



# ANNUAL REPORT 2020



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## VISION, MISSION, 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.

## PRO-CHANCELLOR'S FORWARD

I am pleased and delighted to introduce the SINU Annual report and accounts for 2020, which marks the implementation of the reforms approved by the Council in 2019. The reports also highlight the success, achievements and challenges faced by the university in the operationalization of the 2020 academic year.

2020 was the most challenging year for both the Council and the Management not only because of the global pandemic but also from the staffing issues confronting the university. The Covid-19 has obviously impacted the university in so many different ways, there was a drastic reduction in income projections, planned priorities were put on hold, expenditures were reviewed and financial measures were put in place to sustain the core function of the university.

The Council remains committed to the need to benchmark SINU with other universities in the region. In that connection, the Council was extremely confident in the commencement of the new academic structure of the university. The Council will continue to provide much-needed support to the University in all efforts geared to lifting the status with respect to quality and qualified staffing, establishing the necessary partnerships and collaborations, student exchanges and engagements and necessary infrastructure to boost learning and teaching. With the view to strengthen the financial position of the university and to be self-reliant, the Council will continue to support the Senior Management to consider further financial opportunities.

During the year's turmoil and irrational staffing issues, I have been struck by the strength of our Council and Members of Senior Management in our ability to pull together at a time of crisis. It is my earnest belief that the culmination of hard work will forever change the SICHE culture that has been bewildering SINU since its inception. I also have the highest respect for the many staff and students who also shared our belief and conviction and successfully ended the 2020 academic year despite the obstacles.

In the same token, I would also like to thank the Management for charting and redirecting the operations of the university amidst the COVID-19 Pandemic. The effects of the pandemic and the threat that it posed have no borders. Ensuring that the core business continues is a testament of the University's mandate and commitment to its students and the community. It is heartening that despite unprecedented issues and challenges during the year, SINU has continued to deliver and end the academic year successfully.

May I take this opportunity to express my utmost and sincere appreciation to our key stakeholders more so the Solomon Islands Government through the Ministry of Education and Human Resources Development. I would also like to extend my gratitude to our sponsors, donor partners, NGOs, private students for their unwavering support to my fellow Counsellors and Senior Management of the University for their Hard Work and commitment. I am most grateful to everyone who has helped to make this year a success in one way or the other.

With warm good wishes,

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

## VICE- CHANCELLOR'S OVERVIEW

The Solomon Islands National University completed its academic year 2020 successfully. This annual report highlights the challenges and accomplishments of the university in 2020.

In 2020, the number of new programmes had increased by 5. Over the plan period 2016-2020, there were a total of 22 new programmes that the university offered. The five new programmes offered include Certificate in Library Information, Diploma of Library Information, UPC III- University Preparatory Certificate III, and UPC III- University Preparatory Certificate IV, and Diploma of Pharmacy Technology.

The university had experienced a significant increase in student enrolment over the years. The total student enrolment in 2020 stands at 8269. This implies a 55% increase from 2016 with only 5327 total enrolments. The female students dominate the university enrolment from 2019-2020. In 2020 alone, female student comprised 52% of the total student while males only 48%.

The development of and use of the online interface had been improved a bit. This helps a lot in programmes delivery to students. The student and staff have now access to Moodle so as email. The users of the library had been increased in the midst of COVID-19 pandemic. The restructuring in 2019 had affected some library services to staff like printing and payment of library facilities.

The Panatina Building Complex and the SNRAS New Science Research & Teaching Complex were the two major development projects that had been successfully completed in 2020. However, there still needs for major infrastructure development at SINU as an institution.

There had been an increase in the number of full-time staff at SINU in 2020. The staff number increased by 14%. Major Key management positions remained vacant and many other positions were now filled.

The major financial issues that SINU faced in 2020 were the delay in the payment of school fees resulting in high outstanding fees and the deduction in the capital grant by the government. Despite all these challenges, SINU remained operational and tend to complete its academic year successfully.

## INTRODUCTION

The year 2020 is a challenging year for the Solomon Islands National University (SINU). The effects of COVID-19 pandemic have affected the entire University. All faculties, institutes and centers of SINU have felt the effects which affected most of their activities. The challenges also include outstanding school fee which increased further in 2020 compared to previous years. The University further encounter manpower shortfalls in many key senior management positions. This lessens the overall total output expected from SINU as an institution in 2020. Regardless of these challenges, it took significant courage, hardworking, firm determination and commitment for SINU management and staff to strive during such a global health crisis to accomplish the key targets and end 2020 academic year successfully.

