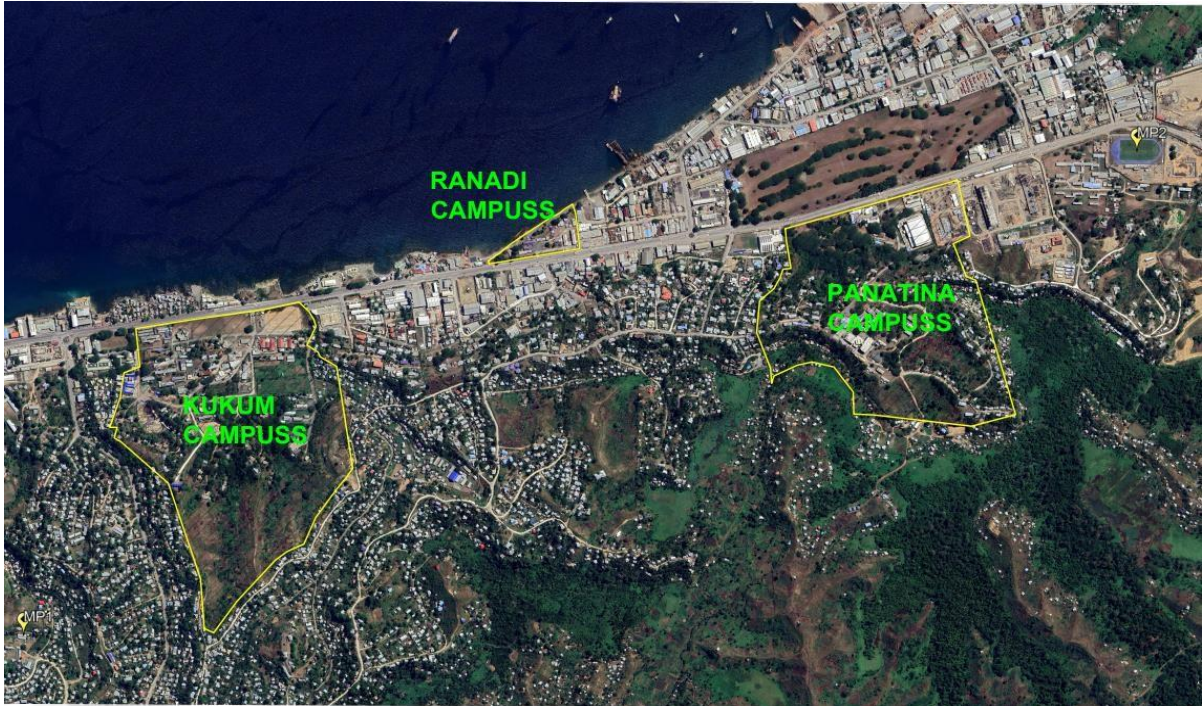




**REVISED  
PHYSICAL MASTER PLAN 2022-2032**





Honiara based SINU Campuses

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## FOREWORD

The formulation of the Revised Physical Master Plan (RPMP) 2022-2032 is one of the key expected outputs of the Council and the Strategic Plan 2021-2025 for the medium term development period, as SINU continues to become the prime National University of Solomon Islands. The key goal for SINU for the medium term is to build SINU so that it is academically-internationally recognised and respected. From the outset, the strategic focus of attention would be to address SINU governance, finance and administrative system; get SINU to be registered under SITESA and apply for ranking for the university. In this respect the PMP and its subsequent review plays an important strategic input.

In 2011 SICHE was tasked to prepare a Long Range Physical Master Plan 2012-2032. After a period of 10 years this same plan is now being reviewed.

The original PMP sets out a framework for physical development programme for the former SICHE as it evolved to becoming the Solomon Islands National University (SINU). In all respect, the PMP 2012- 2032 being a comprehensive plan sets the basis for physical planning development of SINU three campuses, and it is in most respect, still relevant today. However, events and development priorities and circumstances have changed the management, political and environmental landscape of SINU, thus a revision is warranted. The RPMP will form an action programme as the basis for dialogue with all stakeholders including Development Partners for support to SINU infrastructure for the next 10 years, and it will be a catalyst for development of all three Honiara based campuses. To ensure full ownership of the PMP, Donald and Associates Consulting Group<sup>1</sup> has taken a broad consultative process by talking to most stakeholders including Staff, students and Government agencies.

The revised PMP is to refocus on developing SINU as one of the premier academic tertiary institutions in the region with its physical environment conducive to teaching and learning. The recent incorporation of Pacific Games 2023 facilities and infrastructure into the university grounds and the introduction of Green Campus concept are the hallmarks of this review, and it is our hope that for the next 10 years despite the loses in spaces, SINU will benefit a lot from such new initiatives. It needs to be emphasised that the achievement of the goals and objectives of the PMP will take time and will require a concerted efforts and actions. Physical development is expensive, buildings and infrastructure development will require a bigger portion of the SINU budgets for the next couple of decades.

The good news is that we now have a revised PMP which will direct action and prepare us to delve more into targeted strategic plan and academic programmes, as well as implementation process for an affordable infrastructure programme. Resources are scarce, and budget will always be constrained by several external factors as government strives to meet priorities under the Sustainable Development Goals. Coupled with the downturn of the local economy due to the global effect of Covid 19 pandemic for the past three years, the university will feel the economic squeeze. The RPMP is a long Range Plan for the development of all our Honiara based campuses, and it is

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<sup>1</sup> The consulting group engaged in the review of PMP

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where all other action plans on infrastructure and academic development hinge and bundle together.

Effective implementation of the RPMP all depends on each faculty and school having a clear instruction and understanding of what needs to be done, as defined within a given time and space. Therefore reading and digesting the substances of the plan is most important.

Finally but not the least I wish to express my personal gratitude to all the Heads of faculties for the commitment and dedication in preparing the RPMP in time for the commencement from 2022 onwards.

With these few remarks, I dedicate this review and its implementation to SINU and the Government and people of Solomon Islands.

Dr. Transform Aqorau  
Vice-Chancellor.



## PROJECT INFORMATION

<b>PROJECT TITLE:</b>	<b>SINU Revised Physical Master Plan 2022 - 2032</b>
<b>CAMPUS:</b>	<b>Honiara based campuses: Panatina, Ranadi and Kukum</b>
<b>LEAD AGENCY NAME AND ADDRESS:</b>	<b>Director of Institutional Planning and Development P.O Box R113 Office of Pro Vice Chancellor Corporate SINU</b>
<b>CONTACT PERSON AND PHONE NUMBER:</b>	<b>Mr. Shadrach Fanega Pro Vice Chancellor- Corporate SINU Tel: 7494489/30111 / 30694</b>  <b>Mr. Darius Darlyn Ramo Director of Institutional Planning and Development SICHE Tel: 7687566/30111 / 30694</b>
<b>PROJECT LOCATION:</b>	<b>East Honiara Solomon Islands</b>
<b>PROJECT SPONSOR'S NAME AND ADDRESS:</b>	<b>SINU P.O Box R113 Ranadi</b>  <b>MEHRD P.O G28 Honiara</b>
<b>CUSTODIAN OF THE ADMINISTRATIVE RECORD FOR THIS PROJECT:</b>	<b>Mr. Darius Darlyn Ramo Director of Institutional Planning and Development</b>  <b>Email: <a href="mailto:director.Ipd@sinu.edu.sb">director.Ipd@sinu.edu.sb</a></b>
<b>DATE RPMP COMPLETED:</b>	<b>30<sup>th</sup> May 2023</b>



## ACKNOWLEDGEMENT

This Revised Physical Master Plan is a product of combine efforts from SINU Council, Management, staff and students. The Consulting Group, in its capacity as the consultant has provided the technical inputs and prepared this revised plan. Special thanks go to the office of Institutional Planning and Development who coordinated the whole review programme. The contributions rendered by those concern is highly appreciated, for without would have been impossible to accomplish this review. The financial support from the Solomon Islands Government through SINU towards the development of this review is hereby acknowledged.

