



FIJI NATIONAL
UNIVERSITY



Building Resilience and Sustainability - Excellence in Action

ANNUAL | 20
REPORT | 24



PARLIAMENT OF FIJI
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ABOUT THE COVER

Building Resilience and Sustainability - Excellence in Action is about developing the ability to adapt, recover, and grow stronger from challenges. It involves fostering a mindset that embraces change and perseveres through adversity. This process includes learning from setbacks, developing emotional intelligence, and maintaining focus on long-term goals despite temporary difficulties. In practice, it can be seen in individuals and organizations that continuously innovate, adapt their strategies to unforeseen circumstances, and support each other through challenges. By building resilience, people can overcome obstacles, emerge more capable, confident, and ready to thrive in an ever-changing world.

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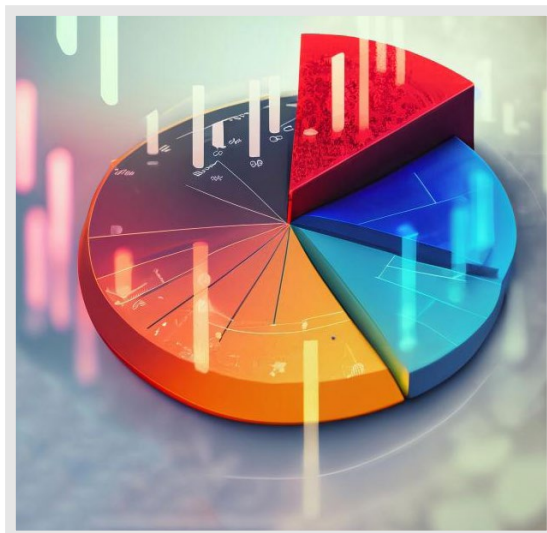
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ABOUT FNU

The Fiji National University (FNU) is a public, comprehensive, dual-sector institution primarily funded by the Fiji Government's operating grant and student tuition fees. Students have the option to finance their education through the Tertiary Scholarships and Loans Service (TSLs), which covers both tuition fees and living expenses. Governance is overseen by a University Council appointed by the Minister of Education, underscoring FNU's role as a university for the people, funded by the people.

As a comprehensive university, FNU comprises five colleges, a specialist maritime academy – the Pacific Centre for Maritime Studies (PCMS), Centre for Graduate Studies, Centre for Foundation Studies and the National Training and Productivity Centre (NTPC). It offers a diverse array 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's dual-sector structure enables it to provide both technical and vocational education and training (TVET) and higher education qualifications, ranging from bachelor's degrees to doctorates. This approach is vital for the social and economic development of Fiji and the broader region.

Established in 2010 through the amalgamation of six government colleges, FNU's roots trace back to the late 1800s, making it one of the oldest higher education institutions in the Pacific. Today, it operates 17 main campuses and centres, around Fiji staffed by approximately 1,800 employees, and serves around 20,000 students from Fiji and the Pacific.

The university is registered with the Higher Education Commission Fiji (HEC Fiji), which regulates the tertiary education sector, and possesses self-accrediting and degree-awarding powers. FNU's vocational focus prepares students to succeed in the labour market and contribute to national, regional, and global development. Programmes are designed in collaboration with employers, and all students are required to complete an industrial attachment (internship) prior to graduation.

FNU continues to play a pivotal role in shaping Fiji's future and contributing to the development of the Pacific region.



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

VALUES

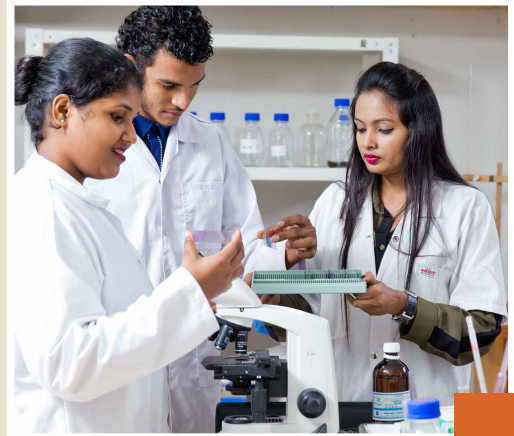
Care - for ourselves and each other

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



CORPORATE GOVERNANCE





MR. SEMESA KARAVAKI
Chancellor & Chair of the
Fiji National University Council

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The strides made in climate action, gender equity and technological advancements reflect our commitment to fostering an environment where students and faculty thrive.

”

CHANCELLOR'S FOREWORD

It is with pride that I present the Fiji National University (FNU) 2024 Annual Report. This report reflects a year of remarkable achievements, resilience, and unwavering commitment to academic excellence, research innovation, and community engagement. As Fiji's national university, FNU continues to play a critical role in shaping the future of higher education in the region, empowering students, and contributing to national and global development.

The past year has been one of transformation and progress. Despite the evolving challenges facing the higher education sector, FNU has remained steadfast in its mission to provide accessible, high-quality TVET and Higher Education that meets the needs of our students, industry partners, and society at large. Our efforts to enhance learning experiences, invest in cutting-edge research, and strengthen industry linkages have yielded tangible results, positioning FNU as a leading dual-sector institution in the Pacific.

Our focus on sustainability, inclusivity, and digital transformation has been pivotal in ensuring that we remain at the forefront of educational excellence. The strides made in climate action, gender equity, and technological advancements reflect our commitment to fostering an environment where students and faculty thrive. The university's partnerships with government, regional and international organisations, and industry leaders have further amplified our impact, creating pathways for innovation and real-world solutions.

As we celebrate our successes, we also acknowledge the dedication of our staff, students, alumni, partners and stakeholders who continue to be the backbone of FNU. Their contributions and commitment to the university's vision inspire us to strive for even greater heights in the years ahead.

I extend my sincere gratitude to the Vice-Chancellor, the University Council, faculty, and administrative staff for their hard work and dedication throughout the year. To our students, who are at the heart of our mission, I commend your perseverance and ambition. Your achievements are a testament to FNU's enduring legacy and bright future.

As we look forward to another year of growth and innovation, I am confident that FNU will continue to evolve as a centre of excellence, shaping the leaders and visionaries of tomorrow.

Mr. Semesa Karavaki
Chancellor & Chair of Council
Fiji National University

Semesa Karavaki

FIJI NATIONAL UNIVERSITY 2024 COUNCIL

Role of the Council

The Council of the Fiji National University (FNU) is responsible for providing strategic leadership and governance to support the University in achieving its objectives. In fulfilling this role, the Council maintains oversight of the University's assets and upholds high standards of ethical conduct, sound corporate governance, and effective risk management practices. It ensures that the University's management operates in the best interests of its stakeholders, including shareholders, students, staff, suppliers, and the wider local, regional, and international communities, in accordance with its enabling legislation. The Council is collectively accountable for upholding established principles of good governance, and all members are individually responsible for fulfilling their legal, fiduciary, and duty-of-care obligations.



Mr. Semesa Druavesi Karavaki

Chancellor & Chair of Council
Official member



Dr. Alisi Talatoka Vudiniabola

Deputy Chancellor



Professor Unaisi Nabobo-Baba

Vice-Chancellor

Mr. Semesa Druavesi Karavaki is from Vakano Village, Lakeba, in the Lau Group. He completed his primary education at Uluiqalau District School and Delana Methodist School, and undertook secondary studies at Ratu Sukuna Memorial School, Ratu Finau Secondary School, Queen Victoria School, and Marist Brothers High School.

He has held various senior roles within the Fijian Government, including Divisional Transport Officer Northern, Acting Assistant Controller of Road Transport, Legal and Senior Legal Officer at the Office of the Director of Public Prosecutions, and Principal Legal Officer at the Office of the Attorney-General.

He was appointed Secretary to the Ravuvu Constitution Review Commission and was later named by His Excellency the President as a member of the four-member panel responsible for compiling the Commission's final report. He also served as Supervisor of Elections.

Dr. Alisi Talatoka Vudiniabola is a registered nurse, academic and consultant. She is currently a consultant with Elim SurgiHealth Consultancy and serves as an Academic Leader and Tutor for the Aniva Nursing Leadership Programme in New Zealand. In this role, she teaches postgraduate courses in clinical leadership, professional practice, and research methods. She also mentors and supervises higher research degree candidates.

From 2016 to 2021, Dr. Vudiniabola was Associate Professor and Head of the School of Nursing at the Fiji National University's College of Medicine, Nursing and Health Sciences. As a career nurse educator, she has over 35 years of experience teaching nurses both locally and internationally, with a focus on clinical leadership and research.

She has provided consultancy services to various higher education institutions across the Pacific and has authored, designed, and presented at numerous local, regional, and international conferences on Pacific and indigenous health and education.

Professor Unaisi Nabobo-Baba is the Vice Chancellor at Fiji National University. She joined FNU in 2017 as a Professor of Educational Research at the School of Education. Prior to joining FNU, she spent seven years at the University of Guam, exiting in October 2017 as a tenured Professor in Education.

She holds a Bachelor of Arts and Graduate Certificate in Education, a Postgraduate Diploma in Education, and a Master's degree with a gold medal-winning thesis in Education and the Social Sciences, focusing on higher education and development, all from the University of the South Pacific. Between 2001 and 2005, she completed her doctoral studies at the University of Auckland, New Zealand, where she earned her PhD.

With over 30 years of experience in the tertiary education sector, she specialises in higher education development in the Small Island States of the Pacific, teacher education, educational research, and indigenous knowledge and education.



Mr. Pravinesh Singh

Appointed Member



Mr. Navin Raj Shayam

Appointed Member



Ms. Ofa Swann

Appointed Member



Ms. Veniana Naqasima

Appointed Member

Mr. Pravinesh Singh is a Chartered Accountant and former Chief Operating Officer of the Fiji National Provident Fund (FNPf). He began his professional career in 2000 as a Graduate Accountant with PricewaterhouseCoopers and has since held roles with several organisations, including KPMG, the Capital Markets Development Authority (CMDA), and Fiji Television.

Mr. Singh previously served as Chief Financial Officer of FNPf from 2010 to 2020 before his appointment as Chief Operating Officer. He has been with FNPf for the past 14 years.

He currently serves on several boards, including the Fiji Institute of Chartered Accountants, Telecom Fiji Limited, FINTEL, Momi Bay Resort Limited, Yatule Beach Resort Limited, and the Tax Agents Board.

Mr. Navin Raj Shayam is the Director of Fiji Television Limited (FTV). He was the former Head of School at Jai Narayan College (formerly Indian College) and has held several senior leadership positions across various sectors.

He served as Executive Director of the Fiji Institute of Accountants (FIA), Sales and Marketing Manager at the Fiji Sugar Corporation Limited (FSC), and General Manager at Automated Building Services (ABS). Mr. Raj has also held board roles, including as a Director of Fijian Holdings Trustees Ltd, Fijian Holdings Fund Management Ltd and Fiji Television Ltd.

Ms. Ofa Swann is a former Member of the Parliament of Fiji. She is the co-owner and trainer at Pasifika Wellbeing Hub, with over 23 years of experience as a Community Health Psychologist. Her practice focuses on social archetypes, leadership development, cultural awareness, team effectiveness, facilitation, counselling, mentoring, and strategic implementation across the Pacific.

She served as a consultant on various patient and client care initiatives, wellness plans, and psychological health programmes. Ms. Swann is also an author and researcher, having developed a dissertation titled "Exploring the Ideal Partner Concepts: Attraction, Partner Selection, Converging on the Dark Core of Personality in a Fiji Population."

She is a faculty member at the School of Social Sciences, University of the South Pacific, and has presented and published research at both local and regional conferences. Ms Swann is a member of the Fiji Psychological Society and a student member of the American Psychological Association.

Ms. Veniana Naqasima has close to 20 years of teaching experience at secondary schools, including Queen Victoria School, Adi Cakobau School, Ballantine Memorial School, and Nauru Secondary School. She has also served as a lecturer and coordinator at the former Fiji Institute of Technology.

In addition to her education background, Ms Naqasima has held a senior role at the Fiji National Provident Fund, where she served as Principal Officer.



Mr. Tevita Madigibuli
Appointed Member

Mr. Tevita Madigibuli is from the village of Nagigi in Cakaudrove, Vanua Levu. He completed his primary education at Nagigi SDA Primary and Nasinu District School in Savusavu. His secondary education began at Savusavu Junior Secondary School and was completed at Marist Brothers High School in Suva.

Mr. Madigibuli has undertaken over 30 courses in management, leadership, strategic planning, credit appraisals, and change management. With close to 40 years of experience in the development finance sector, he has been with the Fiji Development Bank (FDB) since 1982.

His most recent role was General Manager, Relationship and Sales, where he served as the FDB representative on the Nominee Limited Board. He was responsible for managing 10 branches and two sub-branches, overseeing a loan portfolio exceeding \$450 million.



Mr. Muniappa Gounder
Appointed Member

Mr. Muniappa Gounder is from Kavanagasau in Sigatoka and has 33 years of teaching experience. Throughout his career, he has served as Assistant, Executive, and Head Teacher at various primary schools. In 2012, he was recognised as the Best Enterprising Head Teacher in Nadroga/Navosa.

He has held executive roles in several organisations, including 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, and the Fiji Teachers' Union Co-operative, Thrift and Credit Society Limited.



Mr. Peter Zinck
Appointed Member

Mr. Peter Zinck is the Managing Director of Body Fit and Fab Limited. His extensive experience in both the pharmaceutical and business sectors informs his leadership, contributing significantly to the strategic direction and success of the company.

He holds a Bachelor of Pharmacy degree from the University of Otago, Dunedin, New Zealand, and a Master of Business Administration from the University of the South Pacific, completed in 1999. He also completed the Foundation Sciences programme at the University of the South Pacific in 1986.



Dr. Adi Kesaia Seniloli
Appointed Member

Dr. Adi Kesaia Seniloli is an active member of the International Union for the Scientific Study of Population and the International Women's Association Fiji. She holds a Bachelor of Arts and Graduate Certificate of Education from the University of the South Pacific, and earned her Master of Arts and PhD degrees from the Australian National University.

Dr Seniloli retired in 2017 with over 25 years of teaching experience. Her research has significantly contributed to diverse fields including population projections, age structural transitions, fertility, mortality, poverty, nutrition, ageing populations, electoral boundaries, and malapportionment.

Dr Seniloli's work continues to influence academic studies and policy development in population and social issues.



Dr. Priscilla Puamau

Appointed Member



Ms. Selina Vatuvoka

Appointed Member



Mr. Ravindran Robin Nair

Appointed Member



Ms. Penina Cirikiyasawa

Appointed Member

Dr. Priscilla Puamau dedicated 38 years to the education sector before retiring from full-time work on 31 December 2020. She began her career in 1982 as an English teacher at the secondary school level, serving for 11 years. During this period, she was promoted to Head of Languages and completed a Master of Arts in Education.

In 1992, Dr Puamau joined the newly established Fiji College of Advanced Education (FCAE) as the inaugural Head of Education, a role she held until 1994. She led a team of five academic lecturers, oversaw 11 education courses, and served as Chief Coordinator of the Centre for Teaching Practise.

After completing her PhD in Education from the University of Queensland in 1998, she returned to Fiji to serve as Deputy Head and then Head of FCAE. Dr. Puamau has over 15 years of experience in education development.

Ms. Selina Vatuvoka has over 30 years of teaching experience, having taught in schools across Nausori, Naitasiri, Tailevu North, and Suva. Throughout her career, she progressed through roles including Assistant Teacher, Executive Teacher, Assistant Headteacher, and Headteacher before retiring.

She has contributed to the Curriculum Development Unit, specifically in Health and Social Studies. Ms. Vatuvoka has also held roles outside teaching, including positions as a Counsellor with the Fiji Elections Office and the Ministry of Education. Additionally, she has worked as a trainer for the Live and Learn organisation.

Mr. Ravindran Robin Nair is a lawyer by profession with an extensive career in governance, government, international relations, and diplomacy. He served with both the Australian and Fijian Diplomatic Services, attaining the rank of Ambassador and serving as Head of the Foreign Ministry in Fiji.

Earlier in his career, Mr. Nair practised law in the civil litigation section of the Crown Law Office in Fiji. He also worked as a Regional Fisheries Law Advisor with the Food and Agriculture Organization of the United Nations based in Manila, Philippines. His legal expertise includes roles in the Administrative Law Sections of the Department of Territories and the Commonwealth Public Service Board in Canberra, as well as in the Human Rights Section of the Commonwealth Attorney General's Department.

Mr. Nair has a strong commitment to capacity building in developing countries and has designed and conducted training programmes and seminars internationally, including in the People's Republic of China.

Ms. Penina Cirikiyasawa is a retired Senior Civil Servant with over 34 years of distinguished national service. Throughout her career, she served in several government ministries including Health, Public Service Commission, Public Utilities (Departments of Water & Sewerage and Energy), and Fisheries and Forestry.

Her responsibilities included providing policy advice to Ministers and Permanent Secretaries on all portfolio matters, overseeing the review, promulgation, and implementation of policies and legislation. Ms. Cirikiyasawa also represented her ministries at regional and international conferences and meetings aimed at enhancing effective and efficient public service delivery.

She retired from active employment as Deputy Permanent Secretary for the Ministries of Fisheries and Forestry in January 2013.



Professor Nii-K Plange

Professorial Representative

Professor Nii-K Plange is the Dean of the Centre for Graduate Studies, a role he has held since January 2024. He joined the Fiji National University on 19 May 2014 as Professor of Interdisciplinary Studies at the College of Humanities and Education.

A Social Scientist by profession, Professor Plange has held several leadership roles at FNU, including Acting Dean of the College of Humanities and Education, and currently serves as Acting Dean of the Centre for Graduate Studies. He brings a unique and valuable blend of interdisciplinary expertise and academic leadership to the University.

Prior to joining FNU, he was a Senior Official with the United Nations, serving in Papua New Guinea and Geneva, with additional work experience in Thailand, Cambodia, and Vietnam. His academic publications include The Political Economy of the South Pacific (James Cook University, 1984), The Science of Society: Exploring the Links between Science, Ideology and Theories of Development (Fiji Institute of Applied Studies, 1996), and Generation in Transition: Pacific Youth and the Crisis of Change in the Twenty-First Century (Fiji Institute of Applied Studies, 2000).



Dr. Odille Chang

Resigned 20th December 2024
Non-professorial Representative

Dr. Odille Chang is an elected council member representing non-professorial staff at FNU. She served as an Associate Professor of Psychiatry at FNU, with over 25 years of experience in mental health clinical services, policy, and planning.

An alumna of the Fiji School of Medicine, Dr Chang is a regional member of the Royal Australian and New Zealand College of Psychiatrists. She is a committed advocate for mental health in Fiji, actively participating in national and regional bodies such as the Fiji Mental Health Review Board, National Mental Health Advisory Council, and supporting local mental health NGOs.

Dr. Chang is the elected member of the Fiji Medical Council and Chairperson of its Medical Professional Standards Committee. She is also a founding member of the National Committee for the Prevention of Suicide and the Oceania Society for Mental Health Professionals.

Dr. Chang serves as a World Health Organization regional mental health advisor, contributing as a peer reviewer for the 2022 WHO World Mental Health Report and participating in the WHO core expert group for mental health framework implementation in the Western Pacific region.



Dr. Kenneth Cokanasiga

Joined 2nd December 2024
Co-opted Member

Dr. Kenneth Cokanasiga is a dedicated and experienced Veterinarian with a demonstrated history of working in both non-profit organizations and Government agencies. He has 40 years experience in veterinary science, biosecurity, and livestock management. He also is an expertise in animal health, disease eradication, climate change adaptation, emergency preparedness and response planning, and rural development work incorporating multi-sectoral players and agencies.

Dr. Cokanasiga has held numerous leadership roles in government agencies and international organisations. He is a member of the Fiji Institute of Agricultural Science and the Fiji Veterinary Association. He is currently serving as an independent Veterinary Consultant for the Fiji Cooperative Dairy Company Ltd and Chairperson of the Fiji Meat Industry Board. Dr.. Cokanasiga is skilled in project management and continues to contribute to the advancement of animal health and agriculture in the Pacific.



Ratu Timoci Taniela Tavanavanua

Joined 25th March 2024
Co-opted Member

Ratu Timoci Taniela Tavanavanua is a co-opted member appointed by the Council. He hails from the island of Bau and attended primary school at Levuka Public School before moving to Suva to complete his primary and secondary education.

Ratu Tavanavanua worked for the Westpac Banking Corporation and worked there for 20 years before pursuing tertiary education at the University of the South Pacific where he graduated in 2004.

He was appointed the CEO of Fiji Rugby Union in 2005 where the Fiji team reached the quarterfinals during the 2007 Rugby World Cup. He then joined a mining company as a senior executive until 2022. He has served on the CWM Board of Visitors, Tailevu Provincial Council, and was a member of the GCC Review Team.



Mr. Mohammed Rasheed Iqbal

Term ended 23rd October 2024
Postgraduate Student Representative

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

Prior to his current role, Mr Iqbal was Director of Planning and Management for FNUSA from January 2017 to November 2022. He held several key positions within FNUSA, including Chair of the Commission of Inquiry, Chair of the Annual General Meeting, and Coordinator Officer for Students' Elections at the Fijian Elections Office.

Before 2016, Mr. Iqbal was President of the College of Agriculture, Fisheries and Forestry Indo-Fijian Students' Association and served as its representative. He was also a member of the Fiji National University Steering Committee in 2016.

COUNCIL COMMITTEE MEMBERSHIP

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.

Mr. Pravinesh Singh	Chair
Mr. Peter Zinck	Member
Mr. Muniappa Goundar	Member
Mr. Navin Raj	Member
Mr. Ravindr.an Nair	Member Resigned from the Committee on 12 November 2024
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.

Ms Veniana Naqasima	Chair
Dr. Adi Kesaia Seniloli	Member
Dr. Priscilla Puamau	Member
Ratu Timoci Taniela Tavanavanua	Member
Dr. Odille Chang	Member
Dr. Enasio Morris	Member
Mr. Mohammed Rasheed Iqbal	Member
Dr. Alisi Vudiniabola	Member (resigned from the committee on 07/08/2024)
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.

Mr. Navin Raj	Chair
Mr. Peter Zinck	Member
Dr. Adi Kesaia Seniloli	Member
Dr. Priscilla Puamau	Member
Ratu Timoci Taniela Tavanavanua	Member
Ms Selina Vatuva	Member
Mr. Ravindr.an Nair	Member Resigned from the Committee on 12 November 2024
Dr. Odille Chang	Member
Mr. Mohammed Rasheed Iqbal	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
Director Estate and Facilities	In Attendance
Director Information and Technology Services	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 implementation of the Corporate Governance Policy.

Mr. Semesa Karavaki	Chair
Dr. Alisi Vudiniabola	Deputy Chancellor
Mr. Pravinesh Singh	Chair of Financial Resources Committee
Ms Veniana Naqasima	Chair of Human Resources Committee
Mr. Navin Raj	Chair of Physical & Virtual Resources Committee
Mr. Tevita Madigibuli	Chair of Audit & Risk Committee
Vice Chancellor	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 system of internal control and financial reporting, managing the relationships with the University's external auditors, and ensuring legal compliance in financial affairs of the University.

Mr. Tevita Madigibuli	Chair
Mr. Semesa Karavaki	Member
Dr. Alisi Vudiniabola	Member
Mr. Pravinesh Singh	Member
Mr. Navin Raj	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.

Mr. Semesa Karavaki	Chair
Ms Selina Vatuva	Member
Ms Veniana Naqasima	Member
Mr. Navin Raj	Member
Mr. Muniappa Goundar	Member
Mr. Maritino 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 Services	In Attendance
Director - Industry Training	In Attendance
Director - Productivity & Innovation	In Attendance

SENIOR LEADERSHIP TEAM



FIJI NATIONAL UNIVERSITY

2024 SENIOR LEADERSHIP TEAM



Professor Unaisi Nabobo-Baba
Vice-Chancellor

Professor Unaisi Nabobo-Baba is the Vice Chancellor of the Fiji National University (FNU). She joined FNU in 2017 as a Professor of Educational Research at the School of Education. Prior to joining FNU, she spent seven years at the University of Guam, exiting in October 2017 as a tenured Professor in Education.

She holds a Bachelor of Arts and Graduate Certificate in Education, a Postgraduate Diploma in Education, and a Master's degree with a gold medal-winning thesis in education and the social sciences, focusing on higher education and development, all from the University of the South Pacific. Between 2001 and 2005, she completed her doctoral studies at the University of Auckland, New Zealand, where she earned her PhD.

With over 30 years of experience in the tertiary education sector, she specialises in higher education development in the Small Island States of the Pacific, teacher education, educational research, and indigenous knowledge and education.



Professor Nii-K Plange
Acting Dean, Centre for Graduate Studies

Professor Nii-K Plange is the Dean of the Centre for Graduate Studies, a role he has held since 5 January 2024. He joined the Fiji National University on 19 May 2014 as Professor of Interdisciplinary Studies in the College of Humanities and Education. A Social Scientist by profession, Professor Plange has held several leadership roles at FNU, including Acting Dean of the College of Humanities and Education, and currently serves as Acting Dean of the Centre for Graduate Studies.

He brings a unique and valuable blend of interdisciplinary expertise and academic leadership to the University. Prior to joining FNU, he was a senior official with the United Nations, serving in Papua New Guinea and Geneva, with additional work experience in Thailand, Cambodia, and Vietnam. His academic publications include *The Political Economy of the South Pacific* (James Cook University, 1984), *The Science of Society: Exploring the Links between Science, Ideology and Theories of Development* (Fiji Institute of Applied Studies, 1996), and *Generation in Transition: Pacific Youth and the Crisis of Change in the Twenty-First Century* (Fiji Institute of Applied Studies, 2000).



Professor Paul Ade Iji
January 2024
Pro Vice-Chancellor, Research and Innovation

Professor Paul Iji was confirmed as Pro Vice-Chancellor Research and Innovation on 31 January 2024, having served in an acting capacity from 11 April 2023. He joined the FNU on 19 April 2018 as the Substantive Dean of the College of Agriculture, Fisheries and Forestry (CAFF).

Professor Iji holds a Graduate Certificate in Higher Education from the University of New England (2007), a PhD in Poultry Science from the University of Adelaide (1999), an MSc in Animal Production from the University of Aberdeen (1990), and a BSc (Hons) in Animal Science (First Class) from the University of Maiduguri (1986). With over 35 years of experience in tertiary teaching and research across Nigeria, South Africa, Australia, and Fiji, he is a recognised expert in poultry science.

He has supervised 25 PhD candidates, 9 MSc, 2 Honours students, and 5 postdoctoral fellows. His research portfolio includes 150 journal publications and 180 conference papers, with 29 invited presentations. His work has garnered 7,297 citations, an h-index of 40, and an i10-index of 106. Professor Iji is ranked among the top 2% most impactful researchers globally by Stanford University.



Professor Jimaima Lako

January 2024 - September 2024

Acting Pro Vice-Chancellor, Learning and Teaching

September 2024

Pro Vice-Chancellor, Learning and Teaching



Professor Tibor Pasinszki

January 2024 – February 2024

Dean College of Engineering, Science and Technology



Professor Mesake Rawaikela Dakuidreketi

Acting Dean, College of Humanities and Education



Dr. Isimeli Waibuta Tagicakiverata

Pro Vice-Chancellor, TVET Pasifika and NTPC

Professor Jimaima Lako was confirmed as Pro Vice-Chancellor Learning and Teaching on 6 September 2024. She joined the FNU in 2017 and has since held several key roles, including Associate Professor and Acting Pro Vice-Chancellor Learning and Teaching; Associate Professor and Associate Dean Research, CETVET; Acting Associate Dean Learning and Teaching, CETVET; and Associate Professor of Food Science, Head of the School of Applied Sciences, and Programme Leader for Food Technology at CETVET.

Professor Lako holds a PhD from Australia (2006), an MSc from Japan (1998), a Bachelor of Education (1992), and a Certificate of Teaching (1983), both from Fiji. She brings over 26 years of experience in the field of teaching.

Professor Tibor Pasinszki Joined CEST on 01 May 2018 as Professor of Physical Chemistry, and he became the Head of the School of Pure Science 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 Science.

Professor Mesake Rawaikela Dakuidreketi has been Acting Dean of the College of Humanities and Education from 5 January 2024. He joined Fiji National University on 3 January 2024 as a Professor in Teacher Education within the College of Humanities and Education.

Professor Dakuidreketi holds a Diploma in Education from the University of the South Pacific (1981), a Bachelor of Science in Chemistry and Mathematics from the University of the South Pacific (1990), a Master of Science in Education from Waikato University, New Zealand (1996), and a PhD in Education from the University of Canterbury, New Zealand (2004).

He has extensive leadership experience, having served as Deputy Head and Head of the School of Education at the University of the South Pacific. Professor Dakuidreketi also specialises in Educational Science Research and has published numerous articles in this area.

Dr. Isimeli Tagicakiverata was confirmed as Pro Vice-Chancellor for Technical and Vocational Education and Training Pasifika and the National Training and Productivity Centre on 2 December 2024. He has held various positions at Fiji National University since 2013, including Director of the National Training and Productivity Centre from October 2017 to March 2023, Acting Deputy Director of Non-Formal Education at the Narere Centre from September 2016 to September 2017, Acting Director of Technical and Vocational Education and Training at FNU's Nasinu Campus from July 2015 to August 2016, and Chief Research Officer for TVET at Nasinu Campus from June 2013 to June 2015.

Dr Tagicakiverata holds a PhD in Technical and Vocational Education and Training from the University of Newcastle (2012), a Master of Arts in Education from the University of the South Pacific (2004), a Postgraduate Diploma in Education from USP (2000), and a Bachelor of Education from USP (1997). He brings over 20 years of academic and leadership experience in education and productivity development across Fiji and the Pacific region.



Dr. Asaeli Tamanitoakula Tuibeqa

January 2024 - April 2024

Acting Dean College of Business,
Hospitality and Tourism Studies
April 2024

Dean College of Business,
Hospitality and Tourism Studies

Dr Asaeli Tamanitoakula Tuibeqa is the Dean of the College of Business, Hospitality, and Tourism Studies at Fiji National University, having been appointed on 22 April 2024 after serving as Acting Dean since 16 June 2023. He joined FNU on 13 April 2015. Dr Tuibeqa previously held several leadership roles, including Acting Dean of the College of Business (June 2023), Associate Dean Learning and Teaching (April 2020), Assistant Professor and Head of the Department of Economics and Customs (October 2017), and Manager Development (April 2015 – October 2017).

He holds a Doctor of Philosophy specialising in Small Business and Entrepreneurship from Victoria University, Melbourne (2016), a Master of Arts in Development Economics from Kent University, UK (1994), a Bachelor of Arts in Economics and Mathematics from the University of the South Pacific (1988), and a Diploma in Education in Accounting and Mathematics from USP (1984). Dr Tuibeqa is an Associate Professor with research interests in entrepreneurial and community education, applied econometrics, development economics, small business start-ups, and applied research.



Dr. Kaliova Tavou Ravuiwasa

Dean College of Agriculture, Fisheries and Forestry/ Associate Professor in Entomology

Dr Kaliova Ravuiwasa has been the Dean of the College of Agriculture, Fisheries and Forestry since 26 January 2024, after serving as Acting Dean from 11 April 2023 to 25 January 2024. He joined Fiji National University on 19 July 2013 and previously held the position of Associate Dean Learning and Teaching at CAFF.

Dr Ravuiwasa holds a PhD in Entomology and a Master of Science in Entomology, both from National Chung Hsing University, Republic of China (2011 and 2007 respectively). He also holds a Diploma in Tropical Agriculture from the University of the South Pacific (2001).

He has more than ten years of teaching experience at the tertiary level and extensive management experience in leadership roles, including his tenure as Associate Dean Learning and Teaching.



Dr. Joseph Veramu

Director, Strategic Planning
and Development

Dr. Joseph Veramu was appointed Director of Strategic Planning and Development at Fiji National University, from 2 January 2024. He holds a PhD in Social Science with a focus on Geography Curriculum Differentiation from the University of the South Pacific (2007), a Master of Science in Environmental Science Education and Development Studies from London South Bank University, UK (1999), a Master of Philosophy in Non-Formal Education and Community Development from the University of the South Pacific (1991), and a Bachelor of Education from the University of the South Pacific (1984).

Dr. Veramu brings extensive expertise in the development, design, and planning of strategic initiatives. His professional experience includes collaborating with various national and international stakeholders, contributing significantly to the advancement of strategic planning processes.