This 2020 annual report will provide further insights into the challenges and accomplishments that the university has encountered and attained in 2020. The achievements in 2020 include those from academic programs, teaching and learning, staff and staffing, research and scholarship resources and infrastructure and financial sustainability.



## 2020 HIGHLIGHTS

### SINU and SIMSA Signs MOA



The Solomon Islands National University signs a Memorandum of Agreement with the Solomon Islands Maritime Safety Administration (SIMSA). The MOA aims to ensure that Maritime Industries employers and employees comply with the Solomon Islands Maritime Safety Administration Act through Training and Education. In the MOA, the Parties will work in partnership to deliver short course training in Basic and Advance Safety, Master class 6, Pre Sea-Integrated Ratings (Marine) and outboard motor operators. This, in turn, will provide the maritime Service and related industries with the much-needed qualified workforce in Maritime for the Solomon Islands.

### India signs MOU with SIG to establish the “Solomon Islands Centre of Excellence in IT” at SINU



The Indian High Commissioner to Solomon Islands H.E Vijai Kumar and the Minister for Foreign Affairs and External Trade Hon. Jeremiah Manele signed a Memorandum of Understanding on Monday 17, February 2020 to establish the Solomon Islands Centre of Excellence in IT at the Solomon Islands National University.

Through the MOU, the government of India will supply the computer hardware, software, resource books, course materials, and related resources and SINU will provide facilities to accommodate the ICT Centre. The government of Solomon Islands will facilitate the clearance of the equipment and deal with the tax and customs duties.

### SINU and MPS Signs MOU



The Ministry of Public Service (MPS) and SINU through the Centre for Productivity, Professional Development & Lifelong Learning (CPPDL) signed a Memorandum of Understanding to provide Capacity Development Programme for MPS. The MOU is to support the Solomon Islands Public Service through the Institute of Public Administration and Management (IPAM) in the formulation and implementation of the public service administration of human resource capacity development strategy and promotes coherence and integrated delivery of its capacity development work.

### NHA signs MOU with SINU

The National Hosting Authority (NHA) of the 2023 Pacific Games signed a memorandum of understanding with SINU for the construction of some of the facilities for the PG2023 at the Panatina Campus. The break-through of negotiations came through an understanding that SINU will continue to maintain ownership of the land that was allocated for the construction and that any use and maintenance after the game will be subjected to an agreement between the SINU and the National Government.

## FAO signs LOA with SINU

The Food and Agriculture Organization of the United Nations (FAO) in Solomon Islands through the project “Integrated Forest Management Project” through a Letter of Agreement (LoA) is supporting SINU to establish a Bachelor of Environmental Science and Bachelor of Forestry course curriculum in this university.

### Western Province Tourism Association signs MOU with SINU.



*Vice-Chancellor Dr. Ganesh Chand and President of WPTA Mr. Kilo Paza shook hands after the signing Ceremony.  
Photo Credit: SINU EOVC Mr. Vinod Narayan*

The Western Province Tourism Association (WTPA) signed a Memorandum of Understanding with SINU to design, implement, and sustain its Human Resource Capacity. The parties signed the MOU on August 7th, 2020, when a delegation from SINU led by the vice-chancellor visited the Western Province. The MOU covers areas to build a platform to nurture the professional Basic skills training and management to boost and maintain standard on service delivery. The MOU also includes the development and delivery of quality short courses through SINU’s Centre for National Productivity for hotels, restaurants, retailing, transportation, travel agencies, tour companies, tourist attractions, leisure, recreation and sport, and the cultural industries.

### Dr. Transform Aqorau Joins SINU as Visiting Professor



*Visiting Professor Dr. Transform Aqorau*

Our very own and a renowned academic and SI appointed Ambassador to the United Nations Dr. Transform Aqorau joined Solomon Islands National University as visiting Professor at the newly established Institute of Ocean, Islands, and Sustainable Development. The institute was recently established under the re-structured SINU in January 2020.

### SINU CNP CONDUCTS IN-HOUSE TRAINING FOR PUBLIC SERVANTS



The Solomon Islands National University’s Centre for National Productivity (CNP) conducted its first in-house training for Public Servants in collaboration with the Institute of Public Administration and Management [IPAM] of the Ministry of Public Service. IPAM selected public servants from all government ministries to attend the training offered by CNP. The first training was on Effective Communications Skills, where 14 Public servants participated in this 2-day training.

### Careers Talk at Honiara High School



A team from SINU's marketing & promotions; Student Academic Services and University Preparatory College office visited Honiara High School for a careers talk to Forms 5, 6, and 7 students. The talk, which the form 6 and 7 Coordinator, Mr. Solomon Maeohu described as very informative and useful for his students, covered UPC's program offerings, units in each program, entry requirements, and application processes.

