime logistics and transport sector. The Academy collaborated with the Chartered Institute of Logistics and Transport (CILT) to offer the CILT Entry Level Award, Introductory Certificate, and International Certificate. A Memorandum of Agreement for three years was signed that provided FMA with exclusive rights to offer the three courses.

In March, the Academy received a handover from Swire Shipping of a fully enclosed lifeboat worth USD\$80,000. The MV Laucala Chief vessel was commissioned Thursday 03 August, 2023 by the Minister for Public Works, Meteorological Services, and Transport, Honourable Ro Filipe Tuisawau. With the capacity to carry 26 crew members, this



invaluable equipment promises to open new horizons for aspiring seafarers, providing hands-on opportunities and a dynamic learning platform in maritime training.

As part of its annual recruitment drive at FMA, Swire Shipping recruited 49 cadets who are undergoing various stages of training with the organisation. Six cadets have completed their sea-going training and are now serving as officers.

The Academy intends to offer management-level programmes such as in the field of Nautical Science and Marine Engineering following the relevant internal and external stakeholder input.

FMA hosted a delegation from Nauru at the Academy to discuss a cadet programme whereby students from Nauru would be sent to FMA for maritime training. This aligned with the country's vision of having Nauruan seafarers manning the vessels in Nauru shipping lines by 2028. Plans are in place to begin with six students, and a further eight students to join FMA in 2024.

To collaborate further in areas of common interest and to provide FMA students with sea time on board its vessels, FMA signed a Memorandum of Understanding (MoU) with Captain Cook Cruises

FMA staff participated in various events such as the National Committee for IMSAS (IMO Member State Audit Scheme) Compliance, the National Committee for Shipping Decarbonisation, a United Nations Development Programme (UNDP) workshop on Gender Equality on Maritime and the World Wildlife Fund (WWF) Workshop on Sustainable Fisheries Management.

The Academy strengthened its alumni relations with a networking event organised at the campus which was attended by seafarers interested in becoming registered alumni members.

NATIONAL TRAINING AND PRODUCTIVITY CENTRE

The National Training and Productivity Centre (NTPC) is mandated to provide in-service, community and skills-based and apprenticeship training in Fiji. In addition to training, NTPC provides productivity promotions, and trade tests, manages the Fiji Business Excellence Awards and acts as the National Productivity Organisation for Fiji.

In-service and Skills-Based Training

A total of 15,065 students attended training in areas ranging from trade skills, tourism and hospitality, management, and information technology. This was 13% higher when compared with 2022.



This was achieved by delivering 1,157 public courses and 155 in-house courses.

Industry and Community Discussion Forum (ICDF) was completed in March and a total of 408 employers and their representatives were consulted.

The Hospitality Art Fair was organised in August to promote skills development in the Hospitality sector.

The National Conference on Information Technology, organised at the Sheraton Resort in Nadi, attracted 150 IT professionals to discuss new and emerging technologies to improve work productivity.

NTPC was certified for ISO 9001 Quality Management System in November.

120 students of TAFE New South Wales graduated in management, IT, and Hospitality programs.

Apprenticeship and Trade Tests

The industry recruited 136 new apprentices this year in comparison to 116 in 2022, while a total of 63 apprentices graduated in 2023.

The 60th year anniversary of the Apprenticeship Scheme in Fiji was celebrated with 280 guests in Nadi, and 35 Awards were given to employers supporting the scheme.

A total of 512 trade tests were conducted.

Productivity Promotions

The 24th Fiji Business Excellence Awards was held on 11 November 2023, where 13 organisations were recognised. 350 participants were in attendance.

The Business Excellence Conference was held on 22 June 2023 with 80 participants.

The National Quality and Innovation Conference and Team Excellence Competition was held on 13 October, where 8 teams competed for awards.

Asian Productivity Organisation (APO) sponsored programmes including Productivity Breakfast Talk and Productivity Measurement Workshop was implemented.

A total of 70 participants were sponsored by APO to attend international workshops, conferences, and training.

Community Training

A total of 1,131 community youths were trained in the communities, including Ba, Rakiraki, Kadavu Nadroga, and Tailevu.

2023 youths from peri-urban areas were trained, and a special training was conducted for street dwellers.

Regional training was conducted in Nauru and Marshall Islands, where 772 students were trained.



KEY DEVELOPMENTS IN THE PROFESSIONAL SERVICES DIVISIONS

CAPITAL PROJECTS AND INFRASTRUCTURE

The Department of Capital Projects and Infrastructure is committed to enhancing FNU campuses by providing a conducive environment for teaching and learning.

Despite the challenges in the construction industry, including price fluctuations, material supply issues, and a shortage of skilled labor, the Division managed to complete ten projects in 2023. Work is also ongoing in the construction phase at 18 sites/projects across the University with a budgetary allocation of \$4,313,378.87.

The following projects were completed in 2023.

- College of Business, Hospitality and Tourism Studies (CBHTS) Complex, Nasinu Campus.
- Container Lab at Nursing Campus.
- Koronivia Recreation Facility.
- Nasinu Frontage Upgrade – Road Widening Works & ERC demolition.
- Relocation of Pearson Test Centre & Namaka Centre Operations to Namaka Campus.
- Relocation of Pearson Test Lab at Narere Centre.
- Relocation of NTPC Computer Labs at Narere Centre.
- NTPC Hair Salon Relocation to Nadi Campus.
- Fire Detection System Installation at Nursing, Natabua, Ba Campuses & Ono Street & McGregor Hostels.
- Electrical Infrastructure Upgrade at Pasifika Campus.

Overview of the Projects

Installation of Wayfinding Signage

The University is systematically enhancing its infrastructure. Following the completion and endorsement of the Signage Manual, the Department of Capital Projects & Infrastructure

collaborated with FNU stakeholders to initiate a pilot endeavor focused on implementing Wayfinding Signage.

This initiative was carried out across the Nasinu and Pasifika Campuses. The newly installed signage includes internal navigation aids, campus identification markers, pedestrian guidance, and vehicular route indicators.

Fire Detection Systems for FNU Campuses

The project has added fire alarms and safety support to FNU Campuses. Work has been completed at the Nursing, Natabua, McGregor Hostel, Ono Street, and Ba Campuses. The project is on the verge of completion at Pasifika Campus, Public Health Tamavua, and Nadi Campus. The work at Koronivia, PCP, and Kivi House will commence in February 2024.

Nasinu Frontage Upgrade

The Nasinu Campus Frontage upgrade project is currently in progress and is divided into phases. The demolition of the ERC building has been completed, including road widening works behind the new College of Business, Hospitality and Tourism Studies (CBHTS) building. Road signage has been installed, and road markings have been completed. The contract for the gate and footpath extension have been awarded, with the contractor commencing work in November 2023.

Design, Supply, and Installation of Video Surveillance and Video Management System

The project aims to enhance campus surveillance by installing a Closed-Circuit Television (CCTV) system and serves as a pilot project for the University. It is being implemented with the Division of Estates and Facilities and Information Technology Services. The current phase involves installing CCTV at the Nursing Campus in Tamavua, Pasifika Campus, Natabua Campus, and Nadi Campus, with a centralized monitoring center at Derrick Campus. Work is underway on

these campuses, with completion expected in Semester 1, 2024.

Proposed Relocation of Science Lab from Nabua to Derrick Campus

The proposed work involves relocating the Science Laboratories from the Nabua Campus to the Derrick Campus. The work entails converting classroom spaces into Science Labs for the College of Engineering, Science & Technology (CEST). The project aims to provide state-of-the-art laboratory spaces for students and staff. Construction is in progress, with completion expected in Semester 1, 2024.

Naduna Structural Works

The Division has commenced the Structural Upgrade works at Naduna Campus in Labasa. The project has a very tight timeline, and the Division appreciates the students and staff

of Naduna for facilitating the work. Work on Buildings 1, 2, and 3 has commenced, with expected completion in Semester 1, 2024.

INFORMATION AND TECHNOLOGY SERVICES

The Division of IT Services is responsible for delivering robust and secure ICT infrastructure and services, including core networking and server infrastructure, and managing learning and teaching and audio/visual technologies. These include ongoing technology upgrades to align with the evolving trends, ensuring the continuous enhancement of our technological capabilities.

In alignment with its strategic objectives, the Division continues to focus on ICT Service delivery to ensure a satisfactory service experience for students and staff. A total of 49,680 requests and issues were received



during the year. To gauge performance, the ageing of the issues (in days) is one of the key metrics used. By adhering to standard service management processes, the average monthly ageing of issues reduced from 15.3 days in January to a commendable 3.8 days by December.

The core server infrastructure was upgraded, and endpoint protection was renewed during the year to enhance overall security. These measures align to secure the University's IT infrastructure and data. An extensive upgrade, outlined in the Security Upgrade Tender released late in the year, is anticipated to conclude by the first quarter of 2024. This upgrade aims to improve the visibility and

management of data traffic across each campus.

The integration of Banner and its associated applications into the University's operational framework has seen continued growth following the migration. Throughout the reporting period, several applications and dashboard reporting tools were created to tackle process-related challenges, enhance data visualisation, and strengthen management decision-making. Notable additions included the development of applications such as Grade Book trigger, Clear session, Gym booking, online booking, and Dashboard reporting.



The Division took a proactive approach to enhance the learning and teaching experience through planned technological deployments. Early 2023 saw the successful completion of the Moodle upgrade, introducing improved security measures through updated patches and optimising system performance.

Additionally, 12 teaching spaces transformed technology-enhanced smart classrooms, leveraging educational technology aimed at elevating the overall teaching and learning experience.

The Division played a pivotal role during the year in supporting all official events, such as conferences and graduations, by providing audio/visual technologies.

HUMAN RESOURCES

The Division of Human Resources manages the human capital needs, performance and development, compensation, and benefits, and the HRIS system which assists in providing analytical reports in making informed decisions for the University.

HR initiatives are aligned with the 2021 - 2026 Strategic Plan and Our People Strategy to build staff capacity and support the achievement of organisational objectives. Highlights for 2023 are covered under improving technological capabilities, recruitment, and selection, enhancing employment contracts and salaries, strategic workforce planning, staff survey, MAQ/MQR revision, and professional development and staff benefits.

Improving Technological Capabilities

The Division has improved the recruitment platform, which has resulted in better and more efficient processing of recruitment files. HR has saved huge costs by replacing external recruitment software and the learning management system with an in-house application. This has resulted in a quicker turnaround time in the shortlisting and screening process that reduced the cost by \$840,582.38 (realised over the period of 01/07/2023 – 30/06/2025).

Recruitment and Selection

In 2023, through executive search recruitment FNU appointed two local SLT members, Vice Chancellor, and Pro Vice Chancellor TVET.

Of the advertised vacancies filled in 2023, 220 were filled with local candidates and 6 with expatriate candidates.

Enhancing employment contracts and salaries.

In response to the survey feedback and to mitigate the impact of high post-COVID workforce mobility, the University, with Council approval, introduced several initiatives including:

- Implementation of 5-year contracts,
- Removal of the retirement age,
- Introduction of qualifiers for new contracts,
- A one step up in pay scale for staff completing consecutive contracts at the same position,
- 2% Pay Increase,
- Two separate ex-gratia payments to FNU staff,
- Step up increase exercise to recognise the staff who had been serving in the same role for more than one full-time contract, and
- Revision of the promotion process which resulted in 61% promotion rate in 2023.

1. Strategic Workforce Planning (WFP)

A five-year workforce plan was developed as part of Our People Strategy and the FNU Strategic Plan with the aim of proactively securing the most suitable number of staff with the right knowledge, skills, attributes, and qualifications.

- Staff Full-Time Equivalent (FTE)

Table 2: The below table shows the FTE of all staff employed in the year.

	2019	2020	2021	2022	2023
Academic Staff	729.2	904	827.2	824.7	862.6
Support Staff	1134	1289	1225.5	1226.5	1242.5
Academic: Support Staff	0.64	0.70	0.67	0.67	0.69

The FTE for both academic and support staff represents the full-time and part-time status of the staff in the university.

Professional Training & Development (PTD) and Staff Benefits:

The University reinstated benefits that were suspended which allowed staff to: Full-time staff can apply for 100% fee waiver for his/her studies in cases where the staff is studying at FNU from semester 2, 2023. With the reinstatement of the fee waiver, a total of 348 staff were supported in their training and development.

	No. of Staff Supported
PTD Technical Workshops: Internal Training & External Training Nominations	28
PTD – Allowances: Full-Time Study Leave Education Allowances & Part-time Study Leaves	125
Tuition Fees Reimbursements: 100% Tuition Reimbursements, Fee Waiver	175
Industrial Attachment	9
Sabbatical Leave	11
Total	348

FNU also rolled out the fuel subsidy benefit in collaboration with Pacific Energy where staff were eligible for 5 cents per litre discount. Staff members that applied for this benefit have received their cards and have expressed appreciation of the seamless process.

