



ANNUAL REPORT 2019

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Vision, Mission, and Values and Principles

Vision

A Quality National University, raising standards of education and applied research in the Pacific Region.

Mission

Championing the pursuit of knowledge, skills, academic enquiry and applied research to transform lives through higher education and training, inclusive of diverse communities, while providing relevant solutions for the Solomon Islands.

Values and Principles

Excellence and Quality: SINU is committed to providing excellent and high-quality teaching, learning, skills training, and research.

Innovativeness: SINU encourages and promotes creative ideas and solutions to existing and new challenges.

Relevance: SINU is committed to providing relevant teaching, learning, skills, training and research that meets diverse community needs at present and in the future

Inclusivity: SINU is inclusive regardless of physical, political, gender, ethnic, religious or other differences

Collegiality: SINU values mutual respect that encourages a sense of community

Leadership: SINU creates and empowers future leaders

Sustainability: SINU uses resources with respect for the environment and human well-being.

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Pro Chancellor's Foreword

It is my pleasure to introduce SINU's Annual Report and Accounts for 2019. The report demonstrates the commitment and hard work of the University Management and community which led to success in a wide range of activities, from teaching and learning, student engagement and support, staffing, and improvement of process efficiency. 2019 also marks a new era of leadership in the management of the university with the appointment of a substantive Vice-Chancellor following the unfortunate exit of former Vice-Chancellor in 2016.

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In terms of Council, 2019 presents new dawn with my re-appointment as Chair for the second term. I am most grateful to all Council members, those who have left and those who continue to serve on the Council for their continuing support, commitment and dedication to the Council and the University. They have left a legacy and contributed a long way to the progress and growth of the university.

From the Council's point of view, SINU needs to benchmark itself with universities in the region and abroad. For this, it needs an overhaul. With that strongly held view, the Council approved the redirection and reform of the University by December 2019 for implementation in 2020, with a 220 million dollar budget. The University cannot afford to continue to operate and tangle in the culture of SICHE with pressing challenges of lack of funding, serious staffing issues and the destructive attitude of resistance to making changes that prevent SINU from becoming an effective University.

The Council recognizes the key challenges that hampered the implementation and achievements of the goals of the SINU Strategic Plan 2016-2020. To reduce the dependence on the National Government for funding, the Council established a Business arm of the University in 2016 with the hold of generating reasonable revenues to supplement grants and tuition fees. The Council is very pleased and also appreciates the operational processes and cash flow management and measures put in place by the new Vice-Chancellor to stabilize and sustain the funds of the university.

In terms of the core business of the university, the Council acknowledges the continuing collaborations of the University with its stakeholders notably the SIG. The university acknowledges the support from SIG through the Ministry of Education and Human Resources Development in terms of budgetary support and scholarship offerings to SINU. The recognition on the part of SIG of the special role and mandate of SINU is highly valued by the Council.

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As stipulated in the Act and SINU policies, SINU must strive to do more to strengthen its international partnerships to excel in research collaborations, student and community engagements, audit of program offerings, compliance with various legislations and assessment of potential risks to the University operations. In light of student, the number increases the Council would like to see a quick completion of its key infrastructure projects namely Panatina Complex project and FAFF Building to address the acute need for classroom and office space.

Despite the challenges, I wish to take this opportunity to acknowledge and extend my appreciation to my fellow Councillors and the Management of the University for their support and in ensuring the smooth operations of the University.

With warm best wishes,

Hon Dr. Culwick Togamana MP
Pro-Chancellor and Chair of SINU Council

Vice Chancellor's Overview

Executive Summary

The year 2019 is the year of Transformation and Structural changes for the Solomon Islands National University. The organisational structure was reviewed, the schools were renamed to five faculties; new institutes and centres were established; Departments, Divisions and Units were renamed and new programmes were proposed for development.

In reference to these developments, the 2019 annual report offers insights into various tasks implemented by the Solomon Islands National University. It precisely highlights the key achievements and challenges of the Solomon Island National University.

Although the years leading up to 2019 has shown a steady increase in the total number of academic programs reviewed and developed, no existing programs were reviewed and no new programs were developed in 2019, except the Diploma in Pharmacy Technology, Faculty of Nursing, Medicine and Health Studies, that was approved by Senate. This is due to the commitment to the University's Business Case Reforms and Restructuring in 2019.