### Successful End to CNP's Public Service 2-Day Training



Public Servants chosen by IPAM posed for a group photo after receiving their Certificates at CNP

From the 18th to 21st of August, it sure was a productive week for the Centre for National Productivity because they conducted three different sessions of hands-on training. The first program took place in collaboration with the Institute of Public Administration and Management (IPAM), unlike any other day; it was special because it was the initial start of the training program under the signed MOU between IPAM & SINU.

### Semester 1 Student Enrolment



Students during semester 1 enrolment

There were many students who have been enrolled in the beginning of semester 1 2020. The total student enrolment at SINU increased in the beginning of the year compared to the previous year, 2019.

### Solomon Power Trainees Receive Completion of Training from Centre for Productivity Team



Participants from Solomon Power with their certificates after the training

Solomon Power and SINU signed a Memorandum of Agreement in August to create a cooperative relationship for CNP to provide training programs that best suit Solomon Power's organization goals. The training program at Solomon Power conference room took place from the 18th to 21st of August, and 20 trainees partook in the training workshop. The course focused on "Leadership Management Skills,"



**CNP In-House training for staff of South Pacific Oil Ltd (SPOL) on 29th June 2020**



The Solomon Islands National University's Centre for Productivity, (CNP) conducted its first of its kind In-House training for staff of the South Pacific Oil Ltd (SPOL) on 29th June 2020. A total of thirty-two [32] SPOL senior management staff participates in the 4-day in-house training on Customer Relation Management. The training will enhance, empower, and build the capacity of supervisors and senior managers in the area of customer resource management.

**SINU sets to Offer Masters in Resource Management by 2021**



The course design for Postgraduate Diploma leading up to Masters in Applied Natural Resource Management is progressing well. Dr. Haapio stated that they proposed to start with the Masters in Ocean Resource Management course. Three senior academics are working diligently to ensure the smooth outcome of the courses; Dr. Kofi Apreku, Dr. Michael Ha'apio, and Dr. Transform Aqorau (visiting professor of Ocean)

**Sir Dr. Nathan K. Kere is the New SINU Chancellor**



*Sir Dr. Nathan Kere*

The Solomon Islands National University has a new Chancellor; He is one of our renowned Medical experts and academics Sir Dr. Nathan K. Kere. He has accepted his appointment by the Minister of Education and Human Resource Development Hon. Lanelle Tanangada MP on the recommendation of SINU Council as the next Chancellor for SINU for a term of two years.

# 1.ACADEMIC PROGRAMMES

## 1.1. Programmes Review and New Programmes

The university is passionate about offering new programmes every year. It had been shown that the number of new programmes is increasing while others are still being reviewed to be able to meet the company's need as companies constantly evolve with the need for new ideas and innovation every year. Within the plan period (2016-2020) SINU offered the total of 22 new programmes. The number of new programmes offered in this period differs according to the faculties.

Figure 1: New Programmes, 2016-2020



Figure 1 depicts new programmes offered from 2016-2020. The number of new programmes offered stabilizes within this period. From 2017 -2019 number of new programmes remain constant at 4 programmes each year. In 2016 there were a total of 5 new programmes were offered under the Faculty of Business and Tourism. These include a Certificate in Travel and Tours, a Diploma in Hospitality Management, a Diploma of Tourism Studies, a Bachelor of Business Entrepreneurship, and a

Bachelor of Business Accounting. This faculty as well offered a Diploma in Travel and Tours in 2018. In 2017 Faculty of Agriculture, Fisheries & Forestry (FAFF) was the only faculty that offered new programmes. The 4 new programmes offered were a Diploma in Tropical Forestry, a Diploma in Environmental Science, a Certificate in Environmental Science (revised), and a Bachelor of Science in Tropical Agriculture. In 2018 FAFF successfully offered another 3 new programmes namely the Certificate in Fisheries Studies, the Diploma in Fisheries Studies, and the Bachelor of Fisheries Studies. In 2019 Faculty of Nursing, Medicine & Health Sciences (FNMHS) offered 2 new programmes which were the Postgraduate Certificate in Health and Leadership Management and the Postgraduate Diploma in Emergency Medicine. FNMHS had offered postgraduate courses which was an accomplishment and credit for this faculty. Faculty of Science and Technology (FST) also offered another two (2) new programmes which were Certificate IV Refrigeration, and Diploma of Air Conditioning and Refrigeration in 2019. Thus, only FNMHS and FST offered new programmes in 2019.