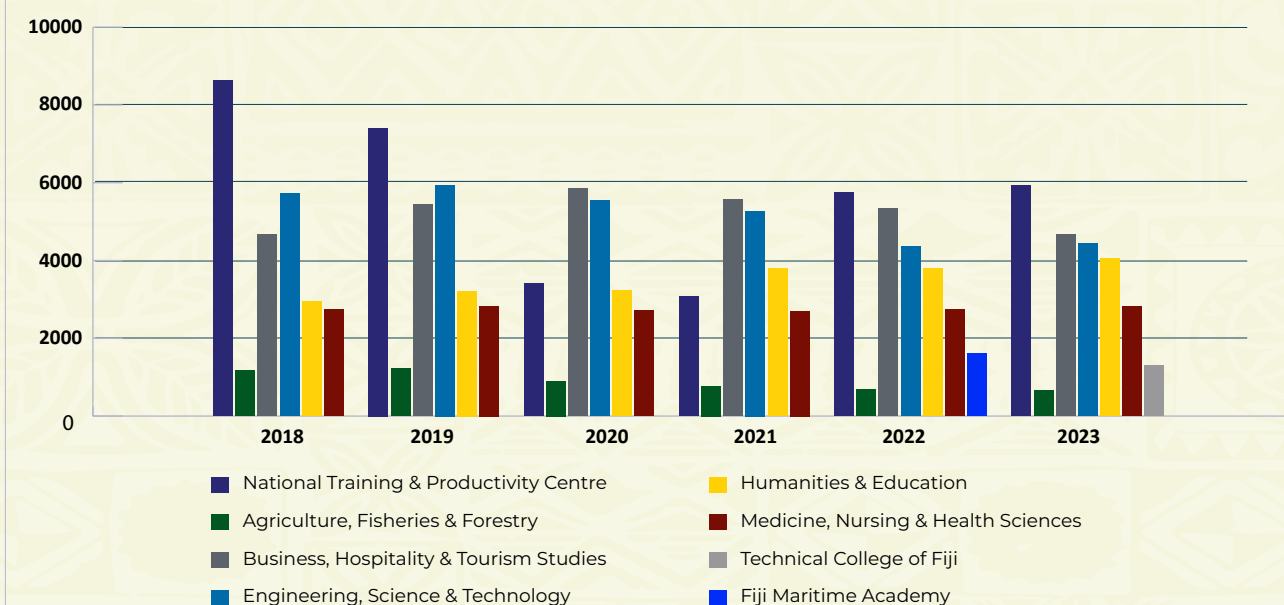




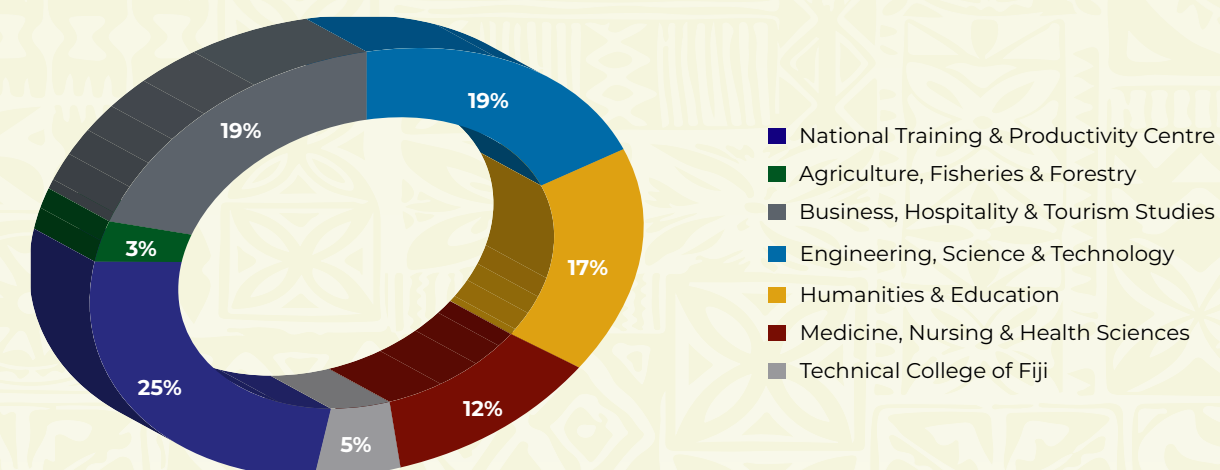
STUDENT HEADCOUNT BY COLLEGE

College	2018	2019	2020	2021	2022	2023
National Training & Productivity Centre	8,791	7,407	3,410	3,086	5,750	5,938
Agriculture, Fisheries & Forestry	1,170	1,223	907	779	689	665
Business, Hospitality & Tourism Studies	4,957	5,437	5,846	5,572	5,339	4,677
Engineering, Science & Technology	5,718	5,941	5,542	5,276	4,367	4,442
Humanities & Education	2,939	3,220	3,240	3,806	3,795	4,044
Medicine, Nursing & Health Sciences	2,741	2,835	2,725	2,707	2,739	2,810
Fiji Maritime Academy					1,603	1,298
Technical College of Fiji			2,108			
Total	26,316	26,063	23,778	21,226	24,282	23,874

STUDENT HEADCOUNT BY COLLEGE 2023



STUDENT HEADCOUNT BY COLLEGE 2023



UNIVERSITY

STATISTICS

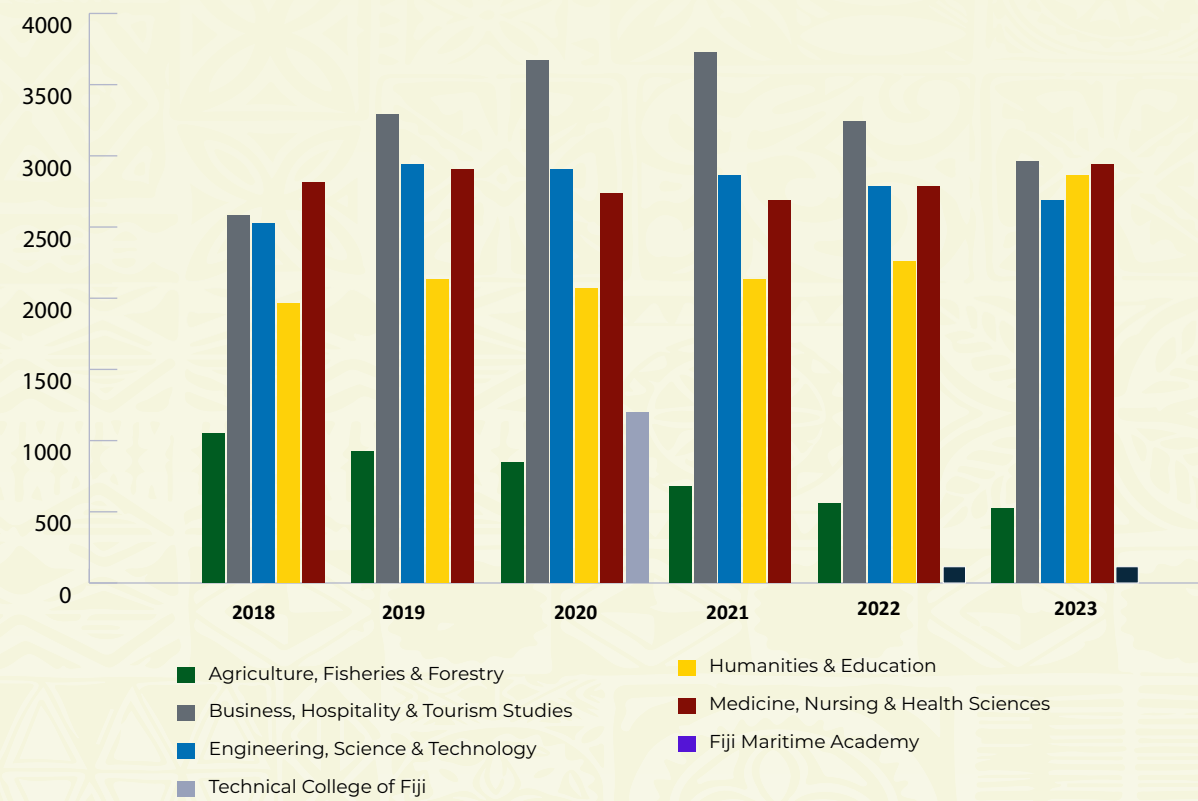




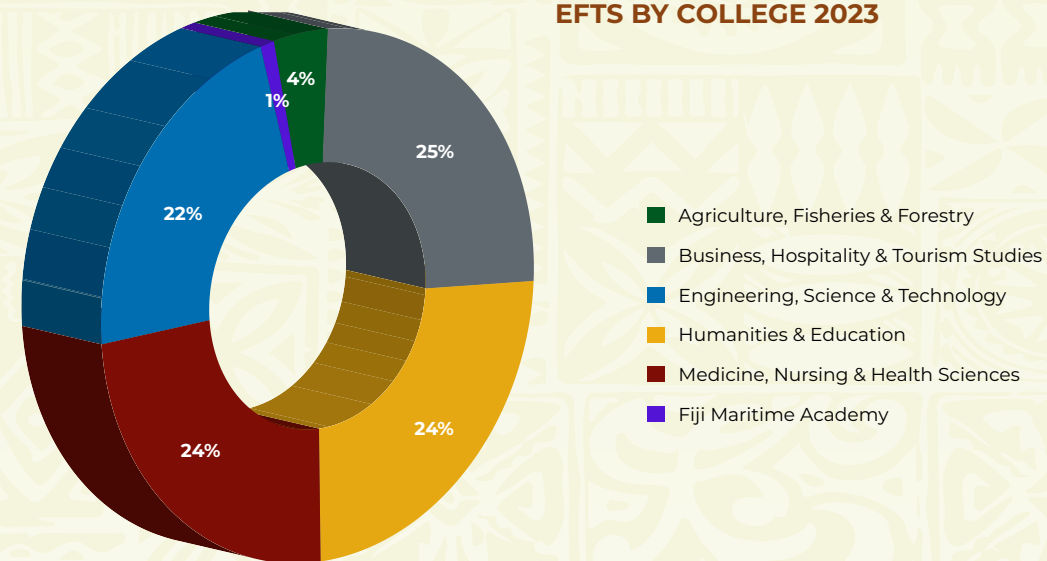
EQUIVALENT FULL TIME STUDENTS (EFTS) BY COLLEGE

College	2018	2019	2020	2021	2022	2023
Agriculture, Fisheries & Forestry	1,044	964	698	558	521	539
Business, Hospitality & Tourism Studies	3,040	3,354	3,765	3,589	3,225	2,926
Engineering, Science & Technology	2,942	2,905	2,991	2,813	2,634	2,615
Humanities & Education	2,130	2,168	2,045	2,461	2,334	2,777
Medicine, Nursing & Health Sciences	2,741	2,835	2,725	2,707	2,739	2,798
Fiji Maritime Academy					114	100
Technical College of Fiji			1,356			
Total	11,897	12,226	13,580	12,128	11,567	11,755

EFTS BY COLLEGE 2023



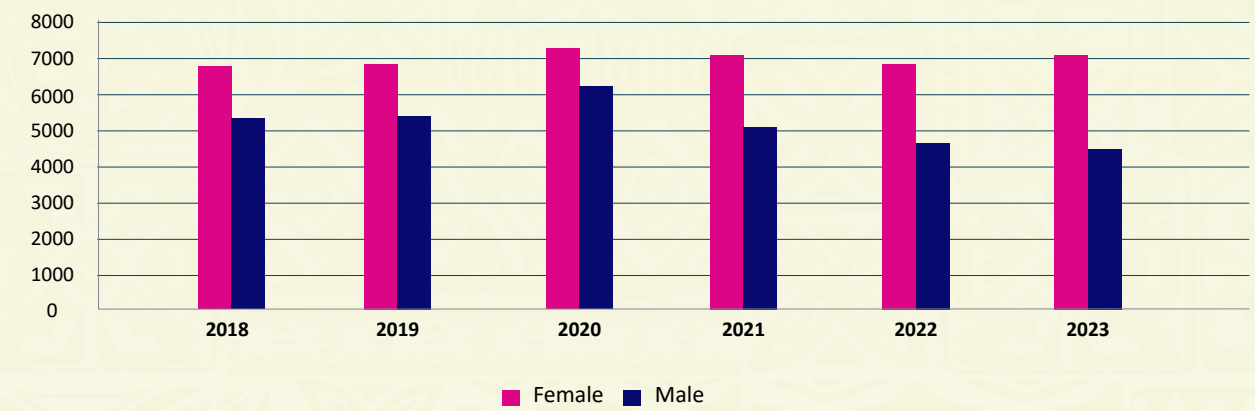
EFTS BY COLLEGE 2023



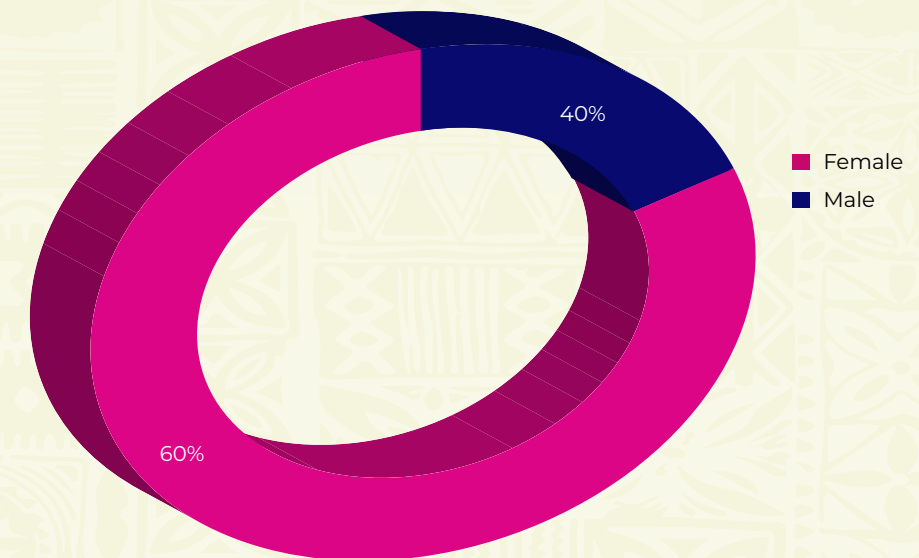
EFTS BY GENDER

Gender	2018	2019	2020	2021	2022	2023
Female	6,693	6,946	7,424	7,051	6,840	7,063
Male	5,204	5,280	6,156	5,077	4,726	4,692
Total	11,897	12,226	13,580	12,128	11,567	11,755

EFTS BY GENDER



EFTS BY GENDER 2023

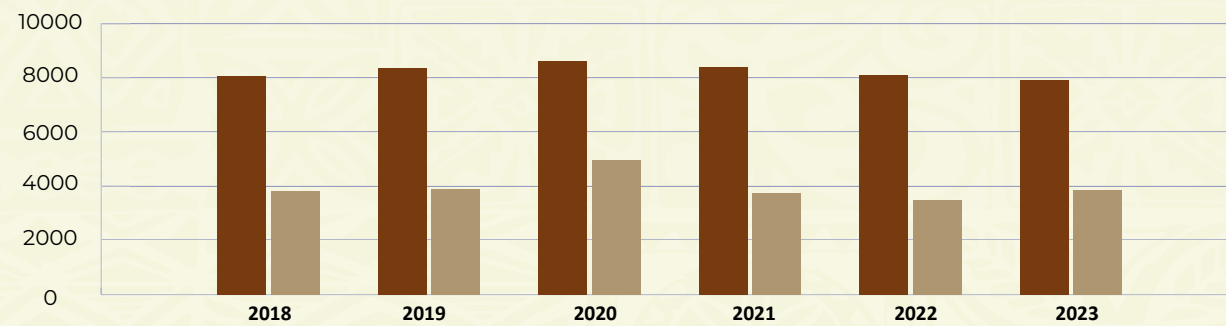




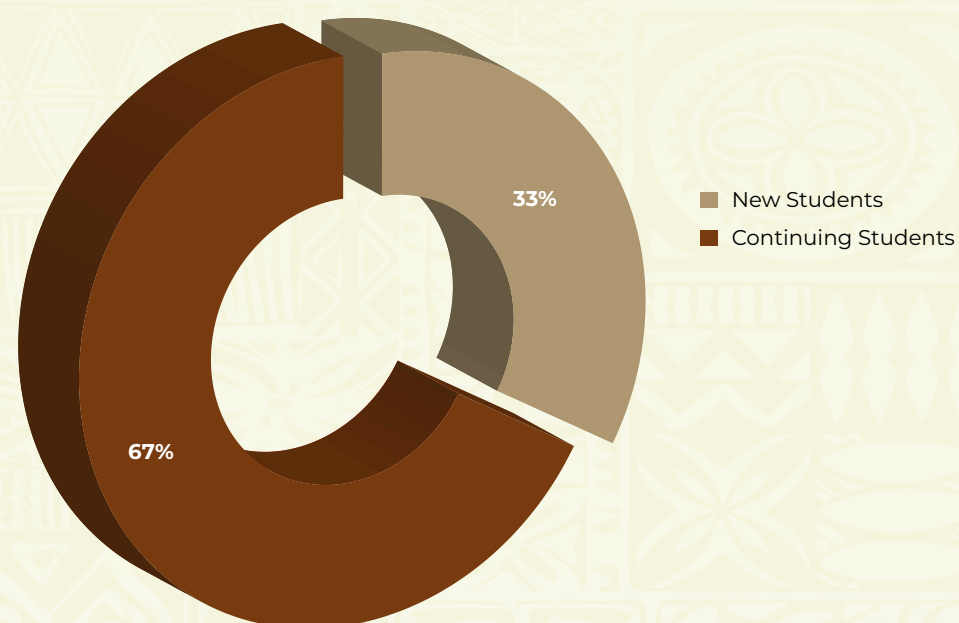
EFTS BY NEW/CONTINUING STUDENTS

Status	2018	2019	2020	2021	2022	2023
Continuing Student	8,072	8,336	8,612	8,394	8,092	7,903
New Student	3,825	3,890	4,968	3,734	3,475	3,851
Total	11,897	12,226	13,580	12,128	11,567	11,754