The five faculties of SINU are now offering Bachelor's Programs. There are 12 Bachelor's programs offered which is the same as in 2018. Out of the total of 74 programs offered at SINU in 2019, The Diploma level has the highest number of programs offered compared to the other qualification level. A total of 2,605 students have graduated from the university in 2019. This implies an increase by 40% from 2018.

The university has experienced a significant increase in student enrolment compared to 2018. The total enrolment has increased by 2 percent in 2019 compared to 2018 total enrolments. The FEH has comprised of 38.6% of the total enrolment however it has experienced a 15% decline in student enrolment though their enrolment remains high compared to the other faculties. Regarding gender, females made up 50.3% of total enrolment whilst males comprise only 49.7%.

The development of the use of online and distance flexible learning to improve access and equity of access to higher education is progressing well. Moodle was established and was used by staff and students. One of the achievements is that the Distance Flexible Learning Centre has signed formal agreements with four provinces to expand its learning centers at the provincial level. The library has now 30 portals for multiple collections.

The major two development projects are on progress which are the Panatina Building Complex and the SNRAS New Science Research & Teaching Complex which would be completed soon. SINU has faced a budget cut in the development grant by the government.

The major staffing issue for this reporting period is renewal of contracts and filling of some of the key management positions.

The major financial issues are the delay in the payments of school fees and the big funding gap in the capital budget due to the reduction in the development grant by the national government. Despite the existing financial constraints, the university remains operational and completed the academic year successfully.

Introduction

This year's report is the fourth annual report under the Strategic Plan 2016-2020. It **highlights** the key achievements and challenges against the University's six strategic goals. The six strategic goals **include** the academic programmes, teaching and learning, staff and staffing, research and scholarship, resources and infrastructure and financial sustainability.

Thou challenging, SINU do persistently aspire to **offer** attractive and quality academic programmes, providing quality teaching and learning, recruiting qualified staff, research and scholarship are capacitated, resources and infrastructure are to the best to meet operational demands of SINU and financial sustainability for SINU is effective and efficient.

In particular, the report pointed out the **progress** in 2019 with programmes reviewed and new programmes, **the** number of high-demand programmes converted to DFL and new academic policies approved by the council. There are also achievements stated concerning new developments of Online and Distance learning and the improvements in Library facilities. Staff and staffing as a significant part of the institution has similarly gained improvements in regards to new written policies and procedures, Total number of staff by Faculty and Departments and Staff Development and Training activities.

The report further looked at **progress** with research and scholarship **with respect** to internally funded research projects, **conferences**, and Workshops, Forums, Talks and Seminars and Research Policy. In relation to resources and infrastructure, the report shows the state of improvements on ICT facilities and New and **ongoing** capital projects implemented during the year.

In addition, the report as well **highlights** the achievements in revenue sources and collection and new financial policies developed. These are the foundational elements that signify the institution's financial strength and sustainability.

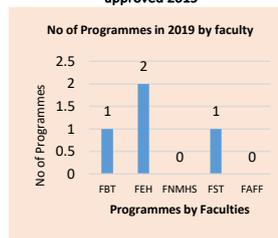
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1 ACADEMIC PROGRAMMES

1.1 Programmes Reviewed and New Programmes

Since the institution gained university status, SINU continues to offer new programmes and to review existing programmes every year to the quality standard of programmes that aligns with skills demanded in the labour market. Thou there is a commitment to Business Case Reforms and Restructuring in 2019, a small number of programmes have been developed and approved in 2019. As stated in figure 1, four programmes were approved by Senate in 2019 and proposed for offering them in 2020. Another four new programmes were developed in 2018 and were offered in 2019. This is an indication of positive progresses in the review of existing programmes and the development of new programmes by the faculties.