Dr. Amelia Turagabeci

April 2024 – December 2024

Acting Dean, College of Medicine, Nursing
and Health Sciences

Dr. Amelia Turagabeci is the Acting Dean of the College of Medicine, Nursing and Health Sciences, a position she has held since 29 April 2024. She joined Fiji National University on 7 July 2008. Dr Turagabeci has held several key roles including Assistant Professor in Environmental Health (2018 to present), Research Coordinator for Environmental Health and Epidemiology (2021 to present), Programme Coordinator for Environmental Health (2019 to present), Head of Department for Epidemiology and Environmental Health (2017–2020), Research Coordinator and Post-Graduate Coordinator at the Department of Public Health and Primary Care (2009–2011), and Lecturer in Environmental Health (2008–2017).

She holds a Doctor of Philosophy (PhD) in Medical Science from the Graduate School of Public Health at Tokyo Medical and Dental University, Japan (2007). Dr Turagabeci also holds a Bachelor's degree in Environmental Health from the University of the South Pacific (2002) and a Diploma in Environmental Health (1997).



Dr. Donald Wilson

January 2024 - April 2024

Acting Dean, College of Medicine,
Nursing and Health Sciences



Mr. Salabogi Mavoa

February 2024 - December 2024

Acting Dean, College of Engineering and
Technical Vocational Education
and Training



Captain Tevita Robanakadavu

January 2024 - April 2024

Head of School, Pacific Centre
for Maritime Studies

April 2024 - October 2024

Acting Director, Pacific Centre
for Maritime Studies



**Captain Vilivo Bolaciri
Valenitabua**

October 2024 - December 2024

Acting Director Pacific Centre
for Maritime Studies

Dr. Donald Wilson is a public health doctor, with doctorate training in epidemiology. Following his undergraduate training in medicine, he worked for the Ministry of Health for 7 years, before spending 12 years in Japan, during which time he completed his PhD in environmental epidemiology, defending his doctorate research on ambient air pollution and respiratory health.

Mr. Salabogi Mavoa is the Acting Dean of the College of Engineering, Technical, Vocational and Education Training, a position he has held since 9 February 2024. He joined Fiji National University on 2 March 2009 in the substantive role of Principal Instructor.

Mr. Mavoa holds a Master of Business Administration from the University of the South Pacific (2009) and brings over 40 years of work experience to his role.

Captain Tevita Misidali Robanakadavu served as Acting Director of the Pacific Centre for Maritime Studies from 12 April 2024 to 21 October 2024. He is a maritime professional and educator who joined Fiji National University in 1993 as a Principal Instructor.

Captain Robanakadavu holds an Advanced Diploma in Applied Science (Shipmaster) from the Australian Maritime College (1998) and a Class 1 Master Mariner certification. With over four decades of experience in the shipping and maritime education sectors, he brings extensive expertise to his roles.

Captain Vilivo Bolaciti Valenitabua was appointed Acting Director of the Pacific Centre for Maritime Studies (PCMS) on 22 October 2024. He brings over 30 years of experience in the maritime industry, with a strong background in vessel operations and maritime training.

He began his seafaring career in 1990 as an Able Seaman on the container vessel Captaine Quiros under Neptune Shipping. In 1992, he joined LPG carriers Boral Gas and Pacific Gas, gaining valuable experience in gas shipping.

Captain Valenitabua completed his Watchkeeper and Master Class 3 CoC at the Fiji School of Maritime Studies in 1998. After serving as a Junior Officer from 1999 to 2004, he pursued further studies at the Australian Maritime College, where he earned his Master/Chief Officer CoC. He was promoted to Chief Officer in 2005, he assumed command in December 2011 after successfully passing the Master's Oral Examination.



Mr. Bob Mitchell Kolitagane

April 2024 - June 2024

Acting Director National Training and
Productivity Centre

June 2024

Acting Director Productivity and Innovation



Ms. Adi Salaseini Ligamamada Rabuka

June 2024 – December 2024

Acting Director, Industry Training



Mr. Nilesh Prasad

Chief Financial Officer

January 2024 – March 2024

Acting Pro Vice-Chancellor,
Corporate Services



Mr. Tiko Domonakibau

Director Information Technology Services

March 2024 – November 2024:

Acting Pro Vice-Chancellor,
Corporate Services

Mr. Bob Mitchell Kolitagane is the Director of Productivity and Innovation at the National Training and Productivity Centre (NTPC). He served as Acting Associate Director NTPC from 2 April to 4 June 2024 and was appointed Acting Director from 5 June 2024. Mr Kolitagane joined the Fiji National University on 3 January 2017 as Manager Quality Awards. He holds a Master of Business Administration (MBA) and brings significant senior leadership experience to his role.

Ms Adi Salaseini Ligamamada Rabuka is the Director of Industry Training at the National Training and Productivity Centre, having been appointed Acting Director on 6 June 2024. She joined Fiji National University on 11 September 2019 as a Senior Instructor at the College of Engineering, Technical, Vocational and Education Training.

Ms. Rabuka holds a Master of Engineering in Electrical and Electronics from the University of Southern Queensland (2014). She brings extensive experience in education and the engineering sector, having held various positions at both FNU and Energy Fiji Limited. In her role as Director of Industry Training, she focuses on ensuring the department achieves its annual surpluses, aligning courses with industry needs, and overseeing administrative approvals.

Mr. Nilesh Prasad is the Chief Financial Officer and served as the Acting Pro Vice-Chancellor, Corporate Services at the Fiji National University from 14 August 2023 to 13 March 2024. He joined FNU in 2018 as Director of Finance, having previously held senior finance roles at the University of the South Pacific and Coca-Cola Amatil Fiji Limited. He holds a Bachelor of Arts in Accounting, Financial Management, and Economics, and a Postgraduate Diploma in Professional Accounting from USP.

Mr. Tiko Domonakibau is the Substantive Director of Information Technology Services and served as Acting Pro Vice-Chancellor, Corporate Services, from 13 March 2024 to 24 November 2024. He joined the Fiji National University in March 2019 as a Senior Instructor in Telecommunications – Network Engineering at the School of Electrical and Electronic Engineering, College of Engineering, Science and Technology.

Mr. Domonakibau holds a Bachelor's (Honours) degree in Electronics and Computer Engineering from the University of Brighton (UK), a Master's in Technology and Innovation Management from the University of New South Wales, and an MBA from the University of the South Pacific. He brings over 25 years of industry experience to his role.



Mr. Richard Eric Donaldson
Director Human Resources

Mr. Richard Eric Donaldson is the Director of Human Resources at Fiji National University. He joined FNU on 16 January 2023. Mr Donaldson holds a Master of Business Administration in Human Resource Management from the University of Fiji (2012–2014). He also holds a Postgraduate Diploma in Business Administration (General Management) and a Postgraduate Certificate Diploma in Business Administration (Human Resource Management), both from the University of Fiji.

He brings over 20 years of senior leadership experience and more than 10 years in senior management roles.



Mr. Shalendra Mani Gounden
Director Estates and Facilities

Mr. Shalendra Mani Gounden is the Director of Estates and Facilities at the Fiji National University. He joined FNU on 3 October 2017. Mr. Gounden holds a Master of Science in Project Management from the University of Liverpool (expected 2025), a Master of Business Administration from the University of the South Pacific (2012), a Postgraduate Diploma in General Management, a Postgraduate Certificate in Human Resource Management, and a Bachelor of Science in Electrical Engineering from USP (2008).

He brings significant experience from previous roles, including Acting Director and Manager Operations at USP, Engineer at the Telecommunications Authority of Fiji, Senior Scientific Officer at the Fiji Meteorological Service, and technician roles in telecommunications and electrical services.



Mr. Shalmendra Chand
Acting Registrar

Mr. Shalmendra Chand is the Acting Registrar at Fiji National University. He joined FNU on 18 November 2021 as the substantive Manager for Student Systems and Processes. Mr. Chand holds a Master's degree in Computing and Information Systems from the University of the South Pacific (2019). He has over eight years of experience in Enterprise Resource Planning solutions and three years in higher education administration and student support services.

As a passionate researcher in Computing Science, Mr. Chand focuses on advancing knowledge both globally and within Pacific Island learning systems. He has extensive experience in conducting rigorous research and producing impactful publications, currently exploring predictive artificial intelligence models to identify at-risk students for timely intervention.



Ms. Karen Lobendahn
Director Marketing and Communications
November 2024 - December 2024
Acting Pro Vice-Chancellor,
Corporate Services

Ms. Karen Lobendahn is the Director of Marketing and Communications (DMC). She served as Acting Pro Vice-Chancellor, Corporate Services from 25 November 2024. She joined the Fiji National University on 3 May 2021 as DMC. Ms. Lobendahn is a media and communications professional with over 20 years of experience in strategic communications, marketing, and public relations.

She holds a Professional Diploma in Business Leadership from the University of the South Pacific (2013) and is currently pursuing an Executive Master's in Business Administration at FNU.



Ms. Taakena Alexander

December 2024

Acting Director Marketing and
Communications

Ms. Taakena Alexander is the Acting Director of Marketing and Communications, appointed on 2 December 2024. She joined Fiji National University on 23 October 2023 as Manager of Marketing and Branding. Ms Alexander holds a Bachelor of Arts in Language and Literature from the University of the South Pacific (2011).

With over 15 years of experience, she has a strong background in television production and leadership.



Ms. Tavenisa Bukawai Tuinabua

January 2024 – May 2024

Acting Chief Financial Officer

Ms. Tavenisa Bukawai Tuinabua has held the position of Acting CFO from December 2024 to 1st May 2024. She is an experienced Senior Finance Manager with a demonstrated history of working in the higher education industry.

Ms. Tuinabua is skilled in Cash Flow, Team Building, Variance Analysis, General Ledger, and Budgeting & Forecasting. She has a Masters in Business Administration majoring in Business Administration and Management from the University of the South Pacific.



PROFESSOR UNAISI NABOBO-BABA
Vice-Chancellor
Fiji National University

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

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VICE-CHANCELLOR'S FOREWORD

As we present the Fiji National University (FNU) 2024 Annual Report, I am proud of what we've accomplished together as the FNU Vuvale. This year has been a testament to our unwavering commitment to academic distinction, research innovation, and societal impact. At FNU, we are not merely educating students—we are shaping leaders, visionaries, and changemakers for Fiji and beyond.

In 2024, FNU celebrated several remarkable milestones that reinforced our position as a leading institution in the Pacific. We proudly marked the 70th anniversary of the College of Agriculture, Fisheries and Forestry, a testament to our longstanding contribution to agricultural education and food security in the region. We also commemorated the 25th Fiji Business Excellence Awards, recognising the outstanding achievements of organisations committed to excellence and innovation.

Our commitment to partnerships and industry collaboration was further strengthened by the signing of a landmark deal with the Swire Shipping Fijian Dr.ua, opening new pathways for hands-on training, education and development for our students. Infrastructural growth remained a priority, and we were thrilled to open a state-of-the-art building at our Pacific Centre for Maritime Studies (PCMS), providing world-class facilities for our students and faculty.

One of the key milestones in 2024 was the successful launch of FNU's 2024-2026 Strategic Plan *“Na Veituberi ni Yalomatua kei na Sautu – Education for Wisdom and Sustainability: Shaping Fiji's Future”* - a guiding document that sets out our vision for the future.

The plan, which outlines our commitment to academic excellence, research, and regional leadership, reflects the university's dedication to being a transformative force in higher education. This strategic direction will help us continue to build an institution that prepares graduates to meet the challenges of an increasingly dynamic world.

Our commitment to inclusivity and equity was further reinforced with the development and implementation of the Gender Equality, Disability, and Social Inclusion (GEDSI) Policy. This landmark policy aligns with our core values of diversity and inclusion, ensuring that all students, irrespective of gender, disability, or social background, have equal opportunities to succeed and contribute meaningfully to society. FNU's commitment to a GEDSI-Driven environment will continue to shape the university's approach to teaching, learning, and community engagement.

We also celebrated the launch of the 360 Homes Project, an innovative collaboration aimed at providing sustainable housing solutions. This project not only



A Forestry student from the College of Agriculture, Fisheries and Forestry (CAFF) conducting field work during her class.

addresses critical housing needs but also exemplifies FNU's role in community development through research and practical application. It demonstrates our strong belief in sustainable development and how we can contribute to the betterment of society by applying academic knowledge to real-world challenges.

Perhaps one of the most inspiring highlights of the year was our 2024 Open Day, which welcomed an unprecedented 20,000 attendees across all our campuses in Fiji. This overwhelming participation reflects the growing enthusiasm for higher education and FNU's role as a pillar of learning and opportunity.

Our outreach efforts extended beyond urban centres, reaching maritime areas such as Lau, Lomaiviti, and Kadavu. These initiatives provided educational opportunities and skill-based training to communities that have traditionally faced challenges in accessing higher education.

Guided by our Strategic Plan, FNU remains committed to supporting the national development priorities outlined in the Fiji National Development Plan (NDP). By working closely with the government, we aim to ensure that our academic programmes, research, and industry collaborations contribute directly to Fiji's socioeconomic progress.

Looking ahead, FNU is preparing to shift its focus

towards the Vualiku Project, a transformative initiative aimed at empowering the people of the Northern Division. This project will bring enhanced educational infrastructure, new programmes, and stronger industry linkages to Vanua Levu, fostering economic growth and human capital development in the region. By prioritising the needs of the North, we reaffirm our commitment to inclusive education and national development.

These achievements are the result of the relentless dedication of our faculty, staff, students, and stakeholders, whose passion and commitment propel FNU forward. As we look ahead, we remain steadfast in our mission to drive excellence in education and research while making a lasting impact on society.

We will continue to build an institution that not only imparts knowledge but also inspires innovation and fosters transformation. The future of Fiji & the Pacific is bright, and together, we will shape it.

Professor Unaisi Nabobo Baba

Vice-Chancellor
Fiji National University

KEY DEVELOPMENTS IN COLLEGES



COLLEGE OF AGRICULTURE, FISHERIES AND FORESTRY (CAFF)



CAFF student numbers have made remarkable progress over the years.

The College of Agriculture, Fisheries and Forestry (CAFF) made remarkable progress throughout 2024, experiencing growth in student numbers, successful community outreach, and an increasing emphasis on sustainability and regional cooperation. The year saw the college not only enhance its academic offerings but also deepen its engagement with both local and international partners, ensuring its active role in areas such as food security, climate resilience, and conservation.

The number of students increased, with 845 students enrolled in Semester 1 and 704 in Semester 2, alongside improved financial performance. The college further extended its regional outreach, enrolling 63 students from across the region. CAFF strengthened its community connections through its involvement in animal security programmes, local festivals, and partnerships with organisations like GIZ on conservation projects. The college worked closely with stakeholders, such as the Ministry of Agriculture, to meet the educational and short-course needs of the community.

New short courses were introduced in regional areas, and there was growing demand for training in farming practices, showcasing CAFF's expertise. The student experience was enhanced with activities such as coffee sessions, orientations, and hands-on projects, including mushroom cultivation. In research and innovation, CAFF supported both students and staff in producing impactful research, leading to publications and international collaborations on topics like climate resilience and sustainable agriculture. The college also explored ways to generate income, including projects in aquaculture and agriculture.

The April and December 2024 graduations marked another significant milestone, with over 100 students completing their studies and embarking on new careers.

Partnership & Collaboration

CAFF formed crucial partnerships with the German International Cooperation Society (GIZ), the World Wildlife Fund (WWF), the Secretariat of the Pacific Communities (SPC), the University of Technology Sydney (UTS), Conservation International Fiji (CI), and the Ministry of Fisheries and Forestry. These partnerships focused on addressing vital issues such as conservation, food security, and climate resilience for coastal resources.

A key highlight of the year was the 70th Alumni Platinum Event, which celebrated the achievements of CAFF graduates and helped to strengthen connections between the college and its alumni.

Overall, 2024 was a year of growth, collaboration, and success for CAFF in education, community engagement, sustainability, and alumni relations.

COLLEGE OF BUSINESS, HOSPITALITY, AND TOURISM STUDIES (CBHTS)

Our College celebrated its 10th anniversary in 2023, having been established in 2014. Since its inception, the College has grown significantly, accommodating an average of 5,000 students post-COVID, supported by over 100 staff across multiple campuses in Nasinu, Nasese, Namaka, Ba, and Naduna in Labasa. In 2024, CBHTS offers around 84 programmes in fields such as accounting, finance, marketing, management, and hospitality, administered by five schools, with oversight from several associate deans. Most programmes are due for review in 2025, a vital process for assessing the quality and relevance of the curriculum, which may lead to the phasing out of some offerings based on feedback from stakeholders. This ensures the College remains

dynamic and responsive to shifts in the academic and job market, aligning its programmes with current standards and societal needs.

Partnership & Collaborations

In 2024, CBHTS achieved a significant milestone by signing a partnership agreement with the Centre of Customs & Excise Studies (CCES) at Charles Sturt University and the Oceania Customs Organization (OCO). This collaboration led to the development of a new Bachelor of Border Management programme and the review of existing Certificate and Diploma in Customs. Additionally, a Pacific Centre for Border Management & Security was established to oversee programme delivery across the region. The partnership also produced a Certificate in Corrections Services, launched in November 2024 for new recruits of the Fiji Corrections Services.

Challenges and Way forward: In 2024, the College focused on at-risk first-year students facing academic and non-academic challenges, including financial support and peer pressure. A study revealed that about 30% struggled during their transition. Motivating students proved difficult, as some opted to pause their education for stable income after industrial attachments. The College is pursuing a strategic plan aligned with the FNU 2025-2026 framework, focusing on two key initiatives over the

next two years. These include enhancing programme quality and relevance, and establishing partnerships with industry for real-world experiences, internships, and networking opportunities to improve student employability and skills.

CBHTS aims to be a value-Driven college, fostering integrity, inclusivity, and personal growth, while enhancing its reputation through skilled staff and a strong ethical foundation.

COLLEGE OF ENGINEERING AND TECHNICAL VOCATIONAL EDUCATION AND TRAINING (CETVET)

In 2024, the former College of Engineering, Science and Technology (CEST) officially transitioned to the College of Engineering and Technical Vocational Education and Training (CETVET). This rebranding reflects Fiji National University's (FNU) alignment with the Fiji Government's National Education Policy Framework 2024–2033, placing greater emphasis on Technical and Vocational Education and Training (TVET). CETVET now operates under the TVET Pasifika umbrella, alongside NTPC and FMA. The College welcomed Mr. Salabogi Mavoa as Acting Dean, following the tenure of Professor Tibor Pasinszki, now Professor of Science. CETVET has continued its mission of delivering high-quality education, industry-relevant training, and applied research while contributing to national and regional development priorities.

Enrolment and Graduation

Despite a slight decline in overall enrolment from 2023, CETVET maintained stability in student numbers, with a total enrolment of 4,253 in 2024. This included 1,711 new and 2,542 continuing students. Notably, postgraduate admissions saw an upward trend with 11 students admitted (7 in Master by Research and 4 in PhD programmes). A total of 720 students graduated across certificate, diploma, bachelor's, and postgraduate levels. Graduation ceremonies were held in both April and December across Labasa and Suva campuses, underscoring the College's commitment to academic progression.

Financial Performance

CETVET recorded a provisional net income that was 17% below the year-to-date budget, although expenditures were managed efficiently and remained slightly under budget. This reflects prudent financial management despite the challenges of fluctuating enrolment and resource demands.



A College of Business, Hospitality and Tourism Studies (CBHTS) student during a restaurant services practical session.

Key Events

Several landmark events were hosted by the College during the year. CETVET partnered with UNICEF Pacific to deliver a 10-day Cold Chain Equipment Management Training, bringing together participants from across the Pacific. In collaboration with the Global Green Growth Institute (GGGI) and the Ministry of Public Works, the College hosted a workshop on bamboo use in climate-resilient construction. Another notable event was the “Enhancing the Climate Resilience of Fiji’s Road Network” workshop, facilitated by experts from Durham University and FNU. The College also conducted a Strategic Planning Workshop and won the prestigious Vice Chancellor’s 2024 Open Day Award, led by a PhD research project on innovative eco-brick design by Senior Lecturer Mr. Viliame Sakiti.

Partnerships and Collaboration

CETVET strengthened its engagement with industry stakeholders through the establishment of Programme Advisory Committees and the signing of several Memoranda of Understanding and Agreements (MOUs/MOAs) with key partners, including KOICA, Telecom Fiji Limited, and the Fiji Institution of Engineers. A critical milestone was the College’s engagement with Engineers Fiji regarding the accreditation of five Bachelor of Engineering (Honours) programmes under the Washington Accord, enhancing international recognition and graduate mobility.

Research and Publications

In 2024, CETVET researchers produced 37 journal articles, 10 book chapters, one conference paper,

and one thesis. Highlighted projects included an innovative eco-brick design and the development of a remote fuel level monitoring system for Telecom Fiji. The College also made significant strides in applied research through the activation of four seed grants, ten student grants, and three industry-collaborative grants, further reinforcing CETVET’s commitment to evidence-based innovation.

Student Experience

Student engagement was enhanced through various enrichment activities, including participation in the Blue Talanoa event hosted by the French Embassy and an industry site visit in celebration of International Women’s Day. CETVET also facilitated apprenticeship recruitment drives across campuses, fostering hands-on industry exposure. Additionally, the College hosted its first Cultural Night, promoting cultural diversity, and recognised student athletes and contributors through awards and celebrations.

Staff Development and Recognition

CETVET employed a total of 278 staff members in 2024, with a balanced mix of academic and support personnel. Staff engagement in professional development aligned with strategic priority areas, and the College promoted opportunities for further education, conference participation, and industry attachment. At the Annual Staff Awards Night, CETVET honoured exceptional staff across categories including research, teaching, and service excellence. The School of Transport was recognised as the best performing school of the year.



FNU students in a study group session.

Accreditation and Programme Development

CETVET advanced its international accreditation agenda, submitting documentation for Bachelor of Engineering (Honours) programmes to Engineers New Zealand. Five Diploma programmes, provisionally accredited in 2023, continued through moderation and benchmarking processes, with Swinburne University confirmed as a benchmarking partner. A new Postgraduate Diploma in Cybersecurity was developed and approved, set to launch in 2025. Programme reviews led to the re-recording of several Level 6 Diploma offerings to maintain quality and relevance.

Centres and Infrastructure

The Centre for Water and Energy Engineering (CWEE) worked closely with the Water Authority of Fiji to enhance engineering capacity in the region. In 2024, the CWEE installed soft starter controls and upgraded its R&D laboratory, laying the foundation for practical, problem-based learning and advanced water engineering research.

Throughout 2024, CETVET demonstrated resilience, innovation, and strategic foresight. Despite challenges in student enrolment, the College achieved stability and strengthened its academic and research output. Key developments in international accreditation, industry partnerships, and infrastructure investment have positioned CETVET as a leader in engineering and TVET education in the Pacific. The College remains committed to advancing its mission in alignment with national development goals and the Sustainable Development Agenda.

COLLEGE OF HUMANITIES AND EDUCATION (CHE)

In 2024, the College of Humanities and Education (CHE) continued its mission to foster academic excellence, cross-disciplinary research, and community engagement through its Schools of Arts and Humanities (SAH), Communication, Language and Literature (SCLL), and Education. The year was marked by notable achievements in curriculum development, impactful research output, vibrant student engagement, and strengthened partnerships.

Projects and Grants

SAH academics led impactful externally and internally funded research initiatives. Notable among these was the “Climate Change and Health” project by Prof. Nii-K Plange and Dr.. Mumtaz Alam, funded externally with FJ\$55,000. A seed grant-supported study on community relocation in Lautoka, led by Dr.s. Rohit, KunDr.a and Iqubal, also progressed. The Fiji General Elections Post-Election Survey, coordinated by Dr.. Mosmi Bhim, was successfully

deposited with the CSES. Additional student-focused and campus-enhancement projects, such as the FNU logo stone design and campus beautification at Naduna, reflected staff commitment to community integration and environmental stewardship.

Academic and Professional Achievements

New academic programmes were approved, including BASS, PGDs in Geography, History, and Social Policy, and Masters programmes in related disciplines, all led by Dr.. Rohit. Certificates in Preliminary and Foundation Social Science were also developed by Dr.. Asif Iqubal. Multiple faculty received accolades: Dr.. Rohit was recognised as an Early Career Researcher, while Dr.. Asif Iqubal was honoured at various international academic events. Ms. Makereta Mua actively coordinated Foundation Studies and contributed to increased enrolment efforts. Staff also participated in high-profile workshops, exchange programmes, and guest lectureships locally and abroad.



A Certificate in Film and Television (Level 4) student receiving hands-on experience during classes.

Research Output and Breakthroughs

SAH and SCLL faculty produced an impressive range of publications including peer-reviewed journal articles (Q1–Q4), book chapters, and books. Key contributions included Dr.. Mumtaz Alam's work on inclusive education and intimate partner violence, Dr.. Ravinesh Rohit's geographic education studies, and Prof. Plange's publications on ageing and Pacific resilience. Dr.. Sakul KunDr.a, Dr.. Subashni Kumar, and others contributed regionally significant

literature across the domains of cultural diplomacy, climate change, and indigenous knowledge. Several faculty participated in global conferences, representing FNU on international platforms and panels.

Student Engagement and Experience

Student-centred learning and outreach remained a core focus. SAH and SCLL teams participated in semester marketing drives and open day exhibitions. A range of academic workshops, such as public speaking and democracy seminars, guest lectures, and cultural celebrations (e.g., Cultural Night and Hindi Divas), enriched the student experience. The Media and Journalism students took active roles in organising national awareness events, including World Press Freedom Day and National Scams Awareness Week.

Programme and Curriculum Development

The SCLL embarked on multiple programme reviews and developments, including the ESL programme at Namaka Campus and a comprehensive review of LNG501 and COM402/502. The ESL initiative, spearheaded by HOS-SCLL and designed for local and regional second-language speakers, is scheduled for launch in Semester 1, 2025. The Bachelor of Media and Communication programme was also reviewed to align more closely with industry standards.

Events and Collaborations

CHE staff were actively involved in diverse local and international events. From academic conferences and environmental workshops to cultural festivals and media initiatives, staff participation enhanced FNU's visibility. Highlights included the UNESCO Teacher Exchange in China, Human Rights Film Festival, OCIES Conference in Melbourne, and international collaborations through seminars and diplomatic events. Partnerships were further developed with institutions such as USP, Uni Fiji, and international embassies, while SCLL engaged with Dialogue Fiji and Bread for the World to host debate competitions.

Partnerships and MOUs

New and existing partnerships were instrumental in advancing academic and outreach goals. Significant collaborations were established with international academic bodies, government ministries, and NGOs. The School of Education signed a grant agreement with the American Embassy for STEM-focused teacher training workshops. Collaboration with embassies supported ESL initiatives, while industry partners facilitated internships and guest engagements.

Recognition and Awards

Recognition for individual and institutional

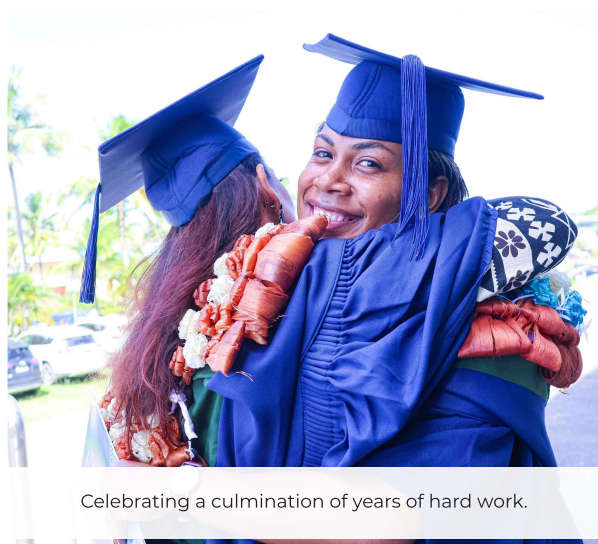
achievements continued in 2024. Faculty were celebrated for academic excellence, research contributions, and leadership. Dr. Jasmine Hussein, Ms. Afrada Shah, and Mr. Thomas Hukahu, among others, received distinction in various academic and developmental capacities. Subashni Kumar won the Hindi Play Writing competition (Asia/Australia category), reflecting excellence in creative scholarship.

School of Education – Highlights

The School of Education saw strong engagement in professional development and teacher training. A key highlight was the launch of the Science Lab Manual and Martial Arts Short Course. The School also contributed to international reports, notably the 2024 UNESCO GEM Report on Technology in Education led by Dr. Sofia Ali. Participation in OCIES and teacher training collaborations with the Ministry of Education and UNICEF further strengthened the School's regional relevance. Events such as Pre-School Week, World Teachers' Day, and practicum exchanges fostered strong ties with education stakeholders.

The College of Humanities and Education concluded 2024 with significant academic, research, and community outreach milestones. The collective efforts of SAH, SCLL, and the School of Education contributed to national and regional development goals, advancing the University's vision for inclusive, impactful, and globally aligned higher education. Through continued innovation and collaboration, CHE remains committed to shaping future-ready graduates and scholarly leaders across the Pacific.

GRADUATE STUDIES



Celebrating a culmination of years of hard work.

Centre for Graduate Studies (CGS)

The Centre for Graduate Studies, in collaboration with the Department of Library Services, introduced

several key initiatives to enhance research capacity among students and academic staff. A series of training sessions on EndNote, SPSS, and NVivo provided essential research tools, equipping participants with skills in reference management, statistical analysis, and qualitative data interpretation. The EndNote training, held in May 2024, saw 25 postgraduate students, early-career researchers and faculty members gain expertise in organising and citing references.

In June, Statistical Package for the Social Sciences (SPSS) training was conducted at Nasinu and Natabua campuses, benefiting 33 participants by strengthening their ability to manage and analyse statistical data. NVivo training in July focused on qualitative data analysis and literature analysis, with 44 and 18 participants, respectively, learning to manage unstructured research data effectively. Additionally, a virtual workshop on research databases in September attracted 100 participants, providing practical knowledge on structuring and retrieving research materials.

FNU also made significant strides in policy development for postgraduate studies. A two-day workshop in July reviewed the Graduate Studies policies and handbook, followed by a policy finalisation session in August. These efforts culminated in the Senate's approval of the revised policies, handbook, forms, and terms of reference in December 2024, ensuring a more structured and supportive framework for postgraduate research at FNU.

To foster research excellence, the Centre for Graduate Studies hosted academic seminars on key research methodologies. In July and August, discussions on qualitative research and responsible business research aligned with the United Nations Sustainable Development Goals provided valuable insights into ethical and impactful research practices. Furthermore, the 2024 Three Minute Thesis (3MT) Competition in November offered a platform for students to present their research concisely and effectively, highlighting FNU's commitment to research communication.

Postgraduate enrolment continued to grow across all disciplines, with over 1,250 students enrolled in various programmes. Masters by Coursework remained the most popular programme, with 587 students, followed by Postgraduate Diplomas with 709 enrolments. This growth reflects the increasing demand for advanced education and FNU's dedication to fostering academic excellence in the region. The school graduated two students from the College of Humanities and Education—one with a Master's by Research and the other with a Doctor of Philosophy.

These developments underscore FNU's commitment to strengthening research capabilities, enhancing postgraduate education, and refining academic policies to support its growing research community.

PACIFIC CENTRE FOR



The Pacific Centre for Maritime Studies (PCMS) underwent a rebranding from the Fiji Maritime Academy (FMA).

MARITIME STUDIES (PCMS)

In 2024, the Pacific Centre for Maritime Studies (PCMS) experienced significant growth and development. The institution underwent a rebranding from the Fiji Maritime Academy (FMA) to the Pacific Centre for Maritime Studies, aligning with its vision of becoming a premier maritime education hub for the Pacific region.

Key academic milestones included the successful graduation of Deckhand Fishing programme students, supported by the World Wildlife Fund (WWF), and Chartered Institute of Logistics and Transport (CILT) ceremonies for its cadets, strengthening international ties.

PCMS received notable industry recognition with Captain Tevita Robanakadavu winning the Champion of Diversity award at the Maritime SheEO Awards. The Centre also enhanced its global relationships, hosting a delegation from the Republic of Korea Navy and the Korean Institute of Maritime Fisheries and Technologies.

In terms of strategic partnerships, PCMS secured a \$14 million donation from Fiji Water (pending finalisation) to upgrade learning equipment, and strengthened ties with Swire Shipping, P&O Australia Cruise Ship, and Neptune Pacific Direct Line (NPDL) to provide cadet training. Additionally, plans were made for a partnership with Fiji Ports Corporation Limited (FPCL) to establish an advanced pilot training simulation centre.

A highlight of 2024 was the opening of a new three-storey building at PCMS, providing modern facilities to support research, innovation, and technological development.