EFTS BY NEW/CONTINUING STUDENTS



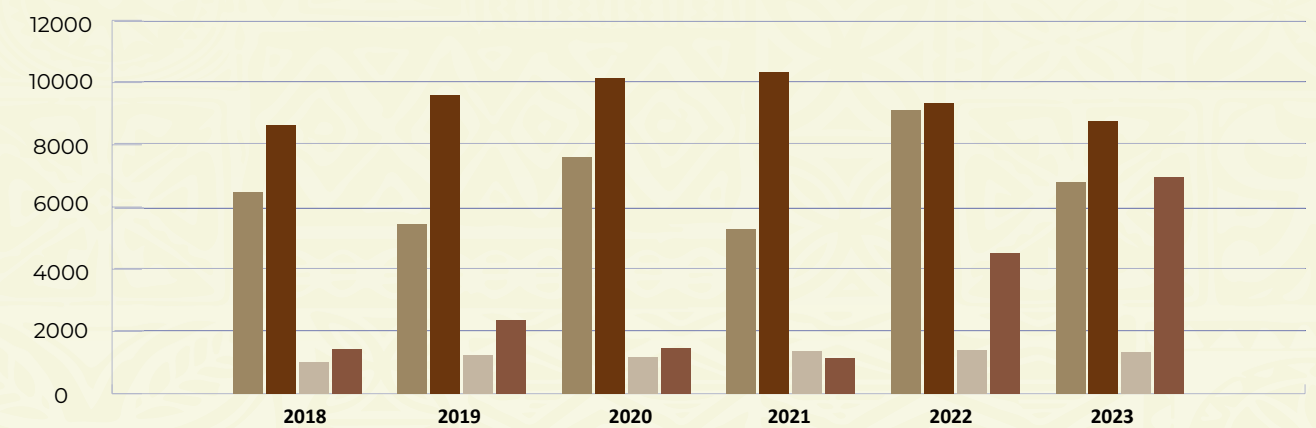
EFTS BY NEW/CONTINUING STUDENTS 2023



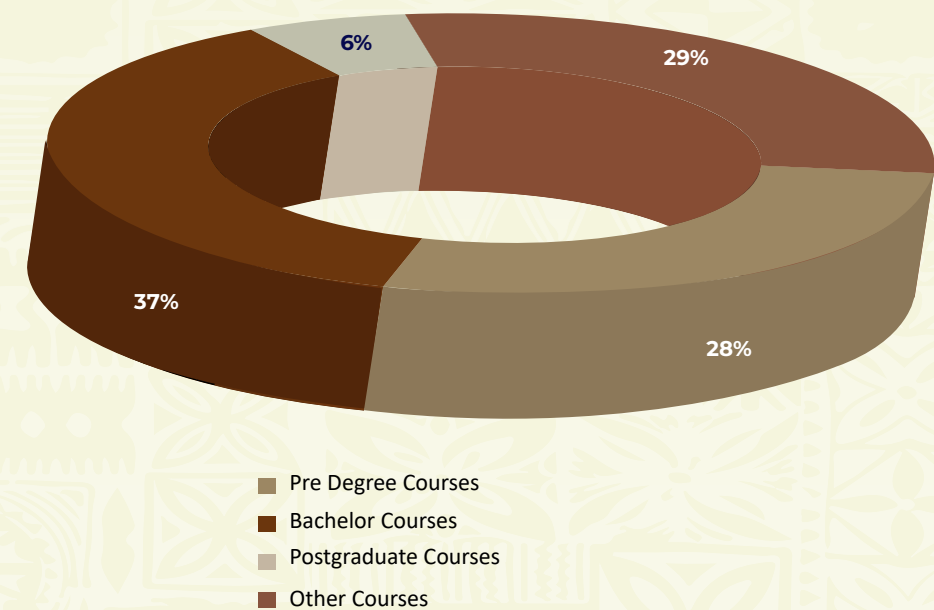
HEADCOUNT BY COURSES

Courses	2018	2019	2020	2021	2022	2023
Pre - Degree Courses	6,462	5,454	7,607	5,284	9,112	6,798
Bachelor Courses	8,629	9,583	10,128	10,326	9,252	8,774
Postgraduate Courses	1,014	1,253	1,175	1,375	1,393	1,343
Other Courses	1,420	2,366	1,458	1,155	4,525	6,959
Total	17,525	18,656	20,368	18,140	24,282	23,874

HEADCOUNT BY COURSES



HEADCOUNT BY COURSES 2023

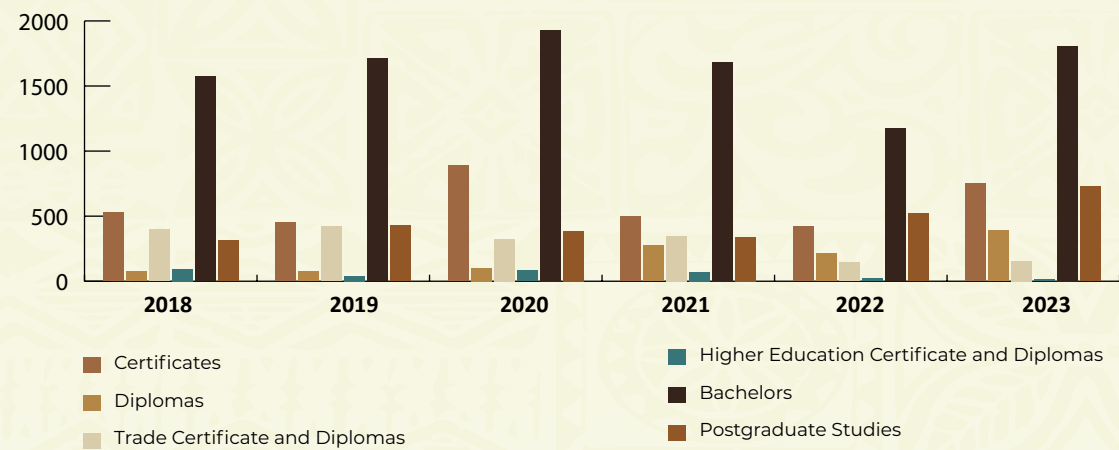




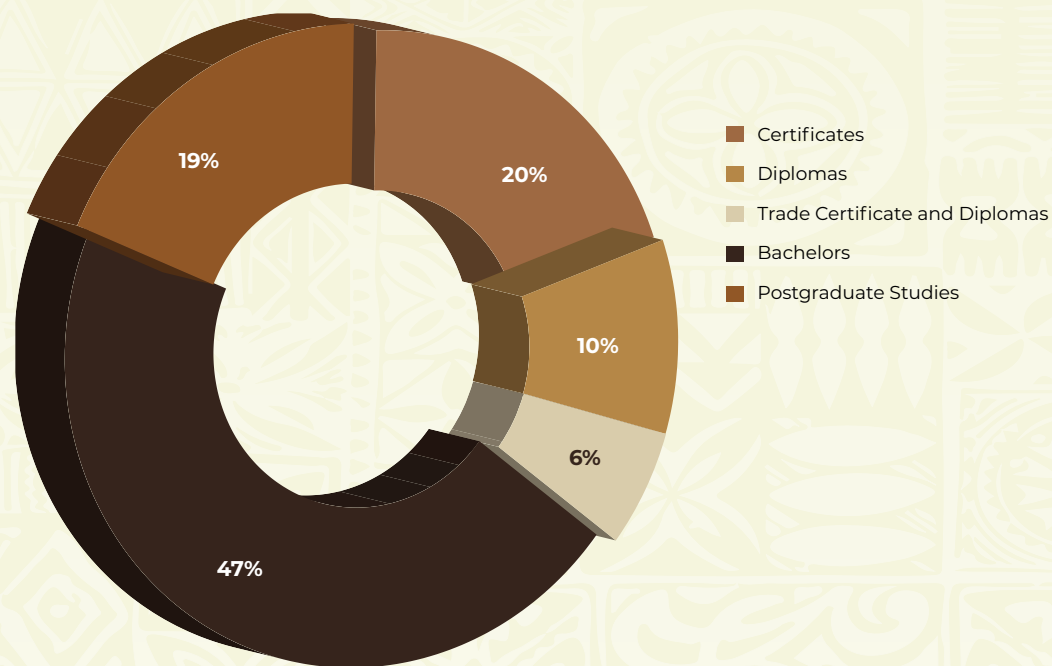
GRADUATION BY PROGRAMME

Programme	2018	2019	2020	2021	2022	2023
Certificate	527	491	889	496	421	752
Diplomas	73	75	102	275	212	389
Trade Certificate & Diplomas	396	453	325	346	144	154
Higher Education Certificate & Diplomas	94	68	81	71	22	14
Bachelors	1,572	1,710	1,929	1,683	1,172	1,806
Postgraduate Studies	315	422	386	339	519	726
Total	2,977	3,219	3,712	3,210	2,490	3,841

GRADUATION BY PROGRAMME



GRADUATION BY PROGRAMME 2022



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	10,811
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
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
Total	10,511	11,897	12,226	13,580	12,128	11,567



LEARNING & TEACHING

The Office of Learning and Teaching (OLT) continuously leads, facilitates, develops, implements, monitors, evaluates and improves the learning and teaching aspects of the University through its seven sections; Programme Standards and Quality Enhancement (PSQE), Centre for Learning and Teaching Enhancement (CLTE), Centre for Flexible and E-Learning (CFEL), International Office (IO), University Library (UL), Office of the Registrar and the four Heads of Campuses in Namaka, Natabua, Ba and Labasa.

Background

The OLT is responsible for developing and implementing the University's strategies for learning teaching, and student experience in accordance with the FNU Strategic Plan; and for implementing associated recommendations for improvement identified through the University's external and internal audit and programme review processes. It is to lead educational innovation (including E-Learning), programme development (including micro-credentials and online courses), and employer co-design, and has overall responsibility for international accreditation and quality assurance, including the registration of University programmes with the Fiji Higher Education Commission and to promote and support teaching excellence and embed programmes to enhance the teaching qualifications of FNU academic staff.

With a high number of resignations and unfilled positions in all the sections, staff took over extra responsibilities to fulfil the expected outcomes.

The report outlines and highlights the key outcomes and achievements for the year 2023, aligning it to the FNU 2021-2026 Strategic Plan:

- Pillar 1: Education for Employment
- Pillar 2: Research with Real World Impact
- Pillar 3: Student Experience
- Pillar 4: Financial Sustainability





Learning Enhancement

The Centre for Flexible and E-Learning (CLTE) offers a diverse range of support services, such as the First Year Experience (FYE) app, workshops, webinars, orientation for new students, learning hubs, enrichment courses, one-on-one consultations, Early Alert and Response System (EARS), Peer Assisted Learning (PAL) and the noquBuddy mentoring scheme.

This reflects its commitment to holistic student development and student retention, progression and completion rates. Over 1,000 workshops, webinars and information sessions were conducted at regular intervals in 2023 to assist students through their academic journey.

About 2,726 students accessed the Guides to Effective Learning (GEL) on FNU Moodle. In Semester 1, 2023, 5,014 students attended Peer Assisted Learning (PAL) sessions, with a total attendance of 1,909 in Semester 2. Through the noquBuddy mentoring programme, 412 mentees were assigned to a total of 98 mentors.

The English Language Hub recorded 76 participants throughout the year, while 22 students benefitted from the Math Help Hub sessions.

Teaching Enhancement

The teacher enhancement section focuses on fostering Continuous Professional Development (CPD), leveraging Open Educational Resources (OER), and nurturing Communities of Practice (CoP). CLTE coordinates the ongoing process of tracking and documenting the skills, knowledge, and experience gained formally and informally during the teaching practice. This process commences from the Orientation for New Teachers Module on FNU Moodle facilitated by CLTE, which reflects a teacher's professional growth from the time they join FNU and beyond, where appropriate.

A variety of teaching topics with summaries of best practices and links to other online resources are made available to assist teachers in enhancing their teaching and improving their students' learning. 247 teachers accessed the Guide to Effective Teaching (GET) on FNU Moodle in 2023.

Close to 90 workshops and seminars relating to teaching and pedagogy were also organised at regular intervals throughout the year to deepen and enrich teaching practices.

Flexible and E-Learning

The development of blended/online courses and programmes contributes to better and quality delivery of academic programmes and courses and makes them more accessible to distance students. This forms the basis of CFEL activities which supports Colleges in delivering good practice workshops using FNU's learning systems (e.g. Moodle, Turnitin, Mahara).

The Learning Design Team is responsible for blended/online course development including multimedia courseware development and front-end support of FNU's learning systems.

About 32 workshops and training sessions were conducted for both students and staff in the areas of Moodle, Mahara ePortfolio and Blended Development. These resulted in the development of 12 courses across the five colleges as per the breakdown below:

College	Number of Course(s)
College of Agriculture, Fisheries and Forestry (CAFF)	1
College of Humanities and Education (CHE)	2
College of Medicine, Nursing and Health Sciences (CMNHS)	2
College of Business, Hospitality and Tourism Studies (CBHTS)	3
College of Engineering, Science and Technology (CEST)	4

An expected 26 courses in Technical and Vocational and Education Training (TVET) and Higher Education have been earmarked for development for the 2024 delivery period. CFEL is working in conjunction with ITS' Learning Technologies team on the next Moodle version upgrade for rollout in semester 1, 2024.



In collaboration with CEST and CAFF, CFEL liaised with college content specialists on the development of four courses for the College of the Marshall Islands as part of an FNU contract signed in 2022.

Programme Standards and Quality Enhancement Office (PS&QE)

FNU has successfully renewed its registration with the Higher Education Commission Fiji (HECF) for five years from 2023-2028 with Certificate of Registration: RG 0116. A total of 323 programmes have been re-recorded with HECF, including the 15 new programmes recorded this year.

Colleges and centres continue to develop new programmes and enhance existing programmes as per the current needs of the nations and the region. A total of 80 programmes were approved by the Senate and submitted for FHEC recording. Of these,

- 15 were new programmes.
- 65 were existing programmes reviewed over the year.

College	Recording (New)	Re-recording (Existing)	Amendments (Reviewed)
College of Humanities and Education (CHE)	1	11	5
College of Engineering, Science and Technology (CEST)	1	47	
College of Medicine, Nursing and Health Sciences (CMNHS)	5		2
Fiji Maritime Academy (FMA)	2 (International)		
National Training and Productivity Centre (NTPC)	6 (International)		
Total	15	58	7

Short Course Development

A total of 34 short courses with micro qualifications were validated and approved by the Quality Office, of which 13 were from the College of Agriculture, Forestry and Fisheries (CAFF).

Internationally Accredited Programmes

Five Diploma in Engineering programmes have been accredited with Engineers New Zealand (ENZ), bringing the total number of internationally accredited programmes to 18. The five recently accredited programmes are as follows:

1. Diploma in Engineering (Civil) (Level 6)
2. Diploma in Engineering (Mechanical) (Level 6)
3. Diploma in Engineering (Electrical) (Level 6)
4. Diploma in Engineering (Electronics, Instrumentation & Control) (Level 6)
5. Diploma in Engineering (Electronics, Telecommunication & Networking) (Level 6)

Micro Qualifications (MQ) Accreditation and Training

Five micro-credential certificates for the Educational Quality Assessment Programme (EQAP) were received from the Pacific Community (SPC). The five Micro Qualifications include:

1. Basic operations in a call centre.
2. Delivering housekeeping and accommodation services.
3. Managing room division.
4. Planning and promoting hospitality sales and marketing.
5. Applying leadership and management skills in the hospitality industry.

About 50 FNU staff completed a four-day training on Accreditation of Micro Qualifications on the Pacific Qualification Framework (PQF).