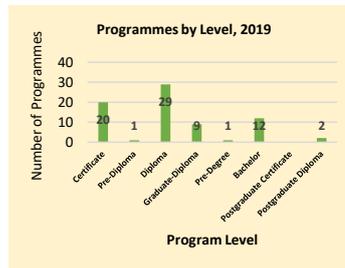
Figure 1: Programmes developed and approved 2019



1.2 Total Programmes Offered by Level in 2019

In view of the existing programmes, Solomon Islands National University offered a total of 74 programmes through the five faculties. Student enrolment according to these programmes varies for each faculty. As portrayed in Figure 1, the level of programmes offered at SINU in 2019 includes Certificate, Pre-Diploma, Diploma, Graduate-Diploma, Pre-degree, Bachelor, Postgraduate Certificate, and Postgraduate Diploma. In 2019, Diploma level in different fields of study comprises 39% (29) of the total programmes offered, followed by Certificate level with 27% (20). Bachelor level comprises 16.2% (12) programmes. There is no programme offered under Postgraduate Certificate, however, two programmes were offered under Postgraduate Diploma in 2019. Both Pre- Diploma and Pre- Degree levels had offered 1 programmes each.

Figure 2: SINU Programmes by Level, 2019



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Table 1: Programmes by Level 2017-2019

| Level | 2017 | 2018 | 2019 |
|--------------------------|------|------|------|
| Certificate | 24 | 28 | 20 |
| Pre-Diploma | 1 | 1 | 1 |
| Diploma | 22 | 26 | 29 |
| Graduate-Diploma | 9 | 9 | 9 |
| Pre-Degree | 1 | 1 | 1 |
| Bachelor | 10 | 12 | 12 |
| Postgraduate Certificate | | | |
| Postgraduate Diploma | | | 2 |

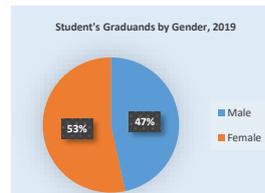
In contrast to the 2017 and 2018 programmes offered, the number of programmes offered at the diploma level has increased by 8.3% from 2017 to 2018. However, it decreases to 5.4% from 2018 to 2019. Nevertheless, the University is more committed in offering more programmes in the future.

1.3 SINU Graduands

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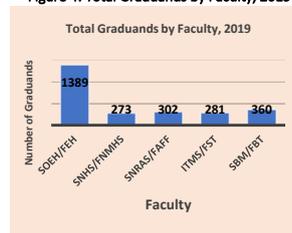
SINU has produced an increasing number of graduands every year. In 2019, there is a total of 2,605 students graduated from the university. This is a continuous development for this growing institution. This constant growth was illustrated in Figure 3 which identified student Graduands by Gender in 2019. The percentage increase in student graduands from 2018 to 2019 is 40%. This implies a high increase within a year. The composition of graduands differs according to gender. Female graduands outnumber male graduands by 53% whilst male graduands stand at 47%. In absolute numbers, female graduands sum up to 1,390 and male with 1,215.

Figure 3: 2019 Graduands by Gender



Depicted in Figure 3 is the total graduands in 2019 by Faculty at SINU. SINU has a total of 5 faculties which are distributed within the 3 campuses namely Kukum Campus, Ranadi Campus, and Panatina Campus. FEH comprises most students compared to the rest of the other faculties. This is reflected on the number of graduands in 2019. FEH graduands for example, comprise of more than 50% of the total graduands. The other four faculties have made up only 47% of the total graduands. FBT produces 360 graduands followed by FAFF with 302. FNMHS has 273 which is the lowest number of graduands compared to the rest of the faculties.

Figure 4: Total Graduands by Faculty, 2019



Student enrolment in 2019 has tended to increase compared to the previous years. The total student enrolled at SINU in 2019 is 7,650. In overall, the faculty of Education and Humanities has the highest enrolment in comparison to other faculties. It made up 38.6% of the total enrolment at SINU. In contrast, the faculty of Nursing, Medicine, and Health Sciences has the lowest enrolment of 12.5%. The trend on student enrolment at faculties may indicate mix scenarios that ranges from student's interest of programmes to management of number to be enrolled at each faculty level.