Overall, 2024 marked a year of academic, infrastructural, and industry milestones that positioned PCMS as a leader in maritime education and training in the Pacific.

COLLEGE OF MEDICINE, NURSING, AND HEALTH SCIENCES (CMNHS)

In 2024, the College of Medicine, Nursing, and Health Sciences (CMNHS) strengthened its role as a regional leader in health education, research, and community service. The College welcomed over 2,800 students, including a strong cohort of regional and international learners. The continued popularity of the Certificate in Health Professions Foundation Studies highlighted the growing demand for foundational health training, despite financial challenges due to the programme not

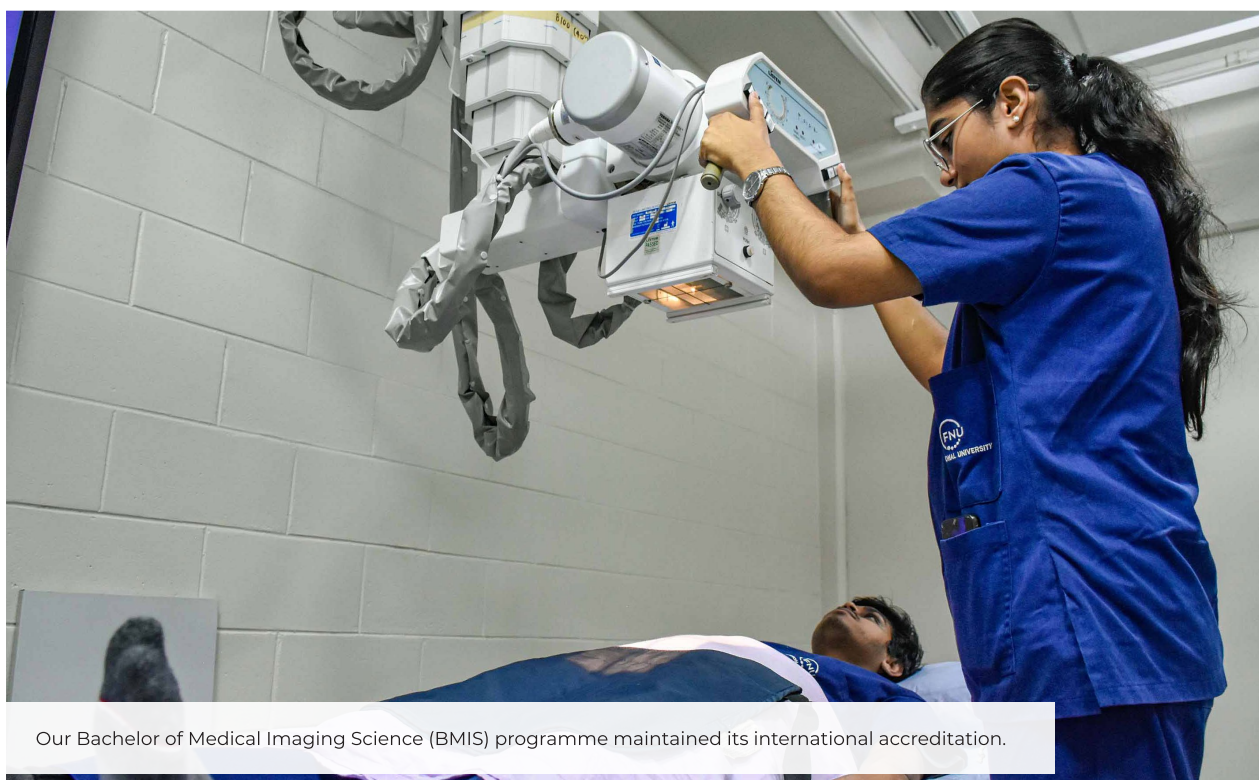
being covered under TSLS.

A key highlight of the year was the College's success in securing major research grants, including the AUD \$2 million SAPPHIRE grant, which supports public health innovations in the Pacific, and the Pacific Women Leaders Grant, aimed at advancing gender equity. The College also produced 20 academic publications and continued to build partnerships with leading institutions to support research and workforce development.

CMNHS hosted several important events, including the Health Professionals Education Symposium, which brought together around 95 participants to share knowledge and experiences. The College also celebrated student excellence through its Staff and Student Awards Night, where 25 staff and 82 students were recognised for their achievements.

Throughout the year, regional engagement remained strong. Students from countries across the Pacific participated in academic and cultural programmes, including a flag-raising ceremony, site visits, and student dialogue sessions. Counselling services remained a key part of student support, with over 100 students accessing mental health and wellbeing services.

Each school within the College recorded progress. The School of Health Sciences maintained international accreditation for its BMIS programme and began offering new short courses. The School of Public Health and Primary Care expanded its teaching reach and hosted international guests through the Think Pacific Workshop. The School



Our Bachelor of Medical Imaging Science (BMIS) programme maintained its international accreditation.

of Dentistry and Oral Health took steps towards establishing a new prosthetics laboratory, while also facing infrastructure and staffing challenges. The School of Nursing focused on building research capacity and published key studies in areas such as midwifery and the experiences of male student nurses.

CMNHS also strengthened collaborations through several new agreements with regional and international institutions, including the University of Newcastle, University of Auckland, and the Vanuatu Ministry of Health. These partnerships aim to enhance research, education, and health outcomes across the Pacific.

Despite facing challenges such as staffing shortages and infrastructure constraints, the College remained committed to delivering quality education and support to its students. The progress made in 2024 reflects CMNHS's ongoing dedication to training competent and compassionate health professionals for Fiji and the Pacific region.

NATIONAL TRAINING AND PRODUCTIVITY CENTRE (NTPC)



FNU's NTPC is a leading provider of technical, vocational, and productivity training designed to meet industry and national workforce needs.

In 2024, the National Training and Productivity Centre (NTPC) made significant progress with several notable achievements. One of the highlights was the successful hosting of the Fiji OHS Conference, where experts gathered to discuss the impact of climate change on occupational health and safety, with more than 100 professionals attending. The NTPC also celebrated the graduation of 677 students across various locations, including Macuata, Taveuni, and Vunivutu, showcasing their dedication to providing quality education and skills training.

NTPC marked the 25th Anniversary of the Fiji Business Excellence Awards with a special launch event, and also welcomed international delegations from Switzerland and Kiribati, exploring new collaboration opportunities in technical and vocational education and training (TVET). They also organised key industry events, such as the National Hospitality Conference and the National IT Conference, which brought together local and international experts to discuss important trends and developments in tourism, hospitality, and technology.

Further strengthening their international partnerships, NTPC delivered successful training programmes in Nauru and the Republic of Marshall Islands, offering skills in areas like tourism, construction, and automotive. In addition, the centre received funding through the TSLS Micro Qualification Grant, enabling the delivery of short courses in construction, tourism, hospitality, and automotive for a wider range of participants.

NTPC also celebrated World Standards Day, highlighting the role of internationally recognised standards in improving business practices, and hosted the Business Excellence & National Quality & Innovation Conference, focusing on "Inclusive Productivity." The year culminated with the successful 2024 Fiji Business Excellence Awards, which recognised exceptional achievements from organisations across Fiji. Throughout the year, NTPC continued to focus on enhancing training, fostering innovation, and building stronger relationships within both the local and international communities.

CENTRE FOR FOUNDATION AND PRELIMINARY STUDIES (CFPS)

The Foundation and Preliminary Studies programmes at the Fiji National University (FNU) play a pivotal role in providing students with the necessary academic preparation for their future studies. Throughout 2024, several marketing and outreach activities were undertaken to promote these programmes across the various colleges

within FNU. The following outlines key events and initiatives aimed at raising awareness and attracting new students to these foundational programmes.

On 26 February 2024, Acting Coordinator of Foundation and Preliminary Studies Makereta Mua visited Nabua Secondary School, Vunimono High School, and Sila Central School to promote the Foundation and Preliminary Studies programmes offered at CHEL, CETVET, CMNHS, and TVET. This outreach activity targeted prospective students and aimed to provide them with detailed information on the pathways available through the foundation and preliminary programmes at FNU.

On 6 February 2024, a college exploration tour organised for new Foundation Science students at CETVET, CMNHS Foundation students, and CHEL Social Science Foundation students. The tour included visits to CMNHS Pasifika House, the Fiji Maritime Academy, and CHE, providing students with a firsthand look at the facilities and opportunities offered by these institutions. The tour was conducted by FNU staff, who assisted in guiding the students and providing additional insights into the academic and extracurricular offerings available at FNU.

On Thursday, 29 August 2024, a team visited Niusawa Methodist High School students from Taveuni, who were camped at the Methodist Church Hall in Caubati. The purpose of this visit was to promote the foundation and preliminary programs offered by the five colleges at FNU, providing students with valuable information about their academic options and future pathways.

The following day, on Friday, 30 August 2024, the students from Niusawa Methodist High School were taken on a comprehensive tour of FNU's facilities. The tour included visits to the Girls' and Boys' Hostels, Student Central/Academic Services and Student Association, B1101 New Lecture Theater, the New Sports Science & Gym Complex, the Library, ITC Student Help Desk, the Student Cafeteria, the Waiting Area outside the Vice-Chancellor's Office, and the Vuvale Lecture Theatre. This tour provided the students with a deeper understanding of the university's infrastructure and the student experience at FNU.

Partnerships & Collaborations:

On Tuesday, 15 October 2024, representatives from FNU met with members of the Retired Fijian Teachers Association (RFTA) and principals of selected schools in the Suva-Nausori corridor. The meeting, held at the FTA Hall on Knolly Street, Suva, aimed to promote the Foundation and Preliminary Studies programs across the five colleges at FNU, engaging educational stakeholders in discussions about the opportunities available for students in these foundational programmes.

The marketing and outreach initiatives conducted throughout 2024 have significantly contributed to raising awareness about the Foundation and Preliminary Studies programmes at FNU. These activities have helped to engage students, educators, and the wider community, creating opportunities for prospective students to explore their academic options and pathways to higher education. FNU remains committed to providing accessible, high-quality education and preparing students for success in their chosen fields.



High School Students exploring models made by FNU students.

KEY DEVELOPMENTS IN PROFESSIONAL SERVICES



(DIVISIONS)



CAPITAL PROJECTS AND INFRASTRUCTURE (CPI)

The Division of Estates and Facilities faced challenges with high staff turnover, impacting the delivery of its strategic goals, as well as contractor issues related to reliability and adherence to timelines. Additionally, there was a skilled labor shortage and supply chain disruptions caused material shortages and unavailability. Despite these challenges, the major projects were successfully accomplished in 2024.

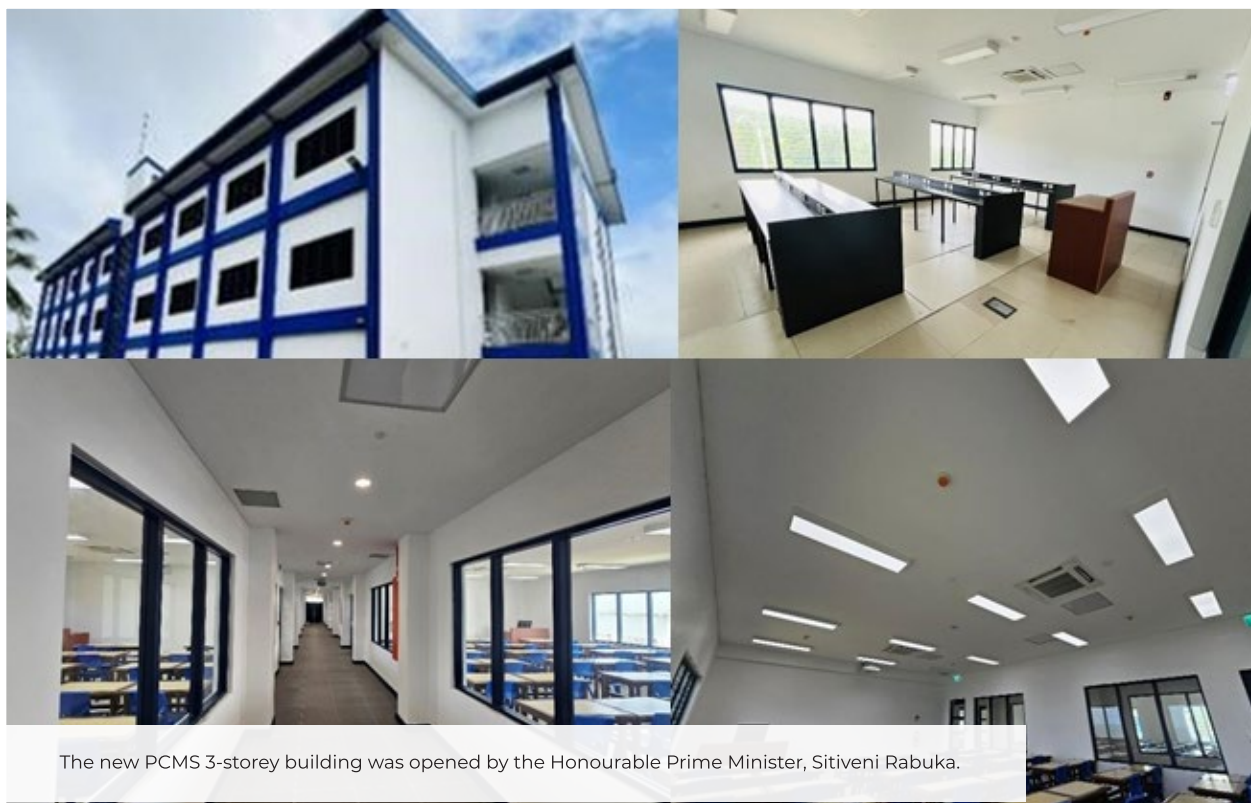
The Senior Leadership Team approved the merger of the Division of Capital Projects and Infrastructure with the Division of Estates and Facilities to enhance operational efficiency, resource allocation, and streamline processes, avoiding duplication in budgeting, planning, and reporting. This consolidation delineates tasks and responsibilities clearly, fostering a collaborative culture among team members for collective success and improved strategic alignment. It ensures that the division's initiatives support the University's strategic objectives in achieving maximum value.

The environmental sustainability initiatives were a significant achievement in our waste recycling efforts. Approximately 603 kg of waste was collected by Waste Recycle Fiji Limited from the Natabua and Derrick campuses. Additionally, 630 kg of paper waste was collected by South Pacific Waste Recyclers, and 300 L of waste oil was collected by Oil Care as part of FNU's environmental sustainability initiative program in 2024.

PCMS 3 storey Building

The construction of a three-story building at the Pacific Center of the Maritime campus supports the university's efforts to provide enhanced facilities for delivering training programs required by the maritime industry. It encourages more students, both local and from Pacific Island countries, to participate in capacity development, resulting in a more skilled workforce. The facilities offer modern teaching amenities and equipment to ensure productive and efficient course delivery for students. The project cost was \$15,257,373.64.

The contractor completed the renovation in July 2024. Following project completion, the PCMS three-story building was opened on November 27, 2024, by the Prime Minister, Honourable Sitiveni Rabuka. The building features five classrooms with partitions that can be converted into a lecture theatre for large-capacity events management for PCMS and new programs to meet future industry demands. It includes adequate washrooms and changing rooms for students and staff, cafeteria space, computer and fisheries laboratories, with 10 classrooms having capacities of 40 and 80 students. The building will be benchmarked against international standards for space, energy efficiency, and sustainability.



The new PCMS 3-storey building was opened by the Honourable Prime Minister, Sitiveni Rabuka.

Nasinu Frontage upgrade

The Division commenced the Nasinu Frontage upgrading work in late 2023 and successfully completed the entire project package in July 2024. There are 57 parking spaces available, including two disabled spots and allowances for senior staff parking. The project also included landscaping, beautification work, and the construction of a security booth. The project cost was \$2,830,385.45. A flag-raising ceremony and a small opening of the expanded car park area were held prior to the FNU open day in October 2024.



The Nasinu Campus Frontage Upgrade Project was successfully completed in July 2024.



Fire Compliance and Mitigation Project

Fire compliance and mitigation work has been completed on six campuses: Ba, Natabua, Nadi, Nursing Campuses, Ono-Street Hostel, and McGregor Hostel. Work is ongoing at Narere, Koronivia, PCP, and Kivi Hostel facilities. The project cost is \$4,429,201.

This year, fire mitigation and compliance work has also commenced at Derrick and Nasinu Campus. The expected project cost is \$1,524,510.

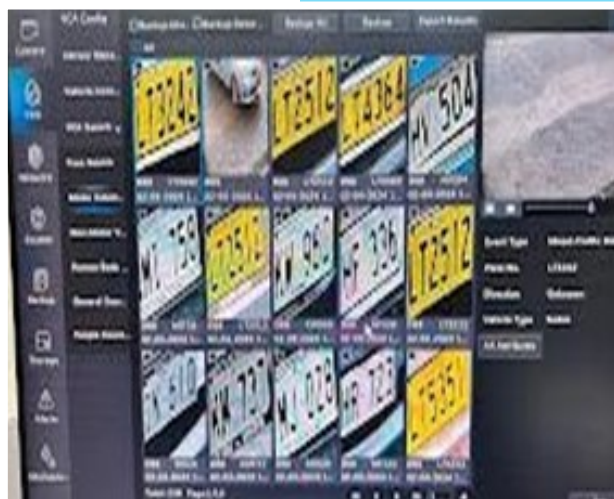
CCTV System at FNU Campuses

To enhance security and surveillance capabilities across FNU campuses, the division commenced with installing a comprehensive closed-circuit television (CCTV) camera system. This system will provide real-time monitoring, recording, and surveillance against unauthorized activities on campus.

All physical work has been completed, and all camera alignments to match the field of view have been achieved. Training and handovers for the Natabua and Nadi campuses have been completed. TV installations for Pasifika, Nursing, and Nasinu have been completed. The project cost was \$587,278.45.



CCTV Camera systems have been installed at all FNU Campuses to enhance security and surveillance.

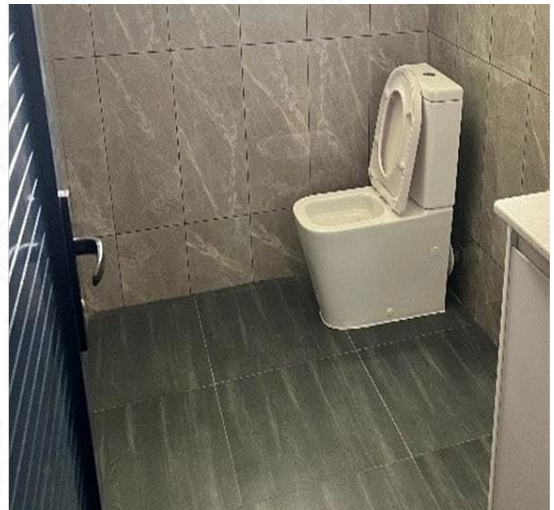


Ba Campus Works

The division commenced with the boundary fencing works, which included the installation of boundary fencing with cladding at Lot 2, Ba Campus. Additionally, the refurbishment of the staff office and new boardroom, as well as the construction of staff office space, was completed. The total project cost is \$474,468.71.

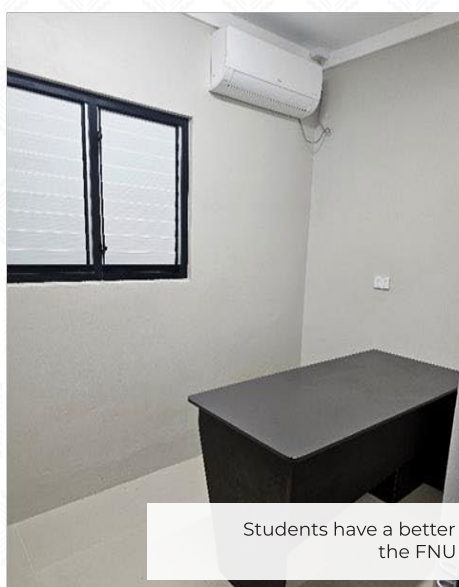
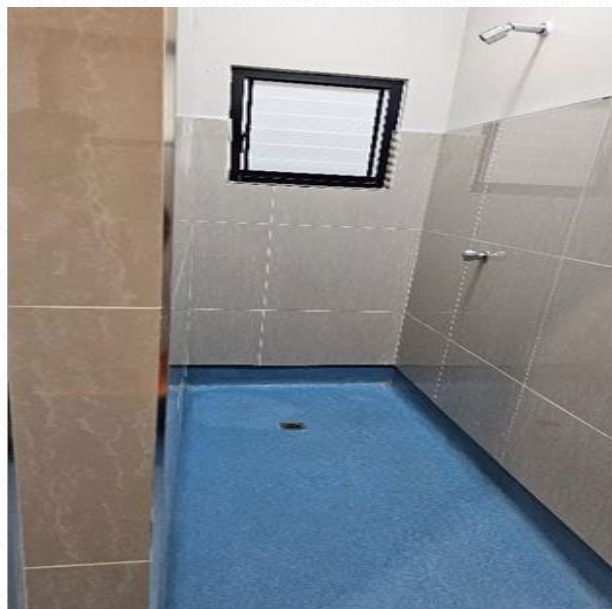


FNU's Ba Campus was given a major facelift.



Washroom Extension and Refurbishment at Koronivia Campus

This division completed the new student washroom and launDry facility at Koronivia Campus. This modern facility provides a better environment and convenience for students to access. Project cost: \$622,231.24



Students have a better washroom and laundry facility at the FNU Koronivia Campus.

Pasifika Electrical Infrastructure Upgrade

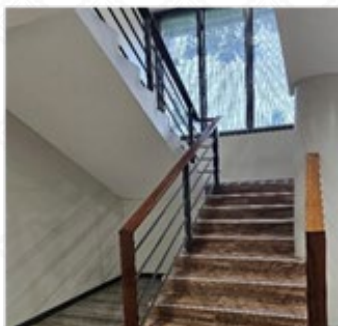
The division completed the new standby generator at the Pasifika Campus, and it is now operational. The generator has a capacity of 330 KVA. The project's total cost is \$442,385.65. Standby generators were also installed at the Ba and Nadi campuses, with the projects costing \$68,000.00 and \$215,000.00, respectively. The installation includes the delivery and installation of the generator, shed, and automated transfer panel.



Standby Generators have been installed at the Pasifika, Ba and Nadi Campuses.

Hoodless House- major renovation

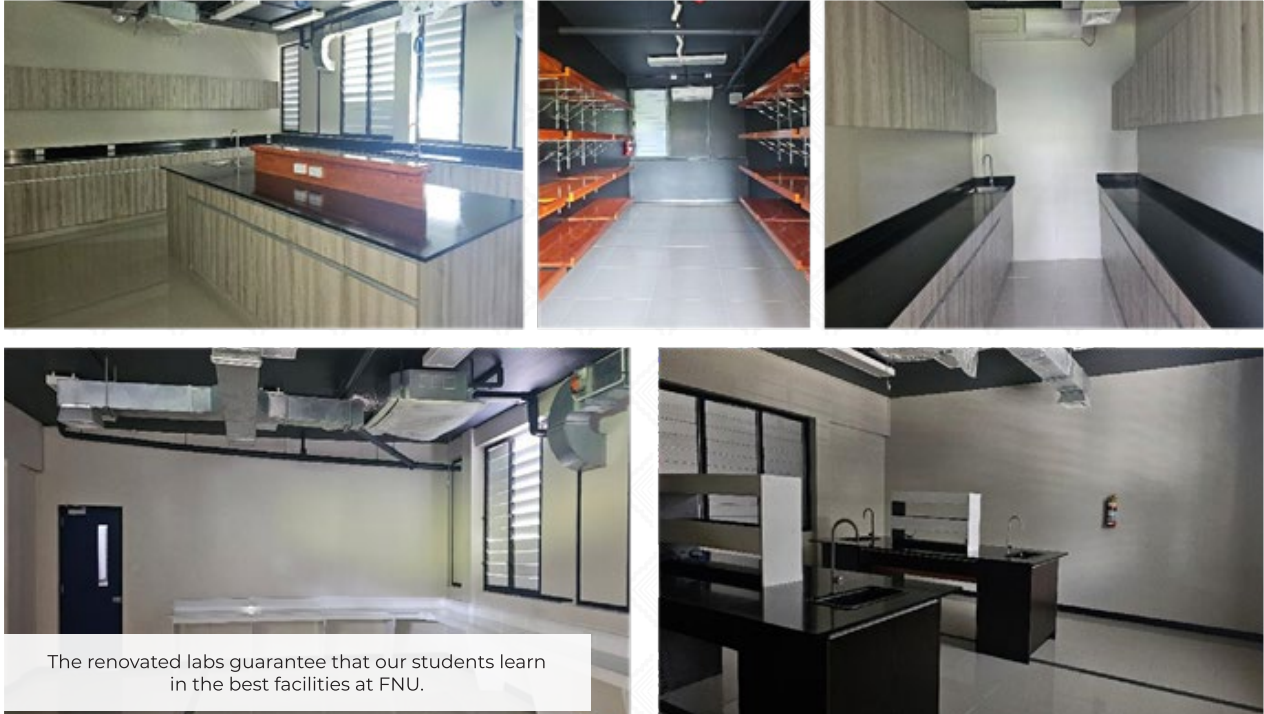
The project commenced in January 2024 with a cost of \$3,968,124.98. There were challenges regarding delays affecting timely completion. The project was executed in two phases: Phase 1 is completed, and renovation works are ongoing in Phase 2, with completion expected at the end of the first quarter. A significant milestone achieved is the completion of office spaces on the ground and first floors, including the hostel facility and ICT office spaces.



The iconic Hoodless House was given a major facelift.

Renovation of Science Lab at Derrick Campus

The project commenced in September 2023 with an estimated budget of \$3,825,350. The upgrade is part of a major renovation of the C-Block Space, which is being converted into a science lab facility at Derrick Campus. Most work in the tutorial rooms and lab spaces has been completed, with pending work planned for gradual completion without affecting teaching and learning functions.



The renovated labs guarantee that our students learn in the best facilities at FNU.

Foundation Project, Namaka Bure

The Bonunaqwele bure project at Nadi Campus was initiated as part of the FNU Foundation project. The bure was designed in-house, while the project was managed by the E&F team. The bure's dimensions are 20m x 12m. The total project cost was \$360,000. Other projects executed alongside this one included the construction of a small bure, timber decking, and a boundary fence.



The Namaka Campus bure was designed in-house.





The Namaka Campus bure adds to the beauty of our study environment.

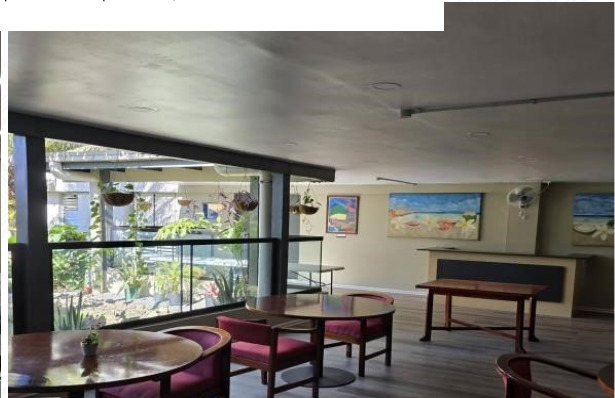
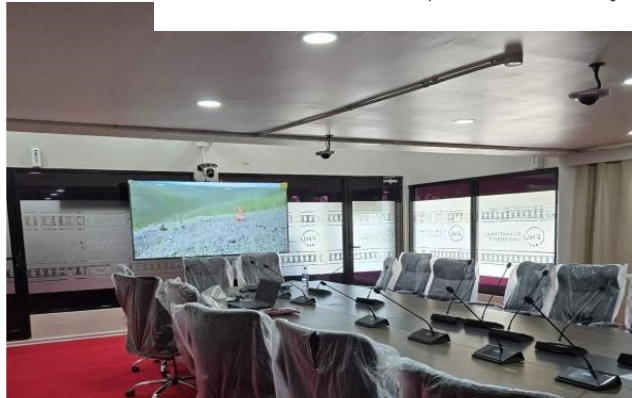


VC's office, Coffee Haven and Washroom

The project was initiated as part of the FNU Foundation Initiatives. It was designed inhouse, and the total project cost was approximately \$250,000. This includes the VC's office and the board room, which can accommodate 12–20 participants. The facility also includes the Coffee Haven and Hub, which can house approximately 50 staff.



FNU's Coffee Haven is part of the university's philanthropic arm, the FNU Foundation.



Finance and Academic offices, Natabua campus

The renovation of the Natabua Finance and Admin Office commenced in July 2024 and was completed in late August 2024, with a budget of \$50,000 to support the administration function at the campus with modern facilities and a customer service area for student reception.



The Finance and Academic Services offices at Natabua campus.



Naiyaca Campus-Phase 1

The division proceeded with developing the Naiyaca site to improve its security and clear the land to secure the campus boundary area. This includes installing approximately 400 meters of picket fencing at a cost of \$53,000, along with signage, solar light installation, and clearing the area to maintain the campus aesthetic.



Renovation to new ICT Facility at Derrick Campus

The old bookshop space was renovated to establish a new ICT facility at Derrick Campus at a cost of \$57,360 to accommodate the UIMS project team. The project was completed in February 2024.



The new ICT facility at Derrick Campus.



Landscape Improvement at the Frontage of Derrick Campus

The division planned and executed landscape improvements at the frontage of Derrick Campus to enhance its aesthetic appearance. The project commenced in June and was completed in July 2024, at a cost of \$42,570.



Landscape improvements at Derrick enhanced the aesthetic of the natural environment.

Landscaping Improvement at Frontage area- Nadi Campus

The project was initiated at the Nadi campus entrance roundabout to enhance the aesthetic appeal of the campus entrance and create a welcoming atmosphere for students, staff, and visitors. The project commenced in November and was completed a month later in December 2024 at a cost of \$27,463.



The improved Nadi Campus frontage.

Furniture Replacement in teaching and Learning space

The university's teaching and learning facilities underwent major upgrades to provide a conducive environment at the respective campuses, including the provision of standard furniture for students. The total cost of the project was \$1,741,200.

- Replacement and upgrade of LT01 lecture theatre at Nasinu Campus.
- Replacement of 6,000 tutorial chairs and 4,500 desks at the respective campuses.



Learning and teaching facilities underwent major upgrades.



Fire Wardens Training

Fire Wardens Training was successfully conducted, with a total of 223 participants, including both staff and students. The training was facilitated in collaboration with the National Fire Authority and aimed to enhance fire safety awareness, evacuation procedures, and emergency response capabilities. Participants were equipped with practical knowledge on fire prevention, use of fire extinguishers, and their roles and responsibilities during fire emergencies.



Snippets from the Fire Wardens Training .

First Aid Training

The Division, in collaboration with the Fiji Red Cross Society, successfully organized First Aid Training for a record number of 83 participants, including staff and students. The training focused on essential life-saving skills such as CPR, wound management, fracture care, and emergency response techniques. Participants gained hands-on experience to enhance their ability to respond effectively to medical emergencies, contributing to a safer and more prepared university environment.



83 participants attended the First Aid Training.

Emergency Response Collaboration Workshop

The Division successfully conducted an Emergency Response Collaboration Workshop with 85 participants, including staff and students. The workshop featured guest speakers from the National Fire Authority, Ministry of Health, Ministry of Labour, National Disaster Management Office, Fiji Police Force, and the Commissioner's Office. The session focused on strengthening emergency preparedness, response coordination, and stakeholder collaboration. Key topics included fire safety, medical emergencies, workplace safety regulations, disaster management strategies, and security response protocols. This initiative enhances FNU's capacity to effectively respond to emergencies and reinforces a culture of safety and resilience within the university.



Glimpses from the Emergency Response Collaboration Workshop.



OHS Modules I and II Training

A successful OHS Modules I and II Training was conducted by the Division in collaboration with the National Training and Productivity Centre (NTPC), training 129 participants. The training covered fundamental and advanced occupational health and safety principles, including hazard identification, risk assessment, workplace safety regulations, emergency preparedness, and incident reporting. Participants gained essential knowledge and skills to enhance workplace safety culture and compliance with OHS standards.



OHS Modules I and II was carried out in collaboration with NTPC.

Workplace Registration and NFA Compliance

All FNU campuses have been successfully registered under workplace safety regulations in 2024. For National Fire Authority (NFA) compliance, the Northern and Western campuses achieved 100% compliance, with NFA compliance certificates issued. In the Central Division, Nasese, PCMS, Kivi and Hoodless, SPHPC, SON, Koronivia, Narere, and Nabua campuses have met compliance requirements. Other campuses are awaiting the finalization of servicing and installation works by the contractor to complete compliance requirements.