Faculties, Schools, institutes and Departments interviewed hereby acknowledged as follows:

1. Faculty of Education and Humanities (FEH)
2. Faculty of Science and Technology (FST)
3. Faculty of Business and Tourism Studies (FBTS)
4. Faculty of Nursing, Medicine and Health Sciences (FNMHS)
5. Faculty of Agriculture, Fisheries and Forestry (FAFF)
6. Distance and Flexible Learning (DFL)
7. University Preparatory College (UPC)
8. Business Investments and Commercial Services (BICS)
9. Human Resources (HR)
10. Student Academic Services (SAS)
11. Library
12. Properties and Facilities
13. ICT

The following Schools and institutes submitted written reports following distributed questionnaires were as follows:

1. BICS
2. DFL
3. SAS
4. UPC
5. Library

At the time of compiling this review, most Deans of Faculties are still submitting responses to the questionnaires as requested.

This plan provides a thoughtful context and is a tool to guide SINU Council and Management especially the Property and Campus Management section for infrastructure development of its three campuses, and to provide the required facilities and services for staff and students to interact through training, learning and research. For SINU, the challenging task and hard work of developing the required infrastructures is vast. Sincere good wishes are extended to them using this revised plan.



## ACRONYMS

BICS		Business Investments and Commercial
Services CBD	-	Central Business District
CITES	-	Convention on International Trade in Endangered
Species CSU	-	Curriculum Standard Unit
DCG	-	DREGAR Consulting Group
DEC	-	Distant Education Center
DFL		Distance and Flexible Learning (DFL)
EIA	-	Environmental Impact
Assessment EMP	-	Environmental
Management Plan FOPA	-	Festival of
Pacific Arts		
FAFF		Faculty of Agriculture, Fisheries and Forestry
FBTS		Faculty of Business and Tourism Studies
FEH		Faculty of Education and Humanities
FNMHS		Faculty of Nursing, Medicine and Health Sciences
FST		Faculty of Science and
Technology FTE	-	Fix Term Estate
HCC	-	Honiara City Council
HOD	-	Head of Department
HOS	-	Head of School
HTI	-	Honiara Technical
Institute HR		Human Resources (HR)
ICT	-	Information and Communication
Technology LPS	-	Local Planning Scheme
MECDM	-	Ministry of Environment, Climate Change, Disaster Management
and Meteorology		
MTC	-	Marine Training School
NGOs	-	Non-government
Organizations NHA		National Hosting Authority
NSC		National Sports
Council PMP	-	Physical Master Plan
RPMP		Reviewed Physical Master Plan
SAS		Student Academic Services (SAS)



SBH	-	School of Business and Hospitality
SEH	-	School of Education and Humanity
SHMS	-	School of Humanity, Media and
Science SID	-	School of Industrial Development
SICHE	-	Solomon Islands College of Higher
Education SIG	-	Solomon Islands Government
SITC	-	Solomon Islands Teachers College
SITESA		Solomon Islands Tertiary Education skills
Authority SINU-		Solomon Islands National University
SIEA	-	Solomon Islands Electricity
Authority SIWA	-	Solomon Islands Water
Authority SMFS	-	School of Marine and
Fisheries Studies SNHS	-	School of Nursing
and Health Science SNHS	-	School of Nursing
and Health Studies		
SNRAS	-	School of Natural Resources and Applied
Science SOE	-	School of Education
STMS	-	School of Technology and Maritime
Studies ToR	-	Terms of Reference
UPC		University Preparatory College
(UPC) USP	-	University of South Pacific





# Chapter A

## Introduction/Background

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### Inside this chapter:

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## A INTRODUCTION & BACKGROUND

### A-1 Background

The Solomon Islands National University (SINU) was established in 2013 following the enactment of the Solomon Islands National University Act 2012 by the National Parliament of the Solomon Islands. The Act defines the principal role of the University as: “to promote scholarship, research, free enquiry, academic excellence and trade competence”. The Act also asserts that SINU will also “be concerned with education and training consistent with international standards of teaching, research and other academic activities...”

Following institutional restructuring and strengthening in 2019, the former SINU administrative and academic structures and former SICHE Schools have been replaced by Faculties as the highest academic structures of the University. Schools have become second tier within the Faculties. SINU now has five Faculties – Faculty of Agriculture, Forestry and Fisheries (FAFF), Faculty of Business and Tourism (FBT), Faculty of Education and Humanities (FEH), Faculty of Nursing, Medicine and Health Sciences (FNMHS) and Faculty of Science and Technology (FST). Within each Faculty there are Schools representing a combinations of related academic and technical training areas.

SINU has inherited from SICHE three campuses in Honiara - Panatina, Ranadi and Kukum. The Kukum Campus is the University’s main campus and it hosts 4 faculties – Faculty of Agriculture, Fisheries and Forestry; Faculty of Business and Tourism; Faculty of Nursing, Medicine and Health Sciences; and the Faculty of Science and Technology. It also accommodates the Office of the Vice Chancellor and all other administrative and supporting departments of the University. The Panatina Campus hosts the Faculty of Education and Humanities and the Faculty of Science and Technology administration and its school of Pure Sciences programmes. It also hosts the Distance and Flexible Learning Centre (DFLC) at its lower campus. The Ranadi Campus hosts the Institute of Maritime Studies, the School of Fisheries and the University Preparatory College. SINU also has a Forestry Campus at Poitete, Western Province and also planning to establish another Campus in Malaita. Over the years, SINU has established Centres in a number of locations in the country – Auki in Malaita, Buala in Isabel, Gizo and Munda in Western Province, and Lata in Temotu. The university plans to reclaim and redevelop its Aruligo Campus that was abandoned during the height of the ethnic tension for its commercial farm and agricultural research station and to relocate its Certificate III in Agriculture program.

Also inherited from SICHE is its Physical Master Plan (PMP) 2012 – 2032. Prepared in 2012, this detailed Master Physical Plan has guided the initial phase of building and site development for the three SINU Honiara Campuses. However, since attaining university status, SINU has been growing and expanded in terms of the mix, number and level of programmes it offers. In terms of award courses, SINU now offers certificate, diploma, bachelor, and post-graduate courses, and soon to be introduced - MBA programme. The increase in programmes has triggered the increase in the number of students every year and the need for additional classroom space for teaching and learning and for staff and students accommodations.



Further to these needs for additional spaces, a number of more recent projects, in particular the national undertakings by government in infrastructure development for the 2023 Pacific Games have not only departed from this Master Plan but have also taken up a huge portion of SINU buildable land and sporting/recreational areas within its Kukum and Panatina campuses. While these departures may well have been a result of project-specific requirements and other factors that could not have been anticipated in 2012, there is a very real risk that the quality of the Campus environment may be reduced by building projects that are not part of a coherent and integrated overall academic master plan. The University is proposing further building development in the near future, and it is therefore timely that this mid-term review of the 2012 plan be undertaken and where appropriate updated, prior to implementing further projects. It is in this context that SINU intends to undertake a review of its current Master Physical Plan of its campuses, taking into account the current and future needs of individual Faculties, Schools and Divisions. This is to develop and maintain a quality campus environment and to ensure that future infrastructure developments are part of a coherent and integrated master academic plan.

The original PMP 2012-2032 is a twenty-year master plan, and is still valid as the overall planning policy document or a base in which all physical development of the three SINU campuses will hinge. This review version of PMP will not replace the PMP but add quality to it. It is intended for the purpose of updating and acting as an Action Planning document that highlights recent development and policy priority that SINU wishes to undertake for the next 10 years. Thus this review report will highlight the following amongst others:

- A Revised Goal setting for the next 10 years
- A Revised student and staff forecast for the next 10 years
- An evaluation of why the PMP has not been fully executed as intended;
- A thorough review of Planning and technical standard to be adopted;
- An introduction of the concept of Green Campus;
- A review of projects highlighted in the Strategic Plan to be implemented within the next 10 years, and;
- A review of each campus physical development for the next 10 year period.