Figure 5: Total student enrolment by Faculty

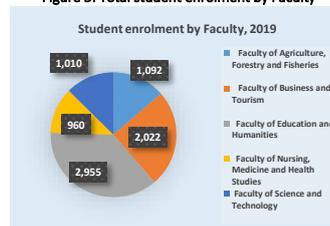
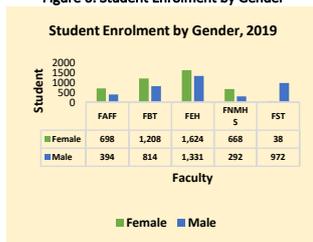


Figure 6: Student Enrolment by Gender



There is gender disparity to enrolment rate at SINU in 2019. The total number of females enrolled at SINU in 2019 is 3847 while male comprise of 3803. Regarding FST, there is a big gap between the number of female and male enrolled. This faculty is male dominated since there is a total of 972 male and only 38 females. The other faculties differs since they are female dominant. In overall, female made up of 50.3% whilst male consist of only 49.7%.

1.4 Convert High-Demand Programmes to DFL

Though SINU aims at converting high demand programmes to DFL mode, no programme has been converted in 2019 due to commitments to other key priorities and challenges. Regardless of this challenge, the Department of Flexible Learning remains highly committed to address this in the following years.

1.5 New Academic Policies

Two new academic policies were approved by the Council in December 2019. These were SINU Academic Policy and SINU Programme Development and Review Policy. These new academic policies were introduced due to the business case reforms undertaken in 2019. Compared to 2018, 2017 and 2016, this year has the lowest number of academic policies developed and approved.

2. TEACHING AND LEARNING

2.1 New Developments of Online and Distance Learning

To enable SINU to contribute meaningfully to the development of our beautiful country, new development of online and distance learning has been put in place. For instance, SINU has established the Moodle online for academic staff and students. Moodle is a Learning Platform designed to help staff and students to save and access information on course lecture notes and other information. There is In-housing training that has been provided to staff on this in 2019.

2.2 Improvements in Library Facilities

Though challenging, there is improvement SINU Library facilities in 2019. There are two in-house databases established in DSPASCE Repository. These are Solomon Islands Research Publications and SINU Repository. An integrated link has been created between DSPACE and KOHA Library Management System. This has enabled users to read from all e-collection directly from DSPACE Repository from any location through the SINU network. The SINU Library has 8 portals namely AGORA, HINARI, OARE, ARDI, ERIC, Directions (USP), Leisure Tourism and Taylor and Francis Online. In terms of E-Database, the Library has 30 portals for multiple collections.

3. STAFF AND STAFFING

a. New Written Policies and Procedures

Various new written policies and procedures relating to human resource management were drafted and were approved by Council in 2019. The Vice-Chancellor through the Senior Management Committee and Human Resources Committee have made a comprehensive revision of the Human Resources Policies. On the 18th of December 2019 SINU Council has approved the HR policies except for a few policies regarding Retirement Age Policy, Housing Policy, Relocation and Passage, Allowances Policy, Allowances Policy, General Leave Policy, Holiday / Annual Leave Policy, Sick Leave Policy, Compassionate & Bereavement Leave Policy, Maternity and Paternity Leave Policy, Drugs, Alcohol, Betel Nut, and Tobacco Policy, and Policy Compliance Policy which are further approved by the SINU Council on 29 July 2020.

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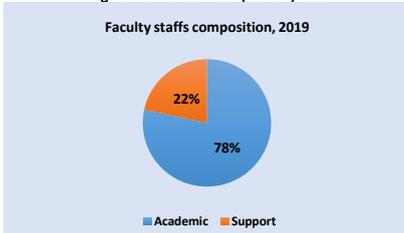
b. Total Number of Staff by Faculty and Departments

Table 2: Staffing by Department/Divisions and Gender

| Faculties | Academic | | | Support | | | Total |
|--|-----------|------------|------------|-----------|-----------|-----------|------------|
| | F | M | Total | F | M | Total | |
| 1. Faculty of Agriculture, Forestry and Fisheries | 9 | 29 | 38 | 7 | 3 | 10 | 48 |
| 2. Faculty of Business and Tourism | 7 | 16 | 23 | 6 | 1 | 7 | 30 |
| 3. Faculty of Education and Humanities | 13 | 26 | 39 | 6 | 3 | 9 | 38 |
| 4. Faculty of Nursing, Medicine and Health Studies | 7 | 10 | 17 | 5 | 2 | 7 | 34 |
| 5. Faculty of Science and Technology | 2 | 29 | 31 | 4 | 4 | 8 | 39 |
| Total | 38 | 110 | 148 | 28 | 13 | 41 | 189 |