There was a total of five new programmes that had been offered in 2020 by FEH, FNMHS, and UPC. The Faculty of Education & Humanities (FEH) offered two new programmes which were the Certificate in Library Information and the Diploma of Library Information. University Preparatory College (UPC) offered two new programmes which were UPC III- University Preparatory Certificate III, and UPC III- University Preparatory Certificate IV while FNMHS offered another 1 new program which was the Diploma of Pharmacy Technology. Therefore, the introduction of new programmes resulted in an increasing number of students enrolled every year which was a success for the university.

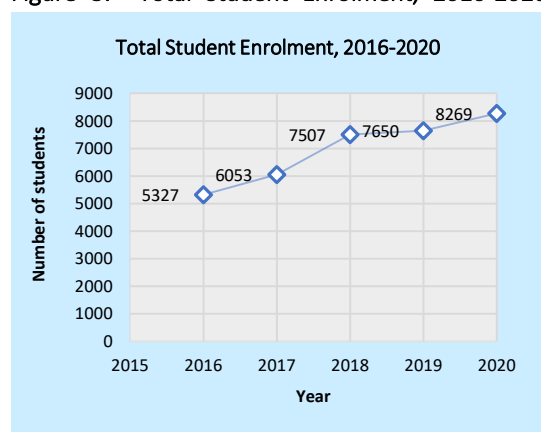
Figure 2: Programmes by Level, 2017-2020

Level	2017	2018	2019	2020
Certificate	24	28	20	20
Pre-Diploma	1	1	1	1
Diploma	22	26	29	27
Graduate- Diploma	9	9	9	9
Pre-Degree	1	1	1	1
Bachelor	10	12	12	13
Postgraduate Certificate				
Postgraduate Diploma			2	2
<b>Total</b>	<b>67</b>	<b>77</b>	<b>74</b>	<b>73</b>

Fig.2 shows the number of programmes by level for the year 2017- 2020 at the university. There was variability in the total number of programmes by level. In 2017 there was a total of 67 programmes that were offered, however, in 2018 it further increased to 77 which implied a 15% increase from the previous year. It declined to 74 in 2019 and 73 in 2020.

In overall there was a decreasing trend in the number of programmes offered at SINU over the plan period. Reviewing of programmes was one of the main factors leading to the declining number of programmes. Though the programmes number by level is decreasing it does not affect the number of

Figure 3: Total Student Enrolment, 2016-2020



new student enrolment at the university. Over the plan period, SINU experienced an increasing number of new students enrolled. In 2020 the total number of students enrolled reached its peak.

The graph (Fig.3) portrays student enrolment at SINU from 2016 to 2020. There was a steady increase in the number of students enrolled every year. The graph implied an increasing trend within the plan period. In 2016 the total number of students enrolled was 5327, however, in 2020 total enrolled students went up to 8269. There was a 55% increase between these 2 years showing a higher percentage increase.

Figure 4: Student Enrolment Percentage Increase (2016-2020)

Year	Total students enrolled	% Increase
2016	5327	-
2017	6053	14%
2018	7507	41%
2019	7650	44%
2020	8269	55%

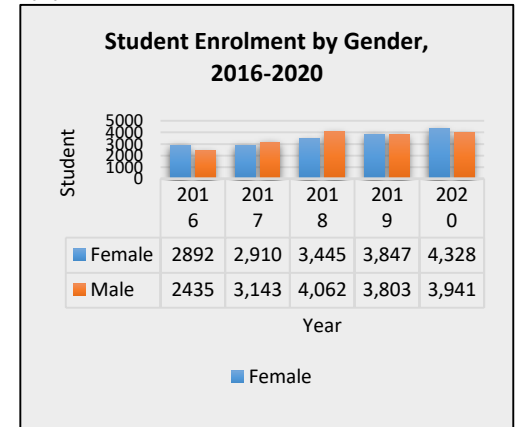
Figure 4 below shows the percentage increase in student enrolment from 2016-2020 setting 2016 figure as an original number in the calculation. The total number of student enrolment in the near future is projected to increase further as a result of the introduction of new programmes and improved learning facilities.

Faculties	2016			2017			2018			2019		
	M	F	Total	M	F	Total	M	F	Total	M	F	Total
FEH	318	362	680	404	397	805	326	391	717	572	817	1,389
FNHMS	23	41	64	71	90	161	72	154	226	96	177	273
FAFF	120	134	254	169	153	322	126	137	263	146	156	302
FST	143	3	146	195	13	208	199	7	206	270	11	281
FBT	130	204	334	138	157	295	168	282	450	131	229	360

Figure 5 displays student enrolment by gender at the Solomon Islands National University from 2016-2020. Though the overall student enrolment at SINU has been increasing over the years there seems to be inconsistency in student enrolment by gender. In 2016 total female students exceed males number. From 2017-2018 male student number dominate the university. From 2019-2020 female student populace again exceeds that of males. Thus, in 2020 female students comprised of 52% of the total student enrolled in 2020 whilst male students numbers comprised only 48%.