Fire and Emergency Evacuation Drills

The Division of Estates and Facilities successfully conducted fire Drills across all FNU campuses and accommodation facilities. These Drills aimed to enhance preparedness, test emergency response procedures, and ensure staff and students are familiar with evacuation protocols. The exercises involved coordinated evacuation processes, assembly point management, and role-specific responsibilities for fire warden teams.



Regular drills at all FNU campuses and hostels enhance preparedness and knowledge of evacuation protocols.



HUMAN RESOURCES

The Division of Human Resources, among other things, manages the talent needs, performance and development, compensation and benefits, and the HR Information Systems (HRIS) which provide analytical reports that help in making informed decisions for the University and its contribution towards the Strategic Plan and the Annual Plan.

The following points highlight achievements in 2024:

1) Improving Technological Capabilities

HRIS improvements resulted in efficient processing of the following HR functions:

- The utilisation of the Moodle platform to deliver a wide range of online courses for staff development.
- Development of an online probation planning and review tool to provide a transparent approach for the monitoring and evaluation of the staff members' initial performance.
- Electronic employee records and digitising the current hard copies of employee records, which also demonstrated corporate social responsibility by minimising cost and saving energy.
- Electronic tracking of the medical and police report dates in the Banner software.

2) Recruitment and Selection

FNU appointed five local SLT members: Dean of the College of Agriculture, Fisheries & Forestry, Dean of the College of Business, Hospitality & Tourism Studies, Pro Vice Chancellor Learning & Teaching, Pro Vice Chancellor Research & Innovation and the Pro Vice Chancellor TVET.

FNU recruited and selected candidates based on merit, guided by the minimum qualifications required (MQR) for the position. Based on the changing needs of the nature of work, the MQRs need to be reviewed and amended to get the right calibre for the job. The MQRs for all the positions in the University were reviewed, and an equivalency exercise was conducted, and the following categories of MQRs have been revised:

- Support MQR equivalency is being built into the job descriptions as part of the JAE exercise.
- HE MQR equivalency has been completed and approved by the VC.
- TVET MQR: 90% of the MQR equivalency has been completed and approved by the VC.

The University revived the Graduate Teaching Assistant Policy and created a rank in the higher education stream of Teaching Assistant. By engaging Teaching Assistants, colleges identify and select top-scoring students providing them an opportunity to progress academically and mentoring them to become brilliant academics for the University promoting "Priority Areas 5: Education for Employment and Internationalisation" of the Strategic Plan.

3) Enhancing employment contracts and salaries.

In response to the employee engagement survey feedback, the University, with Council approval, increased selected rates of pay based on the 2023 PwC Market-Based Remuneration Report, effective from 11/03/2024.

The University commenced a Job Analysis and Evaluation Exercise (JAE) and expects completion of this exercise in 2025.

4) Strategic Workforce Planning (WFP)

HR uses current and historical trends of student numbers to analyse and plan the staffing needs of the University.

a. Staff Full-Time Equivalent (FTE)*

The table below compares the FTE of all staff employed in the from 2020-2024:

	2020	2021	2022	2023	2024
Academic Staff	904	827.2	824.7	862.6	808.3
Support Staff	1289	1225.5	1226.5	1242.5	1069
Academic: Support Staff	0.70	0.67	0.67	0.69	0.86

* The FTE for both academic and support staff represents the full-time and part-time status of the staff in the university, as well as Invigilators & External Examiners.

5) Professional Training & Development (PTD) and Staff Benefits:

The University provided study benefits available to all full-time staff through which staff upgraded their qualifications. Full-time staff applied for 100% fee waiver for their studies in cases where the staff studied at FNU. The University supported a total of 473 staff in professional training and development.

The table below identifies the areas where the University supported training and development, and the number of staff supported:

Areas of training and development	# of Staff Supported
Internal and External Professional Training and Development Workshops	47
Professional Training and Development Allowances: Study Leaves	125
Tuition Fees Reimbursements: 100% Tuition Reimbursements, Fee Waiver	264
Full-time study leaves	23
Industrial Attachment	13
Sabbatical Leave	1
Total	473

FNU is an institution committed to investing in its staff, recognising that our people are our greatest asset. In 2024, the University had a full-time staff body of 806 academic staff and 914 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 increase in 2024 to more than 50%. This overall figure masks significant variations between colleges: the three science-based colleges (CAFF, PCMS and CETVET) and NTPC are predominantly male, while in CMNHS women are in the majority; these trends are observed in universities around the world.

Table 1: Gender-based percentages of FNU employees from 2022 – 2024.

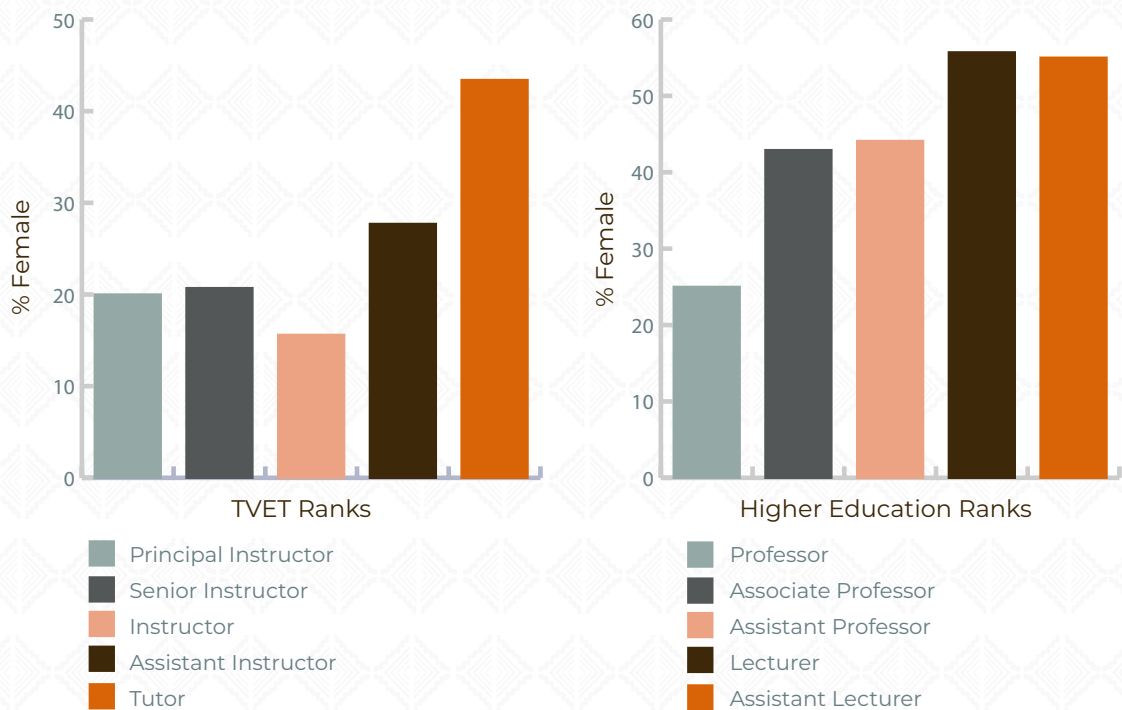
Colleges	2022		2023		2024	
	Male (%)	Female (%)	Male (%)	Female (%)	Male (%)	Female (%)
CAFF	67.5	32.5	70.8	29.2	60.9	39.1
CBHTS	50.6	49.4	47.2	52.8	48.5	51.5
CETVET	79.5	20.5	77.8	22.2	78.6	21.4
CHE	44.2	55.8	45.9	54.1	47.6	52.4
CMNHS	34.5	65.5	35.3	64.7	33.3	66.7
NTPC	83.0	17.0	70.0	30.0	65.1	34.9
PCMS	100.0	0	94.7	5.3	91.7	8.3
Total	59.1	40.9	57.6	42.4	56.5	43.5

When classified by seniority, the table below shows that, in 2022, the proportion of women in the entry grades is high – 43% in TVET and 55% in higher education. However, female participation drops significantly at the more senior ranks. 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.

Table 2: Gender-based percentages of FNU employees at various ranks in 2024.

TVET Ranks	% Female	Higher Education Ranks	% Female
Principal Instructor	20	Professor	25
Senior Instructor	20.7	Associate Professor	42.9
Instructor	15.6	Assistant Professor	44.1
Assistant Instructor	27.7	Lecturer	55.7
Tutor	43.4	Assistant Lecturer	55

Gender-based percentages of FNU employees at various ranks in 2024.



Sharing special moments of joy.

INFORMATION TECHNOLOGY SERVICES (ITS)

The Division of IT Services continues to play a vital role in delivering secure, reliable, and innovative ICT infrastructure and services at Fiji National University (FNU). This includes managing core networking and server infrastructure, supporting learning and teaching technologies, and implementing digital transformation initiatives to enhance operational efficiency and service delivery.

In 2024, a total of 41,354 IT requests and issues were received, with a significant reduction in resolution time from 9.23 days in January to 3.7 days in December.

JIRA Premium Cloud

The migration of the JIRA ticketing system to the JIRA Premium Cloud further streamlined service management, ensuring faster and more efficient issue resolution. The division continues to improve its security posture through the upgrade of its security systems, enabling improved visibility on the network, reporting and incident response. This upgrade was completed early in the year.

Upgrade of hardware

In end-user computing, 680 ageing computers were replaced with modern, high-performance mini desktops, enhancing accessibility for students and staff while improving space efficiency, energy savings, and cost-effectiveness. To improve the audio/visual experience, 90% of FNU's projectors have been standardised to Epson models, offering better resolution and connectivity. Upgrades were also made to boardrooms and teaching spaces in Natabua, Ba, Nadi, and Labasa, equipping them with high-quality video conferencing tools to enhance communication and engagement.

Expansion of Fibre Optic Cable Network

Strategic initiatives to enhance network speed and reliability continued with the expansion of the fibre optic cable network at Pasifika and Nasinu campuses.

Upgrade of Moodle

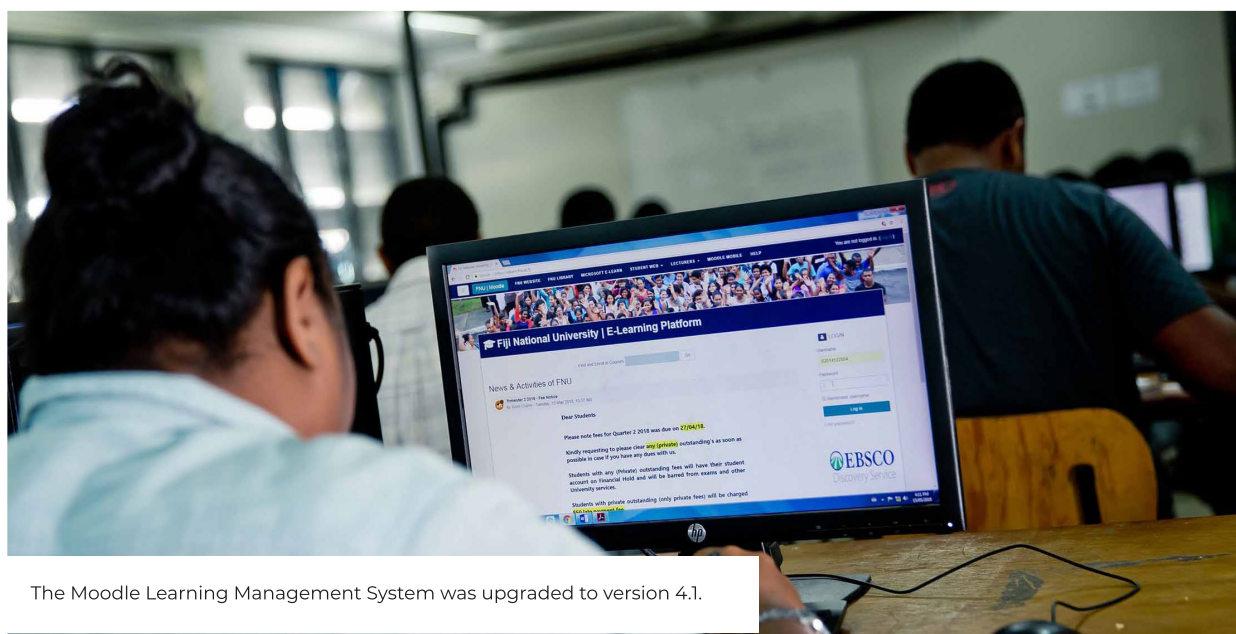
The university's Moodle Learning Management System was upgraded to version 4.1, offering improved stability, accessibility, and security features to support a seamless learning experience.

Advancing Digital Infrastructure and Operational Efficiency

To enhance process automation and boost operational efficiency, several key system upgrades and application developments were undertaken. Notable initiatives included the automation of direct deposit receipts, the launch of a Whistleblower web application, the upgrade of the Evisions system, and the commencement of the FNU Website Upgrade Project in collaboration with external consultants to deliver a modern, user-focused platform. Significant improvements were also made to FNU's email infrastructure, including cloud-based routing to minimise failure points and strengthen protection against spoofing and phishing threats.

Enhancing Service Delivery Through Innovation and Resilience

Despite staffing challenges driven by a competitive skilled labour market, evolving cybersecurity threats, and changing user and business needs, the Division of IT Services remained steadfast in supporting FNU's strategic goals. Efforts focused on cost-effective service optimisation through process automation, strengthened security, and improved learning experiences.



The Moodle Learning Management System was upgraded to version 4.1.



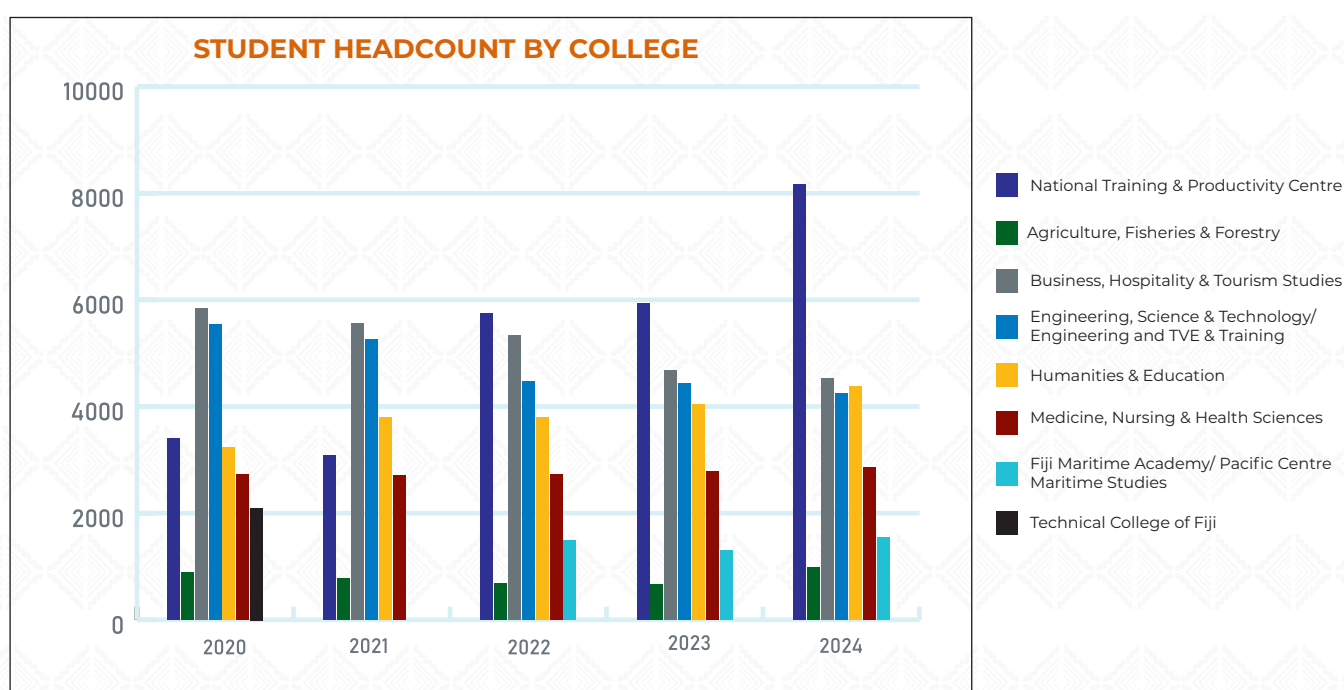
Forestry students during a practical session.

UNIVERSITY STATISTICS



TABLE 1: STUDENT HEADCOUNT BY COLLEGE

College	2020	2021	2022	2023	2024
National Training & Productivity Centre	3,410	3,086	5,750	5,938	8,169
Agriculture, Fisheries & Forestry	907	779	689	665	985
Business, Hospitality & Tourism Studies	5,846	5,572	5,339	4,677	4,529
Engineering, Science & Technology/ Engineering and TVE & Training	5,542	5,276	4,474	4,442	4,253
Humanities & Education	3,240	3,806	3,795	4,044	4,385
Medicine, Nursing & Health Sciences	2,725	2,707	2,739	2,798	2,863
Fiji Maritime Academy/ Pacific Centre Maritime Studies			1,496	1,298	1,554
Technical College of Fiji	2,108				
Total	23,778	21,226	24,282	23,862	26,738



HEADCOUNT BY COLLEGE 2024

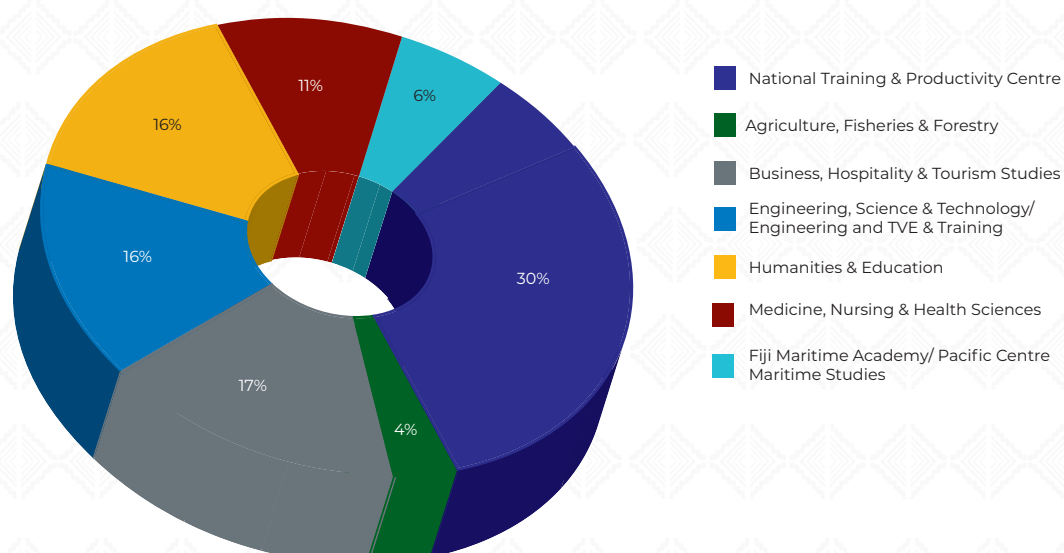
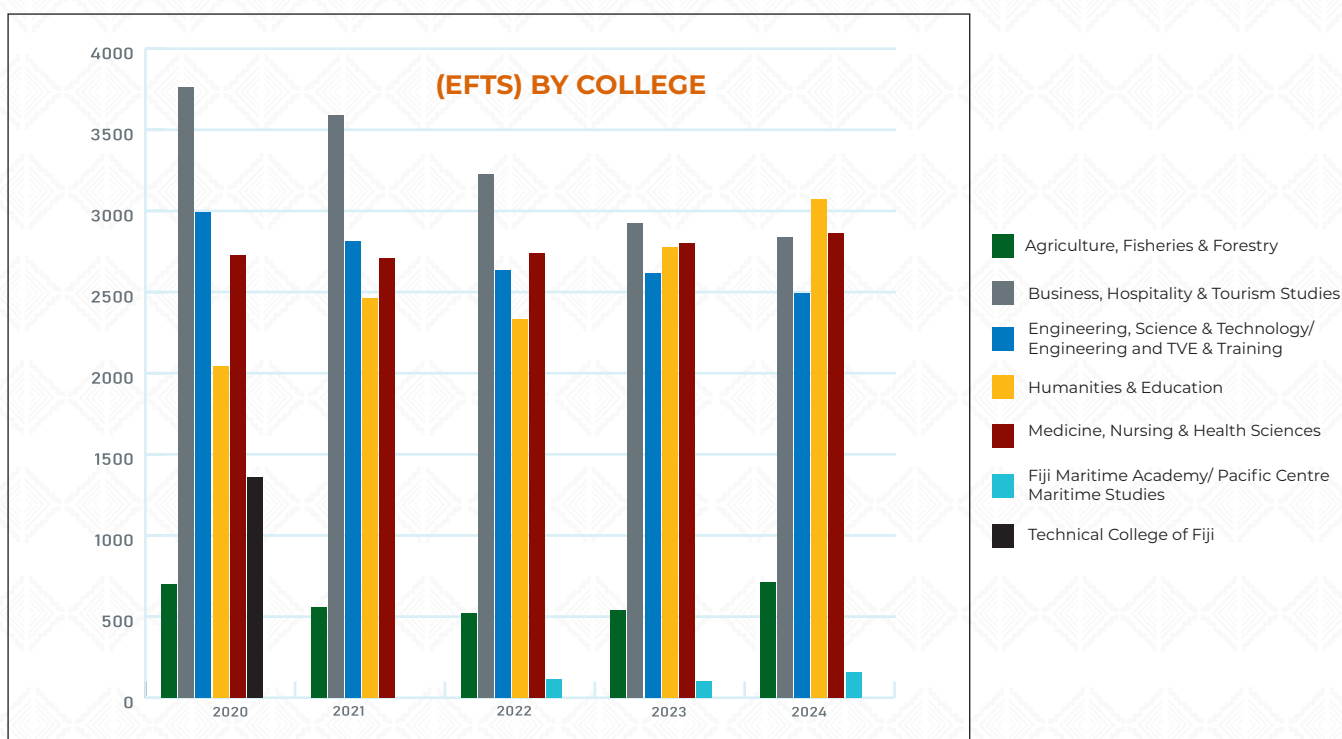


TABLE 2: EQUIVALENT FULL TIME STUDENTS (EFTS) BY COLLEGE

College	2020	2021	2022	2023	2024
Agriculture, Fisheries & Forestry	698	558	521	539	709
Business, Hospitality & Tourism Studies	3,765	3,589	3,225	2,926	2,840
Engineering, Science & Technology/ Engineering and TVE & Training	2,991	2,813	2,634	2,615	2,492
Humanities & Education	2,045	2,461	2,334	2,777	3,074
Medicine, Nursing & Health Sciences	2,725	2,707	2,739	2,798	2,863
Fiji Maritime Academy/ Pacific Centre Maritime Studies			114	100	158
Technical College of Fiji	1,356				
Total	13,580	12,128	11,567	11,755	12,136



EFTS BY COLLEGE 2024

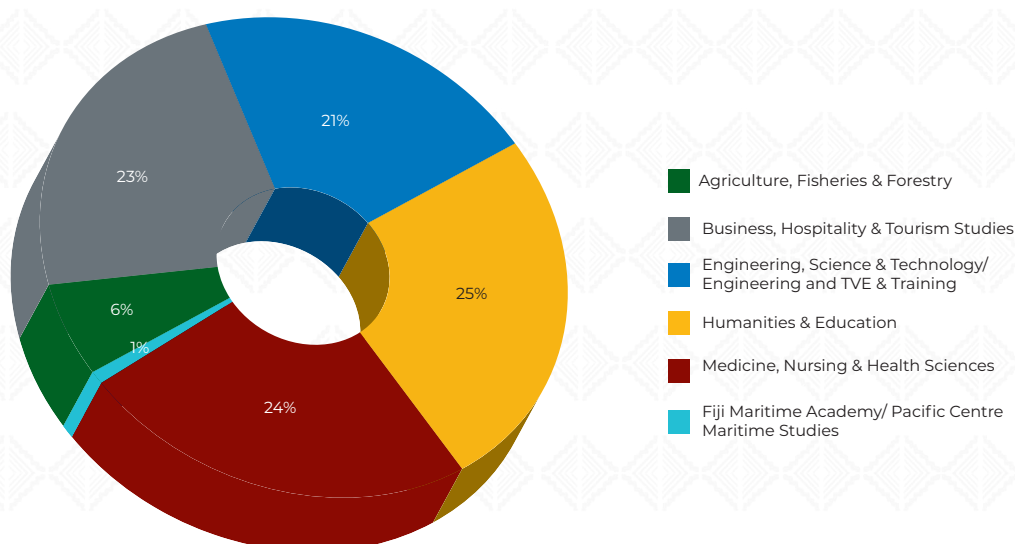
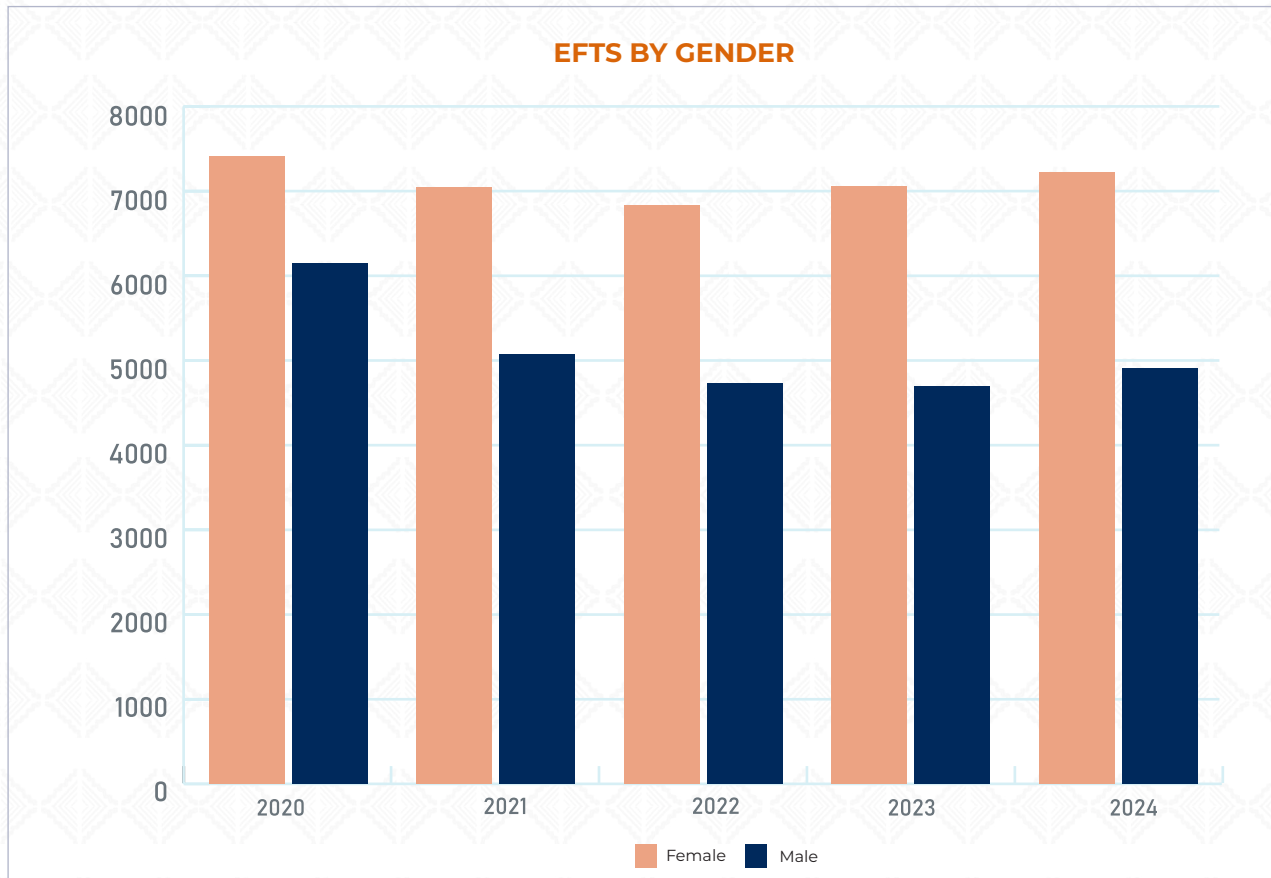


TABLE 3: EFTS BY GENDER

Gender	2020	2021	2022	2023	2024
Female	7,424	7,051	6,840	7,063	7,226
Male	6,156	5,077	4,726	4,692	4,910
Total	13,580	12,128	11,567	11,755	12,136



EFTS BY GENDER 2024

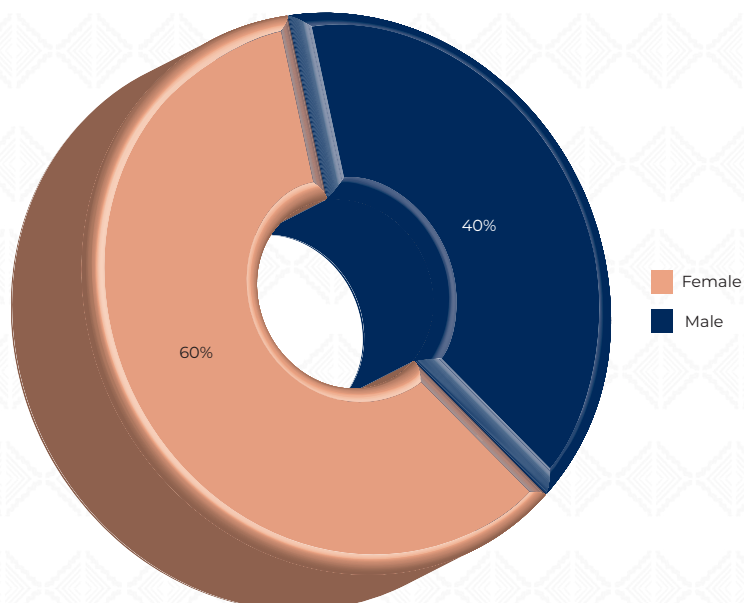
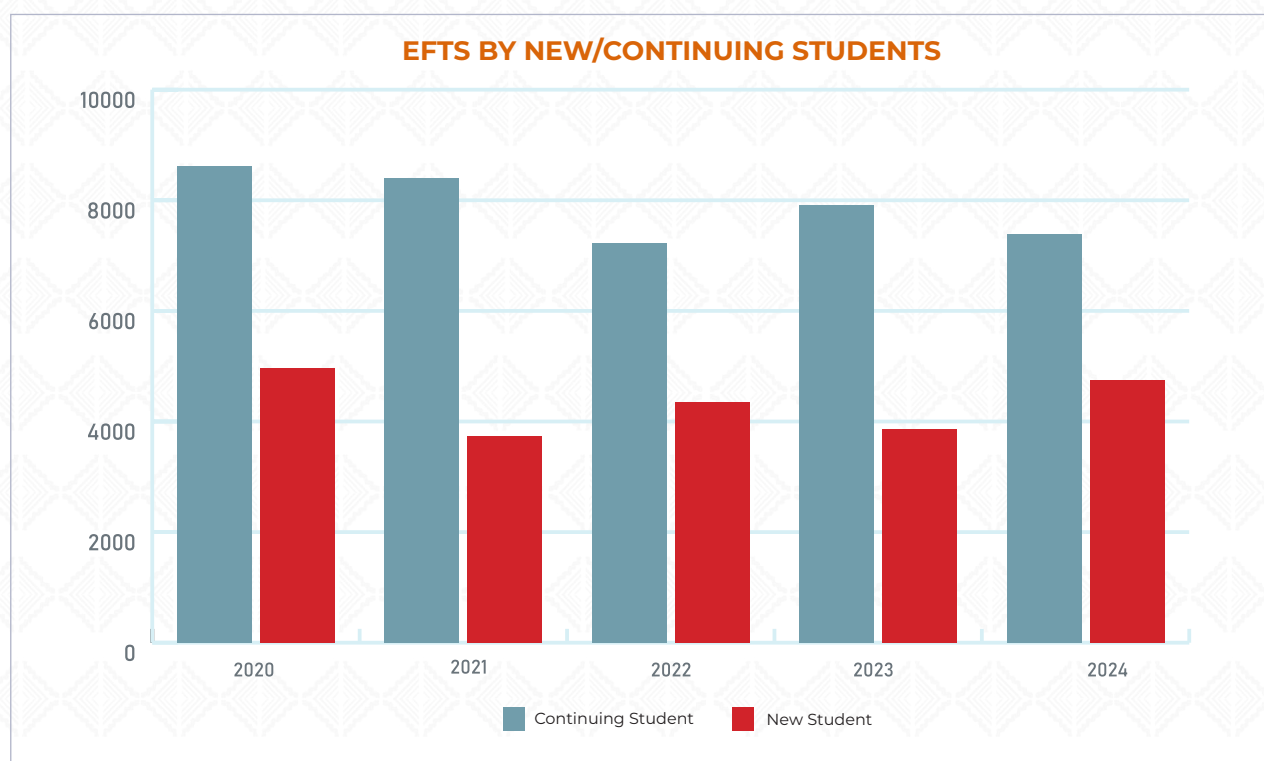