In 2019 the total number of full-time staff tend to decline compared to year 2018 in which the staffs' number is 503. The major reasons for the decline of SINU staff in 2019 can be the result of no renewing of contracts so as the termination of some employees thus results in the reduction of full-time staffs at SINU. Table 2 shows a number of staff by Faculty. All faculties comprise two categories of staff whether Academic staff or Support staff. In 2019 the total number of staff at the four faculties is 189 of which there are 148 academic staff and only 41 support staff. As seen, there is inequality in gender who are recruited at the faculty level. For the academic category, 110 are male and 38 are female. For the support category, it is the opposite in which the number of female staff is greater than the number of male staff which are 28 and 13 respectively.

Figure 7: SINU Staff Composition, 2019



The pie graph indicates that for the five faculties at SINU majority of staff are academic staff. In 2019, 78% of staff at the faculty level are categorised under academic staff and the remaining 22% are support staff.

These exclude the number of staff under departments and divisions.

Table 3 illustrates the staff composition of all the departments at SINU. At the department/division level, there is a total of 225 staff of which 44.4% of them are female and 55.6% are male. Overall, SINU has a total of 414 staff in 2019. Male still outnumber females in regards to gender equality at work in the SINU workforce.

Table 3: Department Staffs, 2019

| Departments/ Divisions | F | M | Total |
|---|------------|------------|------------|
| 1 Office of the Vice Chancellor | 5 | 6 | 11 |
| 2 Finance | 6 | 10 | 16 |
| 3 Human Resources | 7 | 3 | 10 |
| 4 Council Secretariat | 3 | 1 | 4 |
| 5 Pro Vice Chancellor - Academic | 0 | 1 | 1 |
| 6 Pro Vice Chancellor - Corporate | 0 | 2 | 2 |
| 7 Procurement | 2 | 3 | 5 |
| Academic Support Departments/Divisions | | | |
| 4 Library | 15 | 10 | 25 |
| 5 Student Academic Services | 8 | 2 | 10 |
| 6 Distance and Flexible Learning | 8 | 5 | 13 |
| 7 Quality and Qualification Framework | 8 | 1 | 9 |
| 8 Office of Research and Postgraduate Affairs | 1 | 1 | 2 |
| Corporate Support Department/Divisions | | | |
| 8 Information & Communication Technology | 5 | 11 | 16 |
| 9 Institutional Planning and Development | 1 | 0 | 1 |
| 10 Property and Campus Management | 4 | 55 | 59 |
| 11 Business, Investment and Commercial Services | 27 | 14 | 41 |
| Total | 100 | 125 | 225 |

c. Staff Development and Training Activities

A total of 55 staff underwent training for higher qualifications in 2019. These include academic staff doing PhD studies (7), Masters Degrees (9) and Bachelor degrees (2). The rest were non-academic staff doing upgrading studies locally either at SINU or USP (SI – Campus), or online. About half of the staff (28) on training are sponsored by SINU and the rest by SIG, private sponsorship and through aid assistance. It is worth noting that Aus. aid sponsored 4 staff and NZ aid sponsored 1 staff.

4. RESEARCH AND SCHOLARSHIP

4.1 Internally Funded Research Projects

It has been widely emphasized that research is to inform action, gather evidence for ideas, and contribute to developing knowledge in a field of study. SINU has been determined to strengthen research to contribute to national priority areas and to build and support an applied research culture that has opportunities with industry, business and higher education institutions. On that strong research determination, SINU has 19 research project applications received from academic staff across the University in 2019. Of those applications, 14 projects were approved for funding. From the 12 projects that research funds were paid to the applicants, a total amount of \$337,038 was paid. SINU is continuing to provide targeted staff development about publications, research funding and building strategic networks.

4.2 Conference and Workshops

Office of Research & Postgraduate Studies (ORPS) staff has been invited to participate and make presentations at two international conferences in Fiji and four local workshops/seminars in Honiara, Solomon Islands. In one notable case SINU sponsored (through ORPS) six participants/presenters to an international conference on Forced Labour and Migration held in Lautoka, Fiji, between 15 and 17 July 2019. Two of the participants that presented papers were SINU staff and the other four were Solomon Islands researchers.