Academic Programme Review (APR)

The Total Academic Programme Review process guides the development and continuous improvement of academic programmes by examining the quality and effectiveness of existing programmes and the possibility of new programme offerings. In the effort to conduct the review, 13 accredited programmes were used in the development of the APR template. This will be further reviewed and improved, given the Strategic Total Academic Review (STAR), including the integration of the FNU.

Graduate Attributes planned after the Programme Health Checks from 2024 onwards.

Asia Pacific Accreditation and Certification Commission (APACC)

All TVET programmes will go through the APACC institutional accreditation programme to be recognised internationally. The first meeting with APACC Manila was conducted following the approval to proceed with the APACC process. This will be progressed in 2024 through the Pro-Vice-Chancellor TVET's office.

Franchising Programmes

The Office is currently in discussions and planning with the Ministry of Education regarding the franchising of Certificate (Level 3) programmes in the 32 vocational schools. This would allow high school students the opportunity to enrol in vocational programmes whilst completing their secondary studies.

Programme Health Check

The initial work for Programme Health Check has started with the College of Engineering, Science and Technology (CEST) and the College of Agriculture, Fisheries and Forestry (CAFF). A meeting was held regarding the economic viability of the programmes. This will be further progressed this year.

Recognition of GPAs of IBD and ATAR for International School Suva (ISS)

The Quality Office initiated the development of GPA calculation for IBD and ATAR programmes to allow ISS students the opportunity to enrol into FNU programmes. Previously, ISS students found difficulty in admission to the University's programmes due to the absence of GPAs.

Course Teacher Evaluation Survey (CTES)

A review of the CTES questions was conducted to provide clarity on the responses expected from students. This will help improve clarity in the performance of the teaching staff. The

revised questionnaire was expected to be implemented in Semester 2, 2023.

ChatGPT AI

A staff briefing guide and a student briefing guide on the use of ChatGPT were developed and circulated to the University community. A Consultation guide for the development of a proper Academic Integrity Policy on the Assessment policy related to AI was submitted to FNU's Senior Leadership Team (SLT) for discussion and approval. A template has been developed after thorough consultations with Colleges and the FNU Students' Association (FNUSA) and has been approved for implementation.

Department of Foreign Affairs and Trade (DFAT)

The contract between the Commonwealth for Australia – represented by the Department of Foreign Affairs and Trade (DFAT) – and FNU awarded 73 students from the Pacific region with the Australia Awards Pacific Scholarships (AAPS) programme at FNU in 2023. Out of the total number, 23 of the students have successfully completed their studies and have graduated.

External Partners

About eight other overseas external partners have engaged with the OLT for staff-student exchanges and collaborations. This includes the following;

- Ministry of Foreign Affairs and Trade (MFAT), New Zealand.
- Think Pacific
- Embassy of Indonesia
- Toppan Ecquaria-Singapore
- College of Southern Nevada
- Erasmus

Mid-Term Review of the Strategic Plan 2021-2026

A consultant was recruited by the Office of Learning and Teaching to undertake a mid-term review of the University's Strategic Plan. The consultant met with students, staff, other internal stakeholders, and external stakeholders such as employers and government representatives.

The Strategic Plan 2021-2026 Fiji National University Mid-Term Review Report was then submitted to the Office of the Vice-Chancellor.

Library Services

FNU's Library Services continued to implement initiatives across its 16 libraries to create

optimal learning commons. These efforts align with the core objective of supporting FNU students and staff with updated facilities and a conducive learning and research environment.

A key highlight was the generous support received through donations of 4,538 books comprising of 104 titles from the United States Embassy and Asia Pacific Foundation, significantly enriching the library's resources. The library also received a donation of books from ClinicalKey, explicitly focusing on nursing-related textbooks.

In collaboration with vendors, a number of webinars were conducted on the EBSCO Discoveries Services, IEEE platform, HeinOnline, UpToDate, ClinicalKey student Medicine, Dentistry, Physiotherapy and Pharmacy, ClinicalKey Student Nursing, EBSCO DynaMed, ASTM Compass, EndNote 21, Research Integrity in the age of Artificial Intelligence, Scopus.

AI alpha (ANZ), and a series interpreting Turnitin's AI Writing Report. HeinOnline was secured for a three-month trial period, which started on October 5 and concluded



on December 5, 2023, for the Fiji National University.

In 2023, a cumulative count of 412 academic staff members underwent training. Additionally, the User Engagement Librarian Team provided training and assistance to a total of 21,856 individuals throughout the year. Interactions were managed by User Engagement Librarians, including 1584

enquiries received at the Reference Desk and similar reference-related questions.

The Fiji National University community actively participated in a total of 32 webinars. These sessions covered a diverse range of topics, including medicine, business, and law. The webinars aimed to enhance understanding and practical application of information across various fields.



Approximately 442 articles and 52 theses have been loaded into the repository. To provide students with access to previous papers for reference, a total of 783 exam papers were uploaded to the Moodle platform. A daily repository of FNU-related newspaper articles is submitted to the Division of Marketing and Communications team and the respective person/users. About 457 newspaper clippings have been archived in 2023.

The user statistics and revenue indicated that the library was efficiently used by the library users, and the revenue generated for the year 2023 from January to November was \$156,360.

Library Report Jan- Nov 2023

Total User	Total revenue generated	Queries attended
839621	\$156,360	5428

The following is the Data for the new books acquired through Donation and NEW RFF for 2023 from January until December:

New RRF	161
Received Donations	5321 Books
Total Value	\$945,705

Throughout the period spanning January to December, a cumulative count of 412 academic staff members underwent training. Additionally, the User Engagement Librarian Team provided training and assistance to a total of 21,856 individuals during the same time frame. Interactions were managed by User Engagement Librarians, including 1584 enquiries received at the Reference Desk and similar reference-related questions.

The Fiji National University community actively participated in a total of 32 webinars. These sessions covered a diverse range of topics, including but not limited to medicine, business, and law. The webinars aimed to enhance understanding and practical application of information across various fields.

Approximately 442 articles and 52 theses have been loaded in the repository, which the FNU Research and HOS have given . A total of 783 exam papers have been uploaded for Semester 1 in Moodle with the registration of students in Moodle. Daily repositories of newspaper FNU articles are submitted to the marketing team, and the respective person/users and a count of 457 newspaper clippings have been achived to date. 216 New Arrivals /Newsletter on the FNU Library web page have been updated.

Research Grants

For the first time in 2023, the Office of Learning and Teaching secured research grants in collaboration with other partners. Two major fundings have been secured through the European Union (EU):

- RERIPA-EU Call three as a co-partner with USP, Coral-4-Conservation (C4C) and Pacific Blue (PB) with a total grant of €350,000. FNU's task is to conduct the ciguatera analyses with €26,000.
- RERIPA-EU Call four as the Lead on the project entitled "Communication and Training Tools & Resources for Enhancing Research & Innovation to Face Climate Change Challenges" for 3 co-partners: C4C, SINU, ELOC and UPNG with a total grant of €300,000.

Workforce Research

Through the Study of the U.S Institute (SUSI), a project entitled "Workforce Development Framework for Fiji: A pilot for the Food Science and Technology fields" has been progressed. This should be completed by 2024 and could be replicated with other disciplines to address the workforce gap between FNU curriculum and the associated industry.

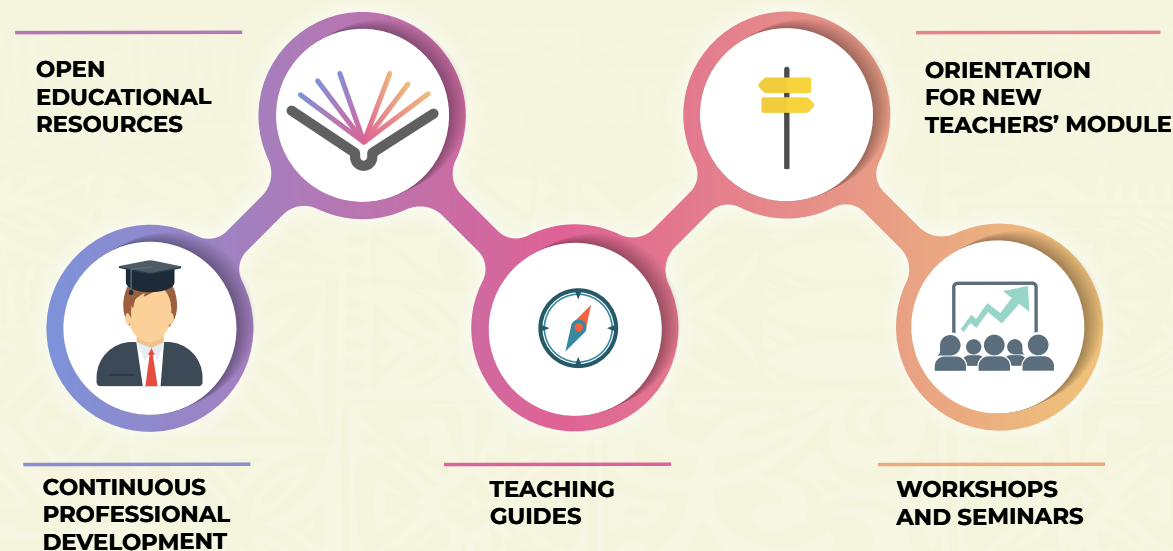
Consultancy

The CLTE has been involved in analysis on Commonwealth of Learning (COL) WCPT project through the FNU consultancy.

Teacher Enhancement Activities

The figure below shows the five major enhancement activities provided for teachers. The teacher enhancement section focuses on fostering Continuous Professional Development (CPD), leveraging Open Educational Resources (OER), and nurturing Communities of Practice (CoP).

Major Teacher Enhancement Activities



Continuous Professional Development (CPD)

CPD is the ongoing process of tracking and documenting the skills, knowledge, and experience gained formally and informally during the teaching practice. This process commences from the Orientation for New Teachers Module on FNU Moodle facilitated by CLTE, which reflects a teacher's professional growth from the time they join FNU and beyond, where appropriate.

Open Educational Resources (OER)

CLTE supports the adoption of OERs across all Colleges at FNU through training, support, and system integration to improve equitable access and support student success. OERs are teaching and research materials in any format and medium that reside in the public domain or are under copyright released under an open licence; that permits no-cost access, re-use, or re-purpose adaptation and redistribution by others.

More on OER can be accessed at:

<https://www.fnu.ac.fj/learning-teaching/core-services/oers/>

Teaching Guides

A variety of teaching topics with summaries of best practices and links to other online resources are available to assist teachers in enhancing their teaching and improving their students' learning. The year 2023 recorded 247 teachers accessing the Guide to Effective Teaching (GET) on FNU Moodle from a total of 630 who were enrolled.

Orientation for New Teachers' Module (ONTM)

In conjunction with the People Performance and Development Department, ONTM is a mandatory online module designed to orient new teachers with a better understanding of specific issues relating to the teaching and learning context at FNU.

CLTE rewarded two badges for ONTM in the academic year 2023 from a total of 27 new teachers enrolled.





RESEARCH



Research continues to grow strongly at Fiji National University. In 2023, we achieved a number of milestones, from postgraduate enrolments to research publications. We continued to build on our collaboration by signing memorandums of understanding and starting research projects under such agreements. We continued to motivate and empower our researchers, including those who are not traditionally classified as research-active, in the hope that staff can begin to develop patentable and other commercializable outputs. The University continued to support research in interdisciplinary themes relevant to Fiji and the region, in partnership with stakeholders in the government and non-governmental sectors, both locally and overseas. This report presents information on FNU's research funding, research publications, postgraduate student research, productive research partnerships, and research support activities throughout 2023.

Research priority areas for FNU:

The research priority areas of FNU are in:

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

We have aligned our research priority areas 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 achieved the following outstanding research outcomes in 2023:

- FNU graduated its first PhD student, Ms Coreen Jacobs, who studied across the two disciplines of business and social sciences
- The College of Agriculture, Fisheries and Forestry graduated their first Masters student, Ms Shivani Singh
- The College of Engineering, Science and Technology secured a very important industry collaboration grant,

in partnership with PHAMA Plus to conduct research into factors that influence kavalactone levels in the Kava plant

- The College of Medicine, Nursing and Health Sciences held the Pacific Islands Health Research Symposium over 3 days, with attendance from across the Pacific and beyond.
- FNU was ranked for the second time running, at #801-1000 from 1,591 global institutions, by the Times Higher Education (THE)
- Professor Roland De Marco, former PVC-RI and his successor, Professor Paul Iji maintained their inclusion in the 2023 Stanford University List of Top 2 % of Scientists in the World.

Funded Research Projects and Publications

There were 43 active external-funded projects, totalling \$17.34m running across the five colleges in 2023. These projects ranged from a few thousand dollars to more than \$2.57m in value. Fourteen new projects were signed in 2023, with a total value of \$2.45m although FNU received a total research income of \$5.18m, representing receipts from older and new projects. FNU directly provided a total of \$316, 216.11 grants to its researchers and collaborators in 2023. Of these funds, \$235, 619.11, \$76, 572.00 and \$4, 025.00, respectively were provided as seed grants, industry collaboration grants, and for an international travel fellowship. The industry collaboration grants supported the work of our researchers with a major poultry producer, Ram Sami and Sons; PHAMA Plus (on research into Fiji Kava quality), and the Udayana University and their partners in Indonesia.

According to SciVal, a total of 160 publications were published at FNU in 2023. We continued to incentivise our researchers to publish more, as this is what will give us the global exposure to achieve a higher ranking. In 2023, FNU paid a total of \$225, 800 as incentives to its researchers, who published book chapters and journal papers of various rankings.

Research Mentoring and Training

FNU offers support to its academic staff to increase their research effectiveness but also to develop their supervisory skills. A general seminar was presented to the FNU research community, to define research concepts and outline the need and the procedures for doing research. This presentation was pitched at the introductory level, to make it relevant to postgraduate students and early-career

researchers as well as more experienced researchers.

Targeted presentations were made to the academic staff of CBHTS, and staff at Natabua Campus. These staff were challenged to focus some of their research towards the patenting of recipes and the development of policies on business, hospitality, and tourism, and various areas of engineering.

A seminar series - the Global South Seminar series, was launched to invite top scientists to give seminars to our researchers as a learning process, and for FNU staff to discuss collaboration with such researchers. The first seminar was presented by Prof John Igoli of the University of Agriculture, Makurdi, Nigeria on the topic of the role of medicinal plants in human and animal health. Prof Igoli conducts most of his research in Africa but is also a research fellow at Strathclyde University, Glasgow, UK.

Our postgraduate student enrolment has continued to increase since Higher Degrees by Research (HDR) programmes were introduced in 2020. There were 128 HDR students enrolled across FNU at the end of 2023. This number consisted of 59 PhD and 69 Masters students. Ten of the existing PhD students and 22 of Masters enrolled in 2023. Seventeen students were confirmed in 2023. During the same period, 8 students did their mid-candidature confirmation; 6 did the completion seminar; 4 were examined, and 2 did their oral examination. Three HDR Masters students graduated in December 2023. Most of the coursework postgraduate programmes will likely be transferred, along with HDR programmes to the planned Centre for Graduate Studies.

The Australian Centre for International Agricultural Research (ACIAR), which funds the Pacific Agricultural Scholarship Support and Climate Resilience (PASS-CR) scheme at FNU commenced a review of the scheme in 2023. This review will likely give more autonomy to FNU and other Pacific institutions to manage the scholarships, including the funds, directly. There will be a meeting of all stakeholders in Fiji in February 2024, to finalise the plans for the scheme in the coming years.