TABLE 4: EFTS BY NEW/CONTINUING STUDENTS

Status	2020	2021	2022	2023	2024
Continuing Student	8,612	8,394	7,221	7,903	7,389
New Student	4,968	3,734	4,345	3,852	4,747
Total	13,580	12,128	11,567	11,755	12,136



EFTS BY NEW/CONTINUING STUDENTS - 2024

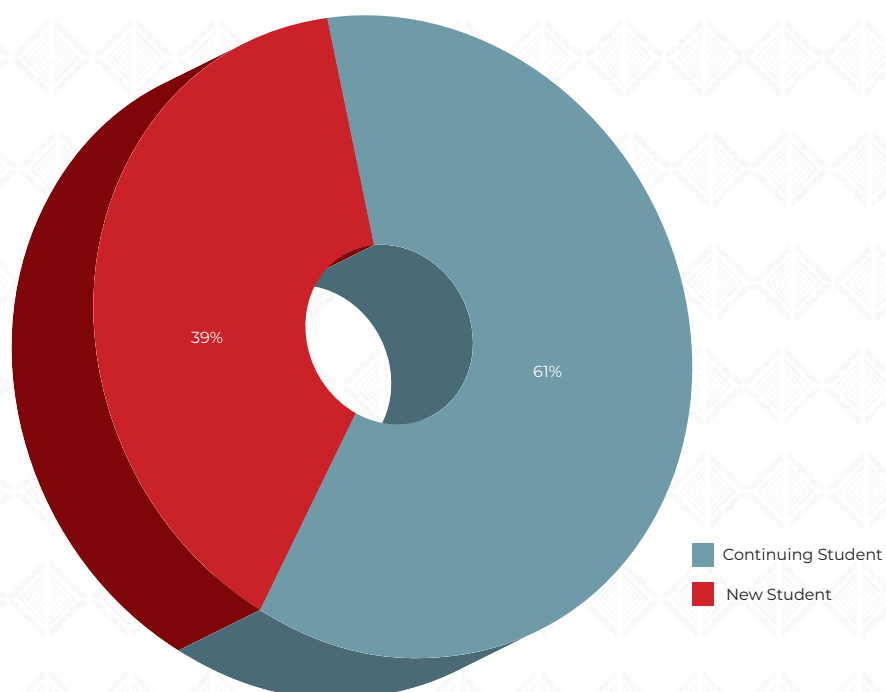
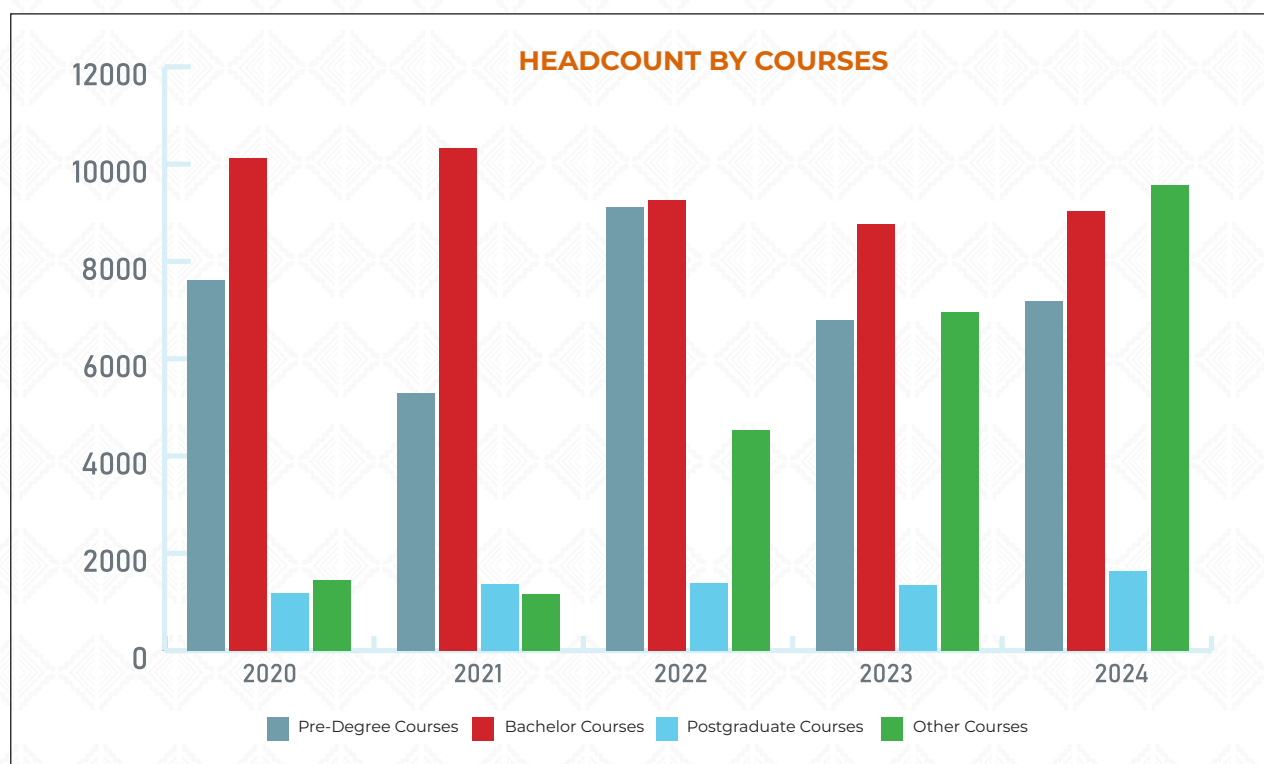


TABLE 5: EFTS BY CITIZENSHIP

Citizenship	2020	2021	2022	2023	2024
Afghanistan	1	2	1	1	1
American Samoa	10	7	29	5	3
Australia	3	5	7	6	5
CaMr.oon	0	0	0	1	0
Canada	2	0	1	1	2
China	2	2	1	0	1
Cuba	0	0	0	0	1
Congo	1	0	0	0	0
Cook Islands	3	3	18	10	10
Ethiopia	0	0	0	0	1
Estonia	1	0	0	0	0
Faroe Islands	1	0	0	0	0
Federated States of Micronesia	24	19	15	11	10
Fiji	12,587	11,323	10,811	11,076	11,279
France	1	0	0	0	2
Finland	0	0	1	0	0
Ghana	1	0	0	0	0
Guam	15	0	15	0	0
Guyana	1	0	0	0	0
India	6	4	2	2	2
Japan	0	0	0	0	1
Indonesia	2	0	0	0	0
Kiribati	72	73	97	98	145
Marshall Islands	29	6	4	32	11
Mongolia	1	1	0	0	0
Nauru	13	8	8	32	21
New Caledonia	0	0	0	0	13
New Zealand	8	2	8	8	1
Nigeria	1	1	1	1	2
Niue	1	0	4	2	0
North Korea	2	1	0	0	0
Northern Mariana Islands	0	0	0	18	0
Pakistan	1	1	0	2	1
Palau	29	5	21	2	11
Papua New Guinea	30	22	10	4	9
Philippines	1	0	0	0	3
Samoa	16	23	14	14	25
Seychelles	1	0	0	0	0
Solomon Islands	428	343	236	137	109
Somalia	0	0	0	0	1
South Korea	6	6	0	6	4
Sri Lanka	2	1	0	1	0
Syrian (Golan Heights)	0	0	0	0	1
Taiwan	1	0	0	0	0
Timor-Leste (East Timor)	8	6	9	15	15
Tokelau	4	2	3	2	4
Tonga	139	102	122	109	134
Trinidad and Tobago	0	1	2	0	0
Tuvalu	48	59	48	34	70
United States Of America	2	1	1	3	5
Vanuatu	76	99	77	122	233
Total	13,580	12,128	11,567	11,755	12,136

TABLE 6: HEADCOUNT BY COURSES

Courses	2020	2021	2022	2023	2024
Pre - Degree Courses	7,607	5,284	9,112	6,798	7,181
Bachelor Courses	10,128	10,326	9,252	8,774	9,038
Postgraduate Courses	1,175	1,375	1,393	1,343	1,638
Other Courses	1,458	1,155	4,525	6,959	9,573
Total	20,368	18,140	24,282	23,874	27,430



HEADCOUNT BY COURSES

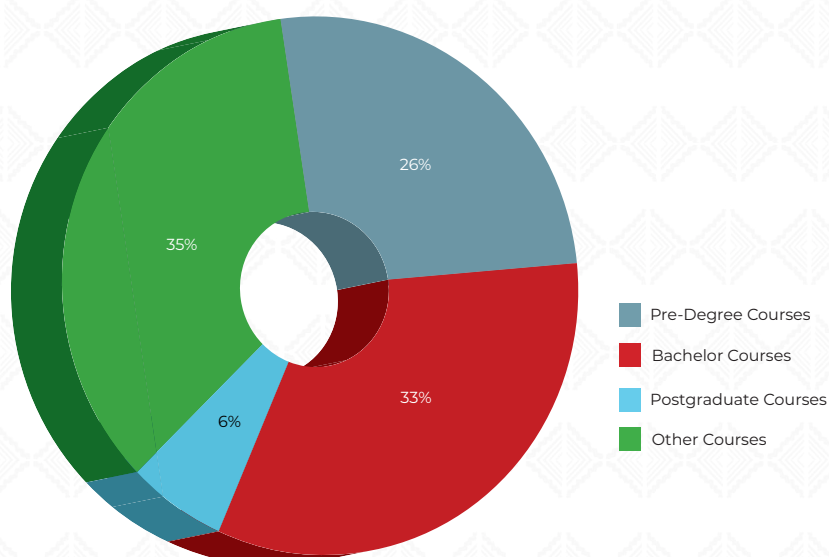
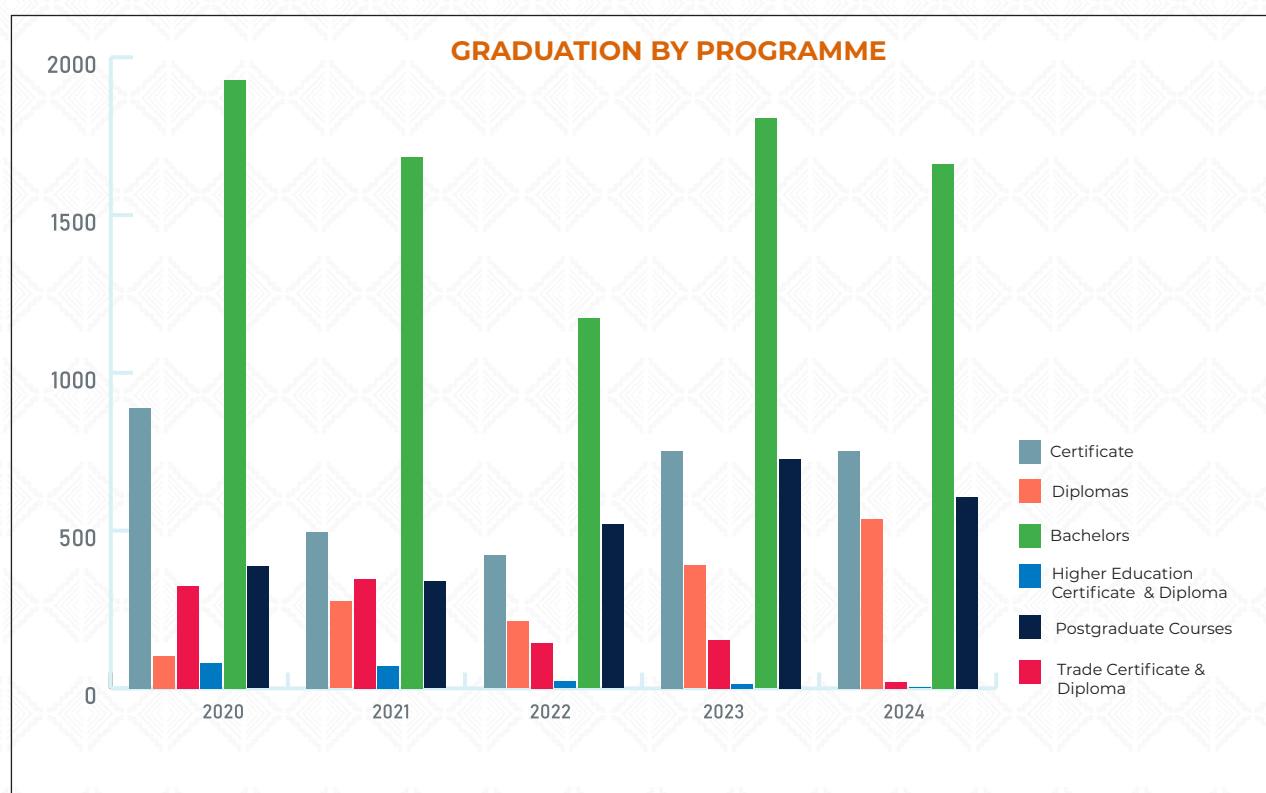


TABLE 7: GRADUATION BY PROGRAMME

Programme	2020	2021	2022	2023	2024
Certificate	889	496	421	752	752
Diplomas	102	275	212	389	536
Trade Certificate & Diplomas	325	346	144	154	20
Higher Education Certificate & Diplomas	81	71	22	14	3
Bachelors	1,929	1,683	1,172	1,806	1,661
Postgraduate Studies	386	339	519	726	606
Total	3,712	3,210	2,490	3,841	3,578



GRADUATION BY PROGRAMME

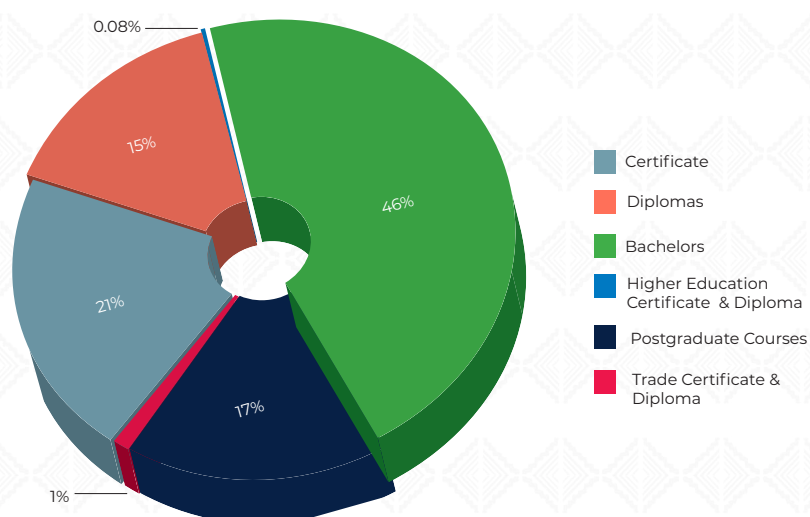
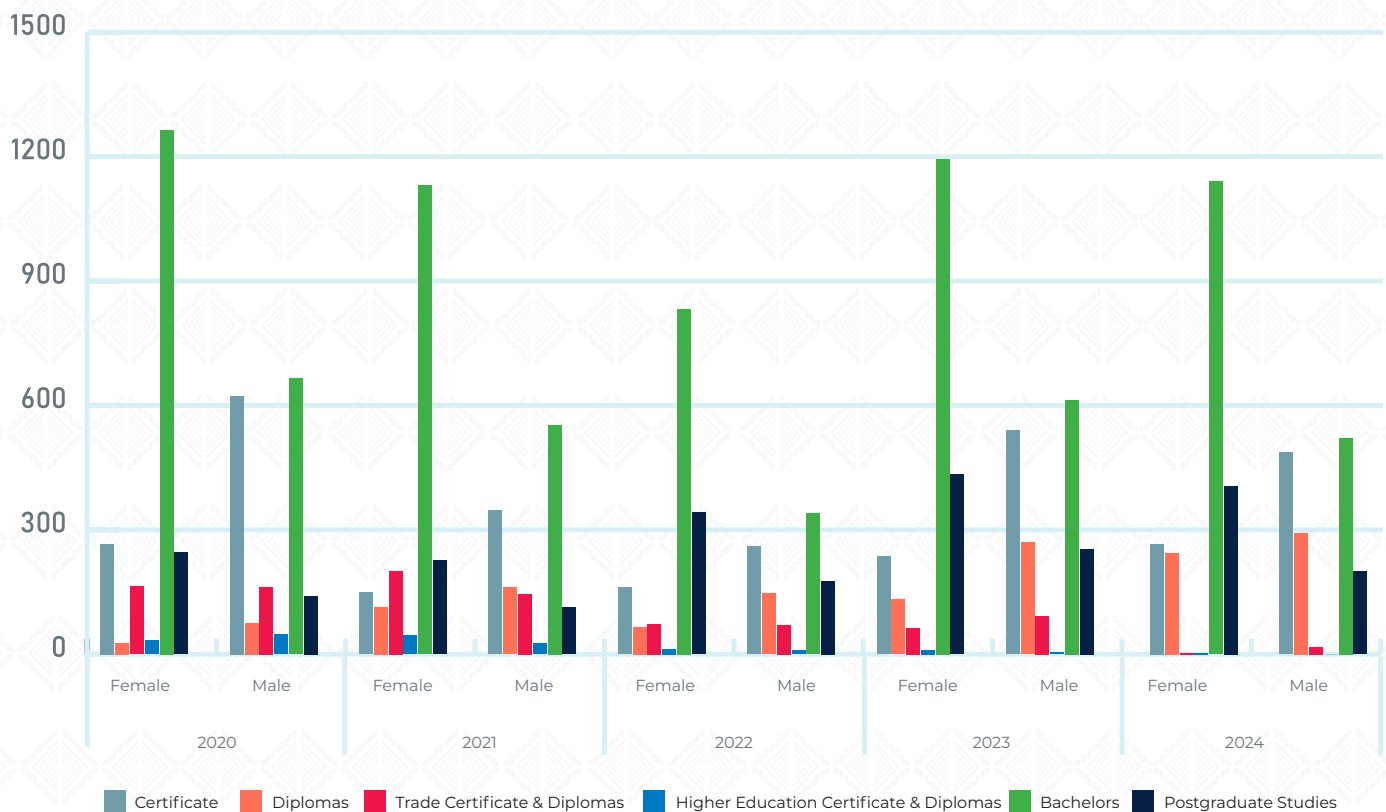


TABLE 8: GRADUATION BY GENDER

Programme	2020		2021		2022		2023		2024	
	F	M	F	M	F	M	F	M	F	M
Certificate	266	623	149	347	161	260	236	540	266	486
Diplomas	27	75	114	161	66	146	132	269	244	292
Trade Certificate & Diplomas	163	162	201	145	73	71	63	92	3	17
Higher Education Certificate & Diplomas	33	48	45	26	13	9	10	4	3	0
Bachelors	1,264	665	1,130	553	833	339	1,194	613	1,140	521
Postgraduate Studies	245	141	226	113	342	177	434	254	406	200
Total	1,998	1,714	1,865	1,345	1,488	1,002	2,069	1,772	2,062	1,516

GRADUATION BY GENDER





Our libraries are well equipped with relevant resources.

LEARNING AND TEACHING



The Office of Learning and Teaching (OLT) Annual Report 2024 provides a comprehensive overview of key achievements, strategic initiatives, and institutional improvements across its seven sections: Office of the Registrar, Library Services, Flexible Learning and Teaching Enhancement, Foundation and Preliminary Studies, Quality Office, Foundation Studies, and International Office. The report highlights FNU's commitment to teaching excellence, student learning, research, innovation, and international engagement, aligning with the university's five priority areas and global education standards.

Throughout 2024, the OLT played a pivotal role in advancing academic quality, student success, and institutional development. The office spearheaded students' experience, curriculum enhancements, accreditation progress, student support initiatives, research and innovation projects, and digital learning advancements. Key efforts focused on strengthening programme alignment, faculty development, regional and international collaborations, and industry partnerships, ensuring FNU remains a leader in higher education in the Pacific.

Learning & Teaching Enhancement

In 2024, the Office of Learning and Teaching (OLT) at Fiji National University (FNU) continued its commitment to enhancing educational quality, fostering innovation, and advancing student learning in alignment with the FNU Strategic Plan 2024–2026. This plan, themed “Education for Wisdom and Sustainability: Shaping Fiji's Future,” focuses on quality, relevance, flexible learning, student engagement, recognition, and internationalization, ensuring that FNU remains a leader in higher education excellence in the Pacific.

OLT has played a pivotal role in teaching excellence, research development, student engagement, and global academic collaborations. The office works across multiple faculties and administrative units to ensure that FNU's programmes meet global education standards and industry demands, strengthening the university's position as a leader in academic innovation and student-centered learning.

OLT operates through six key sections: Office of the Registrar, Library Services, International office, Foundation and Preliminary Studies, Flexible Learning and Teaching Enhancement and Quality Office. Each section contributes significantly to FNU's five priority areas: Education for Employability, Research with Real-World Impact, Student Experience, Financial Sustainability, and Environmental Sustainability.

Student Experience

The Office of the Registrar (OR) remained committed to fostering student well-being, engagement, and holistic development through targeted initiatives in 2024. Some key highlights included the Pinktober Breast Cancer Awareness

campaign, United Nations Day, World Food Day, World Mental Health Month, White Cane Day, and Student Environment Ambassador Initiatives.

Beyond awareness programmes, the OR also prioritized student engagement through extracurricular activities, with the FNU Debate Team achieving a significant milestone by winning the Inter-Tertiary Debate Competition organized by Dialogue Fiji. Strengthening institutional partnerships, the university is progressing toward formalizing a Memorandum of Understanding with Dialogue Fiji to support future debate competitions and public discourse initiatives. Additionally, key student-focused initiatives such as Placement Dr.ive and One-Stop Student Service Center were introduced to facilitate a smooth transition into university life.

Graduation remained a significant milestone for students as they transitioned into professional careers. The April Graduation Ceremony had a total of 1,592 graduates, while the December ceremony recorded 1,989 graduates, bringing the total number of graduates for the year to 3,581. CHEL had the highest number of graduates in April, with 591, whereas CMNHS led the December graduation with 969 graduates. The increase in graduates during the December ceremony reflects the university's commitment to supporting student success.

Table 1:
April and December Graduands breakdown

Colleges/ Centre	April Graduands	December Graduands
CAFF	88	43
CBHTS	354	377
CETVET	347	373
CHEL	591	154
CMNHS	63	969
PCMS	15	19
NTPC	134	54



Our libraries are well equipped with relevant resources. The Office of Learning and Teaching (OLT) is responsible for all FNU library facilities.

Total	1,592	1,989
Degree Works Software Implementation		
The advanced Degree Works implementation configured 67 programs to enhance academic tracking and advising. A total of 344 programs were reviewed and integrated into the system, ensuring seamless academic planning and student support. The OR also facilitated the creation of 1,642 Course Reference Numbers (CRNs) for the academic year. The Table 1 below shows the number of Degree Works programmes Scribed by Colleges and Centres.		

Table 2: Degree Works programmes Offered by Colleges and Centres

College/Centre	Total Programmes Offered
College of Agriculture, Fisheries & Forestry (CAFF)	18
College of Business, Hospitality & Tourism Studies (CBHTS)	89
College of Engineering, Science & Technology (CETVET)	96
College of Humanities, Education & Law (CHEL)	55
College of Medicine, Nursing & Health Sciences (CMNHS)	82
Pacific Centre for Medical Studies (PCMS)	2

Library Services

To enhance academic support, 3,200 students and 650 staff participated in library orientation sessions, while 25 research workshops and citation clinics benefited over 1,500 students and faculty members. Collaboration with 20 academic departments ensured subject-specific resource curation. Research support also saw substantial growth, with a 28% increase in research submissions, over 500 faculty and student papers archived, and 1,200 new journal subscriptions added. Infrastructure enhancements included 35 additional computers, 10 new digital access points, and extended library hours during examination periods. Academic outreach extended to correctional facilities, supporting literacy and rehabilitation through dedicated reading centers.

The student engagement remained a priority and promoted cultural inclusivity through thematic displays for Pinktober, Fiji Day, Cyber Security Awareness, and Diwali, as well as community engagement initiatives such as Thanksgiving and Christmas celebrations. Additionally, the Disability Participation in Information Research Training initiative was launched to improve accessibility for students with disabilities.

The Library Management System underwent

a major transition from Horizon to Symphony, modernizing cataloging, access, and digital lending services. Additionally, the repository system was upgraded from DSpace to EPrints. Table 2 below provides an overview of 2024's library collection expansion and digital enhancements, showcasing key developments in resource acquisition, accessibility, and operational efficiency.

Table 3: Library Collection & Digital Expansion

Category	Total
New Titles Acquired	190
New Book Copies	500
Donated Books	600
Books for Correctional Facility Program	200
E-Journals Available	15,000+
Research Databases	100
E-Books Accessible	200,000
Processing Time Reduction (LMS)	35%

Efforts to ensure financial sustainability resulted in \$57,636.60 in revenue between September and mid-November, with an additional \$102,65.38 generated from November to December. Strengthening academic collaborations, the library hosted University of New England scholars to explore resource-sharing and research partnerships.

Table 4: 2024 Library Engagement & Research Support

Category	Total
Library Orientation Participants	3,850
Research Workshops & Citation Clinics	1,500+
Research Submissions Increase	28%
Faculty & Student Papers Archived	500+
Revenue Generated	\$150,000+

International and Regional Relationships and Scholarships

The International Office (IO) played a vital role in student support, scholarship administration, global partnerships, and academic collaborations, reinforcing FNU's standing as a regional leader in international education. Key efforts focused on monitoring DFAT-AAPS students, ensuring compliance, facilitating study tours, and securing international funding agreements, while strengthening regional engagement and student welfare initiatives.

Remaining committed to international student success, the DFAT-AAPS Support Programme in October provided targeted academic interventions, while international study tours fostered collaborations with institutions such as Central Queensland University (CQU), DFAT-Nauru, and Education New Zealand (ENZ), strengthening

global academic networks and cross-border learning.

Expanding regional engagement and scholarship access, the Manaaki New Zealand Scholarship Programme (MFAT) was launched to fund 100 students from seven Pacific nations, advancing educational opportunities in the region. Additionally, a comprehensive review of FNU's Aviation Programme was undertaken in partnership with DFAT and AviPro to align the curriculum with industry standards and workforce needs, reinforcing FNU's position as a leading education provider in the Pacific.

Demonstrating its commitment to academic excellence and student welfare, the IO hosted a Year-End Function to recognize the achievements of 21 DFAT-sponsored graduates. The office also provided critical emergency support following the passing of a DFAT-sponsored student, coordinating funeral arrangements in collaboration with DFAT, reflecting FNU's dedication to its international student community.

A defining milestone for 2024 was the signing of a five-year contract between FNU and MFAT, New Zealand, for the management of the Manaaki Scholarship Programme. This agreement enhances structured learning and pastoral support for Manaaki-sponsored students while strengthening FNU's capacity in international scholarship administration through specialized training for its staff in New Zealand. Table 4 below provides a breakdown of the scholarship programme and its impact.

Table 5: International Office Achievements

Category	Total
MFAT Manaaki Scholarship Contract Value	\$2,057,800
Manaaki-Sponsored Students Enrolled	74
DFAT-AAPS Induction Session Participants	32
International Study Tours Hosted	3
Revenue for Study Tours	\$3,897.50
Universities Engaged in Academic Exchanges	5

Hosting the Professionals in Global Mobility Tour

Under the FNU & Think Pacific MoU, FNU successfully hosted the Professionals in Global Mobility Tour, welcoming six academic staff from Flinders University, the University of South Australia, the University of New South Wales, and Harvard Global Mobility. The programme featured traditional "Veiqaravi Vakavanua" ceremonies, academic presentations, cultural performances, and campus tours, fostering cross-institutional collaboration and cultural exchange.

Advancing AI in Teaching and Learning

As part of its commitment to integrating artificial intelligence (AI) into higher education,

OLT partnered with UNESCO-ICHEI and the International Institute of Online Education (IIOE) to host a webinar on AI-Enhanced Teaching and Learning, featuring best practices from ETH Zurich. The session was widely promoted through FNU's Public Relations team, ensuring strong faculty participation and reinforcing FNU's leadership in AI-Driven academic innovation.

Strengthening Global Partnerships

FNU expanded its international collaborations through high-level visits and study tours, fostering academic mobility and knowledge-sharing. A delegation, including PVCLT and PVCTVET, visited the College of Southern Nevada (CSN), with a report submitted to FNU's Senior Leadership Team (SLT) for further discussion. A follow-up visit, led by the Vice-Chancellor (VC), also took place, with bi-weekly meetings monitoring the progress of staff pairing and collaborative projects in the development of a USAID grant proposal.

Smart Technology Integration and International Academic Development

OLT advanced Smart Technology integration to enhance digital learning environments. It supported the Smart Classroom initiative, led by DEF, to improve the delivery of online and flexible-mode courses across the Pacific. Ongoing discussions with UNESCO-ICHEI and the Southern University of Science and Technology (SUSTech), China, focused on technical support and infrastructure upgrades to strengthen digital learning spaces.

Beyond technology, OLT expanded international collaborations to enhance curriculum development and programme optimization. In partnership with Investment Fiji, it initiated the development of an International Education Tourism curriculum, allowing international students to join the Pacific Climate Resilient Programme as Climate Resilient Champions and Ambassadors, promoting sustainability and global student mobility.

OLT also engaged with Hanover, a U.S.-based academic consulting firm, to explore academic portfolio optimization, programme assessment, student recruitment insights, and employer needs analysis, ensuring FNU's programmes remain aligned with industry trends and global academic standards.

Advance Higher Education Membership

Through OLT, FNU has enhanced its academic excellence and professional development through Advance higher Education membership, reinforcing its regional leadership in teaching and learning innovation as the only South Pacific university in the network.

Membership provides access to training, research resources, global collaborations, grant funding, and the Advance HE Connect platform. FNU also benefits from discounts on professional services, including Fellowship applications (50%), consultancy (10%), and conferences (25%). Additionally, FNU now utilizes the Professional Standards Framework (PSF) to support faculty development and enhance

teaching quality across the university.

Memoranda of Understanding (MoUs) and Institutional Agreements

The OLT facilitated key MoUs and institutional agreements to strengthen international partnerships, research development, and technological innovation at FNU. There are;

- UNESCO-ICHEI & Southern University of Science and Technology (China) – Awaiting due diligence completion, this MoU will support AI lab development, Smart Classroom projects, and quality assurance in online and blended learning.
- Toppan Ecquaria (TECQ) – A partnership to establish a Digital Government Incubation Centre, including free staff training, software access, and resources worth \$500,000 to enhance digital governance and technology-driven education.

These agreements reinforce FNU's position as a regional leader in digital innovation, higher education, and research excellence.

Participation in the SIDS Solutions Forum

OLT actively participated in the Small Island Developing States (SIDS) Solutions Forum, focusing on agrifood system transformation to improve nutrition, environmental sustainability, and livelihoods across the Blue Pacific Continent. Co-hosted by the Food and Agriculture Organization (FAO) and the Ministry of Agriculture and Waterways (MoAW), the forum provided FNU with opportunities to engage with leading institutions, including Lincoln University (New Zealand), the University of New South Wales (Australia), and the University of Sydney (Australia). These collaborations position FNU as a key player in regional and international agrifood transformation initiatives.

Review of Foundation and Preliminary Programmes
The Centre for Foundation and Preliminary Studies (CFPS) focused on enhancing programme structures to better prepare students for higher education and vocational pathways. Extensive stakeholder consultations ensured alignment with academic and industry needs, creating a well-rounded curriculum designed to meet modern educational and workforce expectations. Final programme submissions are set for Academic Quality Assurance Committee (AQAC) approval. To strengthen the credibility and recognition of foundation studies, CFPS engaged with regional accreditation bodies, academic institutions, and industry partners.

Moving forward, CFPS is committed to finalizing and implementing a structured framework for foundation studies. Key initiatives include mapping programme structures, refining curriculum design, preparing accreditation submissions, and engaging with secondary schools for student recruitment and awareness. These efforts reinforce FNU's commitment to academic excellence, accreditation, and industry-aligned education,

ensuring foundation studies evolve in line with future workforce demands.