## A-2 Student enrolment projection

As part of the review, an important factor is the size and the carrying capacity of the university. In order to forecast student enrolment for the RPMP 10 year period, one has to look carefully at a number of factors that will influence growth rate. One of the important factors is the capacity, and competitiveness of SINU to attract students. There will be a strong competition from other tertiary institutions established in the country. This include: USP fourth campus and UPNG and University of Goroka extension which are expected to increase their enrolments in the future and are firmly established in the country. Secondly, the regional universities based in Fiji and PNG, as well as Australia and New Zealand universities and technical institutes will still attract the best students in the country.

Other donor organizations and countries who normally place education as top priority in their development assistance programme, will still offer tertiary or higher education under their bilateral agreement with SIG. This leaves SINU with a great challenge of competition in recruiting eligible students. The aim is to attract students for SINU under equal competitive footing and not only as second grade/left-overs.

Other important as well as influencing factors include Government's Scholarship Recruitment Policy, and the availability of sponsors at national level. The bottom line is how attractive, responsive and appropriate are SINU graduates to the demands of the national labour-force and employment market in the country. Given the above scenarios, it is reasonable to expect the growth rate in enrolment not to be too high and neither too low but to be within the national urban growth rate.

Available students enrollment Academic Year	No.Student	Annual growth rate (%)
2017	6,053	
2018	7,507	24
2019	7,650	1.9
2020	8,269	8
202	7,07	4.3

A total of 7,078 students enrolled at SINU in 2022<sup>23</sup>. Urban population annual growth is 4.3 in 2022, the highest in the country according to the World Bank. This population growth rate is considered to be on the upper limit but assuming it remains the same for the next ten years, it can be applied in forecasting of student enrolment. Therefore with a total of 7,078 students in 2022, the projected student enrolment using the exponential growth rate of 4.3% per annum the SAS Office expects

<sup>2</sup> SINU SAS Student enrolment data

<sup>3</sup> SINU SAS student enrolment data.



about **11,247 students** in 2032<sup>4</sup>. See table below the projected student enrolment from 2022 to 2032.

**Student Projection 2022-2032**

Academic Year	Projected student No.	% Annual Growth
2022	7078	
2023	7382	4.30
2024	7700	4.30
2025	8031	4.30
2026	8376	4.30
2027	8,736	4.30
2028	9,112	4.30
2029	9,504	4.30
2030	9,913	4.30
2031	10,339	4.30
2032	11,247	4.30

**Formula applied for projection.**

$$P_{t+n} = P_t(1 +$$

$$\square \% = (\square \sqrt{\frac{\square \square +}{\square}} - 1) \square 100$$

where

$p$  = population

$t$  = a time index (for instance, years, or decades)

$P_{t+n}$  = population ( $n$ ) units of time from ( $t$ )

$n$  = number of units of time (in years, decades, etc.)

---

4

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### A-3 Projected SINU Staff Population 2021- 2032

A total of 663 staff was recruited at SINU in 2021<sup>56</sup>. Of this total, 191 were academics, 307 were support staff and 165 were part-time or casual staff. Out of the total, 244 were female and 419 were male. Support staff comprised of 46% of total staff whilst academic staff comprised of 29%. The University also employed part-time and casual workers which made up 25% of the total staff. This suggests that there had been an increase in full-time staff at SINU. In 2019 and 2020 the total full-time staff for these two years was 414 and 470 respectively. The increase had been the result of key management and operations positions being filled. Academic staff with 73.3% of staff was male whilst only 26.6% were female. In terms of support staff, male staff was higher than female where 47% of female were support staff and 53% of male were support staff. The disparity between male and female support staff was not significant compared to that of academic staff. This was the same scenario in respect to part-time and casual staff at SINU where male staff outnumbered female staff. For instance, female part-timer at SINU comprised of only 29% while male comprised of 71% of SINU part-time and casual staff. Overall, there appeared to be gender inequality in employment at SINU where female staff comprised of only 36% of the total staff while male staff outnumbered that of female with 64%. The disparity of staff recruitment at SINU has existed since SICHE days with male staff dominant in comparison to female staff.

Most Faculties and departments consulted have projected increase staff recruitment within the next ten years. This is to cater for increase in student enrolments and the ranges of new academic offerings and support services to be provided by the university. Based on returned questionnaires received<sup>7</sup> the following departments envisaged increase in staff recruitments to 2032:

1. BICS –	20	
2. DFL –	30	
3. Library –	10	
4. SAS –	20	
5. UPC –	28	
<b>Total</b>	<b>108</b>	
<b>Available staff recruitment past data:</b>		
<b>Academic Year</b>	<b><u>Staff no.</u></b>	<b><u>Annual growth rate</u></b>
2019	226	
2020	747	233%
2021	663	11.3%
2032 Projected	1,054	4.3%

<sup>5</sup> SINU 2021 Annual Report

<sup>6</sup> SINU 2021 Annual Report

<sup>7</sup> No completed questionnaires received from SINU faculties



For the past few years there has been sporadic behaviour in the growth of both students and staff. The burning of Chinatown as the result of civil unrest and the COVID 19 pandemic over the past 3 years had their toll in the growth of SINU. The best option for forecasting of both student and staff would be to peg the growth rate on the same average urban growth-rate of 4.3% for the next 10 years. Using 2021 academic year as the base year, the forecasted number of staff will be **1,054** by year 2032 assuming the same staff/student ratio is maintained, and applying the same growth rate. This is an increase of 391 new staff members from the 2021 base year. For physical master planning purpose this figure is reasonable and may be used for the next 10 years for planning purposes.



**A-4 SWOT analysis for SINU: Ten years on.**

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> <li>• A revised PMP is being done and priorities identified, together with Strategic plan adopted</li> <li>• SINU has enough developable land to expand physically;</li> <li>• High student demand with major increase in number of graduates</li> <li>• More staff with Professors and PhD Qualifications recruited</li> <li>• Proactive Council working in partnership with management</li> <li>• New Senior leadership team in OVC and Faculties with vision for major improvement in SINU</li> <li>• Significant room for further expansion on existing campuses</li> <li>• Institutional responsiveness &amp; adaptive to change</li> <li>• Sufficient Supply of staff houses and student dormitories through 2023 Pacific Game</li> <li>• Recognition</li> </ul>	<p>Implementation leadership within is weak, not all staff read PMP.</p> <ul style="list-style-type: none"> <li>• Much of SINU infrastructure, especially staff residents in poor state and in need of urgent repairs;</li> <li>• Minimal student amenities on-campus</li> <li>• Lack of integrated Management information systems (MIS);</li> <li>• IT infrastructure not in line with modern requirements of a university.</li> <li>• No landscape planning for campus;</li> <li>• Lack of stocktake and proper audit of SINU infrastructure/properties;</li> <li>• Minimal involvement of industry on Council and course advisory committees;</li> <li>• Narrow revenue base and reluctance of Development partners to support SINU.</li> <li>• Limited research capacity and output;</li> <li>• Lack of institutional cohesion</li> <li>• Negligence of fundamental rights.</li> <li>• SINU is subservient to the</li> </ul>	<ul style="list-style-type: none"> <li>• A change of top leadership, with new VC appointed;</li> <li>• Supportive Government policy on green environment;</li> <li>• China's assistance to SINU through the Pacific Game facilities, prompted other donors to take interest in SINU.</li> <li>• Continued high level of student demand</li> <li>• More opportunity for SINU to widen its revenue base.</li> <li>• A chance to introduce Green University and proper landscaping as everybody talking green environment.</li> <li>• A revamped campus management is being reviewed.</li> <li>• SINU realised through review for business arm under BICS</li> <li>• Opportunity to build/acquire high standard facilities for sport and recreation.</li> <li>• Safe and Green Games being introduced by the Pacific Games 2023.</li> <li>• Relook at housing rental scheme.</li> </ul>	<ul style="list-style-type: none"> <li>• Still too many priorities, competition and rivalries within, and funding uncertainty.</li> <li>• Highly competitive environment in higher education. USP will soon open its new campus next door at KG VI. University of Goroka and APTC already have presence in Honiara.</li> <li>• Other employers competing with SINU for qualified staff</li> <li>• Stringent financial environment of Government (Student debts and delay in SIG grants).</li> <li>• Pressure of urban population growth in Honiara and high demand for land within SINU boundaries</li> <li>• Loss of SINU lands to Pacific Games Developments and illegal squatters.</li> <li>• Student and staff becoming too unionised;</li> <li>• Noise pollution and conflict landuse.</li> </ul>



of employee  
and  
employers  
rights  
through  
unions

- Additional  
quality sport  
infrastructure.