We held the second 3-Minute Thesis Competition in 2023. The event was won by Mr Baadsha Sharma, a Law PhD candidate from CBHTS. The runner-up was Mr Kunal Gounder

from CHE while the the People's Choice award went to Ms Radhisha Nath of CHE.

Scholarship Awards

Six ACIAR PASS-CR scholarships were awarded to commence in 2024. Fiji, Vanuatu and Tonga received two (MSc), three (one PhD and 2 MSc), and one (MSc) awards, respectively. Fiji had picked up most of the awards in the past 2 rounds that were operated at FNU. Similarly, 4 FNU HDR Masters scholarships were awarded to commence in 2024.

Research Collaboration

FNU continued to strengthen its collaboration with local and international institutions in 2023. An MOU was signed with Monash University, Australia, with which we are creating the Centre for Pacific Action for Climate Transitions (PACT). The Government of Fiji has provided two million dollars (F\$2m) as priming grant to this centre in the 2023 budget.

We have signed a Cortutelle PhD agreement with the University of Auckland which is almost ready for signature. Similar agreements are being discussed with the University of the Sunshine Coast, the University of Canberra, the University of Wollongong, INTI International University, Malaysia, and Mataram University, Indonesia.

Times Higher Education (THE) Impact Ranking

In its second year of ranking assessment, FNU improved its overall scores for the 2023 Times Higher Education (THE) ranking. FNU held its overall position at 801-1000 from 1,591 global institutions in 2023, compared to 801-1000 from 1,410 institutions in 2022. The impact rankings measure how an institution's research, stewardship, outreach and teaching deliver against the United Nations Sustainable Development Goals (UNSDGs). There were improvements in SDG 17 (Partnership for the Goals) while Climate Action (SDG 15) improved in score from 33.2 in 2022 to 35.1 in 2023. We were ranked in two new categories - Decent Work and Economic Growth (SDG 8), which debuted at 400-600 out of 960 institutions; and Quality Education (SDG 4), which started off at 601-800 from 1,304 institutions. The University made marginal improvements in SDG 3 (Good Health and Well-Being), SDG 13 (Climate Action) and SDG 15 (Life on Land). By this performance, FNU is on track to apply for full ranking in 2030.





STUDENT



The Division of Student Services oversees the administration and management of all functions within the Department of Admissions and Records, Compliance and Assessment Office, Student Systems and Processes Office, and Student Support Services. Student Support Services encompass Campus and Student Life, Student Welfare, Counseling Services, Medical Services, Disability Services, and Sports.

Additionally, the Department partners with the Fiji National University Students' Association to facilitate student-related events, awareness programmes, and support initiatives. This collaboration aims to help students achieve their academic goals and aspirations. The Division's target was to increase inclusive participation for rural, regional and students with disability.

Sports

The division has partnered with Fiji Sports Commission (FSC) to provide Oceania Sports Education Program (OSEP) and Coaching Programme since 2019 to promote the importance and administration of sports at the University and Community levels.

Strengthening Management and Coaching

The Oceania Sports Education Programme (OSEP) and Coaching Programme were conducted in liaison with Fiji National Sports Commission from 19 – 21 June 2023 for Western and Labasa Campuses.

FNU Inter Campus Sports Competition

The FNU Inter-Campus Sports games were held from May-September across all campuses in central, western, and northern divisions.

Fiji University Sports Association (FUSA) Games

The annual Fiji University Sports Association (FUSA) Games were organised for FNU participants against other major universities in the country.

Zumba

Zumba sessions in collaboration with Fiji National Sports Commission was conducted for Labasa and Naduna Campuses in April 2023.

Counselling Services

To be on par with the current demands and for a more feasible service approach, students can now book through the phone or digital

counselling platforms apart from the normal face-to-face counselling. Weekly awareness programmes were organised at all FNU campuses to advocate mental health issues and to identify students' welfare needs.

World Mental Health Month of October

The World Mental Health Month was observed in October. The programmes included a launch at Nasinu Campus. It also included the release of flyers, programmes by International Youth Fellowship. Activities such as deskercise, short videos on mental health & stigma, charts/information through class visits were also conducted.

Uni-Clinic

A HIV, STI Health and Wellness Screening Programme was conducted in semesters 1 and 2 at all campuses across the country. This was in collaboration with the Ministry of Health and Medical Services.

Wellness Screening

Wellness screening was conducted at all campuses where an influx of staff and students attended the clinics. The wellness screening included free health checks, blood tests, HIV and AIDs test.

Alcohol and Substance Abuse Awareness Programme Campus Outreach

The Alcohol and Substance Abuse Awareness programme was conducted from July to August at all FNU Campuses and facilitated by the UniClinic staff, volunteers from Drug-Free World-Fiji and police officers from The Fiji Narcotics Bureau. The awareness was conducted in parallel with the FNU Hostel awareness which was organised and conducted by the Department of Students Support Services together with the FNU Student Association and the Substance Abuse Advisory Council- Education Fiji.

Student Support

One Stop Student Service Center

One Stop Student Service Center (OSSSC) was organised at all campuses from January to February to increase Customer Satisfaction by strengthening services. This was to ensure reduction in student waiting time in the queue at the admission/enrolment centers with the assistance of Student Volunteers. All Academic Counselling was done in a systematic manner by having relevant and sufficient College teaching staff present at the OSSSC.

Halls of Residence Regulation Orientation

The Halls of Residence Regulation Orientation (HRRO) was conducted from February to March at all FNU Hostels. In addition to the orientation, the Alcohol, Drug and Substance Abuse Awareness (ADSAA) was conducted in collaboration with the Substance Abuse Advisory Council (SAAC).

Policy Awareness

The Moodle course for Child Protection Policy and Student Anti-Bullying, Harassment, Victimisation and Discrimination Policy was developed in collaboration with the Center of Flexible & E- learning.

Disability Services

Four of the eighteen students enrolled in the Disability Center at this time graduated in December. In addition, an Inclusive Sports Workshop was launched and conducted in partnerships with the Fiji Paralympic Committee, Special Olympics and the Deaflympics.

Disability Awareness Workshop

The Disability Awareness workshop was organized in collaboration with Pacific Disability Forum and the organisation for persons with disabilities in July 2023 at Nasinu Campus



Campus Life

The FNU Orientation programmes was conducted at all FNU campuses in Semester 1 and 2 where new students were familiarised with the university's process and procedures, student experience and what to expect during their studies at FNU.

Student Environmental Ambassador Programme - Sustainability Project

The FNU Student Environment Ambassador Sustainability Project for Nasinu was successfully launched in July. The project was in line with SDG 12.

Student Environmental Ambassador Programme - Let's Connect for Sustainability

The Let's Connect for Sustainability - Through the Eyes of Our Youth was conducted in August for 42 Student Environment Ambassadors at Nasinu Campus. The programme was designed to empower and motivate students on their skills such as public speaking, storytelling, research, and knowledge synthesis as well as critical thinking.

Feel the Vibe

The feel the vibe concept was introduced as part of the student experience to enjoy an hour of fun and live entertainment through music, poetry and cultural activities. The aim was

to create a relaxing atmosphere for students who were stressed with their studies. This was organised at selected campuses across the country.

Debate

The FNU Debate competition was conducted in May in collaboration with Dialogue Fiji. The inter campus and inter university debates were conducted in the Central, Northern and Western Division.

Online Safety Talanoa Session

The Talanoa Session on Online Safety & Digital Literacy was conducted by the Online Safety Commission in April and May 2023 at selected FNU campuses.

Work Placement

A total of 50 students have been employed by 13 different organisations. A recruitment drive was also scheduled from November to December for graduating students.

CV Writing Workshop

A CV writing and Mock Interview workshop for Central Division Students was conducted in October at Nasinu Campus. The aim was to enhance the students' ability to write a compelling CV and tailor their CVs to the requirements of the role.

FNU Student Financial Aid Programme

More than 20 students were engaged in Student Financial Aid Schemes in 2023 at various divisions/departments across all Campuses. Student workers were only allowed to work 20 hours per week at a rate of \$4 per hour with a 6% FNPf deduction. No payments were made to students, but were directed towards their tuition fees.

Student Bursary

There were 40 students on Bursary Scholarships of which 13 were from the 2022 cohort and 27 from the 2023 cohort.

Student Banner Team Project

The Student Banner Enhancement project was initiated in response to the evolving needs of our dynamic university student management operations and the desire to leverage technology to enhance overall Banner Users' usability satisfaction and acceptance. The primary objectives was to improve the functionality of the student banner system, create a more intuitive user experience, and incorporate features that highlight, honours and enhances students' academic journey and progression.





The Fiji National University conducted a series of activities and programmes in an effort to develop healthy relationships with the members of the community and stakeholders.

As part of the FNU Strategic Plan 2021-2026 our campuses are strategically located to foster dialogue and collaborations with community leaders, groups and local employers.

- FNU's College of Medicine Nursing and Health Sciences staff and students displayed exemplary generosity and care as they rallied together to donate much-needed food and clothing items to seven orphanages in the Central Division.
- The team also engaged in the Colonial War Memorial Hospital clean-up campaign.
- The US Pacific Partnership collaborated with CMNHS in November. The CMNHS Team assisted in providing support in running the following sessions with them which included Side by Side care, Training Courses, Nurses Events, Medical Events, Dental Events and Ancillary Services.
- There was also a free Health and Dental Fair in November at Rups Mega Complex in Nakasi.
- FNU's College of Medicine, Nursing and Health Sciences (CMNHS) has solidified strategic partnerships with the health ministries of Fiji, Samoa, and Tonga. This collaborative effort aims to bolster the medical sector in all three nations by supporting the development and implementation of telehealth and e-learning initiatives.
- The College of Engineering, Science and Technology hosted a policy workshop for the project "Rolling out Biogas Digesters for Clean Cooking Energy Access in Kavewa Island, Fiji." This project explores the implementation of biogas digesters to provide clean cooking solutions for the island community.
- FNU provided short course trainings for street dwellers, street kids and residents of squatter and informal settlements in the Central Division at its TVET Centre at Robertson Road in September. The initiative is part of the University's commitment to ensuring that quality training and education is accessible to all.
- Students and staff at the FNU's College of Medicine Nursing and Health Sciences (CMNHS) came together in a remarkable display of generosity.
- In a move to bolster sustainable practices, the FNU partnered with Waste Recyclers Fiji Ltd (WRFL) and the Pacific Recycling Foundation (PRF) to launch the I-Recycle Hub initiative. This collaborative programme, debuting at the Derrick Campus in Samabula, aims to implement a more effective waste management system across Fiji. The initiative will pilot a programme utilising specially designed bins provided by WRFL. These bins have been strategically placed at key locations on both the Natabua Campus in Lautoka and the Derrick Campus in Samabula.
- The College of Agriculture, Fisheries and Forestry with the GIZ, planted seagrass at Nataleira and Silana villages in Tailevu in October.

CORPORATE

SOCIAL RESPONSIBILITY





SUSTAINABLE

DEVELOPMENT GOALS



Fiji National University (FNU) is committed to the United Nations' Sustainable Development Goals (SDGs) through its dedicated Sustainability Initiatives Committee (SIC). The committee serves as the central driver, spearheading a comprehensive strategy to ensure the systematic integration and continuous advancement of SDG principles at the University across FNU's academic landscape, research endeavours, and operational practices.

Below are a few highlights of sustainability initiatives at FNU:

Goal 3: Good Health and Well-Being



- The Fiji National University's 2023 Pacific Islands Health Research Symposium, with keynote speaker Professor Karin Leder of Monash University, identified a critical concern: climate change factors (rising temperatures, weather variability, extreme weather, sea level rise, and greenhouse gas increases) will significantly and continuously impact national health.
- Students and staff of FNU's College of Medicine, Nursing and Health Sciences demonstrated their commitment to care and community by donating essential food and clothing items to seven Central Division orphanages. This impactful initiative, a direct result of the FNU Strategic Plan 2021-2026, highlights the institution's dedication to social responsibility and supporting vulnerable populations.
- Medical professionals from CMNHS participated in a hospital clean-up campaign as part of the College's Corporate Social Responsibility programme. The effort demonstrates CMNHS's commitment to promoting a safe and healthy environment for patients, staff, and the community.

Goal 4: Quality Education



- Fiji National University provided short course training for underserved populations in the Central Division, including street dwellers, street kids, and residents of squatter and informal settlements. The training demonstrated FNU's commitment to accessible education for all. The course was held at the TVET Centre on Robertson Road in

September, 2023.

- FNU's outreach initiative in Tailevu North demonstrates a commitment to SDG 4's vision of empowering individuals and communities through education. By directly engaging with 22 villages, the University proactively disseminates information about its programmes and services, creating pathways for advancement and personal growth within rural communities.
- FNU planned to train 100,000 people in technical and vocational education and training (TVET) by 2027. FNU established this strategy to mitigate the skills gap identified by the Fijian Government, a gap resulting from skills migration.

Goal 5: Gender Equality



- In a collaborative effort highlighting the urgency of child protection, the Fiji Ministry of Women, Children and Social Protection, FNU, and the University of the South Pacific released a groundbreaking report: "Violence Against Children in Fiji, A Scoping Study Report." This vital research underscores the devastating impact of violence against children, particularly girls, and directly challenges the goals of SDG 5, which seeks to achieve gender equality and end violence against women and girls.
- The appointments of Professor Unaisi Nabobo-Baba as its first local female Vice-Chancellor and Dr Jimaima Lako as Acting Pro-Vice-Chancellor for Learning and Teaching mark a significant milestone for gender equality and women's leadership in Fiji's higher education.

Goal 6: Clean Water and Sanitation



- FNU is playing a pivotal role in the Revitalising Informal Settlements and the Environments (RISE) project following the injection of \$1 million into the project by the Fiji Government. RISE is a research-based consortium of institutions led by Monash University, working to introduce low-tech sanitation technology into informal settlements in Fiji. FNU is a project partner through research, data collection, and analysis. The programme aims to collect the first-

ever rigorous scientific evidence that a localised, water-sensitive approach to upgrading informal settlements can deliver sustainable, cost-effective improvements to health and the environment. The research is expected to be completed by 2027.

Goal 8: Decent Work and Economic Growth

- The FNU's Outreach Team played a vital role in promoting access to quality education during the Ministry for Women, Children and Social Protection's 'International Day for the Eradication of Poverty' (IDEP) event at Nailuva District School in the province of Ra. This collaborative effort, coordinated by the Poverty Monitoring Unit and the Rights Empowerment and Cohesion (REACH) team, aligns with SDG 8 by addressing potential barriers to employment and economic development.

Goal 12: Responsible Consumption and Production

- The launch of the I-Recycle Hubs project in collaboration with Waste Recyclers Pte Ltd (WRFL) and the Pacific Recycling Foundation (PRF) was a joint initiative to implement a comprehensive waste management system in Fiji. The programme included the placement of specially designed recycling bins, provided by WRFL, at pilot locations on FNU's Natabua and Derrick campuses.

Goal 13: Climate Action

- Underlining its commitment to combating climate change, FNU partnered with Leaf Capital (Pte) Limited to launch an electric vehicle for the university. This strategic initiative reinforces FNU's pursuit of net-zero carbon emissions and positions the University as a vanguard for sustainable practices within the academic sector.
- The College of Engineering, Science and Technology (CEST) held a policy workshop focused on the "Rolling out biogas digesters for clean cooking energy access in Kavewa Island in

Fiji" project. This research initiative directly supports the fight against climate change and the adoption of clean energy solutions, with outcomes valuable to villagers, the government, and other stakeholders.