Flexible Learning

There is continuous refinement of the Moodle Learning platform, ensuring accessibility and efficiency. Regular updates and best practices were integrated into teacher and student guides, improving usability and engagement. Faculty training workshops were conducted enhancing blended and online course development. Virtual learning workshops included Zoom training for improved student engagement with remote learning tools.

Additionally, 10 new blended and online courses were developed in collaboration with academic units, spanning disciplines such as Nursing, Environmental Science, Engineering, Business, and Hospitality & Tourism Studies, providing greater flexibility in learning.

Table 6: Programs & Courses Developed for Blended/Online Learning

College	Programmes and Courses
CMNHS	NUR 411, NUR 410, NUR 735 (Nursing Programs)
CETVET	ENS 603, ENS 604 (Environmental Science), DAU 504 (Engineering), AUT 343 (Automotive Engineering)
CBHTS	MKT 401 (Baking & Patisserie, Cookery, Front Office Operations, Housekeeping), ECN 404, ECN 502 (Customs, Banking, Economics)

Teaching Enhancement

Student learning support remained a priority, with key initiatives aimed at mentorship, academic enhancement, and subject-specific assistance. Programs such as Peer Assisted Leaders (PAL) and the Noqu Buddy Program provided structured academic mentorship, helping students navigate coursework effectively. The Language Hub & Math Hub continued to provide targeted support in English and Mathematics, reinforcing foundational skills.

A notable achievement was the success of the English Language Hub (ELH), which provided language support to 39 French-speaking students. Their progress will be assessed to measure the impact of ELH interventions on academic performance.

To further improve student learning outcomes, 27 academic workshops were conducted between July and November 2024, covering essential topics such as:

- Paraphrasing and Academic Writing – Strengthening students' research and writing skills.
- PowerPoint Presentation Skills – Enhancing communication and presentation techniques.
- Zoom Virtual Learning Workshops – Equipping students with digital learning strategies.

Monitoring, Compliance, and Quality Assurance

Constructive alignment of course learning outcomes with teaching activities and assessments was ensured, with staff training conducted across all colleges and ongoing sessions planned. All new and re-recorded programmes are now assessed for alignment before approval.

To enhance teaching quality, the Peer Observation Teaching framework was implemented, promoting faculty collaboration and professional development together with The Teacher Excellence Award to recognize high-performing educators based on pedagogy, classroom management, and student engagement, with supporting documents developed for implementation.

The Monitoring and Compliance Office worked with Associate Deans to ensure quality education delivery. Course Teacher Evaluations were shared with colleges to support faculty self-reflection and improvement. A mid-term assessment identified 3,905 at-risk students out of 30,496 enrolled, accounting for 13% of the student population. Faculty implemented intervention strategies, with effectiveness to be evaluated.

Embedding Core Values in the Curriculum

The OLT, in collaboration with the Department of Ethics and Governance, integrated FNU's Core Values; Care, Honesty, Accountability, Service, and Excellence (CHASE) into the curriculum. A key milestone was the inclusion of these values in the Ethics and Governance course, now a mandatory generic course for all students.

The QA Office ensured all new and re-recorded programmes incorporated this course, reinforcing ethical leadership and professional responsibility. Implementation will follow a phased approach over 3 to 5 years, aligned with programme re-recording schedules.

Additionally, the QA Office embedded Graduate Attributes into academic programmes, conducted training for programme coordinators, and enhanced academic quality monitoring through Course Teacher Evaluations (CTEs). These evaluations were formally presented to the Student Experience Committee (SEC) for the first time, marking progress in institution-wide quality assurance.

Micro Qualifications and Short Courses

The Quality Assurance office strengthened TVET pathways by collaborating with NTPC to enhance short courses and micro-qualifications. Efforts focused on aligning NTPC courses with the FNU Qualifications Framework for seamless progression to higher qualifications while expanding MQ accreditation under the Pacific Qualifications Framework (PQF) and EQAP to enhance industry relevance.

A key achievement was the mapping of NTPC's electrical short courses to the Certificate level.

Additionally, seventeen new short courses were approved across various colleges and Centres.

Table 7: Approved Short Courses

College / Centre	Number of Short Courses Approved
NTPC	8
CMNHS	2
CAFF	4
CHEL	3

Development, Recording and Accreditation of Programmes

A total of 29 new programmes were approved by the Senate for official recording, while six progressed to Phase 2 of Programme Development. These programmes span multiple disciplines, ensuring alignment with industry demands, educational standards, and workforce needs.

Table 8: Approved programmes by Colleges and Centres

College / Centre	Number of Programmes Approved
CMNHS	9
CHEL	5
CBHTS	3
CETVET	8
PCMS	2

Additionally, three new programmes from CMNHS have already been submitted to HECF for official recording.

Programme Health Check

The Programme Health Check ensures that academic programmes align with FNU's strategic goals, economic viability, government priorities, and regional higher education standards. The evaluation is based on three key criteria: Economic Viability, Alignment with Government Priorities and Programme Duplication. In 2024, a previous five-year period data review identified 42 programmes with similarities to regional institutions. Enrolment trends and HR cost-effectiveness were also assessed to optimise FNU's academic offerings.

International Alignment and Accreditation

Enhanced teacher education accreditation was achieved through partnership with the Council for the Accreditation of Educator Preparation (CAEP), USA. CAEP reduced accreditation fees, making international recognition more affordable while strengthening FNU's global credibility in teacher training.

The QA Office strengthened FNU's global accreditation by aligning admissions and academic standards with international frameworks. CAFF has updated its Minimum Entry Requirements for International Baccalaureate Diploma Programme

and Australian Tertiary Admission Rank entry criteria into FNU's admission framework. The QA Office also facilitated the revision and accreditation of four engineering programmes under the Dublin Accord, with Senate-approved updates ensuring compliance with Engineers New Zealand (ENZ) standards.

Table 9: Engineering Programmes Approved Accreditation Under ENZ Requirements

College	Programme Title
CETVET	Diploma in Civil Engineering (Level 6)
CETVET	Diploma in Electrical Engineering (Level 6)
CETVET	Diploma in Electronics and Telecommunications Engineering
CETVET	Diploma in Mechanical Engineering (Level 6)

PROJECTS UNDER OLT

RERIPA 3 & 4 Research Projects

The RERIPA (Research for Innovation in the Pacific) projects were a major highlight in 2024, Dr.iving



regional research and sustainable solutions. Agreements for RERIPA 3 and RERIPA 4 (valued at \$900,000) were signed by the Vice-Chancellor, with funding successfully received. RERIPA 4 is in the legal and recruitment phase, with fund

transfer agreements being Dr.rafted and researcher recruitment underway, while RERIPA 3 has entered the procurement phase, securing essential materials and equipment.

Seaweed Research Collaboration

FNU partnered with the University of Sunshine Coast to engage students in the Seaweed Research Project with the grant of \$72,786. offering hands-on research experience. This initiative aligns with FNU's vision for sustainable marine resource management, fostering academic-industry collaboration and student involvement.

ACIAR Food Loss Project

The OLT co-ordinates the Fiji aspects of this project aimed at the Pacific with the grant of \$850,000. This year, in collaboration with CAFF, the ACIAR Food Loss Project surveyed 240 farmers across Central, Western, and Northern Divisions, gathering data on post-harvest losses, supply chain inefficiencies, and sustainability challenges. Following the survey, three fore sighting workshops were conducted with agricultural stakeholders and farmers, facilitating knowledge-sharing and strategic planning. A comprehensive report was submitted to ACIAR, marking a significant step in enhancing food security and supporting Pacific Agribusiness resilience.

Pacific Women Lead (PWL) Project

OLT in collaboration with The University of the South Pacific is involved in this project worth \$800,000 which focuses on Barriers to Female Leadership at selected Pacific Island Universities with an emphasis on Science, Technology. Engineering and Mathematics (STEM).

High School Garden Competition in Taveuni

In collaboration with CAFF, FNU launched the High School Garden Competition to promote sustainable agriculture among students. Introductory workshops were held at Niusawa Methodist High School and South Taveuni Secondary School, where students and teachers were trained in data collection and monitoring using the Kobo tool. This initiative reinforces FNU's commitment to integrating practical agricultural education at the secondary level, fostering youth engagement in climate-smart farming.

Key milestones of 2024 include:

- Successful implementation of Degree Works, improving academic planning and student progression tracking.
- Expansion of digital learning platforms and Smart Classroom technologies to enhance blended and online education.
- Approval of various programmes through senate and various short courses through OLT.
- Strengthening research engagement through RERIPA, ACIAR Food Loss Project, and Seaweed Research collaborations.
- Internationalizing FNU's academic network through new MoUs, scholarship agreements, and faculty training exchanges.

- Improved student success strategies, with proactive interventions for at-risk students and expanded career readiness initiatives.
- Embedding ethical and professional values through the integration of FNU's Core Values (CHASE) into the curriculum.

Looking ahead to 2025, OLT will continue its efforts to:

- Expand research-Driven projects and industry partnerships to create greater opportunities for faculty and students.
- Enhance programme accreditation and compliance to align with global higher education standards.
- Develop digital learning environments and

AI-Driven education strategies to modernize teaching methodologies.

- Strengthen student learning support initiatives, focusing on mentorship, academic skills development, and employability training.
- Leverage institutional partnerships to facilitate global mobility, cross-institutional exchanges, and collaborative research opportunities.

As FNU continues its journey of educational excellence, the OLT remains dedicated to Dr.iving innovation, quality education, and global recognition, ensuring FNU remains a leader in higher education within the Pacific region and beyond.



We aim expand our research driven projects and industry partnerships to create more opportunities for our students.

RESEARCH



Research at FNU has grown over the years, achieved excellence and continued into 2024. We achieved a 23% improvement in our Times Higher Education (THE) Impact ranking, most of which was due to our research achievements. In 2024, we published one book, 9 book chapters, 106 journal papers – most of them in the top quartiles, including two in the indigenous language outlets, and one in an Australian Business Deans Council (ABDC)-ranked journal. The University created a Centre for Graduate Studies, which encompasses both research and coursework programmes, and will result in more research activities into the future. We continued to build our collaboration networks, signing memorandums of understanding with key institutions in Asia, Australia and New Zealand. We received \$7.42m in external research grants, most of these for health-related research. We funded staff and student research to the value of more than \$263,300 and motivated our researchers through publication incentives worth about \$147,013. The university continued to support research in interdisciplinary themes relevant to Fiji

Research priority areas

The FNU's research priority areas are in health and wellbeing, agriculture, computer science and artificial intelligence, science, engineering and climate change, education, business and economics, arts and humanities, and social sciences. We encourage multi- and interdisciplinary research across these priority areas.

Our research priority areas are aligned with the UN Sustainable Development Goals (SDGs), with a particular focus on cross-disciplinary research in

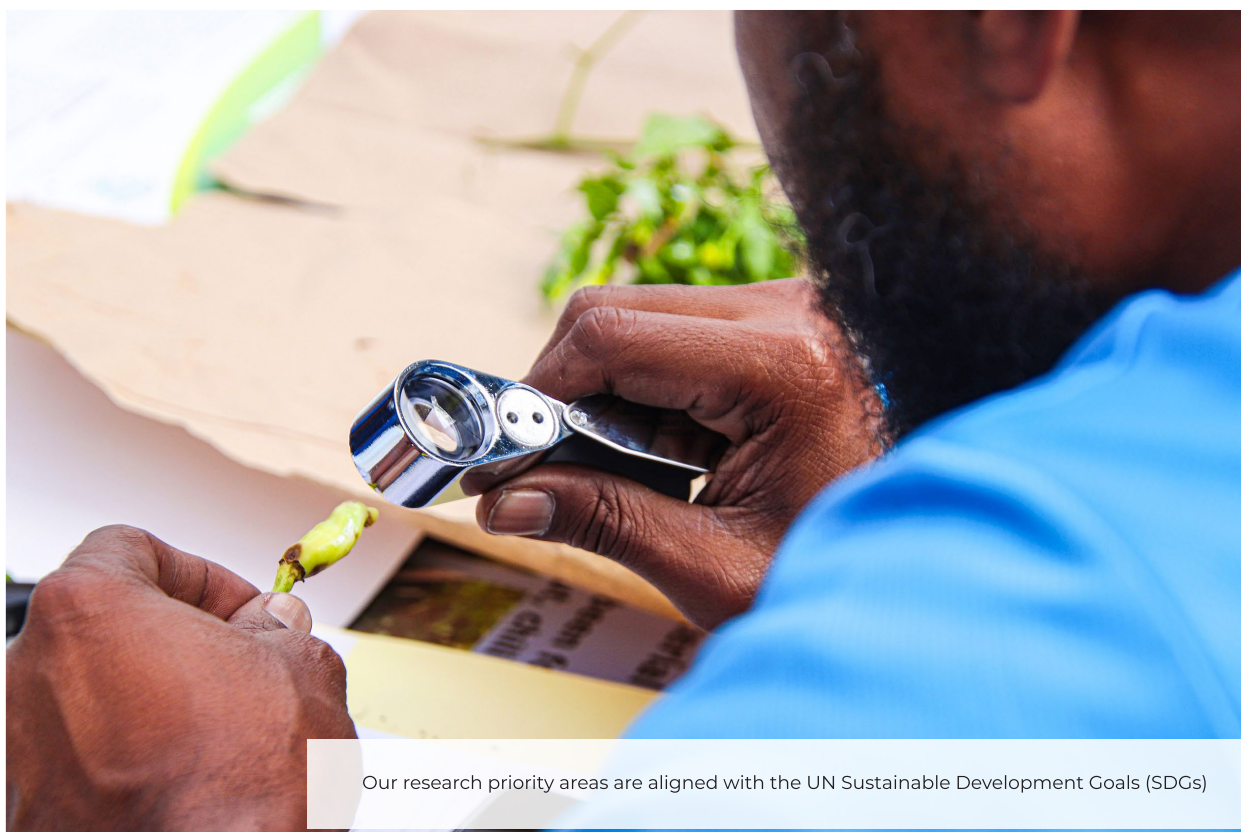
the following areas:



Key Achievements

The following outstanding research outcomes were achieved in 2024:

- FNU graduated its second PhD student, Ms Jasmine Hussain, who was enrolled with the College of Humanities and Education.
- The College of Agriculture, Fisheries and Forestry (CAFF) completed a key project on the scope of antimicrobial microbial resistance in humans and animals in Fiji.
- A PhD student at the College of Engineering, Technical, Vocational Education and Training (formerly CEST) developed a patentable, low-cost eco-brick from local resources.
- The College of Medicine, Nursing and Health Sciences (CMNHS) held its annual Pacific Islands Health Research Symposium and



Our research priority areas are aligned with the UN Sustainable Development Goals (SDGs)

actively collaborated with various partners on research into the control and management of obesity, and non-communicable diseases in the region.

- The PVC-RI, Professor Paul Iji, maintained his ranking among the top most impactful researchers in the world (Stanford University), and was also listed by Research dot Com among the topmost researchers in the field of animal and veterinary science.

Research Projects Funding and Publications

FNU received a total of \$7.42m worth of external grants in 2024. Most of these grants covered projects in CAFF, CBHTS, CHE, CMNHS, and the Office of Learning and Teaching. The individual grants ranged from about \$31,000 to over \$3.6m, with some of the larger grants dedicated to collaborative research with our overseas partners. On its own, FNU provided about \$116,288 worth of internal grants as preparatory and seed funding.

From records derived from SciVal, researchers at FNU published a total of 153 papers in the form of books, book chapters, and journal articles. More than 70% of the journal articles were in quartiles 1 and 2. We motivated our researchers through the payment of publication incentives, which totalled \$147,013 in 2024.

Research Mentoring and Training

Two major presentations were made under the Global South Seminar series, one of them on PhD training and supervision, and the other exploring the need for the creation of a Melanesian centre for

security. There were also workshops and seminars delivered to different colleges by researchers from our collaborating partners.

Scholarship Awards

FNU is discussing a new contract for the ACIAR PASS-CR scheme, to commence in 2025. Eight new scholarships were awarded to commence in 2025, with recipients from Fiji and Solomon Islands. There are two PhD, five Master by research, and one Master by coursework awards. Six FNU graduate scholarships were also awarded, two of them for PhD, and two each for Masters by coursework, and Masters by research, respectively.

Research Collaboration

In 2024, FNU expanded its international collaboration into Asia with landmark MoUs with universities in China and Indonesia. We also continued to deepen our collaboration with universities in Australia and New Zealand, some of this involving staff development and other areas of capacity building. A Director has been appointed for the Pacific Action for Climate Transitions (PACT) a centre that was created to manage our collaboration with Monash University, Australia.

Times Higher Education (THE) Impact Ranking

FNU achieved a 23% improvement in its overall ranking in the 2024 THE Impact ranking. Although FNU held its overall nominal position at 801-1000, this was among a much larger pool of institutions (2,150 in 2024). We believe that we are on track to enter the full World university ranking in 2030.





Bachelor of Dietetics and Nutrition students preparing Pacific-inspired meals tailored for individuals with special dietary needs during a hands-on practical session.

STUDENT SUPPORT



Office of the Registrar outlines the critical initiatives through the Department of Student Support Services (DSSS) at Fiji National University (FNU) aimed at enhancing student satisfaction and engagement during their academic journey. Under Priority 1, the department intends to foster a sense of community that celebrates cultural heritage while promoting equity. Additionally, Priority 2 emphasises educational excellence, ensuring that students are not only academically proficient but also well-rounded individuals prepared for future leadership roles. The initiatives include developing training opportunities, enhancing student involvement, and increasing support for health and wellbeing services. A targeted increase in inclusive student participation by 10% is set as a benchmark, reflecting the department's commitment to diversity.

Oceania Sports Education Programme (OSEP) Workshop

The Oceania Sports Education Programme (OSEP) workshop was successfully conducted from 19 to 21 June, with participation from educators of the Oceania National Olympic Committee and Fiji Rugby. In total, 42 students attended, with notable representation from both genders and the inclusion of students with disabilities. 24 students from the Central Division and 18 from the Northern Division took part. This year's figures showcase a 20% increase in intercampus participation from 2023, particularly marking a 100% rise in female participation from 4 to 10 participants, reflecting a growing commitment to inclusive sports education

Labasa Sports Inter-Campus Competition

The Labasa Inter-Campus Competition, organised between 17 and 18 May at the Naduna Campus, attracted significant student involvement, with 260 participants, including 138 girls and 132 boys. Various sports were contested, such as Rugby 7s, Netball,

and Volleyball, with teams from diverse academic disciplines competing. This year's competition also exhibited a 20% increase in participation from the previous year, which indicates a rising enthusiasm among students for intercampus sporting events. Furthermore, female participation notably increased by 35%, highlighting the university's efforts to promote gender equality in sports.

Central Sports Inter-Campus Competition

The Central Inter-Campus Competition, held every Wednesday, Thursday, and Friday from June to September 2024, facilitated robust engagement across multiple sports. Key sports included Rugby, Soccer, Netball, and Volleyball, showcasing talented teams. Notably, the total number of participants in the competition was reported at 2,110, demonstrating a 16% increase from 2023. Male participants also showed an 18% rise, while female participants increased by 8%.

Western Sports Inter-Campus Competition

The Western Inter-Campus Sports Competition took place on 10 August 2024 at Lautoka City grounds and saw approximately 500 students participating across various sports events. This marks a 20% increase in student participation compared to 2023. Female participants also increased by 10%, rising from 180 in 2023 to 200 in 2024. The competition comprised a diverse array of sports such as Rugby, Netball, and Volleyball.

FUSA Games

The FUSA Games took place from 19 to 21 September 2024, featuring a robust competition among multiple universities, with FNU finishing in second place. The event had a total of approximately 990 participants, exhibiting an 8% increase from the previous year. FNU distinguished itself by winning eight gold and eight silver medals, securing the top position in men's Rugby 15s and soccer.



Participants at the Oceania Sports Education (OSEP) Workshop.

Medical and Mental Health Services Overview

Students can consult the University GP for medical issues but must fill prescriptions at external pharmacies. In Nasinu, clinic visits rose from 1,227 in 2023 to 1,245 in 2024. Similarly, Natabua experienced an increase from 1,107 visits in 2023 to 1,183 in 2024, indicating a growing utilisation of medical services.



We offer free, confidential HIV and STI screenings at our campuses.

World Mental Health Month

During World Mental Health Month, various activities including meditation and expressive arts were held, attracting 925 participants across campuses. Additionally, the celebration of World Mental Health Month and White Cane Day on October 29 saw 137 attendees, with 84 joining face-to-face at Natabua Campus and others participating online in a Hyflex format.

HIV/STI Screening

From 9 to 24 April, Wellness and HIV/STI screenings were held at Central and Western Campuses, attracting 1,159 attendees. A total of 401 students were tested for HIV/STIs across both divisions. Additionally, awareness sessions for hostel students occurred from 21 to 24 May, with 386 participants, comprising 188 males and 198 females.

Wellness Clinic

From 5 to 9 August, the central division's wellness clinic engaged 315 students. Attendance included 189 females and 126 males across various campuses. In October, Pinktober awareness activities involved 51 Education students and a guest speaker at a funDr.aising event, promoting breast cancer awareness within the community.

Alcohol, Dr.ug, and Substance Abuse Awareness Programme

From July 22 to August 1, the Alcohol, Dr.ug, and Substance Abuse Awareness Program was conducted across hostels and campuses in collaboration with various organizations. The initiative attracted 3,309 participants, a 10% increase from 2023's 2,992 attendees, highlighting the program's effectiveness in raising awareness about substance abuse.

One-Stop Student Service Center

The One-Stop Student Service Center (OSSSC) operated at all enrolment centres from 2 January to 9 February, serving a total of 10,101 students, including 5,415 males and 4,686 females. Attendance varied significantly across campuses, with Nasinu recording the highest participation at 4,095 students. A total of 655 regional students accessed the services at the Koronivia, Nasinu, Derrick, Namaka, and Natabua centres.

Halls of Residence Regulation Orientation

The orientation for the Halls of Residence Regulation was held from 26 February to 4 March, with a total attendance of 1,142 out of 1,738 occupants, achieving a participation rate of 66%. This represents a 3% increase from the previous year's rate of 63%. Attendance varied across the hostels, with Natabua Hostel recording the highest at 387 participants. The event aimed to familiarise residents with the regulations and promote a harmonious living environment within the halls of residence.

Campus Life

The FNU Semester 1 and Quarter 1 Orientation took place from 5 to 15 February across all major campuses, attracting 3,471 out of 7,981 newly registered undergraduate students, which accounts for a participation rate of 44%. This year's



Our hostels offer students a secure, comfortable, and welcoming home away from home.

orientation saw an increase of 7% in attendance compared to 2023, when 2,850 out of 7,603 students participated. Attendance varied by campus, with the highest turnout at Pasifika (650) and the lowest at FMA (85), reflecting the diverse engagement of first-year students.

Sanitary Pad Distribution

A pilot programme has been launched to distribute sanitary pads to female students in university hostels, with a maximum allocation of two pads per day. In total, 617 packs were dispatched to 1,231 females across various hostels, with plans to extend the initiative to female day scholars upon completion.

Policy Training and GEDSI Workshop

A Moodle course on Child Protection and Anti-Bullying policies was developed, with 14,835 students enrolled and 9,211 accessing the course. Additionally, a GEDSI workshop held on 4 May covered topics like gender differences and domestic violence, attracting 147 attendees from various campuses, including 12 with disabilities.

Disability Services

The Disability Unit aims to be a resource centre promoting equal access for students with special needs. A total of 34 students are supported across various impairments: 14 visually impaired, 6 physically impaired, 6 hearing impaired, 7 intellectually impaired, and 1 with psycho-social impairment.

Disability Awareness Workshop

On 4th September, a 1-day Disability Awareness Workshop was held, organised with multiple disability organisations to educate staff and students about various disabilities and assistive technologies. Attendance reached 100, showing a 35% increase from last year's 65 participants.

Student Environmental Ambassador Programmes Green House Project

The FNU Student Environment Ambassador Sustainability Green House Project was handed over to the Nasinu Boys Hostel on 7 March, led by the Nasinu Student Association. Funded by the Division of Capital Projects & Infrastructure, the project promotes sustainable development and aligns with Sustainable Development Goal 12, which focuses on sustainable consumption and production patterns.

Sustainability Workshop

A Sustainability Workshop was organised to increase student awareness of environmental issues and encourage responsible sustainable practices. Student Environment Champions (SECs) were assigned topics to research and present, fostering skills in public speaking, storytelling, and knowledge synthesis. The workshop had a total of 45 participants across various campuses.

World Food Day

The Student Environment Ambassadors

coordinated World Food Day on 18 October at the College of Agriculture, Fisheries and Forestry (CAFF) Foyer, Koronivia Campus, as part of their initiative for 2023. Participation included 35 attendees, consisting of both male and female participants, along with students with disabilities.

Feel the Campus Vibe

The "Feel the Campus Vibe" event offered students an hour of entertainment with dance performances and quizzes during lunch breaks, attracting 275 participants across various campuses.

Debate competition

The FNU Inter-Division Debate Competition took place on 27 July, with Natabua Campus emerging as the winner, receiving \$300, followed by Labasa and Nasinu Campuses. Subsequently, FNU participated in the Inter-Tertiary Debate Competition on 28 August, finishing third overall. However, FNU secured victory in the Inter-Tertiary Debate Championship held on 12 October, organised by Dialogue Fiji. Additionally, an Alcohol, Drug, and Substance Abuse Awareness Programme was conducted at all hostels and campuses from 22 July to 1 August, in collaboration with various organisations, promoting awareness on substance abuse.

CV Writing and Mock Interview Workshop

A CV Writing and Mock Interview Workshop was held on 11 May, attracting 59 attendees, including 23 males and 36 females from various campuses in Hyflex mode.

Work Placement

From 1 January to 31 October, the placement unit connected students with local companies, resulting in various employment opportunities. A total of 30 students participated across 12 placements, generating a combined monetary value of \$604,900. Employers included Mind Pearl, Oceanic Communications, and DHL, among others.

FNU Student Financial Aid (SFA) Programme

Of the 44 SFA applications received, 31 were approved. Students worked 20 hours weekly from week 8 of semester 1 to week 14 of semester 2, earning \$4.50 per hour, net of 10% FNPF deductions, credited towards tuition fees.

Bursary Scholarship Update

Out of 52 bursary applications, 25 were approved, requiring a minimum GPA of 3.0 over three years. From the 2022 cohort, two students remain, while 18 from the 2023 cohort progressed, with 20 failing to meet GPA requirements.

First Aid Training Update

Red Cross conducted First Aid training for various student groups in the Central and Western Divisions, including FNU Student Association members and disability students. In the Central Division, 41 students participated: 23 females, 18 males, plus 4 regional and disabled students.

CORPORATE SOCIAL RESPONSIBILITY



(CSR)



Corporate Social Responsibility at Fiji National University: Advancing Sustainable Development Goals

In 2024, Fiji National University (FNU) reaffirmed its commitment to social responsibility through initiatives that align with the United Nations Sustainable Development Goals (SDGs), focusing on environmental conservation, student welfare, and sustainable housing.

Mangrove Planting at Laucala Bay Campus

Members from various FNU colleges united to plant 2530 saplings mangroves at the Pacific Centre for Maritime Studies Campus in Laucala Bay. This initiative led by the division of Estates & Facilities, supported SDG 13 (Climate Action) and SDG 14 (Life Below Water) by enhancing coastal resilience, mitigating climate change impacts, and preserving marine ecosystems ensuring food security for communities living around the area.

This effort marked a record high for tree planting initiatives at FNU.

Groundwork for FNU Foundation

Talks to form the FNU Foundation started this year to provide essential support services for disadvantaged students, aiming to reduce financial barriers to higher education. Key initiatives include:

- **Coffee Haven:** A subsidised meal program addressing student hunger and generating revenue to reinvest in student welfare.
- **Veilomani Pantry:** Offers breakfast and essential groceries to students facing food insecurity.
- **Veilomani Closet:** Provides free or affordable clothing, including professional attire for job interviews and networking events.

These initiatives align with SDG 1 (No Poverty), SDG 2 (Zero Hunger), and SDG 4 (Quality Education) by ensuring students' basic needs are met, allowing them to focus on their academic pursuits.

The 350 Homes Project: Sustainable Housing Solutions

FNU led the 350 Homes Project in collaboration with the Ministry of Housing, aiming to provide sustainable housing for low- and middle-income earners, particularly those in informal settlements. A central innovation in this project is the development of Eco-Bricks by Senior Lecturer Mr. Viliame Sakiti.

This initiative addresses SDG 11 (Sustainable Cities and Communities) by promoting inclusive, safe, and resilient housing solutions and SDG 9 (Industry, Innovation, and Infrastructure) through the development of innovative building materials.

Through these initiatives, FNU demonstrates its dedication to fostering sustainable development and improving the well-being of its students and the broader Fijian community.

FNU also provided free short course training for street dwellers street kids and residents of squatter and informal settlements at its Robertson Road Centre on Friday December 13.

A total of 269 people graduated out of which 60% were solo mums, 10% were street children, 30% were unemployed youths and school dropouts.



A record number of 2530 mangrove saplings were planted to help conserve our environment.

SUSTAINABLE DEVELOPMENT GOALS

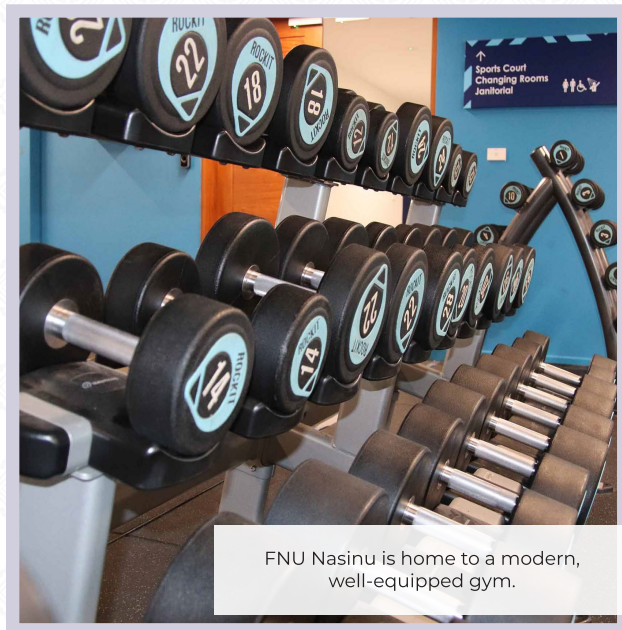


(SDGs)



Fiji National University (FNU) is committed to the United Nation's 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.

Goal 3 Good Health and Well-Being



The Fiji National University co-hosted the RISE Symposium, focusing on partnerships to improve community health through safe sanitation. With ongoing support from the Ministry of Housing, the initiative will enhance infrastructure and access to sanitation services across several informal settlements, benefiting numerous Fijian communities and promoting overall well-being.

Free HIV/AIDS and STI screening promotes early detection and prevention, enhancing student wellness while reducing stigma and providing essential support for healthy outcomes and ongoing care.

The Pacific Islands Health Research Symposium fostered collaboration among researchers, addressing regional health challenges and promoting innovative solutions, ultimately enhancing health outcomes and empowering communities through informed decision-making.

A pilot programme was initiated to distribute sanitary pads to female students living in university hostels (Halls of Residence). The programme allows for a maximum allocation of two pads per day and will be administered through designated Wardens, ensuring meticulous record-keeping. Upon the successful completion of the pilot programme, the initiative will be extended to include female day scholars as well.

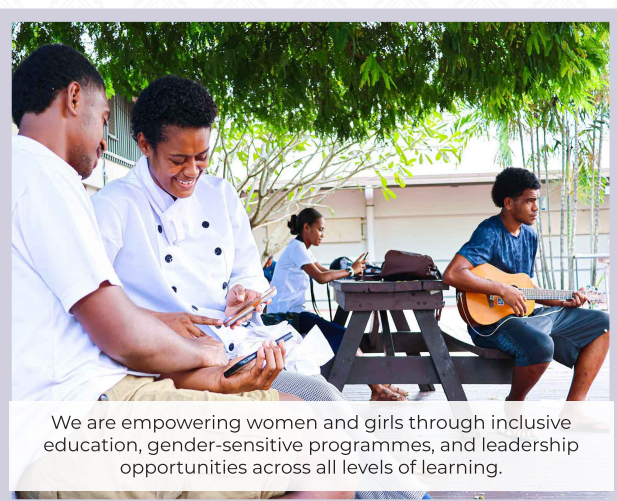
Goal 4 Quality Education



College of Agriculture, Fisheries and Forestry (CAFF) short courses enabled 20 employees from Fiji Pine Limited and three from Fiji Hardwood Corporation Limited graduated from a pioneering short course on forest data analysis. This historic collaboration aims to upskill the workforce, enhancing their capabilities in the forestry sector and fostering professional development to benefit both local communities and industries.