Three staff from the Faculty of Agriculture, Forestry and Fisheries (FAFF) also attended conferences and workshops overseas. Dr David Cornelio Lopez, Forestry Lecturer, attended the 4th World Congress on Agro-Forestry from 20 to 22 May, in Montellier, France. He presented a paper titled “Land use intensification in Fiji Islands: drivers, land tenure and swidden farming.” From 23 to 24 September, the Dean of Faculty, Professor Prem Rai attended an International Conference on Traditional Medicine and Ethnobotany in Kuala Lumpur, Malaysia. He presented a paper titled “Integration of Herbal Medicine in the National Health System in Solomon Islands.” Then from 30th September to 5th October, Mr Laurence Atu attended a training workshop on leadership management in Apia, Samoa.

4.3 SINU Forums, Talks and Seminars

ORPS organised two public forums and two public talks during the year. The speakers at these forums and talks were both overseas and local researchers. The speakers include Dr Irene Huckleby of the University of Otago, Dunedin, New Zealand.

FAFF also hosted 18 Seminars during the year. The presenters include Dr Vaeno Wayne Vigulu, the Permanent Secretary of the Ministry of Forestry and Research, Dr John Fasi a local staff of the Faculty, Professor Prem Rai, Dean of Faculty, Albert Rava, new Faculty staff with the Department of Agriculture, and Kemuel Satu, a veteran Faculty staff.

4.4 Research Policy

Two policies were approved by the SINU Senate. These were the SINU-wide Research Policy, approved on 30 September and Policy for Post-graduate Degrees approved on 24 October.

5 RESOURCES AND INFRASTRUCTURE

5.1. Improvements in ICT Facilities

The use of ICT in education was well recognised as it improves the quality and quantity of education. It causes better innovative, creative and cognitive thinking, higher productivity, efficiency, and educational outcomes. On those significant bases, SINU is slowly striving to improve access to better and cost-effective ICT facilities and services for all staff and students.

In 2019, a relative number of improvements were done to ICT facilities. The notable ones include the installation of a student management system, an increase in bandwidth from 6 Mbps to 66 Mbps, Installation of the Moodle system for online learning and Installation of disaster recovery servers. The ICT developments during the year have enabled SINU to provide improved services to staff and student. However, there are still areas that need more improvement in ICT to bring about better-advanced technology and educational outcomes at the Solomon Islands National University.

5.2. New and Ongoing Capital Projects

SINU is committed in investing in capital projects with the purpose to build new infrastructures, refurbish existing buildings and improve other capital assets within its three campuses namely Kukum Campus, Panatina Campus and Ranadi Campus as well as Poitete Campus in Western Province.

In 2019, there is the continuation of two major ongoing capital projects which include the Panatina Complex Project and SNRAS Complex at Kukum Campus. They should be completed and ready for use in 2020. There is no new project undertaken in 2019 except the construction of the RAC workshop building at ITECH on Kukum Campus.

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6. 2019 HIGHLIGHTS

Indian High Commissioner to SI visits SINU



The Indian High Commissioner to Solomon Islands H.E Vijai Kumar visited SINU to discuss the proposed MOU to establish an **India-funded** “Centre of Excellence in Information Technology” with SINU which Solomon Islands Government is discussing with the Government of India. During his brief visit, **Vice-Chancellor** Dr. Ganesh Chand hosted a brief campus tour showing possible sites for the proposed centre. This is one of the many visits until the MOU is finalized.

UC and UQ Students Visited SINU



and environmental health.

SINU, on Tuesday 7th May 2019, welcomed students from **the** University of California (UC), USA, and **the** University of Queensland (UQ), Australia, and lecturers who visited the School of Natural Resources and Applied Sciences (SNRAS) for the third time since SINU and UQ signed an MOU in 2016. Selected SNRAS students accompanied the team to the Western Province for a **month-long** field-based study examining health issues, sanitation, ecology

SINU's Fisheries Department Celebrated World Tuna Day



The Department of Fisheries Studies (DFS) was invited by the Ministry of Fisheries and Marine Resources (MFMR) and represented SINU in the annual World Tuna Day Celebrations in Honiara on Thursday, 9th May 2019. Two activities were eventful; a float parade that started from the Honiara City Council carpark to the National Museum Auditorium; and hosting an information booth, along with other participating organizations.