Goal 15: Life on Land

- FNU was part of the Climate-U Project which contributes to achieving the SDG 15 - Life on Land. The team from FNU worked on the community projects that focused on activities like tree planting, improving water sources, and installing solar lights. These initiatives helped to conserve ecosystems, improve land management, and create a more sustainable future.
- The College of Engineering, Science and Technology as part of the Social corporate Responsibility planted 300 mangrove seedlings along the Nasese foreshore, a collaborative effort by staff, students, and the community, to mitigate coastal erosion and the effects of climate change. This project highlights FNU's critical role in environmental sustainability.

Goal 17: Partnership for Goals

- The College of Medicine, Nursing, and Health Sciences (CMNHS) was awarded a DFAT COVID-19 grant to facilitate regional collaboration in Pacific Island healthcare. This funding will support the development of telehealth and e-learning initiatives in close partnership with the health ministries of Fiji, Samoa, and Tonga, leading to advancements in medical training and service delivery.
- FNU has entered into a research partnership with PHAMA Plus to study the kavalactone content of various kava cultivars grown in Fiji. This collaboration seeks to establish greater consistency and reliability in Fijian kava production, facilitating increased exports of high-quality kava products.





FINANCIAL STATEMENT



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CHIEF FINANCIAL OFFICER'S OVERVIEW



2023 FINANCIAL OVERVIEW

The 2023 fiscal year was a challenging year for the University in terms of changes to the top executive management, the council and the new coalition Government. Professor Unaisi Nabobo-Baba was appointed as the Vice-Chancellor of the University together with the new council under the leadership of Chancellor and chair Mr Semesa Karavaki. The university is very grateful for the new leadership and the support of the coalition Government.

Amidst the changes, the University recorded an operating surplus for the year, achieving an operating surplus of \$7.5 million or 4.5% of revenue, compared to \$2.6 million surplus projected in the budget and a \$11.0 million surplus in 2022. The reduction in operating surplus is due to purposeful investments in key priority areas, resurgence of the expenses related to increased activity especially focus on Technical Vocational Education and Training (TVET), as well as inflationary pressures. The lower operating margin is the result of postponement of activities due to pandemic, which now is being carried out in full.

During the year, the net assets increased by \$7.5 million, from \$343.5 million in 2022 to \$351.0 million in 2023.

The key highlights for the 2023 financial year are as follows:

	2023 \$m	2022 \$m	Change \$m	Change %
Operating Revenue	167.1	149.6	17.5	11.6
Operating Expenses	159.6	138.6	21.0	15.2
Operating Surplus	7.5	11.0	-3.5	-31.8
Adjusted for: Restricted Items	12.0	5.8	6.2	106.9
FNU Operating Surplus	-4.5	5.2	-9.7	-186.5

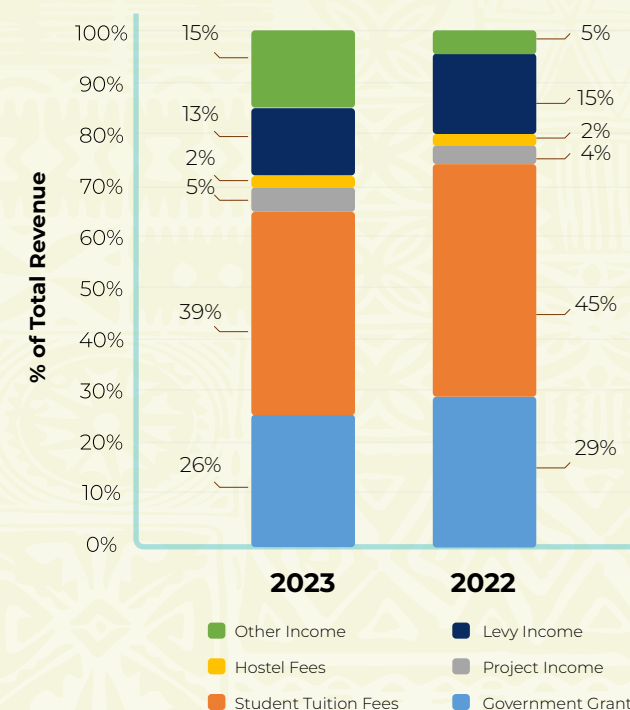
INCOME

Income for 2023 increased by 12.0% to \$167.1 million from \$149.6 million in 2022. Not all components of income have increased. There was a decrease in Government grants by 3% to \$42.6 million from \$44.0 million in 2022. This was attributed to the reduction in Government funding to \$42.6 million in the 2022/2023 period from \$44.0 million in the 2021/2022 period. Student tuition Income have decreased by 3% due to the impact of 2022 deregistration process of \$1.6 million otherwise the student tuition fees would have been the same as 2022. Finance (interest) income has declined by 20% due to lower interest rates in the market.

However, the major components which showed an increase in income were:

- Project Income, which increased by 37% to \$7.9 million. This was attributed to the utilisation of donor funds from major donors such as AusAID, DFAT and EU.
- Hostel Income increased by 15.0% to \$3.9 million from \$3.4 million in 2022 due to average of 90% occupancy of Hostel in 2023 and 80% occupancy in 2022 as two Hostel accommodation in 2022 was under renovation.

Income from tuition fees at 39% remains the highest percentage of revenue source for the University. The university is grateful to the Fijian Government for the operational and strategic support. Tuition income and government grants contribute approximately 65% of the revenue source for the University.

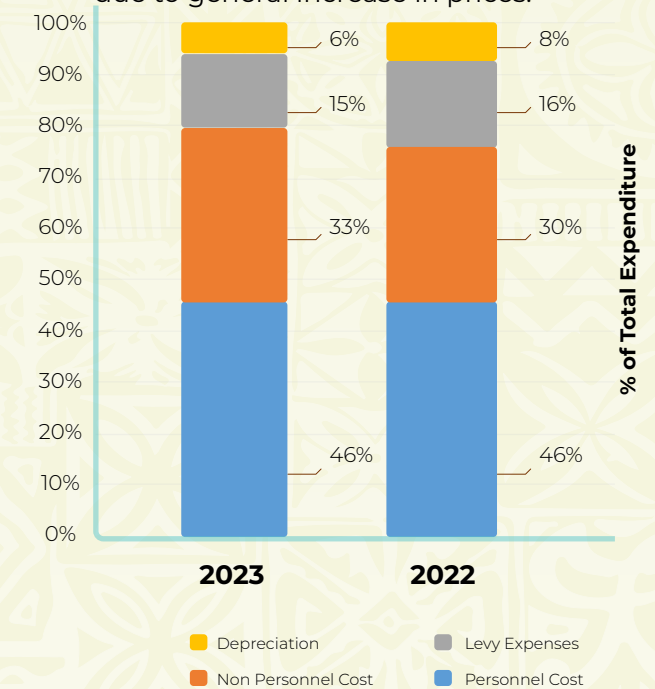


EXPENDITURE

Total operating expenses increased by 15% in 2023. The personnel and non-personnel cost increased by 15%. The increase in employee-related expenses to \$73.7 million from \$64.1 million in 2022 was due to a 2% across-the-board salary increment for all staff, Enhancement of FNPF employer contribution from 6% to 7% and Implementation of a policy change allowing a 100% fee waiver for staff pursuing studies at the University.

Other components that show an increase in operating expenses were:

- There has been increase in student debt due to changes to the scholarship eligibility and flexible payment plan, and as a result the provision on student debt increased by \$7.3 million from \$0.6 million in 2022.
- Travel expenses increased by 58% to \$2.3 million from \$1.4 million in 2022 due to increased activity by academic staff who attended workshops and conferences locally and internationally.
- Security expenses increased by 30% to \$3.2 million from \$2.4 million due to increase in the minimum wage rate and the increase in VAT by 6%.
- Course related expenses increased by 25% to \$9.3 million from \$7.4 million in 2022 due to an increase in the purchase of student teaching materials and introduction of new programmes.
- Other Operating expenses increased due to general increase in prices.



CASH FLOW AND FINANCING

The University generated \$12.1 million of net cash flow from the operating activities, compared to \$19.1 million in 2022. The decrease is attributed to slower receipt from student fees due to extended payment deadlines and/or flexible payment options.

The University spent \$16.2 million on capital expenditure compared to \$9.8 million in 2022. This is for on-going building projects being completed in 2023 such as Maritime and CBHTS building.

Overall, there was a net decrease in cash and cash equivalent of \$5.6 million compared to a net increase of \$7.6 million in 2022.

The available cash reserve at the end of the year was adequate to operate the University for 8.1 months, above the required 3 months of the reserve.

FINANCIAL POSITION

The University's financial position remains strong as of 31st December 2023, with its net assets of \$351.1 million, an increase of 2.2% compared to 2022 of \$343.5 million.

The non-current Assets of \$286.4 million include investments in land, buildings and equipment which represent 64.6% of the University's total assets. The increase in total assets is due to completion of new buildings, such as the Maritime campus, CBHTS building, and an increase in receivables, investments, and prepayments.

FINANCIAL TARGETS AND RATIOS

The financial performance of the University is benchmarked against financial viability, sustainability, and cash ratios with the goal of ensuring the long-term financial sustainability of the University.

The ratios indicate that the university can generate surplus from its core activity to meet its investment need and is financially stable.

The net cash flow from operations has been strong and relatively consistent over the years and it can generate cash from its operations, regardless of profitability.

The short-term financial health is indicated via the liquidity and quick ratio. It is important to note that the university has high liquid assets to cover its short term obligations.

Ratio Type	Financial Ratio	B/mark	2023	2022
Financial Viability	Operating surplus	5%	4.5%	7.3%
	Core earnings	11%	10.2%	14.0%
	Net cash from operations	115%	108.8%	115.0%
	Liquidity ratio	16%	85.1%	93.3%
	Quick ratio	1.5x	2.9	2.8
Financial Sustainability	Interest coverage	3x	58.6	98.3
	Return on long-term assets	6%	6.0%	7.4%
Cash	Cash margin	110%	19.4%	110.9%
	Cash availability	16%	82.4%	93.7%

CONCLUSION AND FURTHER OUTLOOK

The 2023 financial result shows that the University continue to perform well despite the challenging economic condition. It will continue to exist as a going concern and remains sustainable over the long term. The position might change if there is a notable change to its main revenue sources.

Nilesh Prasad

Chief Financial Officer

FIJI NATIONAL UNIVERSITY STATEMENT BY APPOINTED OFFICERS For the year ended 31 December 2023

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 2023 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 29th day of April 2024

Mr. Semesa Karavaki

Mr. Semesa Karavaki
Chancellor & Chair of Council

Mr. Pravinesh Singh

Mr. Pravinesh Singh
Chair, Financial Resources Committee

Nilesh Prasad

Nilesh Prasad
Chief Financial Officer



FIJI NATIONAL UNIVERSITY
COUNCILS REPORT
For the year ended 31 December 2023

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 2023 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
Mr. Semesa Karavaki	Appointed Member	Appointed 13/02/2023
	Deputy Chancellor	Appointed 25/04/2023
	Chancellor & Chair Of Council	Appointed 26/10/2023
	Chair of CGSPC	Appointed 12/05/2023
Dr. Alisi Vudiniabola	Appointed Member	Appointed 13/02/2023
	Deputy Chancellor	Appointed 10/07/2023
Mr. Pravinesh Singh	Appointed Member	Appointed 13/02/2023
	Chair of FRC	Appointed 21/02/2023
Mr. Navin Raj	Appointed Member	Appointed 13/02/2023
	Chair Of PVRC	Appointed 12/05/2023
Ms. Ofa Swann	Appointed Member	Appointed 13/02/2023
	Chair of NTPCAB	Appointed 06/12/2023
Ms. Veniana Naqasima	Appointed Member	Appointed 13/02/2023
	Chair of HRC	Appointed 12/05/2023
Mr. Tevita Madigibuli	Appointed Member	Appointed 10/02/2023
	Chair of Arc	Appointed 12/05/2023
Mr. Muniappa Goundar	Appointed Member	Appointed 10/02/2023
Mr. Peter Zinck	Appointed Member	Appointed 13/02/2023 To 04/05/2023
		Appointed 08/09/2023
Dr. Adi Kesaia Seniloli	Chancellor & Chair Of Council	Appointed 10/02/2023 To 04/05/2023
	Appointed Member	Appointed 08/09/2023
Dr. Priscilla Puamau	Appointed Member	Appointed 13/02/2023 To 04/05/2023
		Appointed 08/09/2023
Mr. Selina Vatuvoaka	Appointed Member	Appointed 13/02/2023
Mr. Ravindran Nair	Appointed Member	Appointed 13/02/2023 To 04/05/2023
		Appointed 08/09/2023
Mr. Mohammed Iqbal	Postgraduate Student Rep	Appointed 22/10/2023
Ms. Mamere Jnr Alefaio	Undergraduate Student Rep	Appointed 22/10/2023
Prof. Unaisi Nabobo Baba	Official Member/Vice-Chancellor	Appointed 22/11/2023



FIJI NATIONAL UNIVERSITY
COUNCILS REPORT
For the year ended 31 December 2023

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 2023 was \$7,538,113 (2022: operating surplus of \$10,988,832).



FIJI NATIONAL UNIVERSITY
COUNCILS REPORT (continued)
For the year ended **31 December 2023**

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 2023 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.



FIJI NATIONAL UNIVERSITY
COUNCILS REPORT (continued)
For the year ended **31 December 2023**

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 29th day of May 2024.

Mr. Semesa Karavaki
Chancellor & Chair of Council

Mr Pravinesh Singh
Chair, Financial Resources Committee



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Auditor's Independence Declaration to the Council of Fiji National University

As lead auditor for the audit of Fiji National University for the financial year ended 31 December 2023, 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 application code of professional conduct in relation to the audit.

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

Ernst & Young

Ernst & Young
Chartered Accountants

Minay Prasad

Minay Prasad
Partner
Suva, Fiji

29th May 2024

To the Council of the Fiji National University Report on the Audit of the Financial Statements

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 2023, 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 ended, and notes to the financial statements, including a summary of material 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 2023, and of its financial performance and its cash flows for the year ended in accordance with International Financial Reporting Standards ("IFRS").

Emphasis of Matter

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

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 209 (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.