The increasing number of enrolled students at SINU over the plan period had been reflected in the number of graduands.

Figure 5: Total student enrolment by gender, 2016-2020



The Solomon Islands National University had experienced an increase in the number of student graduands over the years. The graduands total by faculty differs. In 2016 the total graduands at SINU was 1,478 and in 2019 the number doubled. Faculty of Education & Humanities had the highest number of graduands over the years compared the rest of the faculties as a result of high student enrolment in this specific faculty.

Figure 6: Student Graduands by Faculties & Gender 2016–2019

Faculties	2016			2017			2018			2019		
	M	F	Total	M	F	Total	M	F	Total	M	F	Total
FEH	318	362	680	404	397	805	326	391	717	572	817	1,389
FNHMS	23	41	64	71	90	161	72	154	226	96	177	273
FAFF	120	134	254	169	153	322	126	137	263	146	156	302
FST	143	3	146	195	13	208	199	7	206	270	11	281
FBT	130	204	334	138	157	295	168	282	450	131	229	360
	734	744	1,478	977	810	1,791	891	971	1,862	1,215	1,390	2,605

Figure 7: Graduands by year, 2016-2020

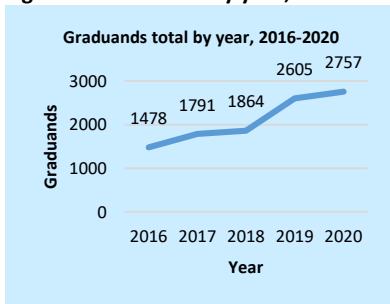


Figure 7 shows the total SINU graduands by year. There was an increasing trend of graduands over the plan period. In 2016 SINU total graduands was 1478 and in 2020 the total graduands nearly doubled. In overall there was an increasing trend in the number of SINU graduands. In the near future the number is expected to continue increasing since the university is passionate about offering new programmes that are in demand within the country.

### **1.2. Convert High-Demand Programmes to DFL**

In 2020 the senate approved the University Preparatory Certificates 1 and 2. UPC111- University Preparatory Certificate 111 and UPC111- University Preparatory Certificate IV were as well offered since they were highly demanded by many students. In 2020 due to COVID-19 pandemic high school dropouts intensify leading to high enrolment at DFL as these programmes tend to be highly demanded by students. This contributed a lot towards revenue generation at the university. In 2020 graduation DFL with FEH graduated 356 Certificate in Primary Teaching which implied that the progression of UPC 1 and 2 & 3 are showing positive outcomes. The COVID-19 Pandemic had affected all the DFL activities so as classroom space for UPC students and working space for staff were the major issues faced at DFL.

### **1.3. New Academic Policies**

There were no new academic policies that were approved in 2020 however the major revision was done on 20 December 2019 by SINU Council.

## **2. TEACHING AND LEARNING**

### **2.1. New Development of Online and Distance Learning**

In 2020 ICT Department established Moodle interface for both the academic staff and students which help a lot in programmes delivery to students. Student as well have access to student email which was a step forward.

Moodle and Student Email is accessible to students who have fulfilled all the requirements from SAS and the finance department. Thus, if a student has a valid student ID card and he/she is eligible to access these services.

### **2.2. Improvement in Library facilities**

Library service at the Solomon Islands National University is one of the prime departments within the institution that help a lot towards the success of the students' education journey. SINU library services operate 4 branch libraries in 3 campuses of the university namely FEH Library (Panatina campus), Institute of Marine Studies Library and School of Fisheries Library (Ranadi Campus), and Kukum Library which serve FNMHS, FAFF, FBT, and FST.

Despite of COVID-19 public state of emergency 2020 library operations had been operated efficiently. Statistics imply that students rely much on the library material collection for all their information needs. For 2020 there was a total usage of 73,085 counts of students entering the library in search of the needed information and facilities. Printing and photocopying were service needed in the library, however, due to restructuring in 2019 all printing had been moved to SINU press which became a challenge to students. Users demand printing information obtained from the library e-resources and physical collection immediately.



Library services though faced a lot of challenges in 2020 it succeeds somehow. Listed below were the main achievements.

1. ***Staff Certificate in Library Training program.***

Nine (9) circulation staff were enrolled in the Certificate in Library studies program in 2020 and successfully completed their certificate.