First Council Meeting for New Councillors



SINU new Council team met for the first time on Friday 10th May 2019. The new Council **consists** of some old members and some new affiliates. One of the new members is the Vice-Chancellor himself. This new council will be led by Hon. Dr. Culwick **Togamana retains** his Chairmanship of the SINU Council. The first meeting was mainly about **the** orientation of the new members and looking into **the** unfinished business of the University left by the last council.

FNU's CEST Dean Salabogi Visited SINU



Fiji National University (FNU) Dean (Ag) of the College of Engineering, Science and Technology Mr. Salabogi Mavoava visited SINU's School of Technology and Maritime Studies (STMS) **with** an aim to **offer a helping** hand **in** the area of TVET. Mr. Salabogi, who held the Dean (Ag) position at FNU since 2015, also has vast experience in **Fiji's** public and private sector, as well as NGOs, **and held** various meetings with STMS staff during his week-long visit. The highlight of his visit came when he made a public

presentation on Wednesday 8th May 2019 on TVET and Higher Education: a Pacific approach for the 2020's.

SINU's First Postgraduate Cohort Complete Residency



On 24 May 2019, the first cohort of the Post Graduate Diploma of Health Leadership and Management marked an end to their residency course and farewelled the course convener Professor Graham Roberts. This is the Solomon Islands National University's (SINU's) first Post Graduate Diploma course.

Solomon Islands Celebrated International Day of YOGA at SINU



On June 14, 2019 more than 500 participants gathered at the Solomon Islands National University Pavilion to commemorate the International Day of Yoga. Minister of Foreign Affairs and External Trade Hon. Jeremiah Manele and the Indian High Commissioner to Solomon Islands H.E Vijay Kumar graced the occasion.

SINU Opens its Buala DFL Centre



Caretaker Premier of Isabel Hon. James Habu Officially Opened the centre with Dean of SOEH Ms. Naola Pitia. The Buala Centre is now accepting applications for Term 3 which will commence on July 2019 for the Learning Pathways program. The opening of Buala centre expands the National University to the Rural Areas. DFL Centres are now in Lata (Temotu), Marou Bay (Makira), Auki & Afio (Malaita), Taro and Wagina (Choiseul), Gizo and Munda (Western Province).

SINU Graduates 1677 students in 2019



On June 20th 2019, SINU graduated a total of 1677 students. 138 (40 Nursing, 98 Teacher training) graduated with Bachelor's degree. 50 graduated with Graduate Diplomas, 772 graduated with Diploma **degrees** and 717 graduated with Certificates.

SINU and RMIT University Signs MOU



On Thursday 27 June 2019, SINU and Royal Melbourne Institute of Technology University signed a Memorandum of Understanding (MOU) to allow staff and students from Solomon Islands National University's (SINU) Institute of Technology involved in RMIT Projects here in the Solomons. During the brief signing ceremony, Vice-Chancellor Dr. Ganesh Chand said SINU sees RMIT as a role model as they are a dual-sector champion in the region. Like RMIT, SINU also offers High Education programs as well as Technical and Vocational Education and Training (TVET) programmes.

"With this MOU, we will seek avenues from RMIT to help SINU in its TVET programs", the Vice-Chancellor said. Professor Darryn McEvoy from RMIT and Vice-Chancellor Dr. Ganesh Chand signed the MOU.

SINU and SPREP Signs MOU



The Solomon Islands National University and the Secretariat of the Pacific Regional Environment Programme (SPREP) signed a Memorandum of Understanding on June 28, 2019. The MOU will benefit the School of Natural Resources and Applied Sciences in the following areas:

1) Students' participation in community engagement to facilitate SPREP activities in Honiara, including mapping of Honiara projected areas to

enhance their learning as they will acquire the necessary skills to assist them in their future careers. 2) Capacity building for lecturers in terms of training. Vice-Chancellor Dr. Ganesh Chand and SPREP Director General Mr. Kosi Latu signed the MOU.