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Report on the Audit of Financial Statements *(continued)*

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;
- Obtaining 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 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 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



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Report on the Audit of Financial Statements *(continued)*

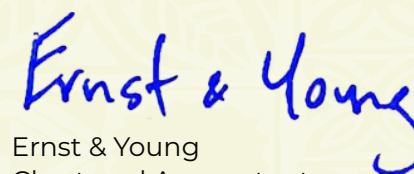
Auditor's Responsibilities for the Audit of the Financial Statements *(continued)*


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

29th May 2024

**FIJI NATIONAL UNIVERSITY****STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME**

For the year ended 31 December 2023

	Notes	2023	2022
Income		\$	\$
Fiji Government operating grant		42,661,532	44,009,323
Student tuition fees	6	64,848,431	66,359,307
Project income	7	7,871,967	5,766,454
Hostel income	9	3,930,504	3,424,508
NTPC levy income	27(b)	24,040,009	22,968,754
Gross gain on change in fair value of equity instruments		957,086	833,577
Other income	8	21,445,443	4,501,466
Total income		165,754,972	147,863,389
Expenses			
Employee related expenses	10	(73,709,341)	(64,088,812)
Other operating expenses	11	(53,230,133)	(41,352,916)
Depreciation and amortisation	13,15	(9,317,640)	(10,331,213)
NTPC levy expenses	27(b)	(23,225,544)	(22,732,895)
Total expenses		(159,482,658)	(138,505,836)
Interest expense		(130,892)	(112,912)
Finance income	12	1,396,691	1,744,191
Operating Surplus before income tax		7,538,113	10,988,832
Income tax expense	3(l)	-	-
Operating surplus for the year		7,538,113	10,988,832
Other comprehensive income		-	-
Total comprehensive income for the year		7,538,113	10,988,832

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 2023

	Notes	2023	2022
Current assets		\$	\$
Cash and cash equivalents	16	73,403,451	78,981,211
Trade and other receivables	17	10,092,138	11,776,529
Inventories	18	262,293	162,065
Other financial assets	19	66,880,521	65,873,379
Other assets	20	6,051,898	4,911,324
Total current assets		156,690,301	161,704,508
Non-current assets			
Property, plant and equipment	13(ii)	266,474,310	259,329,346
Biological assets	14	31,225	20,021
Intangible assets	15	300,570	326,706
Right-of-use assets	13(i)	3,004,149	2,561,243
Other financial assets	19	16,556,891	15,183,556
Total non-current assets		286,367,144	277,420,872
Total assets		443,057,446	439,125,380
Current liabilities			
Trade and other payables	23	24,749,795	16,717,869
Employee benefits	24	3,899,631	3,894,065
Lease liability	26	392,750	86,638
Deferred income	22	661,519	506,881
Deferred levy liability	27	10,520,755	21,838,731
Total current liabilities		40,224,449	43,044,184
Non-current liabilities			
Deferred income	22	42,299,891	43,116,048
Lease liability	26	2,821,013	2,649,526
Unexpended project income	25	6,662,710	6,804,342
Total non-current liabilities		51,783,614	52,569,916
Total liabilities		92,008,064	95,614,100
Net assets		351,049,382	343,511,280
Equity			
Other contributed equity	21	188,856,234	188,856,243
Retained earnings		162,193,148	154,655,037
		351,049,382	343,511,280

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 2023

	Other contributed equity	Retained earnings	Total equity
	\$	\$	\$
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
Balance at 31 December 2022			
Balance at 1 January 2023	188,856,243	154,655,037	343,511,280
Comprehensive income for the year			
Operating surplus for the year	-	7,538,113	7,538,113
Total comprehensive income for the year	188,856,243	162,193,150	351,049,393
Balance at 31 December 2023	188,856,243	162,193,150	351,049,393

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 2023

	Note	2023	2022
		\$	\$
Cash flows from operating activities			
Fiji Government grants received		43,986,831	42,507,182
Receipts from employers in respect of levy		24,004,009	24,005,788
Receipts from student fees		66,899,175	66,155,810
Receipts from trading activities		4,420,941	3,840,675
Payments to suppliers		(45,336,805)	(42,029,954)
Payments to employees		(69,052,986)	(62,954,248)
Payments of training grants to employers		(23,225,544)	(22,732,895)
Cash receipts in respect of projects		8,910,566	8,298,014
Interest received		1,454,015	2,020,859
Net cash flow from operating activities		12,060,202	19,111,231
Cash flows from investing activities			
Fiji Government capital grants received			
Net payments for property, plant and equipment		(16,230,026)	(9,753,319)
Net transfers from term deposits		(1,423,390)	(1,727,415)
Dividends received		15,455	18,485
Net cash flow used in investing activities		(17,637,961)	(11,462,249)
Net (decrease)/increase in cash and cash equivalents		(5,577,760)	7,648,982
Cash and cash equivalents as at 1 January		78,981,211	71,332,229
Cash and cash equivalents as at 31 December	16	73,403,451	78,981,211

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

**FIJI NATIONAL UNIVERSITY****NOTES TO THE FINANCIAL STATEMENTS**

For the year ended 31 December 2023

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 29th May 2024

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).

**FIJI NATIONAL UNIVERSITY****NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

For the year ended 31 December 2023

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 categorised in different levels of the fair value hierarchy, then the fair value measurement is categorised 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 2023. 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 1: Classification of Liabilities as Current or Non-current	In January 2020 and October 2022, 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: <ul style="list-style-type: none">What is meant by a right to defer settlementThat a right to defer must exist at the end of the reporting periodThat classification is unaffected by the likelihood that an entity will exercise its deferral rightThat only if an embedded derivative in a convertible liability is itself an equity instrument would the terms of a liability not impact its classification.	The amendments had no impact on the consolidated financial statements of the University as there is no liability arising from a loan agreement.
Amendments to IAS 8: Definition of Accounting Estimates	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.	The amendments have no material impact on the consolidated financial statements of the University as there were no “monetary amounts in financial statements that are subject to measurement uncertainty”.

FIJI NATIONAL UNIVERSITY**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

For the year ended 31 December 2023

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 IFRS 16: Lease Liability in a Sale and Leaseback	<ul style="list-style-type: none">- In September 2022, the IASB issued amendments to IFRS 16 to specify the requirements that a seller-lessee uses in measuring the lease liability arising in a sale and leaseback transaction, to ensure the seller-lessee does not recognise any amount of the gain or loss that relates to the right of use it retains.	<p>The amendments to IFRS 16 are applicable for annual periods after 1 January 2024 and must applied retrospectively to sale and leaseback transactions entered into after the date of initial application of IFRS 16.</p> <p>The amendments are not expected to have a material impact on the University's financial statements.</p>
Supplier Finance Arrangements - Amendments to IAS 7 and IFRS 7	<ul style="list-style-type: none">- In May 2023, the IASB issued amendments to IAS 7 Statement of Cash Flows and IFRS 7 Financial Instruments:- Disclosures to clarify the characteristics of supplier finance arrangements and require additional disclosure of such arrangements. The disclosure requirements in the amendments are intended to assist users of financial statements in understanding the effects of supplier finance arrangements on an entity's liabilities, cash flows and exposure to liquidity risk.	<p>The amendments will be effective for annual reporting periods beginning on or after 1 January 2024.</p> <p>The amendments are not expected to have a material impact on the University's financial statements.</p>

FIJI NATIONAL UNIVERSITY**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

For the year ended 31 December 2023

3. Significant accounting policies (continued)

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.

**FIJI NATIONAL UNIVERSITY****NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

For the year ended 31 December 2023

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 marketplace (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

**FIJI NATIONAL UNIVERSITY****NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

For the year ended 31 December 2023

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.

FIJI NATIONAL UNIVERSITY**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

For the year ended 31 December 2023

3. Significant accounting policies (continued)**d. Financial instruments (continued)****i. Financial instruments (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.

FIJI NATIONAL UNIVERSITY**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

For the year ended 31 December 2023

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 Asset 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.

FIJI NATIONAL UNIVERSITY**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

For the year ended 31 December 2023

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 asserts 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.

FIJI NATIONAL UNIVERSITY**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

For the year ended 31 December 2023

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.

FIJI NATIONAL UNIVERSITY
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2023

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.

Under the VAT decree 1991 all services under the UniBusiness arm are vatable. The University is now registered for VAT.

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.

FIJI NATIONAL UNIVERSITY
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2023

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 2023	NTPC	Uni-services	Adjustments and eliminations	Total
Revenue	\$	\$	\$	\$
Levy Income	24,040,009		-	24,040,009
Hostel income	-	3,930,504	-	3,930,504
Student fees	5,716,017	-	-	5,716,017
Other Trading Activities	1,954	-	-	1,954
Other Income	276,791		-	276,791
Total revenue	30,034,771	3,930,504	-	33,965,275
Expenses				
Levy expense	(23,225,544)		-	(23,225,544)
Personnel expenses	(4,257,828)	(1,065,064)	-	(5,322,892)
Other operating expenses	(559,138)	(410,323)	-	(969,461)
Total expense	(28,042,510)	(1,475,387)	-	(29,517,897)
Support allocation	(1,445,090)	(442,616)	-	(1,887,706)
Segment profit	541,171	2,012,501	-	2,559,672

FIJI NATIONAL UNIVERSITY
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
For the year ended 31 December 2023

4. Segment information (continued)

Year ended 31 December 2022	NTPC	Uni-services	Adjustments and eliminations	Total
Revenue	\$	\$	\$	\$
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
Total revenue	29,076,539	3,410,680	-	32,487,219
Expenses				
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)
Total expense	(28,411,360)	(1,145,843)	-	(29,557,203)
Support allocation	(1,703,540)	(343,753)	-	(2,047,292)
Segment (loss)/profit	(1,038,361)	1,921,084	-	882,724

5. Financial risk management

The University's has exposure to the following risks:

- Credit risk;
- Liquidity risk; and
- 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.

FIJI NATIONAL UNIVERSITY
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
For the year ended 31 December 2023

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	2023	2022
	\$	\$
0 – 90 days	4,886,672	4,318,001
91 – 365 days	7,933,599	14,917,055
> 365 days	11,301,528	15,246,403
	24,121,799	34,481,459

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 2023	Total	< 30 Days	< 1 year	1 - 5 years	> 5 years
Trade and other payables	24,749,795	14,843,913	9,905,878	-	-
				-	-
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	-	-
	16,717,869	3,184,880	13,532,989	-	-

FIJI NATIONAL UNIVERSITY
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2023

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.

	2023	2022
6. Student tuition fees	\$	\$
Private students	21,163,485	23,282,782
Sponsored students	30,908,901	33,700,868
Regional students	6,795,034	3,896,602
Short courses	5,981,011	5,479,055
	64,848,431	66,359,307
7. Project income		
Australian Aid	5,569,224	4,229,528
Sustainable livelihood project (SLP) grant	307,000	239,000
Others	1,995,743	1,297,926
	7,871,967	5,766,454
8. Other income		
Non-tuition fees and charges	759,943	616,654
Enrolment fees	1,371,570	1,404,420
Consultancy income	17,059	6,625
Dividend	434,885	381,142
Release of deferred income	661,519	506,881
Trading activities:		
Farm	107,634	133,940
Other trading activities	467,253	355,812
Other income	1,679,822	1,095,992
Other income-Levy Write-back	*15,945,758	-
	21,445,443	4,501,466

*Write-back of Levy Income During the year. The university has written off outstanding Levy Payable due to irrecoverable.

FIJI NATIONAL UNIVERSITY
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2023

	2023	2022
9. Hostel Income	\$	\$
Hostel accommodation	3,913,680	3,410,680
Hostel meals	-	100
Hostel laundry	16,824	13,728
	3,930,504	3,424,508
10. Employee related expenses		
Wages and salaries, including leave benefits	65,771,222	56,775,879
Fiji National Provident Fund contribution	4,057,306	3,109,866
Key management personnel compensation		
- short term benefits	-	2,388,688
Staff allowances	1,121,843	1,121,855
Other personnel costs	2,758,970	692,524
	73,709,341	64,088,812
11. Other operating expenses		
Advertising, promotions and publicity	649,105	787,140
Audit fees - External audit	50,715	48,300
Accounting and other services	159,603	47,525
Increase of impairment provision on receivables	7,270,489	564,987
Consultancy	1,017,735	771,388
Council expenses	289,873	61,941
Course related expenses	9,265,442	7,385,069
Franchise costs	491,297	618,264
Movement in inventory obsolescence	-	140,053
Insurance	1,356,108	1,045,826
Legal	(116,226)	40,776
Licence fees	5,406,561	5,124,242
Operating lease and other rentals	19,443	26,880
Project disbursements	342,922	69,829
Publications	10,791	980
Repairs and maintenance	9,080,791	9,612,440
Security services	3,204,237	2,469,067
Stationery	366,441	336,042
Telecommunications	3,618,869	3,672,110
Travel	2,277,373	1,438,623
Trading and hostel expenses	782,065	378,587
Utilities	3,114,439	2,807,666
Hire charges	102,545	429,072
Cartage and freight	158,614	90,575
Other expenses	4,310,901	3,385,534
	53,230,133	41,352,916

**FIJI NATIONAL UNIVERSITY****NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

For the year ended 31 December 2023

			2023	2022	
12.	Finance income		\$	\$	
	Interest income		1,396,691	1,744,191	
			1,396,691	1,744,191	
13.	(i)	Right-of-use assets	Land and Build-ings	Other Leased Assets	Total
		Cost	\$	\$	\$
		At 1 January 2023	3,135,070	1,336,807	4,471,871
		Additions	536,147	203,310	739,457
		31 December 2023	3,671,217	1,540,111	5,211,328
		Depreciation and impairment			
		At 1 January 2023	(573,827)	(1,336,801)	(1,910,628)
		Depreciation charge	(296,551)	-	(296,551)
		31 December 2023	(870,378)	(1,336,801)	(2,207,179)
		Carrying amount at:			
		1 January	2,561,243	-	2,561,243
		31 December	2,800,839	203,310	3,004,149

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.

	2023	2022
13. (ii) Property, plant and equipment	\$	\$
Land and buildings - Freehold		
Cost		
At 1 January	1,361,000	1,361,000
31 December	1,361,000	1,361,000
Depreciation and impairment		
At 1 January	-	-
31 December	-	-
Carrying Amount at:		
At 1 January	1,361,000	1,361,000
31 December	1,361,000	1,361,000

**FIJI NATIONAL UNIVERSITY****NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

For the year ended 31 December 2023

	2023	2022
13. (ii) Property, plant and equipment (continued)	\$	\$
Land and buildings - Leasehold		
Cost		
At 1 January	253,629,882	254,029,882
Additions	2,391,121	-
Transfer from WIP	23,346,276	-
Disposals	-	(400,000)
31 December	279,367,279	253,629,882
Depreciation and impairment		
At 1 January	(58,608,642)	(53,676,486)
Depreciation charge	(5,113,315)	(4,987,533)
Disposals	-	55,377
31 December	(63,721,957)	(58,608,642)
Carrying amount at:		
1 January	195,021,240	200,353,396
31 December	215,645,322	195,021,240
Motor vehicles		
Cost		
At 1 January	6,350,858	6,581,640
Additions	427,900	181,900
Disposals	-	(412,682)
31 December	6,778,758	6,350,858
Depreciation and impairment		
At 1 January	(5,360,946)	(5,205,268)
Depreciation charge	(529,717)	(568,360)
Disposals	-	412,682
31 December	(5,890,663)	(5,360,946)
Carrying amount at:		
1 January	989,912	1,376,372
31 December	888,095	989,912
Furniture and fittings		
Cost		
At 1 January	4,601,230	4,601,230
Additions	26,812	-
31 December	4,628,042	4,601,230

FIJI NATIONAL UNIVERSITY
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2023

13. (ii) Property, plant and equipment (continued)	2023	2022
Furniture and fittings (continued)	\$	\$
Depreciation and impairment		
At 1 January	(4,533,450)	(4,350,257)
Depreciation charge	(52,027)	(183,193)
31 December	(4,585,477)	(4,533,450)
Carrying amount at:		
1 January	67,780	250,973
31 December	42,566	67,780
Plant and equipment		
Cost		
At 1 January	42,802,286	41,900,688
Additions	3,229,094	976,858
Disposals	-	(75,260)
31 December	46,031,380	42,802,286
Depreciation and impairment		
At 1 January	(38,309,781)	(35,418,140)
Depreciation charge	(2,278,658)	(2,966,216)
Disposals	-	74,575
31 December	(40,588,439)	(38,309,781)
Carrying amount at:		
1 January	4,492,505	6,482,548
31 December	5,442,941	4,492,505
Computers		
Cost		
At 1 January	19,275,901	17,863,652
Additions	1,621,884	2,158,201
Disposals	-	(745,952)
31 December	20,897,785	19,275,901
Depreciation and impairment		
At 1 January	(17,121,156)	(16,385,168)
Depreciation charge	(1,021,235)	(1,481,940)
Disposals	-	745,952
31 December	(18,142,391)	(17,121,156)

FIJI NATIONAL UNIVERSITY
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2023

13. (ii) Property, plant and equipment (continued)	2023	2022
	\$	\$
Carrying amount at:		
1 January	2,154,745	1,478,484
31 December	2,755,394	2,154,745
Work in progress		
Cost		
At 1 January	55,242,164	50,627,486
Additions	8,443,104	7,999,656
Transfers	(23,346,276)	(3,384,978)
31 December	40,338,992	55,242,164
Depreciation and impairment		
At 1 January	-	-
Reclassification	-	-
31 December	-	-
Carrying amount at:		
1 January	55,242,164	50,627,486
31 December	40,338,992	55,242,164
Gross Carrying amount at:		
1 January	259,329,346	261,930,259
31 December	266,474,310	259,329,346

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 \$28,665,251 as at 31 December 2023 (2022: \$29,388,615) 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.