2. ***Installation of the temporary Library automation system.***

In 2020 Library Automation Software (KOHA) is being damaged which present difficulty in lending resources to students, however, installation of a temporary database manages to retrieve and recover most of the data lost.

In 2020, there seems to be no improvement in library facilities. There is non-payment of Library resources. For instance;

1. No new book/resource purchases were made in 2020 - non-payment or delay of Payments for library book/resource orders was a serious issue facing the Acquisitions section in 2020.
2. The procurement policy of obtaining 3 quotes requirement for book purchases presents a challenge since book vendors are now moving into e- pay system or online business. No new materials were received in 2020 since the book budget was not committed resulting in non-payment of PVs raised for books. No new equipment for video shooting and production was purchased in 2020.

### 3. STAFF AND STAFFING

The Human Resources department's main functions and roles are in the broad areas of Management of Human Resources Policies Implementation, Employment Services Process and Employees Compensation and Benefits.

#### 3.1. New written policies and procedures

The major changes in this reporting period are the implementation of the new SINU Approved HR policies. The SINU HR Policies are under the following major categories:

1. Recruitment and Employment Policies
2. Remuneration, Housing and Allowances Policies
3. Leaves Policies
4. Professional & Personal Conduct Policies
5. Professional Development and Appraisal Policies
6. Miscellaneous Policies

On 29<sup>th</sup> of July 2020, SINU Council approved other 11 HR policies apart from the ones that were approved in 2019. These include Retirement Age Policy, Housing Policy, Relocation and Passage, 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 Compliance Policy.

#### 3.2. Total Number of Staff by Faculty and Department

There had been a dramatic increase in the number of staff at SINU in 2020. The staff number increased by 14% compared to 2019. There was a high number of positions that had been advertised and had been filled by new graduates. A few key management positions and had also been filled resulting in the overall increase in full-time staff at SINU.

Figure 8: Staffing by faculty and Gender

Faculties	Academic			Support			Total
	Male	Female	Total	Male	Female	Total	
FEH	26	14	40	2	4	6	46
FST	43	5	48	0	3	3	51
FAFF	26	10	36	4	2	6	42
FBT	17	7	24	1	4	5	29
FNMHs	17	11	28	2	4	6	34
Total	129	47	176	9	17	26	202

The table (figure 8) depicts the number of staff by faculty in 2020. The total staff at the five faculties at SINU sum up to 202 which is higher compared to 2019. There was a 7% increase on the number of staff compared to 2019. The academic staffs increase while the support staffs decline. Regarding the academic category male staff dominates while the support category was dominated female. In overall, faculty staffs comprise of 43% of the total full-time staff in 2020.

Figure 9: Staffing by Department and Gender

Departments/Divisions	Male	Female	Total
1. Office of the Vice Chancellor	8	5	13
2. Marketing and Promotions	1	0	1
3. Council Secretariat	1	3	4
4. Institutional Planning	1	0	1
5. Office of Research & Post Graduate Studies	1	1	2
6. Finance	8	7	15
7. Human Resources	4	2	6
8. Student Academic Services	3	8	11
9. Library	9	17	26
10. Quality & Qualification Framework	0	3	3
11. Distance and Flexible Learning	8	5	13
12. Information & Communication Technology	12	4	16
13. Business Investment Commercial Services	18	19	37
14. Property and Campus Management	26	29	55
15. Security Services	54	2	56
16. UniPrep	1	2	3
17. Centre of National Productivity	3	3	6
18. Procurement	?	?	?
19. Internal Audit	?	?	?
<b>Total</b>	<b>158</b>	<b>110</b>	<b>268</b>

Figure 9 illustrates staff composition at the department/division level. There had been a total of 268 staff working at different departments in support of the SINU operation and development in 2020. The composition of the department's workforce reflects 59% male and 41% female.

SINU in 2020 had a total of 470 full-time staff that implies an increase from the previous year.

### 3.2. Staffs Development and Training activities

The year 2020 was a challenging year for SINU as a result of COVID-19 pandemic impacts. Social gatherings were not encouraged. This affected the plans of HR division to undertake training. In 2020 it was confirmed that there were no training activities conducted by Human Resources Department.

## 4. RESEARCH AND SCHOLARSHIP

### 4.1. Internally Funded Research Projects

The Office of Research & Postgraduate Studies in 2019 had a bad experience with internally funding research and this had affected the year 2020 proposed plan for 2020 research project. ORPS had decided not to waste any more money on staff who took the money but never turned in any reports or publications. The year 2020 was not a good year for research and conferences because of COVID-19 dramatic impacts within the country.