- 

National Government  
in terms of priority  
development.

- Government  
grant not forthcoming.



## A-5 Why PMP not pursued as Planned?

Part of the review of PMP is to identify the challenges that may act as a hindrance to the pursuit of capital development.

While the PMP is a multi-phase outline for the development of SINU over the period 2012 to 2032, it does not, however commit the university to the construction of any particular project as identified in the PMP. There are competing funding priorities, project plans (from donors and SIG) and construction schedules that can influence the implementation of the Annual Capital Development Programmes. These factors include but not limited to the following:

1. Change or shift in priority and development focus by SINU Management. There are quite a number of infrastructure development as proposed by the PMP but understandably and sensibly, attention in the first ten years of SINU's establishment has firmly been on instituting systems, policies, guidelines and frameworks to support the development of continuous quality improvement across all areas of operation; along with the recruitment of academic and key comparable staff candidates for key positions. An example is the Students Centres proposed for the 3 campuses and other infrastructure developments identified in the PMP were considered low priority and were left out from the annual infrastructure development plans and budgets.
2. The policy decision by previous and current Management not to pursue construction of new additional staff houses, and instead renting for its 296 staff in the open market is costing SINU an annual budget of \$25,355,364 for its staff. This is equivalent to a monthly budget commitment of \$2,112,947 by SINU for staff house rentals. This amount should be adequate to build at least 4 decent staff houses on campus per year for the next 10 years to accommodate staff. SINU has adequate land on its 2 main campuses (Kukum and Panatina) to build houses for its staff (junior and executive) in which the PMP has already identified proposed residential zones at Kukum and Panatina campuses. Houses can be allocated to staff on subsidized or rent-free. SINU need to start building on its vacant lands to prevent encroachment by illegal squatters and to discourage the government and other organizations from using SINU lands for other purposes. The PG 2023 sports development is a clear example where 100% of Panatina Campus sports and recreation ground is taken up.
3. Continued delay in release and reduction of funds by the SIG has seriously impacted on SINU's capacity to construct new offices, classrooms and students' amenities and planned refurbishments as identified in the PMP and Facilities stock-take. This resulted in SINU having to concentrate on small ticket items (STI) instead of developing long-term infrastructure plans in accordance with the Physical Master Plan's priorities. Even more could have been achieved if the annual funds pledged by SIG for SINU were forthcoming in a timely manner. This was exacerbated by the reservation of development partners to assist SINU with implementing its infrastructure development plans. SINU management approached several High Commissions and Embassies, but were made aware that SINU was not in their priority list for development assistance. Apart from the KOICA funded Fisheries Complex at Ranadi Campus and the DFAT funded Skills Barn at Kukum Campus, the new Panatina FEH complex and FFAF complex at the Kukum Campus and other major building renovations were fully funded from the SIG Development Budgets. Other development partners (India, World Bank etc.) have recently expressed interests in supporting SINU with



its infrastructure development programmes. This may have been triggered by a regional geopolitical competition as the result of China (PRC) investments in the Pacific Games facilities on SINU soil.

4. Lack of capacity within SINU, in particular its Property Division in overseeing and supporting the implementation of the PMP priority activities. One of recommendations of the PMP was the engagement of a Project Planning Specialist to support the Solomon Island National University (SINU) and the Campus Planning Committee for the implementation of the programme as identified in the PMP and continue to develop detail campus plans and programme and ensure that policy through planning processes are carried out as directed in the Physical Master Plan for 2012-2032. However, the recruitment and engagement of this critical position was not done. The TA would also improve capacity of SINU Management especially the Property Unit in the preparation of a detail development plan for each campus, in siting and sizing, programming and asset management, procurement and contract. Management of the physical development of SINU.
  
5. It appears that there has not been a consistent approach to annual planning within the University. Nor have there been templates provided to various Goal leaders to ensure uniformity of presentation and reporting of progress. It is fair to say that much of the associated workload has fallen to the PVCs. SINU need to identify and prioritized activities contained within the PMP into the Faculties and Departments Annual Operational Plans (AOP). These AOPs should be developed to include activities that will be completed by the end of each year. These Faculty and Departmental Annual Operational Plans should have goals that are achievable and affordable (realistic) and to be translated into a SINU-wide Infrastructure development Plans. All responsible officers would complete these Annual Plans for their area for aggregation and presentation to Senate and Council, post approval by the SINU Senior Executive. It is further expected that the responsible officers will ensure consultation occur with other Directors/Managers who are pivotal to positive achievement of the tasks and they are provided with clear instruction about what to do and by when to help achieve priority activities. Failing this would result in most of the priorities identified in the PMP not being considered. Also, it is the responsibility of the SINU Planning and Campus Management Departments to recognize the importance of transferring some of the larger long-term initiatives included in TIAP and PMP to the successive *SINU Strategic Plans (SINU Strategic Plan 2016-2020 and 2021-2025)* for continued action.

### ***Need for Improvement and Develop a Roadmap for the next 10 years***

6. The needs for improvement of the facilities in the learning environment in order to be recognised internationally are extensive and not all of them can be adequately addressed during the transition period. An assessment and audit of infrastructure and facilities was done in 2012 and a proper Physical Master Plan was developed. These should have been the guide for both the rehabilitation of existing facilities and the development new physical facilities. Standards have to be maintained at a high level. However, it must be kept in mind however that other areas are also strategically important. The University cannot provide quality education if students do not have access to up to date equipment, textbooks and other learning resources which provide a conducive learning environment.



- It is hereby further recommended that 4 specially designated Planning meetings take place throughout the year with the Student Executive and the Senior Management team. This is where student affairs including study spaces, transportation, accommodation, and social welfares of students can be discussed;
  - SINU may consider involving an external independent expert TA in these meetings to provide critical feedback for continued quality improvement. These Planning meetings are designed to: ensure open communication about progress against the PMP and SP Annual KPIs/targets and related issues;
  - Scrutinize and propose a programme on Green Campus concept;
  - Consider risks and challenges associated with progressing some activities;
  - Ensure more comprehensive ownership of the Planning process at SINU.
7. It is also recommended that the mid and end of year specially designated Planning meetings focus on progress against KPIs and decision-making about future directions as well as incorporate a risk analysis for achieving the priority activities.
8. SINU is to be commended on how well it is responding to multiple, significant changes associated with upgrading from College to University status. With much of this change taking place in just ten years, it is not surprising that there is evidence of differential levels of enthusiasm on some of the changes. There are remnants of a legacy culture characterized by resistance to change, and a systemic dynamic on the part of a small number of members of staff. The latter is overwhelmingly (and pleasingly) supported by a majority of staff that is enthusiastic, committed and productive; and external stakeholders who are wedded to supporting SINU as it continues to meet the human resource needs of the country and help improve access to higher education.
9. A new roadmap is beginning to emerge with the new SINU management. The key goals to drive SINU forward would include addressing the finance and administrative systems, getting SINU to be registered under Solomon Islands Tertiary Education Skills Authority (SITESA) and applying for ranking for the university.