The collaboration between FNU and Fiji Correction Services aligns on ensuring inclusive and equitable quality education, promoting lifelong learning opportunities for all. By providing educational programmes and certifications for inmates, the initiative aims to enhance their employability and support successful reintegration into society, addressing educational disparities and fostering personal development.

Goal 5 Gender Equality



FNU launched its Gender Equality Disability and Social Inclusion (GEDSI) Strategy and Action Plan 2024 - 2026, aligning with the university's 2024 - 2026 Strategic Plan.

A GEDSI awareness session, conducted with the Fiji Women's Crisis Centre at CBHTS, addressed key topics such as gender differences, child abuse, domestic violence, and relevant laws on these issues.

The College of Agriculture, Fisheries and Forestry (CAFF) outreach and consultancy programme at Bia-I-Cake Women's Cooperative in Nagigi, Cakaudrove tailored short courses in agriculture and forestry, this initiative empowers women and youth by enhancing their skills and promoting sustainable livelihoods. It supported women's roles in agriculture, working towards dismantling barriers and achieving a future where both gender equality and sustainable development can thrive.

Goal 9 Industry, Innovation and Infrastructure



We are fostering industry innovation and infrastructure through research-driven programmes, skills development, and partnerships.

The Pacific Centre for Maritime Studies (PCMS) opened a new three-story building at PCMS. This state-of-the-art facility provides a modern, enhanced space that fosters research, innovation, and technological development. The building is designed to support cutting-edge projects and collaborative initiatives, reinforcing PCMS's commitment to excellence in education and maritime advancement.

Goal 11 Sustainable Cities and Communities

The university is at the forefront of a groundbreaking 350 Homes project, aimed at addressing the urgent housing needs in Fiji. Currently in the consultation phase with the Government through



Our students are using their knowledge and skills to make an impact on the world.

the Ministry of Housing, this partnership project is set to create sustainable housing solutions for low- and middle-income earners, especially those living in informal settlements.

The 350 Homes project aims to provide sustainable housing solutions for low- and middle-income earners in Fiji, featuring Eco-Bricks developed from local clay. With a budget of FJD \$50-100 million, the initiative focuses on affordable, resilient housing and addresses the needs of vulnerable populations while enhancing living standards.

Goal 12 Responsible Consumption and Production

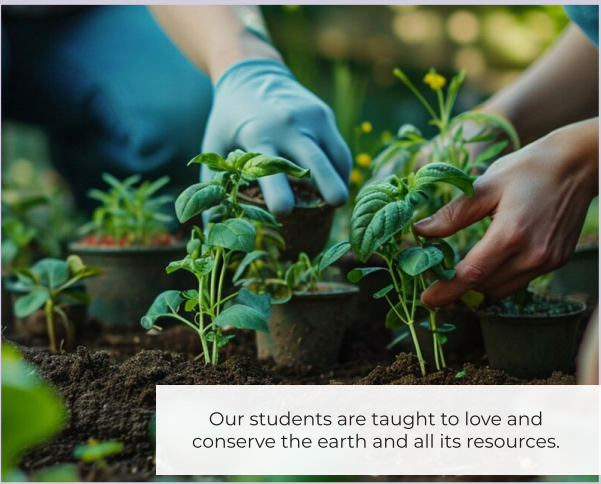
The FNU Student Environment Ambassador Sustainability Green House Project for Nasinu (led by the Nasinu Student Association) at Nasinu Boys Hostel was handed over to Nasinu Hostel on Thursday, 7 March. The project was funded by the Division of Capital Projects & Infrastructure and constructed by our maintenance team. The workshop enhanced students' understanding of environmental issues, foster a sense of responsibility towards sustainable practices, and equip them with the knowledge and skills needed to contribute positively to environmental conservation.

We are supporting SDG 12 through sustainable campus initiatives, research, and education that encourage environmental stewardship and resource efficiency.



Goal 13 Climate Action

Student Environment Ambassador Program – Sustainability Workshop enhanced students' understanding of environmental issues, fostered a sense of responsibility towards sustainable practices, and equipped them with the knowledge and skills needed to contribute positively to environmental conservation. Student Environment Champions (SECs) were assigned a topic, gathered information, and prepared a 10-minute presentation and 10-minute group exercises (Role Play or Drama) for the rest of the group.



Our students are taught to love and conserve the earth and all its resources.

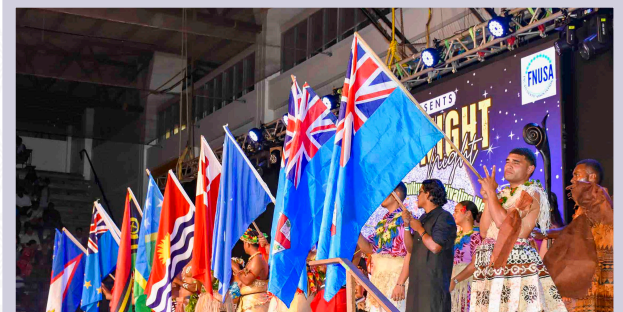
Goal 14 Life Below Water



We are supporting SDG Goal 14 through research, education, and community outreach focused on sustainable marine resource management and ocean conservation in the Pacific.

CAFF partnered with GIZ, WWF, SPC, University of Technology Sydney, Conservation International Fiji, and the Ministry of Fisheries and Forestry focused on sustainable coastal conservation, highlighting the importance of mangroves and oysters in promoting ecosystem resilience and food security amidst climate change challenges.

Goal 16 Peace, Justice and Strong Institutions



We equip students with knowledge of Pacific regionalism, fostering a deep understanding of governance, peace, and justice to strengthen institutions across the region.

Dr. Ravinesh Rohit Prasad, Head of School for Arts and Humanities, presented a paper titled: Encouraging Fijian Universities to achieve the Sustainable Development Goals at the 4th International Conference on Social Sciences and Law 2024 on 10th August 2024. State University of Surabaya, Indonesia. Dr. Prasad's paper promotes accountable education in Fijian universities, strengthening institutions and fostering peaceful, just societies through enhanced governance and sustainable development practices.

Goal 17 Partnership for the Goals



We support SDG Goal 17 by promoting partnerships and cooperation through our teaching and learning.

The Pacific Centre for Maritime Studies (PCMS) witnessed the recognition of Captain Tevita Robanakadavu as the Champion of Diversity at the Maritime SheEO Awards. This global event honoured individuals and organizations making strides in diversity, equity, and inclusion within the maritime industry. Captain Robanakadavu's achievement brought international recognition to PCMS and underscored its commitment to fostering an inclusive maritime sector.

FINANCIAL REPORT



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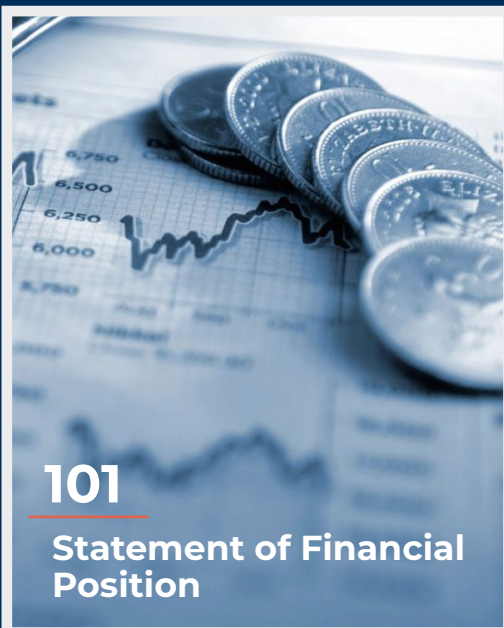
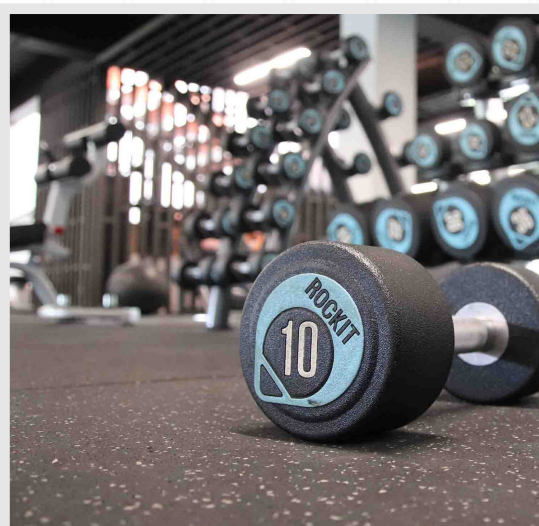
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MR. NILESH PRASAD
CHIEF FINANCIAL OFFICER
Fiji National University

CHIEF FINANCIAL OFFICER'S OVERVIEW

Fiji National University concluded the 2024 financial year amidst a challenging operating environment shaped by inflationary pressures and the residual effects of post-COVID fiscal tightening. Despite these conditions, the University continues to maintain a strong asset base and remains committed to long-term financial sustainability aligned with its Strategic Plan and national education priorities.

The University recorded an operating deficit of \$8.0 million in 2024, in contrast to a surplus of \$7.5 million in 2023. This result was largely shaped by constrained government funding, post-COVID adjustments in funding streams, and a rise in operational costs. Despite these pressures, FNU preserved a healthy liquidity position, continued infrastructure investment, and delivered significant revenue growth in key income streams.

Total income for the year was \$164.5 million, a slight decline from the prior year (\$165.8 million), Driven largely by:

- A 7.7% decrease in government grants (from \$42.7m to \$39.4m);
- A significant Dr.op in other income (from \$21.4m to \$6.4m), linked to non-recurrent revenues in 2023;
- An offsetting increase in student tuition fees (up 16.8%) reflects enrolment growth from short courses.

On the expenditure side, total costs rose by 9.3% to \$174.3 million (2023: \$159.5 million), Driven mainly by:

- Higher employee-related expenses (\$75.4m, up 2.2%);
- A substantial increase in operating expenses (\$61.4m, up 15.3%);
- Growth in depreciation and amortisation, reflecting continued capital investment.

Even excluding impairment and depreciation, operating costs exceeded internal forecasts, highlighting systemic cost pressures marked by adjustments to the national minimum wage, increases to international freight costs and fluctuating exchange rate from traditional partners.

Despite the operating deficit, FNU remains in a stable financial position with net assets of \$343.0 million as at 31 December 2024 (2023: \$351.0 million). The University continues to manage its liquidity prudently and has no external debt, maintaining reserves and asset reinvestment through internally generated resources.

FNU invested \$13.1 million in capital infrastructure during the year, reflecting its commitment to upgrading facilities

across campuses especially learning and teaching space. This included refurbishment projects and key health and TVET infrastructure improvements.

Despite the deficit, the University's financial position remains strong:

- Cash and cash equivalents: \$33.6 million excluding restricted funds (above liquidity threshold);
- Total assets: \$429.5 million;
- Net assets: \$343.0 million, maintaining a robust equity base.

FNU carries no external debt, giving it strategic flexibility to fund its priorities internally.

The University is taking deliberate steps to streamline operations, realign expenditure with strategic goals, and enhance non-government revenue streams and new income streams. Internal process reforms, including financial planning, asset disposal, and reporting system improvements, are expected to support a surplus in future years.

Looking forward, FNU is focused on restoring operational surpluses through cost containment, targeted revenue generation, and portfolio rationalisation, while ensuring alignment with national and institutional goals.

1. Financial Performance Summary

The University recorded a net operating deficit of \$8.0 million in 2024 compared to a surplus of \$7.5 million in 2023. While total income remained relatively stable at \$166.0 million, expenditure increased significantly to \$174.5 million due to rising personnel and operational costs, including an \$8.0 million impairment related to the Naiyaca Project.

2. Key Financial Indicators (2020–2024)

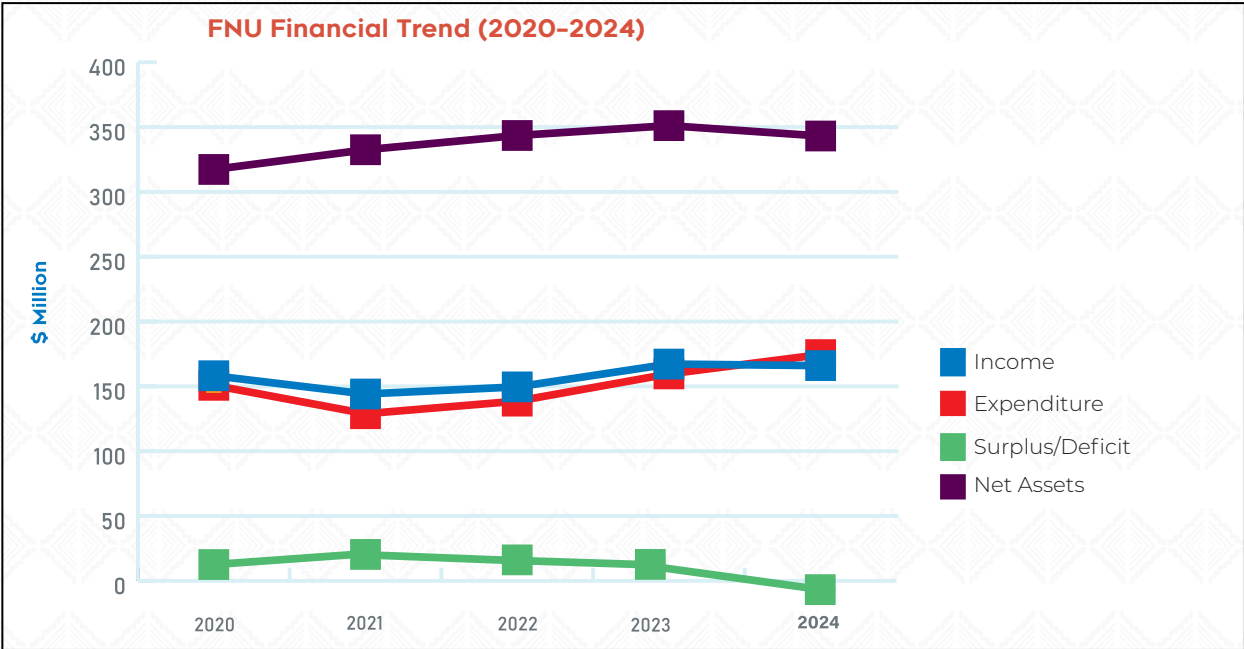


Figure 1: Five-Year Trend Analysis of Income, Expenditure, and Surplus/Deficit.

Table 1: Summary of Key Financial Metrics (2020–2024)

Year	Income	Expenditure(\$'m)	Surplus/Deficit (\$'m)	Net Assets (\$'m)
2020	158.2	150.8	7.4	317.3
2021	144.1	128.9	15.2	332.5
2022	149.6	138.6	11.0	343.5
2023	167.2	159.6	7.5	351.1
2024	166.0	174.5	(8.0)	343.1

Table: KPI Summary Comparative 2023 and 2024

KPI	2023	2024	Target	Comment
Adjusted Operating Surplus Margin	4.5%	-1.2%	≥ 0%	Deficit Dr.iven by lower government grant and other income decline (Adjusted deficit excluding depreciation and Naiyaca impairment)
Tuition Fee Growth Rate	12.4% ↑	16.8% ↑	≥ 5%	Strong growth Dr.iven by enrolment and fee structure changes
Employee Cost Ratio	44.5%	45.8%	≤ 55%	Slight increase due to wage adjustments
Operating Expense Growth	8.5% ↑	15.4% ↑	≤ 10%	Pressure from utilities, supplies, and inflation
Cash & Cash Equivalents	\$49.5M	\$33.6M	≥ \$33M	Healthy, despite use for capex and operations
Total Income Growth	11.7%	-0.7%	≥ 2%	Slight decline due to lower grant and project income
Core Earnings % (excel depreciation/ impairment)	10.2%	8.3%	≥ 11%	Below benchmark but resilient in a constrained year
Capital Investment	\$16.2M	\$13.1M	Maintain growth	Continued infrastructure investment
Total Assets	\$443.1M	\$429.5M	Maintain	Stable asset base, depreciation offsetting new acquisitions
Net Assets	\$351.0M	\$343.0M	≥ \$340M	Strong equity base despite deficit

3. Financial Position and Outlook

FNU maintains a solid asset base with net assets totaling \$343 million at year-end. However, reduced government grants and elevated costs place pressure on future surpluses. Management will prioritize cost control, already undertaking austerity measures, enhance cash flow strategies, and explore revenue diversification to restore financial sustainability.

4. Conclusion

Despite a challenging financial year, the University remains in a stable financial position with strong liquidity and asset backing. With continued prudent financial management and strategic alignment, FNU is positioned to strengthen its fiscal resilience and deliver on its academic and developmental mandates.

Fiji National University
Statement by Appointed Officers
For the year ended 31 December 2024

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 2024 and of its financial performance, changes in equity and cash flows for the year ended on that date.

As at the date of this report, we are not aware of any circumstances which would render any particulars included in the financial statements misleading or inaccurate.

Dated at Suva, this **14th day of May 2025.**

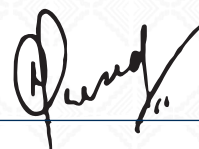


Mr.. Semesa Karavaki
Chancellor & Chair of Council

Original signed by Mr. Semesa
Karavaki
ON: cn=Mr. Semesa
Karavaki, o=FNU Council,
ou=Office of the Chancellor,
c=FJ
Due: 2025.05.14 15:10:50 +12'00'



Mr. Pravinesh Singh
Chair, Financial Resources
Committee



Mr.. Nilesh Prasad
Chief Financial Officer

Fiji National University

Council's report

For the year ended 31 December 2024

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 2024 and report as follows:

Council Members

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

Name	Title	Appointed Term
Mr.. Semesa Karavaki	Appointed Member	Appointed 13/02/2023
	Chancellor & Chair of Council	Appointed 26/10/2023
	Chair of CGSPC	Appointed 12/05/2023
	Chair of NTPCAB	Appointed 02/12/2024
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. 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
Dr.. Adi Kesaia Seniloli	Appointed Member	Appointed 13/02/2023
Dr.. Priscilla Puamau	Appointed Member	Appointed 13/02/2023
Ms. Selina Vatuvoka	Appointed Member	Appointed 13/02/2023
Ms. Penina Cirikiyasawa	Appointed Member	Appointed 21/11/2024
Prof. Nii-K Plange	Professorial Rep	Appointed 11/03/2024
Ratu Timoci Tavanavanua	Co-opted Member	Appointed 25/03/2024
Dr.. Kenneth Cokanasiga	Co-opted Member	Appointed 02/12/2024
Prof. Unaisi Nabobo Baba	Official Member/Vice-Chancellor	Appointed 22/11/2023

Fiji National University

Council's report (continued)

For the year ended 31 December 2024

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").

In 2022, the governance framework was strengthened through the Fiji National University (Amendment) Act 2022 introducing reforms to institutional autonomy, financial accountability, and academic freedom. It also further refined the composition and appointment processes of the University Council and its committees, enhanced operational transparency, and reinforced alignment with national education and development priorities.

Principal Activities

The principal activities of the University are the provision of post-secondary education, including higher education, technical and vocational education and training (TVET), that are responsive to the needs of industry, the marketplace, and the non-formal employment sector. The University also engages in research, innovation, and knowledge creation, offering undergraduate, postgraduate, and doctoral programs to students from Fiji, the broader South Pacific region, and internationally.

Results

The operating deficit for the financial year 2024 was \$7,999,446 (2023: operating surplus of \$7,538,113).

Fiji National University

Council's report (continued)

For the year ended 31 December 2024

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.

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

Apart from matters included in Note 31 to these financial statements, the Council members are not aware of any other significant event, other than those already included in the financial statements as at the date of this report.

Events Subsequent to Balance Date

In March 2025, the Council resolved to demolish the Labasa Naiyaca Campus Project structure due to its unsafe condition and structural failure.

Other than the above, 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.

Fiji National University
Council's report (continued)
For the year ended 31 December 2024

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; and
- ii. 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.

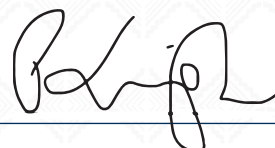
For and on behalf of the Council and in accordance with a resolution of the Council members.

Dated at Suva, this **14th day of May 2025.**



Mr.. Semesa Karavaki
Chancellor & Chair of Council

Originally signed by Mr. Semela
X. Tilivaki
ON: cn: Mr. Semesa
Karavaki, O: "FNU Council",
OU: "Office of the Chair",
e: semelakaravaki@fnu.ac.fj,
c: fj
Due: 2025.05.14 15:10:50 +12'00'



Mr. Pravinesh Singh
Chair, Financial Resources
Committee



AUDITOR'S INDEPENDENCE DECLARATION TO THE COUNCIL OF FIJI NATIONAL UNIVERSITY

I declare that, to the best of our knowledge and belief, in relation to the audit of Fiji National University for the financial year ended 31 December 2024, there have been:

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



KPMG
Chartered Accountants



Sharvek Naidu
Partner

Suva, Fiji
20 May 2025

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INDEPENDENT AUDITOR'S REPORT

To the Council of the University of the Fiji National University

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 2024, the statements of profit or loss and other comprehensive income, changes in equity and cash flows for the year then ended, and notes, comprising material accounting policies and other explanatory information.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the University as at 31 December 2024, and of its financial performance and its cash flows for the year then ended in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board (IFRS Accounting Standards).

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). 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 University in accordance with International Ethics Standards Board for Accountants International 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

Management is responsible for other information. The other information comprises the information included in the Statement by Appointed Officers and Council's Report, but does not include the financial statements and our 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 and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on 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.

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INDEPENDENT AUDITOR'S REPORT (CONTINUED)

Responsibilities of Management and Those charged with Governance for the Financial Statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with IFRS Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is 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 management either intends to liquidate the University or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the University's financial reporting process.

Auditors' 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 auditors' 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 ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or 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 these financial statements.

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the University's internal control.



INDEPENDENT AUDITOR'S REPORT (CONTINUED)

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the University's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to Draw attention in our auditors' 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 auditors' report. However, future events or conditions may cause the University to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance 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.

KPMG
Chartered Accountants

Sharvek Naidu
Partner

Suva, Fiji
20 May 2025

Fiji National University
Statement of Profit or Loss and Other Comprehensive Income
For the year ended 31 December 2024

	Notes	2024	2023
Income		\$	\$
Fiji Government operating grant		39,373,096	42,661,532
Student tuition fees	6	75,722,958	64,848,431
Project income	7	7,581,366	7,871,967
Hostel income	9	3,862,087	3,930,504
NTPC levy income	27(b)	30,704,522	24,040,009
Gross gain on change in fair value equity instruments		840,578	957,086
Other income	8	6,425,237	21,445,443
Total income		164,509,844	165,754,972
Expenses			
Employee related expenses	10	(75,353,349)	(73,709,341)
Other operating expenses	11	(61,404,497)	(53,230,133)
Depreciation and amortisation	13,15	(10,053,633)	(9,317,640)
NTPC levy expenses	27(b)	(27,528,148)	(23,225,544)
Total expenses		(174,339,627)	(159,482,658)
Interest expense		(129,051)	(130,892)
Finance income	12	1,959,387	1,396,691
Operating (deficit) / surplus before income tax		(7,999,447)	7,538,113
Income tax expense	3(l)	-	-
Operating (deficit) / surplus for the year		(7,999,447)	7,538,113
Other comprehensive income		-	-
Total comprehensive loss / income for the year		(7,999,447)	7,538,113

The Statement of Profit or Loss and Other Comprehensive Income should be read in conjunction with the accompanying notes.

Fiji National University
Statement of Financial Position
As at 31 December 2024

	Notes	2024	2023
Current assets		\$	\$
Cash and cash equivalents	16	59,606,019	73,403,451
Trade and other receivables	17	6,702,505	10,092,138
Inventories	18	197,979	262,293
Other financial assets	19	72,864,462	66,880,521
Other assets	20	6,491,905	6,051,898
Total current assets		145,862,870	156,690,301
Non-current assets			
Property, plant and equipment	13(ii)	262,756,461	266,474,310
Biological assets	14	78,347	31,225
Intangible assets	15	274,434	300,570
Right-of-use assets	13(i)	2,669,659	3,004,149
Other financial assets	19	17,843,226	16,556,891
Total non-current assets		283,622,127	286,367,145
Total assets		429,484,997	443,057,446
Current liabilities			
Trade and other payables	23	24,950,065	24,749,792
Employee benefits	24	4,601,380	3,899,631
Lease liability	26	311,112	392,750
Deferred income	22	869,918	661,519
Deferred levy liability	27	9,943,898	10,520,755
Total current liabilities		40,676,373	40,224,447
Non - Current Liabilities			
Deferred income	22	34,811,069	42,299,891
Lease liability	26	2,604,051	2,821,013
Unexpended project income	25	8,343,567	6,662,710
Total non-current liabilities		45,758,687	51,783,614
Total liabilities		86,435,060	92,008,061
Net assets		343,049,937	351,049,384
Equity			
Other contributed equity	21	188,856,234	188,856,234
Retained earnings		154,193,703	162,193,150
		343,049,937	351,049,384

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 2024

	Other contributed equity \$	Retained earnings \$	Total equity \$
Balance at 1 January 2023	188,856,234	154,655,037	343,511,271
<u>Comprehensive income for the year</u>			
Operating surplus for the year	-	7,538,113	7,538,113
Other comprehensive income	-	-	-
Total comprehensive income for the year	-	7,538,113	7,538,113
Balance at 31 December 2023	188,856,234	162,193,150	351,049,384
Balance at 1 January 2024	188,856,234	162,193,150	351,049,384
<u>Comprehensive loss for the year</u>			
Operating deficit for the year	-	(7,999,447)	(7,999,447)
Other comprehensive loss	-	-	-
Total comprehensive income for the year	-	(7,999,447)	(7,999,447)
Balance at 31 December 2024	188,856,234	154,193,703	343,049,937

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 2024

	Note	2024	2023
Cash flows from operating activities		\$	\$
Fiji Government grants received		37,737,963	43,986,831
Receipts from employers in respect of levy		31,433,328	24,004,009
Receipts from student fees		75,073,980	66,899,175
Receipts from trading activities		8,888,581	4,420,941
Payments to suppliers		(57,071,917)	(45,336,805)
Payments to employees		(74,651,600)	(69,052,986)
Payments of training grants to employers		(27,528,148)	(23,225,544)
Cash receipts in respect of projects		9,262,223	8,910,566
Interest paid		(129,051)	-
Interest received		1,959,387	1,454,015
Net cash flow from operating activities		4,974,746	12,060,202
Cash flows from investing activities			
Net payments for property, plant and equipment		(13,079,053)	(16,230,026)
Net transfers from term deposits		(5,983,942)	(1,423,390)
Dividends received		472,878	15,455
Net cash flow used in investing activities		(18,590,117)	(17,637,961)
Cash flows from financing activities			
Payment of lease liabilities		(182,061)	-
Net cash (used in) financing activities		(182,061)	-
Net increase in cash and cash equivalents		(13,797,432)	(5,577,760)
Cash and cash equivalents as at 1 January		73,403,451	78,981,211
Cash and cash equivalents as at 31 December	16	59,606,019	73,403,451

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 2024

1. Reporting entity

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"). 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 Fiji National University (Amendment) Act 2018.

The financial statements were approved by the University's Council on **14th May, 2025**.

b) Basis of measurement

The financial statements have been prepared on a historical cost basis except for available-for-sale financial assets and biological 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 2024

2. Basis of preparation (continued)

c) Use of estimates and judgments (continued)

Measurement of fair value (continued)

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

Changes in accounting policies and disclosures

d) New standards and interpretations

The University applied all standards and amendments, which are effective for annual periods beginning on or after 1 January 2024. 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 21 - Lack of Exchangeability	To help entities to determine whether a currency is exchangeable into another currency, and which spot exchange rate to use when it is not.	The amendment will not have a material impact on the financial statements of the University.

Fiji National University
Notes to the financial statements (continued)
For the year ended 31 December 2024

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 the Classification and Measurement of Financial Instruments – Amendments to IFRS 9 and IFRS 7	<p>To respond to recent questions arising in practice, and to include new requirements not only for financial institutions but also for corporate entities.</p> <p>These amendments:</p> <ul style="list-style-type: none"> clarify the date of recognition and derecognition of some financial assets and liabilities, with a new exception for some financial liabilities settled through an electronic cash transfer system; clarify and add further guidance for assessing whether a financial asset meets the solely payments of principal and interest (SPPI) criterion; add new disclosures for certain instruments with contractual terms that can change cash flows (such as some financial instruments with features linked to the achievement of environment, social and governance; and update the disclosures for equity instruments designated at fair value through other comprehensive income (FVOCI). 	The amendment will not have a material impact on the financial statements.
IFRS 18 Presentation and Disclosure in Financial Statements	This standard will introduce new requirements that will help to achieve comparability of the financial performance of similar entities and provide more relevant information and transparency to users. Even though IFRS 18 will not impact the recognition or measurement of items in the financial statements, its impacts on presentation and disclosure are expected to be pervasive, in particular those related to the statement of financial performance and providing management-defined performance measures within the financial statements.	The amendment will not have a material impact on the financial statements.

Fiji National University
Notes to the financial statements (continued)
For the year ended 31 December 2024

3. Material accounting policies

The accounting policies set out below have been applied consistently to all periods presented in these financial statements.

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.

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 for the current and prior year are as follows:

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

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

3. Material 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. 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 (cash and cash equivalents, trade and other receivables, other financial assets – debt instruments and other assets);
 - Financial assets at fair value through OCI with recycling of cumulative gains and losses;
 - Financial assets designated at fair value through OCI with no recycling of cumulative gains and losses upon de-recognition; and
 - Financial assets at fair value through profit or loss (other financial assets– debt instruments).

Fiji National University
Notes to the financial statements (continued)
For the year ended 31 December 2024

3. Material 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 cash and cash equivalents, trade and other receivables, other financial assets and other assets.

Financial assets at fair value through OCI

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

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

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

3. Material accounting policies (continued)

- d) Financial instruments (continued)
 - (i) Financial assets (continued)

Financial assets at fair value through profit or loss

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

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

Financial assets are also subject to impairment. Refer to Note 3(h) for further details. Derecognition

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 trade and other payables and deferred levy liability 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 2024

3. Material accounting policies (continued)

f) Leases

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

(i) Right-of-use assets

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

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

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

The right-of-use assets are also subject to impairment. Refer to the accounting policies in section

(h) Impairment of non-financial assets.

(ii) Lease liabilities

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

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

(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 2024

3. Material 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) 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 of impairment. 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 includes but is not limited to:

- 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
- 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

(ii) Non-financial assets

The University considers evidence of impairment for non-financial assets at both individual and collective level. All individually significant assets are assessed for specific impairment. Those found not to be specifically impaired are then collectively assessed for any impairment that may have been incurred but not yet identified. Assets that are not individually significant are collectively assessed for impairment by grouping together assets of similar risk characteristics.

In assessing collective impairment, the University uses historical trends of default, recovery and incurred losses, adjusted for management's judgement on current economic and credit conditions that may suggest actual losses differ from historical trends.

The recoverable amount of an asset or cash-generating unit ("CGU") is the higher of its fair value less costs to sell and its value in use. Value in use is determined by estimating future cash flows and discounting them to 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 do not generate largely independent cash flows are grouped into the smallest identifiable CGU.

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 related to 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 when there is an indication that the impairment loss may no longer exist and only to the extent that the asset's carrying amount does not exceed the amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised. However, impairment losses recognised for goodwill are not reversed.

Fiji National University
Notes to the financial statements (continued)
For the year ended 31 December 2024

3. Material 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 thereafter 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 2024

3. Material accounting policies (continued)

k) Revenue recognition (continued)

(iv) Non-tuition fees and charges (Including hostel income)

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. Due to the nature of NPTC levies and training grants, these amounts are recorded on a cash basis. 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 is 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 are vatable. The University is now registered for VAT.

Fiji National University
Notes to the financial statements (continued)
For the year ended 31 December 2024

3. Material accounting policies (continued)

m) 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 UniBusiness, which is the commercial arm of Fiji National University aims to optimize service delivery to its customers in terms of Gym operations, Property rentals and Facilities hire.