### 4.2. Conference, and Workshops

The year 2020 was indeed not a good year as COVID-19 pandemic had a drastic effect on all the activities at the university. Many faculties and departments tend to cancel major international conferences and conduct conferences and workshops within the university. The Office of Research & Postgraduate Studies did not hold any conference or work-shops in 2020 leading to cancellation of major international conference however they are planning to have it on virtual mode in either July or August.

The Faculty of Business & Tourism had not participated in any conference and workshop. The Faculty of Science and Technology however had attended an international conference on coastal engineering was published.

The COVID-19 had never stopped the Faculty of Agriculture, Forestry & Fisheries to undertake their workshops. They had attended three workshops within the country. They were based on the following themes/topic:

- i. Modern Slavery in the Pacific Fisheries
- ii. Advanced training on Earth Observatory (EO) and Geospatial Information Technology (GIT) Applications for Climate Resilience
- iii. One Ocean Hub Site Identification Workshop

They were undertaken at the Heritage Park Conference Room, Department of Fisheries (SINU), and Heritage Park Hotel Nahona Conference Room respectively.

### 4.3. SINU Forums, Talks and Seminars

The table below shows the seminars that the FAFF staff had participated in 2020.

Event Title & Venue	Details	Theme &Topic	Date
1.Seminar	Venue – Dept of Fisheries, SINU Presenter: WorldFish	Changes and adaptations in village food systems in Solomon Islands: A rapid appraisal during the early stages of the COVID-19 pandemic	1 <sup>st</sup> July, 2020
2.Seminar	DFS Lecture Hall, SINU	NFDs role in Seafood Distribution and Marketing	16 <sup>th</sup> December 2020

### 4.4. Research Policy

There was no new research policy that had been approved by the SINU Council in 2020.

## 5.RESOURCES AND INFRASTRUCTURE

### 5.1. Improvements on ICT facilities

The ICT Department had attained some improvements on its facilities in 2020. Listed below were those improvements.

- i. Installation/commission of Student management system
- ii. Increase internet bandwidth (6 Mbps to 66 Mbps)
- iii. Upgrade website
- iv. Network upgrade
- v. Installation/commission of disaster recovery servers (DRS)
- vi. Upgrade of internal phone system from analog to IP based (VoIP) system
- vii. Procurement of desktops and laptops for staff and students
- viii. 9 x new students computer labs (including 2 general computer labs) and increased capacity in 4 existing labs
- ix. Students' Active Directory
- x. Implementation of Moodle system for online learning
- xi. Improved Wi-Fi Access point coverage in 3 campuses (some to be done)
- xii. Fibre links connection between ICT and three campuses including DFLC (replacing traditional copper cables)
- xiii. Inter fibre links on Kukum Campus – VC's office, PVC's office, Finance/HR, FBT, BICS, Students general computer lab/RPGS office, FAFF, FNMHS, ITH. Pending completion – FST/ITEC and PCMD. On drawing board – PVCA/SAS, Library and FST Panatina. (replacing traditional copper cables)
- xiv. Installation of overhead projectors in lecture rooms (Kukum Campus)

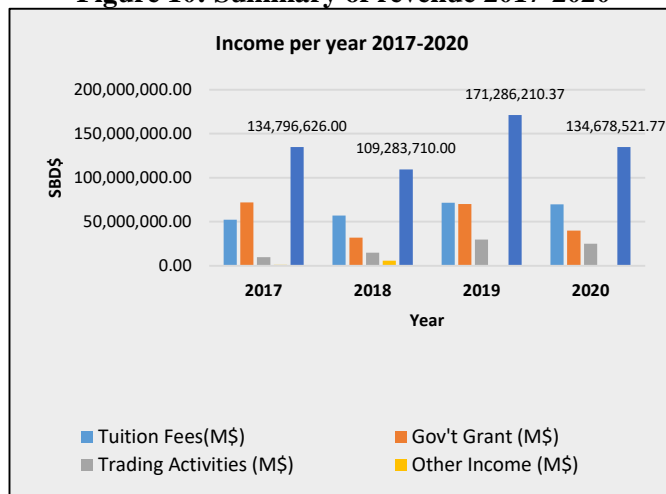
### 5.2. New and on-going capital projects

There was a continuation of two major on-going capital projects- the Panatina Complex and SNRAS Complex at Kukum Campus. There was no new capital project undertaken in 2020.