## What Stakeholders stated as priorities now

As part of the PMP review process, a series of consultation meetings were scheduled for the TA team with stakeholder government Ministries and Honiara City Council and acting Vice-Chancellor, Pro-Vice Chancellor (Corporate), Deans and senior Managers of SINU. The participatory approach to need assessment will guide SINU in its development planning for the next 10 years. These contributions are summarised in note form and presented under the following texts, which will later be crystallised into annual work plans.

### 1. Consultations with SINU stakeholder Ministries;

#### • PS-Ministry of Forestry and Research

- Ministry is responsible for certification of Tropical Forest and Plantation Forestry (tree re-planting)
- has been supporting SINU with the delivery of Certificate in Tropical Forestry
- Working with SINU/FAFF in development of BSc- Forestry to be offered by FAFF at Kukum Campus
- Indian Government is funding (USD 1.2m) the rehabilitation of the Poitete Campus on Kolombangara, Western Province, with first tranche of USD 400,000.
- Indian government is also funding IT School at SINU.
- Plan to move the Certificate in Tropical Forestry to Poitete Campus.
- Future focus of the Ministry is for down streaming and value adding of SI forest products in country. To build local Human Resource capacity, the Ministry (with FAO support) plans to assist SINU in developing and delivering courses on value added forest products.
- Ministry will seek assistance from its development partners to build a lecture theatre for FAFF.
- Ministry is in the process of reviewing the Forestry Act.
- Ministry will establish a Research Fund to promote forestry research and publication by staff and students of SINU.

#### ➤ PS – Ministry of Agriculture and Livestock

- MAL would like to develop SINU as storage of knowledge and library of agriculture research information.
- MAL will soon establishing its National Agriculture and Livestock Centre at Tenaru. It is hoped that the centre will be working in partnership with SINU/FAFF in developing research capacity in field work and laboratory facilities. In particular in
  - Soil Management methodology,
  - Plant pathology
  - Entomology



- Food Science (post-harvest and value added and preservation);
    - an enabling platform for value chain growth.
  - MAL to re-establish satellite Research Centres in the provinces (NATI, Hakama, etc.)
  - Need encouraging youths to take an interest in farming- to develop young agriculture entrepreneur- lower the average age of farmers from 50 to 20yrs
  - MAL to providing community support to buffer” Diminishing return”.
  - MAL to provide grants for practical and applied research to SINU staff and students.
- **PS- Ministry of Culture and Tourism**
- SINU plays crucial role in development of tourism industry in the Solomon Islands and international markets;
    - Developing much needed human resources for the industry;
    - Building capacity of local Tourist operators
    - Prepare citizens for overseas employments- Pacific Skilled Labour mobility programs (PLS etc.)
  - As part of MCT’s long term plan, the Ministry will assist SINU to develop its X- FOPA land at lower Panatina campus for training and employment opportunities for its Tourism school students and graduates by;
    - Building a hotel complex
    - Building a Convention centre
    - Establishing a Cultural and WW2 Museum.
- **Deputy Secretary and Directors – Ministry of Planning & Development Coordination**
- TA team was briefed on the process of accessing funds from SIG and development partners.
  - MPDC is responsible for coordination of National Development/Capital Development budgets (both SIG and donors) – in line with the MTDS and NDS and needs justifications and priorities.
  - The SINU PMP should adopt Program approach- program with priority projects, to attract funding.
  - The issue of inconsistency of Development funds allocation was raised with the MPDC team. Their advice was for MEHRD to prepare a Cabinet paper to ensure SIG keeps to its annual commitment of \$100m for SINU development budget.
- **HCC Mayor and staff**
- Mayor and staff briefed about the squatter issues within SINU campuses. This has impacts on the implementations of the SINU PMP. Need to include HCC staff in the SINU Taskforce to address the issue. SINU Director IPD to take note.



- HCC provides services which SINU can access with small fees. These include Sewage and rubbish collection.
  - HCC was not fully consulted on the PG 2023 by the NHA.
  - HCC to avail Lease Agreement it has with SIFF for Lawson Tama field. This may be useful as a model to be adopted to ensure maximum benefits of the SPG sports facilities constructed on SINU lands.
- **Commissioner of Lands and staff**
- Team briefed the COL on the need to review and update the SICHE/SINU PMP.
  - COL advised that the PMP should identify SINU legal boundaries on its campuses. Also it should take into consideration the 2015 Honiara Local Planning Scheme (HLPS).
  - COL confirmed the FTE for Aruligo Campus is being renewed. SINU needs to pay necessary fees before it is finally signed off.
  - COL was also briefed on the impact of the PG 2023 infrastructure developments on SINU lands and its partners. COL said this is an issue between SINU and SIG/NHA. Issue is if government decides on compulsory acquisition of the SINU lands.

## 2. Consultations with acting Vice- Chancellor, Pro-Vice Chancellor (Corporate), Deans and senior Managers of

- **PVCC, Director Planning and Planning Officer**
- TA team requested SINU team to provide the following documents;
    - A copy of the Agreement between SINU and PG2023 for sports facilities built on SINU lands;
    - Decisions of Council on the Master Planning of SINU;
    - The SINU Capital budgets for past 4 years since PMP was approved till now;
    - 2022 SINU Capital Budget;
    - Annual evaluation report (if any) by property or Planning Departments of the PMP.
  - The following issues were also discussed;
    - staff accommodation – need proper stock-take after the Pacific Games 2023 to determine demand and supply.
    - students hostels occupancy rate – Very low at present, excess student accommodation due to input by Pacific Games activities.
    - Income generating activities- for sustainability of SINU to be explored.
    - academic master plan to determine PMP strategy.
    - Squatters/illegal settlements within SINU boundaries and former SINU staff occupying staff houses on campus,
    - former Disability Support Centre site identified for car-park for the PG 2023;
    - Centralised timetabling for maximum use of classroom and facilities;



- re-development of X-FOPA Solomon village for social and commercial centre.

➤ **PVCA /AVC**

- AVC used the opportunity to convey his thoughts on the following:
  - Re-establishment of the Aruligo Campus for Agriculture and tourism activities;
  - Business/income generating activities for SINU. These include Hotels development for paying clients and students training and industrial attachments. Although core focus of the PMP is for academic and educational purposes, SINU also needs to explore business opportunities to self-sustenance and to supplement government grants and students fees.
  - In 2022, SIG recurrent grant to SINU was reduced from \$22m to \$18m. The SIG Development grant was \$50m, despite its annual commitment of \$100m.
  - One- stop student Education Centre at Kukum Campus to accommodate library facilities, lecture rooms, bookshop, cafeteria, etc. The current KC Library to be converted to staff offices.
  - relocation of Property Department and Faculty of Science and Technology complex to the back of the Kukum Campus, more spacious location and also to fend off squatters.
  - Academic and Sports/recreation facilities for staff and students;
  - Multi-use Amphitheatre for Kukum and panatina Campuses.

➤ **Director – Property**

- Acting Director Property (ADP) highlighted the need for SINU to have an updated PMP. This is not only to guide future infrastructure development but assists in campus management.
- PG 2023 developments on SINU land was unavoidable as it is on the receiving end of SIG decisions. The focus now for SINU is to minimise its impacts on its core academic activities.
- Another challenge is squatters and illegal settlements on SINU lands. These can pose security threats to staff, students and visitors to the university; plus damage to an academic environment.
- Sustainability of SINU as an academic institution is another challenge.
- SINU signed Access agreement with PG 2023 NHA. This will allow NHA to take possession of SINU facilities 6 weeks before the games and 6 weeks after the games.
- The PG2023 is constructing a games village on Kukum Campus, with an addition of 900 bed 3-star hotel rooms and other amenities which will be handed over to SINU after the games.