FIJI NATIONAL UNIVERSITY
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2023

14. Biological assets

At 31 December 2023, the University held 26 cattle (2022: 23), 29 sheep (2022: 30), 36 goats (2022: 36), 1 horse (2022: 1) and 28 pigs (2022: 25).

	2023	2022
a) Operations and principal activities	\$	\$
Reconciliation of carrying amounts of livestock		
Fair Value as at 1 January	20,021	20,674
Net increases due to purchases, births, deaths and transfers	18,430	342
Loss arising from changes in fair value less costs to sell	-	-
Decreases due to sales	(7,226)	(995)
Carrying amount at 31 December	31,225	20,021

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"> - Premium on the classification as breeders - Premium based on quality 	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.

FIJI NATIONAL UNIVERSITY
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2023

15. Intangible assets

	Computer software	Favourable land sub-lease	Total
Cost	\$	\$	\$
Balance as at 1 January 2022	1,648,813	575,000	2,223,813
Additions	-	-	-
Balance as at 31 December 2022	1,648,813	575,000	2,223,813
Additions	-	-	-
Balance as at 31 December 2023	1,648,813	575,000	2,223,813
Amortisation and impairment			
Balance as at 1 January 2022	(1,648,813)	(222,158)	(1,870,971)
Amortisation charge for the year	-	(26,136)	(26,136)
Balance as at 31 December 2022	(1,648,813)	(248,294)	(1,897,107)
Amortisation charge for the year	-	(26,136)	(26,136)
Balance as at 31 December 2023	-	(274,430)	(1,923,243)
Carrying amount			
At 1 January 2022	-	352,842	352,842
At 31 December 2022	-	326,706	326,706
At 31 December 2023	-	300,570	300,570

16. Cash and cash equivalents

	2023	2022
	\$	\$
Cash on hand	54,806	54,670
Cash at bank - restricted	23,878,516	18,292,626
- unrestricted	49,470,129	60,633,915
	73,403,451	78,981,211
Restricted funds consist of the following:		
Capital Development	872,686	867,836
Capital Project	-	-
Levy	16,362,598	10,620,448
Projects	6,643,231	6,804,342
	23,878,516	18,292,626

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	15,740,303	11,616,771
Impairment allowance	(12,024,405)	(6,213,123)
	3,715,899	5,403,648

**FIJI NATIONAL UNIVERSITY****NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

For the year ended 31 December 2023

17. Trade and other receivables	2023	2022
	\$	\$
Levy debtors	1,493,980	16,955,562
Impairment allowance	-	(15,148,854)
	1,493,980	1,806,708
Sponsor debtors	1,612,030	1,475,795
Impairment allowance	(350,654)	(102,651)
	1,261,376	1,373,144
Staff debtors	207	207
Impairment allowance	(207)	(207)
	-	-
Other receivables	5,275,278	4,433,124
Impairment allowance	(1,654,395)	(1,240,095)
	3,620,883	3,193,029
Total trade and other receivables	10,092,138	11,776,529
Impairment allowance		
Opening balance	22,704,930	22,060,977
Movement during the year	7,270,489	654,583
Reversals/Adjustments	*(15,945,758)	(10,630)
Closing balance	14,029,661	22,704,930
*Levy Write off during the year		
18 Inventories		
Gowns	404,284	304,056
Provision for obsolescence	(141,991)	(141,991)
	262,293	162,065
19 Other financial assets		
Current		
Debt instruments at amortised cost:		
Bank of the South Pacific	-	4,094,870
Credit Corporation (Fiji) Pte Limited	2,985,562	2,941,194
Home Finance Company Pte Limited	6,369,557	6,284,714
Merchant Finance Pte Limited	4,189,137	4,113,227
Bred Bank (Fiji) Pte Limited	53,336,265	48,439,374
	66,880,521	65,873,379
Non-current		
Equity instruments at fair value through profit or loss:		
Unit Trust of Fiji	15,718,700	14,436,275
Fijian Holdings Trust Management Limited	833,334	742,424
Fiji Cooperative Dairy Company Limited	4,857	4,857
	16,556,891	15,183,556

**FIJI NATIONAL UNIVERSITY****NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

For the year ended 31 December 2023

19. Other financial assets (continued)

Interest bearing deposits are at fixed interest rates between 0.75% and 2.0% (2022: 1.25% and 2.2%). Interest bearing deposits amounting to \$122,811 (2022: \$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.

	2023	2022
20. Other assets	\$	\$
Government grant receivables	-	-
Prepayments	6,115,091	4,974,517
Less: provision for impairment	(63,193)	(63,193)
	6,051,898	4,911,324

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	43,622,929	46,210,162
Additions	-	129,200
Disposals	-	(2,209,552)
Amounts released to other income	(661,519)	(506,881)
	42,961,410	43,622,929

Disclosed in the financial statements as follows:

Current	661,519	506,881
Non-current	42,299,891	43,116,048
	42,961,410	43,622,929

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	5,956,405	3,184,880
Other payables and accruals	18,793,390	13,532,989
	24,749,795	16,717,869

**FIJI NATIONAL UNIVERSITY****NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

For the year ended 31 December 2023

24. Employee benefits	2023	2022
	\$	\$
Annual Leave		
Liability at the beginning of the year	3,894,065	4,347,401
Movement during the year	5,566	(453,336)
Liability at the end of the year	3,899,631	3,894,065
Disclosed in the financial statements as follows:		
Current	3,899,631	3,894,065
Non-current	-	-
	3,899,631	3,894,065

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	5,812,327	5,812,572	5,523,125	-	6,101,774
EU Development Assistance	9,214	-	(52)	-	9,267
United Kingdom Aid	45,304	87,544	94,187	-	38,662
Misc Aid	704,242	410,287	1,017,363	-	97,166
United Nations Aid	81,234	32,333	19,533	-	94,035
The Pacific Community (SPC)	17,826	8,695	23,105	-	3,416
World Health Organisation (WHO)	33,173	207,744	19,145	-	221,772
New Zealand Aid	97,832	162,364	166,768	-	93,429
US Aid	3,190	-	-	-	3,190
Total	6,804,342	6,721,540	6,863,174	-	6,662,710

**FIJI NATIONAL UNIVERSITY****NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

For the year ended 31 December 2023

26. Leased liability	2023	2022
	\$	\$
As at 1 January	2,736,164	2,822,802
Additions/revaluation	739,457	-
Accretion of interest	109,447	112,912
Payments	(371,355)	(199,550)
As at 31 December	3,213,713	2,736,164
Current	392,750	86,638
Non-current	2,820,963	2,649,526
	3,213,713	2,736,164

The following are the amounts recognised in profit or loss:

Amortisation expense of right-of-use assets	117,835	117,835
Interest expense on lease liabilities	296,551	112,912
Expense relating to short-term leases (included in operating expenses)	102,545	429,072
Total amount recognised in profit or loss	516,931	659,819

The University had total cash outflows for leases of \$291,986 in 2023 (2022: \$628,622).

27. Deferred levy liability - NTPC	2023	2022
	\$	\$
(a) Reconciliation of liability		
Opening balance	21,838,731	22,204,587
Levy invoiced/collected for the year	27,853,326	22,367,039
Grants paid during the year	(23,225,544)	(22,732,895)
Amounts released to profit or loss-Write Off	(15,945,758)	-
	10,520,755	21,838,731
Levy income		
(b) Amounts released to profit or loss	814,465	104,796
Grants	23,225,544	22,732,895
Collections for prior year invoices	-	131,063
	24,040,009	22,968,754

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

FIJI NATIONAL UNIVERSITY**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

For the year ended 31 December 2023

28. Contingent liabilities

(a) Bank guarantees	122,811	122,811
(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 \$ 3,787,608 as at 31 December 2023 (2022: \$11,637,411).

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	43,986,831	42,507,182
Decrease in Grants receivables	-	(20,772,240)
Decrease in Grant Received in Advance	1,325,299	1,502,141
Grant Write Off	-	20,772,240

Total Operating grant	45,312,129	44,009,323
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(b) Capital expenditure grant

No capital expenditure grants was provided by the Government of Fiji during the year (2022: Nil).

(c) Other transactions

The University has received \$307,000 (2022: \$239,000) in respect to 2023 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
Mr. Semesa Karavaki	Current	Mr. Peter Zinck	Current
Dr. Alisi Vudiniabola	Current	Dr. Adi Kesaia Seniloli	Current
Mr. Pravinesh Singh	Current	Dr. Priscilla Puamau	Current
Mr. Navin Raj	Current	Mr. Selina Vatuvoaka	Current
Ms. Ofa Swann	Current	Mr. Ravindran Nair	Current
Ms. Veniana Naqasima	Current	Mr. Mohammed Iqbal	Current
Mr. Tevita Madigibuli	Current	Ms. Mamere Jnr Alefaio	Current
Mr. Muniappa Goundar	Current	Prof. Unaisi Nabobo-Baba	Current

FIJI NATIONAL UNIVERSITY**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

For the year ended 31 December 2023

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
Prof. Lyn Karstadt	Vice Chancellor till 10.05.2023
Prof. Unaisi Nabobo-Baba	Vice Chancellor appointed 22.11.2023
	Acting Vice Chancellor from 27.02.2023
	Dean College of Humanities & Education till 21.11.2023
Prof. Lisa Sheila Harrison	Pro-Vice Chancellor Learning & Teaching till 27.06.2023
Dr. William May	Acting Pro-Vice Chancellor Learning & Teaching till 05.05.2023
	Dean College of Medicine, Nursing & Health Sciences
Dr. Jimaima Veisikiaki	Acting Pro-Vice Chancellor Learning & Teaching from 08.05.2023
Prof. Roland De Marco	Pro-Vice Chancellor Research & Innovation till 14.07.2023
Prof. Paul Ade Iji	Pro- Vice Chancellor Research & Innovation
	Acting Pro-VC Research & Innovation from 11.04.2023
	Dean College of Agriculture, Fisheries and Forestry
Dr. Isimeli Waibuta Tagicakiverata	Pro-Vice Chancellor TVET from 13.03.2023
	Director National Training & Productivity Centre till 12.03.2023
Mr. Nilesh Prasad	Acting Pro VC - Corporate Services from 18.08.2023
	Chief Financial Officer
Prof. Arun Abraham Elias	Dean College of Business, Hospitality & Tourism Studies till 13.07.2023
Dr. Asaeli Tamanitoakula Tuibeqa	Acting Dean College of Business, Hospitality & Tourism Studies from 16.06.2023
Prof. Tibor Pasinszki	Dean College of Engineering, Sciences & Technology
Dr. Odille Agnes Chang	Acting Dean College of Medicine, Nursing & Health Sciences from 01.03.2023 to 05.05.2023 and 16.10.2023 to 29.10.2023
Dr. Donald Wilson	Acting Dean College of Medicine, Nursing & Health Sciences from 15.12.2023
Prof. Nii-K Plange	Acting Dean College of Humanities & Education from 07.03.2023
Dr. Kaliova Tavou Ravuiwasa	Acting Dean College of Agriculture, Fisheries and Forestry from 11.04.2023
Mr. Praneel Dewas Chand	Acting Director National Training & Productivity Centre from 08.05.2023 till 01.09.2023
Mr. Ratu Matereti Naborisi	Acting Director National Training & Productivity Centre from 02.09.2023 till 02.12.2023
Mr. Amrish Ritesh Narayan	Acting Director National Training & Productivity Centre from 02.12.2023
Mrs Sarita Devi	Registrar till 17.05.2023
Mr. Shalmendra Chand	Acting Registrar from 19.05.2023
Ms. Karen Lobendahn	Director Marketing and Communications
Mr. Niranjwan Chettiar	Director Capital Projects & Infrastructure
Mr. Tiko Domonakibau	Acting Pro VC - Corporate Services from 06.10.2023 till 12.10.2023
	Director Information Technology Services
Mr. Shalendra Mani Gounden	Director Estates & Facilities
Mr. Richard Eric Donaldson	Director Human Resources
Mr. Shalend Vikash Anand	Acting Chief Financial Officer from 25.08.2023 till 30.11.2023
Ms. Tavenisa Bukawai Tuinabua	Acting Chief Financial Officer from 01.12.2023

**FIJI NATIONAL UNIVERSITY****NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

For the year ended 31 December 2023

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.

**FIJI NATIONAL UNIVERSITY****DISCLAIMER ON ADDITIONAL INFORMATION**

For the year ended 31 December 2023

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.

FIJI NATIONAL UNIVERSITY
STATEMENT OF COMPREHENSIVE INCOME - RESTRICTED
VS. UNRESTRICTED INCOME

For the year ended 31 December 2023

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	2023			2022		
	Unrestricted \$	Restricted \$	Total \$	Unrestricted \$	Restricted \$	Total \$
Fiji Government operating grants	41,456,429	1,205,103	42,661,532	42,550,753	1,458,570	44,009,323
Student tuition fees	58,363,588	6,484,843	64,848,431	59,723,376	6,635,931	66,359,307
Project income	243,235	7,628,732	7,871,967	-	5,766,454	5,766,454
Hostel Income	3,930,504	-	3,930,504	3,424,508	-	3,424,508
NTPC Levy income	-	24,040,009	24,040,009	235,859	22,732,895	22,968,754
Other income	22,363,252	39,277	22,402,529	5,290,236	44,807	5,335,043
Total income	126,357,008	39,397,964	165,754,972	111,224,732	36,638,657	147,863,389
Expenses						
Employee related expenses	(71,635,361)	(2,073,980)	(73,709,341)	(62,535,354)	(1,553,458)	(64,088,812)
Other operating expenses	(51,876,779)	(1,353,353)	(53,230,132)	(35,374,941)	(6,090,887)	(41,465,828)
Depreciation and amortization	(8,656,121)	(661,519)	(9,317,640)	(9,824,332)	(506,881)	(10,331,213)
NTPC levy expenses	-	(23,225,544)	(23,225,544)	-	(22,732,895)	(22,732,895)
Total expenses	(132,168,261)	(27,314,396)	(159,482,657)	(107,734,627)	(30,884,121)	(138,618,748)
Finance Income	1,396,691	-	1,396,691	1,744,191	-	1,744,191
Interest Expense	(130,892)	-	(130,892)	-	-	-
Operating (loss) / surplus before income tax	(4,545,454)	12,083,568	7,538,113	5,234,296	5,754,536	10,988,832
Income tax expense	-	-	-	-	-	-
Operating (loss) / surplus for the year	(4,545,454)	12,083,568	7,538,113	5,234,296	5,754,536	10,988,832
Other comprehensive income:						
Movement in fair value of available for sale financial assets	-	-	-	-	-	-
Total comprehensive Income for the year	(4,454,454)	12,083,568	7,538,113	5,234,296	5,754,536	10,988,832





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