## 6.FINANCIAL SUSTAINABILITY

### 6.1. Revenue Sources and Collection

**Figure 10: Summary of revenue 2017-2020**



As indicated in figure 10, the Solomon Islands National University's main sources of revenue is largely depending on tuition fees and government grant (recurrent & capital). Trading activities and other income also contributed to SINU revenue collection but needs strong improvement. Similar to previous years, the 2020 collection of tuition fees remains a huge challenge for the university as the outstanding fee continue to increase every year. In 2020 the outstanding fees escalate at a higher rate compared to the past years.

### 6.2. Financial Expenditure 2020

**Figure 11: Total Operating Budget Estimate Vs Actual Expenditure, 2020**

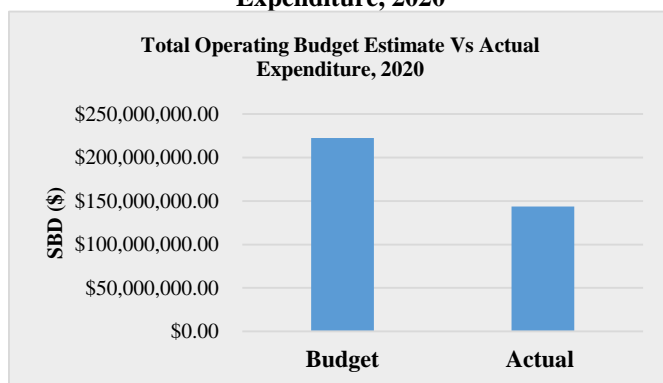


Fig. 11 depicts SINU Total Operating Budget Estimate and actual expenditure in 2020. The total operating budget estimate is higher compared to the actual expenditure. This is the same as for 2019. This implies that the university is not implementing its identified plan to its efficient level. The 2020 Operating budget amount is \$222,487,989.00 while its actual is only \$143,732,595.71. Both are high compare to

2019 budget and actual. There is an increase of \$41,965,384.79 from 2019 total operating budget in 2020 which shows a high increase in budget in a year. Regarding the actual expenditure in 2020 it increases by \$13,379,532.56 from 2019.

**Figure 12: Total Capital Budget Estimate Vs Actual Expenditure, 2020**

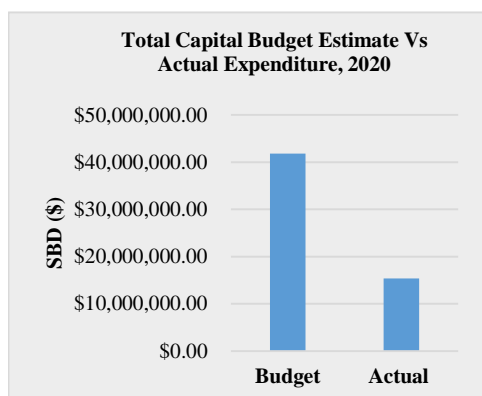


Fig.12 shows SINU Capital Budget Estimate and its actual expenditure in 2020. There seems to be a slight reduction in both the capital budget and actual expenditure in 2020 compared to the previous year. The Total Capital Budget reduce by \$48,752,585 in 2020 which implies that the budget is cut by over 50% in 2020 so as the actual expenditure. In 2020 the Total Capital Budget is \$41,782,415.00 whilst in 2019 it sum up to \$90,535,000.00. The 2020 actual expenditure is \$15,357,028.02 which implied a slight decline from 2019 actual which sum up to \$37,599,318.00. Therefore, the actual expenditure dropped by \$22,242,289.98 in 2020 compared to 2019.

**Figure 13: Total Overall Budget Estimate Vs Actual Expenditure, 2020**

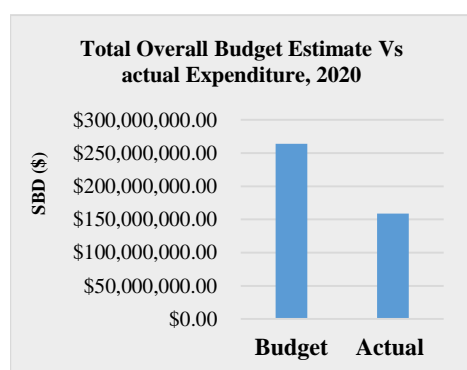


Fig. 13 illustrates the total overall Budget estimate and SINU Actual Expenditure in 2020. This is the combination of both the total operating budget and total capital budget estimates so as their actuals. The overall budget estimate in 2020 is \$264,270,404.00 which is less compared to the overall budget in 2019. In regards to the 2020 actual expenditure the overall actual reduces by \$8,862,757.42. Hence, total operating budget estimates increase in 2019 & 2020 alongside their actual expenditure while total capital budget estimates are the opposite.

### 6.3. New Policy

The Finance policy and Procurement policy were not reviewed in 2020 so as there was no new policy.