- Other PG 2023 related projects include Roads and Drainage rehabilitation and improvements for Kukum and Panatina campuses, through MID.
- Work is currently underway on refurbishment of the former SIMTRI hostel for FNMHS offices. This is done by SINU internal Project team.
- ADP also briefed the TA team on the proposed new developments for SINU. These include:
  - rehabilitation of the Poitete Campus with Indian Government funding assistance;
  - Re-development of the Aruligo campus with Japanese government (JICA) funding;
  - FAFF laboratory for soil analysis and mineral testing with World Bank funding;
  - ICT School funded by the Indian Government.
- There has been increased interest by other donor/development in supporting SINU infrastructure developments. This could be as a result of PRC support to SINU through the PG 2023 facilities.
- **Director -HR**
  - At present, HR through its Housing Committee is responsible for allocation of houses. Property is responsible for planning and construction and renovation of staff houses.
  - Need to build houses to accommodate both academic and admin/support staff. The type and design of the new houses will need to capture the new SINU organisation structure and requirements by expatriate staff and according to level of seniority. There is adequate land within SINU Kukum and Panatina Campuses (est 15% of developable land in Honiara). In fact, the current PMP already identified the possible sites.
  - Most expatriates staff demand special requirements for their accommodation (e.g. security fencing, etc.).
  - Need to build staff houses on campus for ease of commuting to work (support staff) and lectures (academic staff) and to save costs of rental in the open market. A programme to be developed to construct staff housing on an annual basis.
  - As much as possible, SINU need to introduce cluster planning concept within its campuses. There should be clear demarcation of Staff and students accommodations from academic facilities. Kukum campus has started on this.
- **DFL Manager and Staff**
  - Although the current site at Lower Panatina campus has adequate space, the facility is not designed for development and delivery of DFL programmes.
  - Required infrastructure include;
    - Sound-proof audio-visual room with recording and video conferencing facilities.
    - Need dedicated ICT facility;



- High cost of internet access by Our Telekom (\$200,000 per month) is not sustainable. Other small providers are offering cheaper (\$160,000 per month) options.
  - DFL has experienced increase student enrolments:
    - 2018 – 1,000+ students
    - 2020 – 2,000 + students (100% increase)
  - DFL cuts expenditure (printing, freights etc.) by half as most courses are uploaded on Moodle.
  - Future plan is to move away from using Our Telekom as internet provider and to explore other smaller providers that are providing similar services but at a lower cost rate. Also, cheaper to order ICT equipment directly from China than through local suppliers.
  - With close proximity to the PG 2023 sports facilities, there will be disturbances to staff and students. There is immediate need for sound-proofing to minimize the impact of noise from nearby stadiums. Further, entry/exit design for public use and accessibility to the stadium needs proper attention.
  - A suggestion is to re-look at the functions of the National Productivity Centre (NPC), Distance and Flexible Learning Centre (DFLC) and University Preparatory College (UPC) with the view to amalgamating them.
- **Director –University Preparatory College (UPC)**
- UPC was established in 2020 to assist those (F5 leavers) who missed out or do not meet SINU entry requirements.
  - The College does not have its own facility but shared the facilities of other faculties and schools. The Director and 7 of her teaching staff are accommodated within the School of Marine premises within the Ranadi Campus. Science courses are being delivered at Panatina Campus, and Business classes at Kukum Campus.
  - The College offers Bridging programme, UPC 3 & 4.
  - The College is projecting an increase in enrolment in 2023: 200 for UPC 3 and 200 for UPC4.
  - Given its projected increase in students' enrolment, the UPC need to be relocated from the shared facility at Ranadi Campus to its own facility. Their preferred location is Panatina boys' hostel on the same ridge adjacent to the Faculty of Education and Humanity Complex.
- **Acting Dean FAFF**
- Faculty has just received new building complex funded by SIG.
  - Faculty will be offering new degree programmes (BSc-Forestry etc) so it will need the following;
    - Laboratory equipment and consumables;
    - Training for Lab Technicians
    - Students facilities (5 classrooms and study huts)
    - Staff facilities (Offices and common room)
    - Storage space (PPE, Tools/equipment)



- Improved water supply by pumping water from bore holes to supplement SIWA water supply.
- The demonstration farm at Kukum Campus is prone to flooding and can become waterlogged during heavy rain. Needs a properly designed drainage system.
- With the plan to re-possess and redevelop the Aruligo Campus, all commercial farming activities will be relocated there, including the delivery of certificate 3 in Agriculture.
- Proposed infrastructure projects for FAFF include:
  - Soil analysis and mineral testing Lab, to be funded by the World Bank (site identified)
  - Completion of access road behind the Property compound connecting the students' hostels and staff residences at the western end of the Kukum Campus to the FAFF facilities. This is for security of staff and students.
- The TA team discussed the squatters and illegal settlements on the Eastern end of Kukum Campus with the acting Dean. This is an on-going issue despite many attempts at getting them to vacate the SINU land they illegally occupy. The following are options to address the continuing squatter issue of illegally occupation of SINU lands;
  - (i) Forced eviction by court order. Need both police HCC law enforcement officers to carry this out.
  - (ii) Continue negotiation with squatters to voluntarily vacate the SINU land they occupy.
  - (iii) Enter into sub-lease agreement with the illegal settlers/squatters. This is the last resort when options (i) and (ii) fail, and with concurrence of the Commissioner of Lands for the sub-divisions and subleased to current occupants. These parcels need to be fenced off and isolated from the rest of the SINU land. However, SINU Council as custodian of all SINU lands must agree to this option. (iv) Surrender the portion of land occupied by the squatters to the Commissioner of land for an agreed premium. The commissioner then will deal directly with the squatters. Direct access to SINU campuses will be sealed off. A by-pass access be developed.
- **Dean and Associate Dean FEH**
  - FEH is one of the faculties that have just received a modern state of the art building complex funded by SIG.
  - Although there is adequate building/facilities space, the faculty needs more staff office spaces.
  - Need more classrooms for projected increase in enrolments and for new degree programmes.
  - School of Humanities need to have its own building complex. It needs to be relocated to the old World Bank Project classrooms.
  - The School of Education needs to have a teaching lab, where first time student teachers are taught the art of teaching before they go out into the real classrooms.



- There is also need to implement the cluster planning concept within the Panatina Campus, with a clear demarcation of Staff and students accommodations from academic facilities.
- Faculty of Science & Technology need to be relocated back to Kukum Campus, with its 100-200 students.
- Library services are adequate as most books and journals are now accessed online. Need to arrange subscriptions to more journals especially the latest.

#### • **Dean FST and School of Pure Science team**

- FST was established in 2020 with 30 staff.
- Applied Sciences at Kukum Campus
- Pure Sciences at Panatina Campus
- There is need for a new complex for the School of Sciences. Staff members have identified a preferred site within the Panatina Campus (next to current kitchen/dining hall). This is to accommodate the projected increase in students enrolment (2,000 +) as it is also servicing school for the whole university.
- Courses and program development are progressing well but it needs the accompanying facilities and infrastructures to support effective delivery.
- Science courses are crucial for universities; if science is strong, the profile of the university will be enhanced.
- FST can play a key role in promotion of academic research and community outreach.
- Bougainville- potential markets for FST courses and programs.
- SINU need to increase staff contract period from 3 to 5 years. USP and other university staff contracts is pegged at 5 years.

#### • **Senior Lecturer-attending on behalf of Dean FNMHS**

- The following are needs of the faculty;
  - Office space for new staff;
  - T/L space – new lecture theatre for 300 students;
  - Labs for pharmacy, CBR, Dental, Medical lab, Computer lab (10-15 computers)
  - Library/Resource Centre
  - Clinic/Mini Hospital for students' practicum and for general public
  - Conference room
  - parking space
- Need MOU with National Public Health Lab (NPHL) or for the NPHL to be absorbed into SINU/FNMHS.
- Need to relocate all staff houses at the front from VCs office going westwards to the back of the Kukum Campus.