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 2024	NTPC	Uni Business	Adjustment and elimination	Total
Revenue	\$	\$	\$	\$
Levy income	30,704,522	-	-	30,704,522
Student fees	11,063,475	-	-	11,063,475
Other trading activities	920	52,326	-	53,246
Other income	191,808	1,003,087	-	1,194,895
Total revenue	41,960,725	1,055,413	-	43,016,138
Expenses				
Levy expense	(27,528,148)	-	-	(27,528,148)
Personnel expenses	(4,910,393)	(21,456)	-	(4,931,849)
Other operating expenses	(1,665,207)	(27,040)	-	(1,692,247)
Total expense	(34,103,748)	(48,496)	-	(34,152,244)
Support allocation	(3,376,861)	(316,624)	-	(3,693,485)
Segment profit	4,480,116	690,293	-	5,170,409

Fiji National University
Notes to the financial statements (continued)
For the year ended 31 December 2024

4. Material information (continued)

Year ended 31 December 2023	NTPC	Uni Business	Adjustment and elimination	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	547,171	2,012,501	-	2,559,672

5. Financial risk management

The University maintains a disciplined approach to financial risk management to support its long-term financial sustainability and the achievement of its strategic objectives.

Key financial risks and mitigation strategies are summarized below:

Risk Category	Exposure Summary	Management Strategy
Market risk	Exposure to foreign currency and equity price movements is low.	Investments diversified; foreign exchange exposure monitored with no active hedging.
Credit risk	Risk of counterparty default on receivables and cash deposits.	Strict credit management policies: reputable financial institutions used for cash holdings.
Liquidity risk	Risk of insufficient cash flow to meet obligations as they fall due.	Conservative cash reserves maintained; cash flows regularly monitored.
Operational risk	Risks arising from internal process failures, systems issues, or fraud.	Robust internal controls, staff training, and governance frameworks in place.
Regulatory risk	Risk from changes in laws or regulations.	Regulatory environment monitored; currently no material exposure identified.

Fiji National University

Notes to the financial statements (continued)

For the year ended 31 December 2024

5. Financial risk management (continued)

The University's financial resilience is supported by strong liquidity, conservative investment practices, diversified income sources, and a comprehensive risk management framework approved by the University Council.

The University's activities have exposure to a variety of financial risks: market risk, liquidity risk, credit risk and other risk.

The University does not enter or trade financial instruments. Overall risk management focuses on instability of the financial markets and risk mitigation strategies to minimize the effect on financial performance. Risk management is carried out by senior management whereby it identifies, evaluates and monitors financial risks. The University Council provides policies for overall risk management, as well as policies covering specific areas, such as interest rate risk, credit risk and investment of excess liquidity.

A. Market risk

Market risk is the risk that changes in market prices, such as foreign exchange rates, interest rates and equity rates 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 optimizing the return.

(i) 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.

(ii) Interest rate risk

University does not have any interest-bearing liabilities and accordingly exposure to interest rate risk is not considered material.

B. Credit risk

The maximum exposure to credit risk at balance date to recognized 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. Movement in the allowance for impairment losses on trade and other receivables is summarized as follows:

Credit risk	2024	2023
	\$	\$
0 – 90 days	1,933,781	4,886,672
91 – 365 days	5,460,150	7,933,599
> 365 days	9,653,895	11,301,528
	17,047,826	24,121,799

Fiji National University
Notes to the financial statements (continued)
For the year ended 31 December 2024

5. Financial risk management (continued)
B. Credit risk (continued)

	31 December 2024			31 December 2023		
	Expected weighted average loss rate	Gross Carrying Amount	Loss allowance	Expected weighted average loss rate	Gross Carrying Amount	Loss allowance
	%	\$	\$	%	\$	\$
Student & sponsor debtors						
1 to 60 days	-	687,207	-	-	1,089,045	-
61 to 90 days	-	55,805	-	-	262,008	-
91 to 365 days	50%	4,233,473	2,116,737	50%	7,252,443	3,626,222
365 Days & Over	100%	6,551,589	6,551,589	100%	8,748,838	8,748,838
Total		11,528,074	8,668,326		17,352,334	12,375,060

	31 December 2024			31 December 2023		
Other debtors						
1 to 60 days	-	-	-	-	-	-
61 to 90 days	-	238,960	-	-	1,277,478	-
91 to 365 days	50%	612,292	306,146	50%	487,092	243,546
365 Days & Over	100%	1,370,642	1,370,642	100%	1,410,849	1,410,849
Total		2,221,894	1,676,788		3,175,419	1,654,395

	31 December 2024			31 December 2023		
Staff debtors						
1 to 60 days	-	-	-	-	-	-
61 to 90 days	-	-	-	-	-	-
91 to 365 days	-	-	-	-	-	-
365 Days & Over	100%	207	207	100%	207	207
Total		207	207		207	207

Fiji National University
Notes to the financial statements (continued)
For the year ended 31 December 2024

5. Financial risk management (continued)

B. Credit risk (continued)

Cash and cash equivalents

The University held cash of \$59,606,019 at 31st December 2024 (2023: \$73,403,451). Cash & Cash Equivalent and held to maturity Financial Assets is held with bank and financial institution counterparties, which have sound credit ratings. The University did not recognize an impairment allowance against cash as at 31st December 2024.

C. 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:

	Total	< 30 days	> 30 days but < 1 year	1 - 5 years	> 5 years
	\$	\$	\$	\$	\$
31 December 2024					
Trade and other payables	24,950,033	18,332,224	6,617,809	-	-
Lease liabilities	6,573,589	-	440,164	889,125	5,244,300
	31,523,622	18,332,224	7,057,973	889,125	5,244,300
31 December 2023					
Trade and other payables	24,749,791	14,843,913	9,905,878	-	-
Lease liabilities	6,698,073	-	446,774	1,162,789	5,088,510
	31,447,864	14,843,913	10,352,65	1,162,789	5,088,510

D. Operational risk

Operational risk is the risk of loss arising from systems failure, human error, and fraud to external events. When controls fail to perform, operational risks can cause damage to reputation, have legal or regulatory implications, or lead to financial crisis. The University cannot expect to eliminate all operational risk, but through a control framework and by monitoring and responding to potential risks, the University is able to manage risks. Controls include effective segregation of duties, access, authorization and reconciliation procedures, staff education and assessment procedures

E. Regulatory risk

The University does not have a material or significant exposure to regulatory risk.

Fiji National University
Notes to the financial statements (continued)
For the year ended 31 December 2024

	2024	2023
	\$	\$
6. Student tuition fees		
Private students	21,385,450	21,163,485
Sponsored students	33,567,840	30,908,901
Regional students	9,552,821	6,795,034
Short courses	11,216,847	5,981,011
	75,722,958	64,848,431
7. Project income		
Australian Aid	5,673,079	5,569,224
Sustainable livelihood project (SLP) grant	210,000	307,000
Others	1,698,287	1,995,743
	7,581,366	7,871,967
8. Other income		
Non-tuition fees and charges	731,726	759,943
Enrolment fees	1,357,360	1,371,570
Consultancy income	16,516	17,059
Dividend income	472,878	434,885
Release of deferred income	869,918	661,519
Trading activities:		
- Farm	62,788	107,634
- Other trading activities	1,550,439	467,253
Other income	1,363,612	1,679,822
Levy write-back	-	15,945,758
	6,425,237	21,445,443
9. Hostel income		
Hostel accommodation	3,841,923	3,913,680
Hostel launDry	20,164	16,824
	3,862,087	3,930,504
10. Employee related expenses		
Wages and salaries, including leave benefits	63,335,408	62,531,354
Fiji National Provident Fund contribution	6,200,234	4,057,306
Key Management personnel compensation		
- short term benefits	3,557,122	3,239,867
Staff Allowances	1,089,387	1,121,843
Other personnel costs	1,171,199	2,758,970
	75,353,349	73,709,341

Fiji National University
Notes to the financial statements (continued)
For the year ended 31 December 2024

	2024	2023
	\$	\$
11. Other operating expenses		
Advertising, promotions and publicity	595,487	649,105
Audit fees – external audit	114,851	50,715
Accounting and other services	104,596	159,603
Impairment provision on receivables	2,788,897	7,270,489
Consultancy	808,022	1,017,735
Council expenses	390,546	289,873
Course related expenses	10,198,234	9,265,442
Franchise costs	607,916	491,297
Insurance	1,804,878	1,356,108
Legal expense / (reversal)	250,393	(116,226)
Licence fees	7,058,709	5,406,561
Operating lease and other rentals	6,661	19,443
Project disbursements	382,002	342,922
Publications	1,101	10,791
Repairs and maintenance	7,183,849	9,080,791
Security services	3,382,001	3,204,237
Stationery	375,725	366,441
Telecommunications	4,126,098	3,618,869
Travel	3,052,910	2,277,373
Trading and hostel expenses	671,956	782,065
Utilities	3,176,335	3,114,439
Hire charges	112,516	102,545
Cartage and freight	154,669	158,614
Work-in-progress written	571,270	-
Impairment charge - University *	112,684	-
Impairment of Labasa project (refer Note 31 for details)	7,926,745	-
Other expenses	5,445,446	4,310,901
	61,404,497	53,230,133

* Includes impairment charge of \$2.298m in relation to Labasa project (refer Note 31 for details) and reversal of \$2.185m in relation to Raiwai and Ba campus.

Fiji National University
Notes to the financial statements (continued)
For the year ended 31 December 2024

	2024	2023	
12. Finance income	\$	\$	
Interest income	1,959,387	1,396,691	
	1,959,387	1,396,691	
13 (i) Right-of-use assets	Land and buildings	Other leased assets	Total
2023			
Cost	\$	\$	\$
At 1 January 2023	3,135,070	1,336,801	4,471,871
Additions	536,147	203,310	739,457
At 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)
At 31 December 2023	(870,378)	(1,336,801)	(2,207,179)
Carrying amount at:			
1 January 2023	2,561,243	-	2,561,243
31 December 2023	2,800,839	203,310	3,004,149
2024			
Cost	\$	\$	\$
At 1 January 2024	3,671,217	1,540,111	5,211,328
Additions	12,517	-	12,517
At 31 December 2024	3,683,734	1,540,111	5,223,845
Depreciation and impairment			
At 1 January 2024	(870,378)	(1,336,801)	(2,207,179)
Depreciation charge	(300,065)	(46,942)	(347,007)
At 31 December 2024	(1,170,443)	(1,383,743)	(2,554,186)
Carrying amount at:			
1 January 2024	2,800,839	203,310	3,004,149
31 December 2024	2,513,291	156,368	2,669,659
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.			
	2024	2023	
13. (ii) Property, plant and equipment	\$	\$	
Land and buildings - freehold			
Cost			
At 1 January	1,361,000	1,361,000	
At 31 December	1,361,000	1,361,000	

Fiji National University
Notes to the financial statements (continued)
For the year ended 31 December 2024

	2024	2023
13. (ii) Property, plant and equipment (continued)	\$	\$
Depreciation and impairment		
At 1 January	-	-
At 31 December	-	-
Carrying amount at:		
1 January	1,361,000	1,361,000
31 December	1,361,000	1,361,000
<u>Land and buildings - leasehold</u>		
Cost		
At 1 January	279,367,279	253,629,882
Additions	16,077,873	2,391,121
Transfer from work in progress	-	23,346,276
Disposals	-	-
At 31 December	295,445,152	279,367,279
Depreciation and impairment		
At 1 January	(63,721,957)	(58,608,642)
Depreciation charge	(5,827,232)	(5,113,315)
Reversal of impairment charge	2,184,967	-
Disposals	-	-
At 31 December	(67,364,222)	(63,721,957)
Carrying amount at:		
1 January 2024	215,645,323	195,021,240
31 December 2024	228,080,931	215,645,322
<u>Motor vehicles</u>		
Cost		
At 1 January	6,778,758	6,350,858
Additions	490,390	427,900
Disposals	(1,233,987)	-
At 31 December	6,035,161	6,778,758
Depreciation and impairment		
At 1 January	(5,890,663)	(5,360,946)
Depreciation charge	(402,227)	(529,717)
Disposals	1,233,987	-
At 31 December	(5,058,903)	(5,890,663)
Carrying amount at:		
1 January 2024	888,095	989,912
31 December 2024	976,258	888,095

Fiji National University
Notes to the financial statements (continued)
For the year ended 31 December 2024

	2024	2023
13. (ii) Property, plant and equipment (continued)	\$	\$
<u>Furniture and fittings (continued)</u>		
Cost		
At 1 January	4,628,042	4,601,230
Additions	415,090	26,812
Disposals	(3,594,246)	-
At 31 December	1,448,886	4,628,042
Depreciation and impairment		
At 1 January	(4,585,477)	(4,533,450)
Depreciation charge	(64,707)	(52,027)
Disposals	3,594,206	-
At 31 December	(1,055,978)	(4,585,477)
Carrying amount at:		
1 January	42,566	67,780
31 December	392,908	42,566
<u>Plant and equipment</u>		
Cost		
At 1 January	46,031,380	42,802,286
Additions	1,720,736	3,229,094
Disposals	(10,390,563)	-
At 31 December	37,361,553	46,031,380
Depreciation and impairment		
At 1 January	(40,588,439)	(38,309,781)
Depreciation charge	(2,071,530)	(2,278,658)
Disposals	10,368,648	-
At 31 December	(32,291,321)	(40,588,439)
Carrying amount at:		
1 January	5,442,941	4,492,505
31 December	5,070,232	5,442,941
<u>Computers</u>		
Cost		
At 1 January	20,897,785	19,275,901
Additions	241,967	1,621,884
Disposals	(1,079,714)	-
At 31 December	20,060,038	20,897,785

Fiji National University
Notes to the financial statements (continued)
For the year ended 31 December 2024

	2024	2023
13. (ii) Property, plant and equipment (continued)	\$	\$
Depreciation and impairment		
At 1 January	(18,142,391)	(17,121,156)
Depreciation charge	(1,314,792)	(1,021,235)
Disposals	1,079,714	-
At 31 December	(18,377,469)	(18,142,391)

Carrying amount at:

1 January	2,755,394	2,154,745
31 December	1,682,568	2,755,394

Work in progress

Cost

At 1 January	40,338,992	55,242,164
Additions	11,931,790	8,443,104
Transfers	(16,282,552)	(23,346,276)
Work-in-progress written off during the year	(571,270)	-
Impairment charge (refer 31 for details)	(7,926,745)	-
Impairment charge – University (refer Note 11 and 31 for details)	(2,297,651)	-
At 31 December	25,192,564	40,338,992

Depreciation and impairment

At 1 January	-	-
Reclassification	-	-
At 31 December	-	-

Carrying amount at:

1 January	40,338,992	55,242,16
31 December	25,192,564	40,338,992

Total carrying amount at:

1 January	266,474,310	259,329,346
31 December	262,756,461	266,474,310

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 (2023: four) land leases with a carrying amount of \$27,941,887 at 31 December 2024 (2023: \$28,665,251) 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 2024

14. Biological assets

At 31 December 2024, the University held 37 cattle (2023: 26), 39 sheep (2023: 29), 34 goats (2023: 36), 1 horse (2023: 1) and 39 pigs (2023: 28).

	2024	2023
(a) Operations and principal activities	\$	\$
<u>Reconciliation of carrying amounts of livestock</u>		
Fair value at 1 January	31,225	20,021
Net increases due to purchases, births, deaths and transfers	47,602	18,430
Loss arising from changes in fair value less costs to sell	-	-
Decreases due to sales	(480)	(7,226)
Fair value at 31 December	78,347	31,225

(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 2024

15. Intangible assets

Cost	Computer software \$	Favourable land sub-lease \$	Total \$
At 1 January 2023	1,648,813	575,000	2,223,813
Additions	-	-	-
At 31 December 2023	1,648,813	575,000	2,223,813
Adjustments	-	(27,291)	(27,291)
At 31 December 2024	1,648,813	547,709	2,196,522
Amortisation and impairment			
At 1 January 2023	(1,648,813)	(248,294)	(1,897,107)
Amortisation charge for the year	-	(26,136)	(26,136)
At 31 December 2023	(1,648,813)	(274,430)	(1,923,243)
Adjustments	-	27,291	27,291
Amortisation charge for the year	-	(26,136)	(26,136)
At 31 December 2024	(1,648,813)	(273,275)	(1,922,088)
Carrying amount			
At 31 December 2023	-	300,570	300,570
At 31 December 2024	-	274,434	274,434
		2024	2023
16. Cash and cash equivalents		\$	\$
Cash on hand		32,403	54,806
Cash at bank - restricted		25,959,429	23,878,516
- unrestricted		33,614,187	49,470,129
		59,606,019	73,403,451
Restricted funds consist of the following:			
Capital development		7,943,561	872,686
Levy		9,672,301	16,362,599
Projects		8,343,567	6,643,231
		25,959,429	23,878,516

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.

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.

	2024	2023
17. Trade and other receivables	\$	\$
Student debtors	8,689,680	15,740,303
Impairment allowance	(7,467,589)	(12,024,405)
	1,222,091	3,715,898

Fiji National University
Notes to the financial statements (continued)
For the year ended 31 December 2024

	2024	2023
	\$	\$
17. Trade and other receivables (continued)		
Levy debtors	188,317	1,493,980
Impairment allowance	-	-
	<u>188,317</u>	<u>1,493,980</u>
Sponsor debtors	2,838,394	1,612,030
Impairment allowance	(1,200,737)	(350,654)
	<u>1,637,657</u>	<u>1,261,376</u>
Staff debtors	207	207
Impairment allowance	(207)	(207)
	<u>-</u>	<u>-</u>
Other receivables	5,331,228	5,275,278
Impairment allowance	(1,676,788)	(1,654,395)
	<u>3,654,440</u>	<u>3,620,883</u>
Total trade and other receivables	6,702,505	10,092,138
Impairment allowance		
At 1 January	14,029,661	22,704,930
Charged to profit and loss during the year	2,788,897	7,270,489
Reversed during the year	-	(15,945,758)
Written off during the year	(6,473,237)	-
At 31 December	<u>10,345,321</u>	<u>14,029,661</u>
18. Inventories		
Gowns	339,970	404,284
Provision for inventory obsolescence	(141,991)	(141,991)
	<u>197,979</u>	<u>262,293</u>
19. Other financial assets		
<u>Current</u>		
Debt instruments at amortised cost:		
- Bank of the South Pacific	20,388,844	-
- Credit Corporation (Fiji) Pte Limited	11,284,896	2,985,562
- Home Finance Company Pte Limited	-	6,369,557
- Merchant Finance Pte Limited	9,251,994	4,189,137
- Bred Bank (Fiji) Pte Limited	31,938,728	53,336,265
	<u>72,864,462</u>	<u>66,880,521</u>
<u>Non-current</u>		
Equity instruments at fair value through profit or loss:		
- Unit Trust of Fiji	16,876,247	15,718,700
- Fijian Holdings Trust Management Limited	962,122	833,334
- Fiji Cooperative Dairy Company Limited	4,857	4,857
	<u>17,843,226</u>	<u>16,556,891</u>

Fiji National University
Notes to the financial statements (continued)
For the year ended 31 December 2024

19. Other financial assets (continued)

Interest bearing deposits are at fixed interest rates between 1.87% and 2.50% (2023: 1.25% and 2.20%). Interest bearing deposits amounting to \$122,811 (2023: \$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.

	2024	2023
	\$	\$
20. Other assets		
Government grant receivables	-	-
Prepayments	6,491,905	6,115,091
Less: provision for impairment	-	(63,193)
	6,491,905	6,051,898

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.

	2024	2023
	\$	\$
22. Deferred income		
At 1 January	42,961,410	43,622,929
Additions	1,516,241	-
Disposals	-	-
Transferred to other payables and accruals (refer Note 31)	(7,926,745)	-
Amounts released to other income	(869,918)	(661,519)
At 31 December	35,680,987	42,961,410
<u>Disclosed in the financial statements as follows:</u>		
Current	869,918	661,519
Non-current	34,811,069	42,299,891
	35,680,987	42,961,410

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	4,928,768	5,956,405
Other payables and accruals	20,021,297	18,793,387
	24,950,065	24,749,792

24. Employee benefits

Annual leave

At 1 January	3,899,631	3,894,065
Movement during the year	701,749	5,566
At 31 December	4,601,380	3,899,631

Fiji National University
Notes to the financial statements (continued)
For the year ended 31 December 2024

24. Other financial assets (continued)	2024 \$	2023 \$
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Disclosed in the financial statements as follows:

Current	4,601,380	3,899,631
	4,601,380	3,899,631

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
2023

	Opening balance	Project receipts	Project expense	Transferred to capex	Total
Donor name	\$	\$	\$	\$	\$
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	410,288	1,017,364	-	97,166
United Nations Aid	81,235	32,333	19,536	-	94,032
The Pacific Community (SPC)	17,826	8,695	23,105	-	3,416
World Health Organisation (WHO)	33,173	207,747	19,145	-	221,775
New Zealand Aid	97,832	162,364	166,768	-	93,429
US Aid	3,190	-	-	-	3,190
Total	6,804,343	6,721,543	6,863,178	-	6,662,711

2024

	Opening balance	Project receipts	Project expense	Transferred to capex	Total
Donor name	\$	\$	\$	\$	\$
Australian Aid	6,101,774	4,840,257	5,739,959	-	5,202,074
EU Development Assistance	9,267	635,558	155,136	-	489,689
United Kingdom Aid	38,662	-	17,091	-	21,570
Misc Aid	97,166	2,590,704	459,481	-	2,228,388
United Nations Aid	94,032	(16,717)	4,797	-	72,518
The Pacific Community (SPC)	3,416	288,827	69,589	-	222,654
World Health Organisation (WHO)	221,775	(43,018)	192,988	-	(14,231)
New Zealand Aid	93,429	239,849	241,410	-	91,867
US Aid	3,190	25,848	-	-	29,038
Total	6,662,711	8,561,308	6,880,451	-	8,343,567

Fiji National University
Notes to the financial statements (continued)
For the year ended 31 December 2024

	2024	2023
	\$	\$
26. Leased liability		
At 1 January 2024	3,213,763	2,736,164
Additions	-	739,507
Remeasurement	(116,539)	-
Accretion of interest	129,051	109,447
Payments	(311,112)	(371,355)
At 31 December 2024	2,915,163	3,213,763

Lease liabilities

Maturity analysis – contractual undiscounted cash flows

Less than one year	440,164	446,774
One to five years	889,125	1,162,789
More than five years	5,244,300	5,088,510
Total undiscounted lease liabilities at 30 June	6,573,589	6,698,073
Current	311,112	392,750
Non-current	2,604,051	2,821,013
	2,915,163	3,213,763

The following are the amounts recognised in profit or loss:

Amortisation expense of right-of-use assets	347,007	117,835
Interest expense on lease liabilities	129,051	109,447
Expense relating to short-term leases (included in operating expenses)	440,164	102,545
Total amount recognised in profit or loss	916,222	329,827

The University had total cash outflows (including interest) for leases of in 2024: \$311,112 (2023: \$371,355).

27. Deferred levy liability - NTPC

(a) Reconciliation of liability

Opening balance	10,520,755	22,653,196
Levy invoiced / collected for the year	30,127,665	27,853,326
Grants paid during the year**	(27,528,148)	(23,225,544)
Levy write-back	-	(15,945,758)*
Amounts released to profit or loss	(3,176,374)	(814,465)
	9,943,898	10,520,755

(b) Levy income

Amounts released to profit or loss	3,176,374	814,465
Grants	27,528,148	23,225,544
	30,704,522	24,040,009

* Levy write-back in 2023 (refer Note 8 – Other income)

** Includes payment made to Accident Compensation Fund and Government of Fiji

Fiji National University
Notes to the financial statements (continued)
For the year ended 31 December 2024

	2024	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 \$15,144,998 as at 31 December 2024 (2023: \$3,787,608).

30. Related parties

Identity and transactions

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

(a) Operating grant

Transactions and balances with Government of Fiji as follows:

Fiji Government grants received

37,737,963

43,986,831

Fiji Government operating grant income

39,373,096

42,661,532

Grant received in advance (Included as part of other payables in accruals)

3,038,034

4,673,167

(b) Capital expenditure grant

No capital expenditure grants were provided by the Government of Fiji during the year (2023: \$Nil).

(c) Other transactions

The University has received \$500,000 (2023: \$307,000) in respect to 2024 Reskilling and Retraining 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	Dr. Adi Kesaia Seniloli	Current
Dr. Alisi Vudiniabola	Current	Dr. Priscilla Puamau	Current
Mr. Pravinesh Singh	Current	Mr. Selina Vatuvoka	Current
Mr. Navin Raj	Current	Ratu Timoci Tavanavanua	Current
Ms. Veniana Naqasima	Current	Dr. Kenneth Cokanasiga	Current
Mr. Tevita Madigibuli	Current	Prof. Unaisi Nabobo Baba	Current
Mr. Muniappa Goundar	Current	Prof. Nii-K Plange	Current
Mr. Peter Zinck	Current	Ms. Penina Cirikiyasawa	Current

Fiji National University
Notes to the financial statements (continued)
For the year ended 31 December 2024

30. Related parties (continued)	
(e) Transactions with key management personnel	
Name	Position
Professor Unaisi Walu Nabobo-Baba	Vice Chancellor
Dr Jimaima Veisikiaki	Pro-Vice Chancellor Learning & Teaching from 06-09-2024 Acting Pro-Vice Chancellor Learning & Teaching till 05-09-2024
Professor Paul Ade Iji	Pro- Vice Chancellor Research & Innovation from 31-01-2024 Acting Pro-VC Research & Innovation till 30-01-24
Dr Isimeli Tagicakiverata	Pro-VC TVET Pasifika & NTPC from 02-11-2024 Pro-Vice Chancellor TVET till 01-11-2024
Dr Kaliova Ravuiwasa	Dean CAFF from 26-01-2024 Acting Dean CAFF till 25-01-2024
Dr Asaeli Tuibeqa	Dean CBHTS
Professor Tibor Pasinszki	Dean College of Engineering, Sciences & Technology till 31-03-2024
Mr Salabogi Mavo	Acting Dean CETVET from 09-02-2024
Professor Mesake Rawaikala	Acting Dean CHE from 05-01-2024
Dr Donald Wilson	Acting Dean CMNHS from 01-01-2024 till 29-04-2024
Dr Amelia Turagabeci	Acting Dean CMNHS from 29-04-2024
Captain Tevita Robankadavu	Acting Director PCMS (SLT by invitation) from 12-04-2024 till 21-10-2024
Captain Vilivo Valenitabua	Acting Director PCMS (SLT by invitation) from 22-10-2024
Professor Nii-K Plange	Acting Dean Centre for Graduate Studies from 05-01-2024 Acting Dean CHE from 01-01-2024 till 04-01-2024
Mr Bob Mitchel Kolitagane	Acting Director Productivity & Innovation from 05-06-2024 Acting Director NTPC 02-04-2024 till 05-06-2024
Ms Adi Salaseini Rabuka	Acting Director - Industry Training (SLT by invitation) from 06-06-2024
Dr Joseph Veramu	Director Strategic Planning and Development
Mr Nilesh Prasad	Chief Financial Officer Acting Pro VC - Corporate Services from 18.08.2023 till 12-03-2024
Mrs Tavenisa Tofinga	Acting CFO 01-12-2023 till 01-05-2024
Mr Tiko Domonakibau	Director Information Technology Services Acting PVC CS from 13-03-2024 till 24-11-2024
Ms Salanieta Tuiloma	Acting DITS from 19-03-2024 till 13-07-2024
Mr Ashwani Kumar	Acting DITS from 29-07-2024 till 28-11-2024
Mr Shalmendra Chand	Acting Registrar from 03-05-2023
Ms Karen Lobendahn	Director Marketing and Communication Acting PVC CS from 25-11-2024
Ms Taakena Alexander	Acting DMC from 02-12-2024
Mr Shalendra Mani Gounden	Director Estates & Facilities
Mr Richard Eric Donaldson	Director Human Resources

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.

Fiji National University
Notes to the financial statements (continued)
For the year ended 31 December 2024

31. Significant events

The Labasa Naiyaca Campus Project was initiated in 2013 as part of the Government's "Look North Policy," with an estimated total project cost of \$30 million. The project was jointly funded by the Government through capital grants and internal funding from the University. Following preliminary civil works, the main construction commenced in 2018. However, the project was abandoned in 2019, resulting in significant deterioration of the partially completed structure.

Subsequent efforts to re-tender the project in 2020 were deferred due to the COVID-19 pandemic and the project was subsequently placed on hold by the Ministry of Education. In October 2021, a repurposing proposal was submitted to the Ministry of Economy for consideration of an alternative use of the site.

The University Council, at its meeting in June 2022, resolved to recommence the project. However, the Expression of Interest process for a new Project Manager was unsuccessful. In 2023, a new Council was appointed and a Project Implementation Monitoring Unit (PIMU) was established to oversee the completion of the project. Due diligence was undertaken, and in March 2025, based on three independent engineering reports, the Council resolved to demolish the structure due to its unsafe condition and structural failure.

As a result, the University recognised the following in the financial statements for the year ended 31 December 2024:

- an impairment charge of \$7.6 million (representing the capitalised costs incurred to date funded by the Government) was recognised in profit or loss; and

- an impairment charge of \$2.3 million (representing the capitalised costs incurred to date funded by the University) was recognised in profit or loss.

Furthermore, as at 31 December 2024, the liability in relation to capitalised costs incurred to date funded by the Government was transferred from deferred income to trade and other payables (in line with the grant agreement) and remaining work-in-progress in relation to this project totalled \$4.3m which represents the civil works performed to date.

Management and the Council have implemented strengthened oversight of capital projects and continue to monitor and evaluate all ongoing and future capital investments to ensure appropriate governance, valuation, and risk management.

Apart from the above, there are no other significant events during the year.

32. Events subsequent to year end

In February 2025, the Council resolved to demolish the Labasa Naiyaca Campus Project structure due to its unsafe condition and structural failure.

Other than the above, 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.

Fiji National University
Disclaimer on Unaudited Supplementary Information
For the year ended 31 December 2024

The additional financial information presented on page 137 is in accordance with the books and records of the Fiji National University which have not been subjected to the auditing procedures applied in our audit of the Fiji National University for the year ended 31 December 2024. It should be appreciated that our audit did not cover all details of the additional financial information. Accordingly, we do not express an opinion on this financial data and no warranty of accuracy or reliability is given.

In accordance with our firm policy, we advise that neither the Firm nor any member or employee of the firm undertakes responsibility arising in any way whatsoever to any person (other than the Fiji National University) in respect of this information, including any errors or omissions therein, arising through negligence or otherwise however caused.

The KPMG logo is written in a stylized, handwritten-style font.

KPMG
Chartered Accountants

Suva, Fiji
20 May 2025

Fiji National University
Statement of Profit or Loss and other comprehensive income -
restricted vs. unrestricted income
For the year ended 31 December 2024

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.

	2024			2023		
Income	Unrestricted \$	Restricted \$	Total \$	Unrestricted \$	Restricted \$	Total \$
Fiji Government operating grants	39,373,096	-	39,373,096	41,456,429	1,205,103	42,661,532
Student tuition fees	61,928,919	13,794,039	75,722,958	58,363,588	6,484,843	64,848,431
Project income	57,794	7,523,572	7,581,366	243,235	7,628,732	7,871,967
Hostel Income	3,862,088	-	3,862,088	3,930,504	-	3,930,504
NTPC Levy income	-	30,704,522	30,704,522	-	24,040,009	24,040,009
Other income and fair value gain of equity instruments	1,154,871	6,110,945	7,265,816	22,363,252	39,277	22,402,529
Total income	106,376,768	58,133,078	164,509,846	126,357,008	39,397,964	165,754,972
Expenses						
Employee related expenses	(67,440,963)	(7,912,386)	(75,353,349)	(71,635,361)	(2,073,980)	(73,709,341)
Other operating expenses	(51,129,893)	(10,274,605)	(61,404,498)	(51,876,779)	(1,353,353)	(53,230,132)
Depreciation and amortization	(10,050,985)	(2,648)	(10,053,633)	(8,656,121)	(661,519)	(9,317,640)
NTPC levy expenses	-	(27,528,148)	(27,528,148)	-	(23,225,544)	(23,225,544)
Total expenses	(128,621,841)	(45,717,787)	(174,339,628)	(132,168,261)	(27,314,396)	(159,482,657)
Finance income	1,373,185	586,201	1,959,386	1,396,691	-	1,396,691
Interest expenses	(129,051)	-	(129,051)	(130,892)	-	(130,892)
Operating (loss) / surplus before income tax	(21,000,939)	13,001,492	(7,999,447)	(4,545,454)	12,083,568	7,538,114
Income tax expense	-	-	-	-	-	-
Operating (loss) / surplus for the year	(21,000,939)	13,001,492	(7,999,447)	(4,545,454)	12,083,568	7,538,114



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