Police Officers Received Training from Institute of Maritime & Fisheries Studies



Eleven officers from the Police Maritime Unit completed training at our Institute of Maritime and Fisheries Studies. Speaking during the certificate handover ceremony, Dean of School Mr. Solomon Pita congratulates the officers. He said such training is organized because we saw a need that needs to be addressed in your area of work as professionals. The Dean also stated that the Maritime institute under SICHE has been providing such training but it stopped after the ethnic tension. He is happy to see that the training is offered again under SINU

and hopes other government ministries also liaise with relevant schools to provide training for their employees. Director of Police Maritime Captain Charles Fox thanked SINU for providing the training for his officers.

Automotive Centre of Excellence officially opens



The Solomon Islands National University's new Automotive Centre of Excellence was officially opened on Thursday 17th October 2019. It consists of an Automotive Light Vehicle workshop and an Automotive Heavy Vehicle workshop, and it is equipped with the latest tools and equipment. The Automotive Centre of Excellence was funded by the Australian Government.

7 FINANCIAL SUSTAINABILITY

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7.1 Revenue Sources and Collection

One of SINU's strategic priorities through the years is to diversify funding sources. However, SINU revenue sources remain largely on student fees and government grants. There are also other means through other fees to which SINU gains its revenue on campus. Unfortunately, collection of fees remains a huge challenge for the University. The trend of SINU outstanding fees has a sharp increase from 2018 to 2019. This weakens the financial strength of the institution which would affect further operations and development of the institution.

Figure 9: Shows unpaid fees 2019



7.2 New Policy

Generally, financial policies and procedures are important elements that help ensure the proper management of an institution's finance. The purpose is to provide guidance in financial decision making. In this regard, SINU has developed a new procurement policy and was approved by Council in 2019. This policy thus strengthens and provide control measures to the procurement undertakings at the Solomon Islands National University.

7.3 Financial Report

Figure 10: Total Operating Budget Estimate Vs Actual Expenditure, 2019

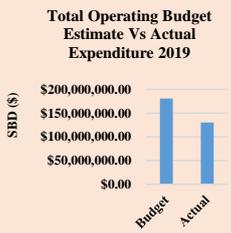


Fig.10 depicts 2019 Total Operating Budget Estimate versus its actual expenditure. SINU operating budget estimate is \$180,522,604.21 while its actual expenditure sum up to only \$130,353,063.15. This implies that SINU actual expenditure is less compared to its operating budget estimate. Hence, there is a difference of \$50,169,541.06 between the total operating budget estimate and the actual expenditure.

Figure 11: Total Capital Budget Estimate versus Actual Expenditure, 2019

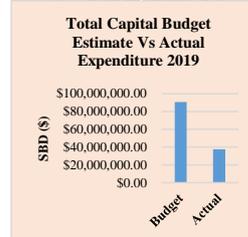
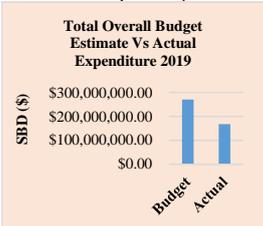


Fig.11 illustrates SINU Total Capital budget estimate with its actual expenditure in 2019. The 2019 total capital budget estimate is \$90,535,000.00 while its actual expenditure sums up to

\$37,599,318.00. This shows that SINU uses only 41.5% of its total budget estimate in its capital expenditure while 58.5% of this is not being utilized towards its intended purpose. Fig. 12 demonstrates the overall SINU budget estimate in 2019 alongside its actual expenditure. This is the combination of both the total operating budget estimate and the total capital budget estimate as well as their combined actual expenditure.

Figure 12: Total Overall Budget Estimate vs Actual Expenditure, 2019.



The overall budget estimate sums up to \$271,057,604.21 while the overall actual expenditure is \$167,952,381.15. There is a difference of \$103,105,223.06. This implies that SINU implementation level in 2019 is low since it is reflected in the actual expenditure incurred whereby 38% of the overall budget estimate is not utilized. Thus, departments and faculties need to undertake the activities outlined in their annual work plan in order for the university to be fully developed and produced.

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