#### • **Dean FBT and Colleagues**

- Faculty currently has 2 schools (Finance and Business and Tourism and Tourism Management)



- A new school (Governance and Management) is to be added soon. This requires additional infrastructures.
- Current facilities are not adequate for present and future needs so a new building complex is needed. Need to revisit the building designs developed for SBM back in 2015. Also to determine if the site previously proposed is still favoured by current management.
- Need to develop design concept for the proposed tourism site at Aruligo.
- The school of Tourism and Hospitality Management plans to deliver its Certificates and Diploma courses through DFL. This should free up resources of the school for the delivery of Bachelor and Postgraduate programs.
- The current Tourism complex to be designated for TVET courses - Cookery and Culinary etc.

### **3. Identified Infrastructure needs**

Based on the above consultations, the following infrastructure needs were identified as priorities by the faculties for the next 10 years:

#### **Faculty of Agriculture, Forestry and Fisheries (FAFF)**

- 200-300 capacity Lecture theatres to be located within the FAFF facilities at Kukum Campus – site yet to be identified. This is to accommodate projected increase in enrolment and for new degree programmes (BSc – Forestry, BAgriculture, etc) to be offered in future.
- Specialised Laboratory for soil & mineral analysis – site already identified. To be funded by World Bank.
- Agriculture Laboratory for applied research. This is to be located either within the FAFF Kukum Campus or Aruligo Campus.

#### **Faculty of Science and Technology**

- A new complex for the School of Sciences. A site was identified within the Panatina Campus (next to current kitchen/dining hall). This is to accommodate the projected increase in students enrolment (2,000 +) as it is also servicing school for the whole university.

#### **Faculty of Business and Tourism**

- New building complex to accommodate faculty administration, staff offices and classrooms. Need to revisit the building designs developed for SBM back in 2015. Also to confirm if the site previously proposed is still preferred by current management.

#### **Faculty of Nursing, Medicine and Health studies**

- The following are needs of the faculty;

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- Office space for new staff;
- T/L space – new lecture theatre for 300 students;
- Labs for pharmacy, CBR, Dental, Medical lab, Computer lab (10-15 computers)
- Library/Resource Centre
- Clinic/Mini Hospital for students' practicum and for general public
- Conference room
- parking space

### Faculty of Education and Humanities

- Although there is adequate building/facilities space, the faculty needs more staff office spaces.
- Need more classrooms for projected increase in enrolments and for new degree programmes.
- School of Humanities need to have its own building complex. It needs to be relocated to the old World Bank Project classrooms.
- The School of Education need to have a teaching lab, where first time student teachers are taught the art of teaching before they go out into the real classrooms.

### University Preparatory College (UPC)

- Refurbishment of Panatina boys' hostel on the same ridge adjacent to the Faculty of Education and Humanity Complex to relocate the UPC.

A proper programme will need to be developed with costing so that budgetary provision can be made as part of the multi-year capital budget framework for the university.

## Pacific Games 2023

Solomon Islands won the bid to host the Pacific Games in November 2023. Since this is the biggest, most demanding and expensive single event ever to be undertaken by the country, the Government is committed, with assistance from its development partners puts all its efforts to host the event in November 2023. The choice of venue for the games was decided based on the least cost on transportation, connectivity, communication and accessibility, conveniences, services provision and availability, land availability with no encumbrances, mobility and crowd impact on surrounding communities especially noise and security. SINU land scored high in all respects. Thus a portion of SINU land was also chosen amongst others.

SINU has signed a MOU with NHA for the use of almost 100% of its recreational land at Panatina for the major sport facilities. SINU has allowed the lower portion of its land on parcel no. 192-002- 131 to be used for Pacific Games 2023. Major facilities include:

- A multi-purpose Futsal Stadium
- Aquatics and tennis complex
- Car parking area fronting the main Kukum highway.



NHA and SINU have also agreed to accommodate 3 x 4 level 900 bed dormitories which will remain SINU's property post games. On a positive note, this residential development is considered adequate for students need for a foreseeable future until a proper revised assessment is carried out.

Under the Pacific Games agreement with SINU, repair and maintenance of dormitories, classrooms and administration facilities at all three campuses, planned for the Games village accommodations is being undertaken. Further, the under-taking to upgrade the Kukum playing fields to national standards is also part of the agreed commitments. It is expected that all facilities will be ready by July before the games in November 2023.

Key Challenges for Physical Master Planning within the next 10 years for SINU concerning the Pacific Games 2023 development includes the following:

- Diminishing of academic environment, esp. desire for peace, calmness, quietness, and a conducive academic study environment;
- Conflict of land-uses, resulting from stadium based activities, events, generation of traffic and pedestrian flows;
- Visual impact of facilities at the SINU land overshadowing academic corridors at door- steps;
- Loss of academic spaces;
- Reduction of recreation and open spaces;
- Public accessibility and Security concerns;
- Noise and air pollution;
- Loss of control over the ownership and management of SINU own property.

The commitments made under the MOU and MOA relating to the Pacific Games had been honored by both parties. In December 2021, and April 2023 the Pacific Games Executive Director- Secretariat visited SINU to report on the progress of sporting infrastructures planned to be built. Discussion on SINU land and way forward for planned construction and developments on the allocated land and the timeline to undertake construction were discussed and agreed. Work had been progressing well and is currently on schedule for completion.

There are challenges with the existing MOU between SINU and NHA, where NHA intended to renegotiate with SINU. Sports Facilities constructed on the SINU land would remain under the ownership of SIG/NSC post games. Land may remain an issue if it remains with SINU. Therefore, a properly designed agreement will need to be made to cover ownership, management, use rights, up- keeping, maintenance and repair and be agreed upon by both SINU and NSC.

As part of this mid-term review of the SINU PMP, it is hereby recommended that an Environmental Impact Assessment of Pacific Games 2023 on SINU land and environment be under-taken as soon as possible. This should cover, the economic, social, environmental and academic both positive and negative attributes. This will give guidance to the development of SINU in the medium to long term.



# Chapter B

## Planning Concept & Priority projects Reviewed

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## The overall Physical Master Planning review Concept

### Introduction

SINU has clearly articulated its commitment to being "one of the premier research and teaching universities in the nation and the region." It was with this goal in mind that the University initiated a comprehensive planning process of which the Strategic Plan 2021-2025 *creating your future is our commitment*, was the first step. The newly appointed Vice Chancellor of the university has recently outlined the key goals to drive SINU forward<sup>8</sup>. The ultimate aim is to help build SINU to become a university that is internationally recognized and respected. The 3 important strategies are: 1). To focus on governance, administrative systems and processes; 2). To register SINU under SITESA; 3). To apply for ranking for the university. For the next chapter within this planning process, the proposed review of the PMP 2012-2032 is a priority. The primary purpose of such a revised plan is to assure that the University's physical environment fulfills the needs of its academic mission.

The university three Honiara based campuses, located for the most part in the east Honiara, constituency covers about 109 hectares of land dedicated primarily to academic, administrative, student facilities including recreational, and retail use. Facilities range from the warehouse workshop-type buildings of the early SICHE set-up to the new structures for both staff and student dormitories designed for Panatina and Kukum campuses as well as the new sport facilities for the 2023 Pacific Games. **The lands itself excluding the facilities that comprise the campuses which are zoned educational are estimated at a worth of SBD380.59m<sup>9</sup>.** Despite its rich heritage and value, for the most part the development of the physical campus has proceeded slowly from an advanced planning initiative as proposed herein.

This plan review begins with the premise that an effective and attractive physical environment is vitally important to the faculty, students, administrators and staff of SINU. The physical environment of the University is also important to the community that surrounds the eastern part of Honiara especially around the Panatina area, and to the hundreds who visit the campus each week. While campuses' current environment is in an overall sense both effective and attractive, there are elements of the environment that continue to need proper attention. In addition, much of the available buildable space on the three campuses has already been allocated for academic or other uses such as recreational and sports; use of the remaining space must be carefully planned. Finally, as is the case with all of its other vital resources, SINU will need to skillfully manage the totality of its physical environment in the 10 years to come.

### Objectives

With the academic mission as its overriding concern and within the framework established by *creating your future is our commitment* and the university's' academic plans, the campus physical master plan will provide general guidelines for the development of SINU's physical environment for both the short- and long-term future. It is not expected that these guidelines will address specific issues such as resource allocation or the assignment of space to particular schools or programs.

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<sup>8</sup> The Island Sun issue 4537, 8<sup>th</sup> April 2023

<sup>9</sup> Based on a Valuation estimation for education zoned area at the current rate of \$350 per sq.m.



These will continue to be handled through the University's existing management structures and processes. It is expected, however, that once the revised PMP is developed, these specific decisions will be made within an overall campuses perspective. In addition, the plan recognizes that the campuses have and will continue to evolve, that they will continue to be dynamic and not static. Thus, it is expected that the campus plans and their guidelines will serve as a framework for conceptual development and future planning and, once completed, will be revisited routinely for updating and revision.

In order to clarify the intent of this revised PMP, it will be useful to enumerate specific examples of what the plan *is* or *is not* intended to accomplish.

The SINU campus revised PMP *will*:

- provide a flexible but integrated framework for future decisions on specific site use that can be regularly revised and updated.
- provide a general guideline on the list of priority programmes and projects for the next 10 years.
- provide general guidelines for building size and massing in different areas of the campus.
- recommend general classes of use for various campus internal zones (e.g. academic, recreational, residential, parking, etc.).
- provide specific suggestions regarding green space, landscaping standards, and campuses visual gateways.
- develop alternatives for improving vehicular, pedestrian and commercial traffic flow on the campus.

The campuses revised PMP *will not*:

- commit specific building sites or existing buildings for use by specific schools or programs.
- involve the development of a new strategic academic plan.

### Areas of Focus

Within this overall context, it is proposed those two primary objectives in order of their priority:

***1. Examine the academic and scholarly environment of the campus and the extent to which this environment meets the teaching and research needs and the support requirements of faculty, students, and staff.***

In order to address this objective, the "***Creating your future is our commitment***" and the schools' own strategic plans will be examined to explore the impact of these pre-existing plans on the University's physical environment. Some of the issues that will need to be addressed include: a) how current pedagogical trends might affect the use of academic space in and across schools; b) whether the plans, taken separately or together, suggest common approaches to the configuration of faculty and administrative offices, research facilities, and classroom space; and c) whether anticipated technological advances will, in the near term, alter the teaching methods and the approach to the use of academic space.



## ***2. Examine student, faculty, and administrative life; neighborhood and community life; and campus amenities.***

Over the past several years SINU has undertaken a number of initiatives to create a more fully integrated living and learning environment for students and faculty such as the creation of Student Centers and Sport facilities developed under NSC for the 2023 Pacific Games. The continued evolution of this environment for all three campus areas must include consideration of academic, living, working, dining, recreation, sporting, shopping, services and cultural activities. There is a need to examine, for example, a) what are the available opportunities to enliven the campus and surrounding environs? b) how can these various options be integrated so that scarce physical and environmental resources are best utilized? And c) where should SINU provide the opportunity for planned activities for a sustainable income business entrepreneurship support. This may include a real-estate development, tourism, event management and other business enterprises.

There are three other aspects of the physical environment that must be addressed, at first separately, and then in an integrated fashion. There is a need to:

## ***3. Examine access, circulation, transportation, and service for their impact on the campus environment.***

These are issues that impact every member of the University community. All three campuses are within a radius of 2 to 3 km from each other. Within this context there will be a need to examine travel to and within campus, parking, campus gateways, streetscape/furniture guidelines and mass transportation. SINU will need to address, for example, a) how does it interface with the city of Honiara? b) How can inter- and intra-campus circulation be improved? c) How can vehicular and pedestrian safety be maximized? d) How can SINU develop a business case for a returns on its potential investment and e) how can services and delivery be accomplished most effectively?

## ***4. Examine maintenance and operations for their impact on the physical environment.***

Due to the fact that continued quality of the environment depends on continued upkeep of the buildings and land, maintenance and operations must be an integral part of campus planning. There is a need to address, for example, a) what are the trade-offs between continued and deferred maintenance? b) what are the costs of continued maintenance vis a vis the resources? c) what are the life-cycle costs of continued maintenance? The Property/Maintenance and Campus Management section will spearhead development along this line.

## ***5. Examine and Introduce the Green Campus Concept***

Everybody is going Green, and so is SINU. There is a need to introduce green campus concept and promote its values. This is a new focus introduced in this review. What are the steps needed to be certified as a green campus.

## ***6. Process for implementation.***

The process will begin with a programme to fully capacitate the section responsible for Property/Maintenance and Campus Management. This may include hiring an external TA for a



period of 3-5 years to provide technical guidance, management and training on the operation of action planning required in the revised PMP.

In order to conduct a careful and thorough review of the revised PMP and its future action and to kick-start proper action planning the following steps will need to be followed:

1. **Seek the advice of the SINU Planning Committee** as it initiates the process and routinely as the plans begin to unfold. There is the need to update the University Council on Facilities and the Faculty leadership on a routine basis. The proposals also will be published in SINU website for comment by the university and citizen-at-large.
2. **Appoint several working committees to coordinate activity and analyze data.** The Steering Committee will refine the objectives and charge of each committee. It will receive preliminary proposals from them to be established and coordinate the overall effort. Each of the other five committees will be asked to focus on one of the plan's five objectives. These groups will meet regularly throughout the process to synthesize and consider the information gathered in open fora, provide further input into the plan, and generate and review proposed solutions as they are developed. The membership of each committee will depend heavily on its focus, but it is the intention to involve faculty, students, staff and administrators in the process. In addition, these committees will rely on the expertise of various faculty members in such areas as planning, architecture, and engineering and administrators with responsibility for functional areas pertinent to each group. Each of the committees will be supported in its efforts by planning consultants under the direction of Campus Planning Committee. It is anticipated that the Director of Planning and his team will gather input from the committees and together with the Campus committee develop for their consideration alternative ways of addressing the committees' issues. The committees will consider these alternatives as they move toward the development of recommendations.
3. **Begin the consultative process with a series of open fora** designed to solicit broad-based input from all SINU community constituencies. It is anticipated that each forum will center on one of the above objectives so that focused community input can be achieved.
4. **Meet with the leadership of the various campuses** to gather their views about the overall campus planning initiative and the more specific questions to be addressed under each of the objectives.
5. **Synthesize findings and develop recommendations.** The Campus Planning Committee and its consulting team will coordinate the integration of information from each of the fora and from each committee. This process will be overseen by the Steering Committee.
6. **Generate final suggestions for endorsement.** After review and input from each of the participating groups, the findings and recommendations will be presented to the PVCC for his consideration. The Senior Management committee will then receive and discuss the recommended plans.
7. **Establish a mechanism for periodically reviewing and updating the campus physical master plan.** There is a need to seek the advice of the Senior Management Committee in developing this review process.

## Programme Implementation reviewed

The implementation of the PMP depends very much on the capacity of SINU in terms of human and financial resources, assuming there is a political will by government to get the university take off the ground. Further, there is a need for SINU management to properly execute the approved policy,



programme and budget framework in a transparent and accountable manner. In order to fully operationalize what is required under the PMP it is hereby recommended that the Property Unit, the Planning unit, and the Campus Planning Committee be strengthened to handle the demand and intensity of work required. In this respect it is hereby recommended under this PMP that an external TA be recruited and an office set up within the Property unit to manage the implementation of the long term plan and build capacity within SINU to handle this important technical area. A project implementation manual will need to be prepared as a guide. Below is a terms of reference for a Technical Assistance.

### Box B-1

#### Solomon Islands National University: Support for the Implementation of the revised Physical Master Plan PROJECT PLANNING SPECIALIST TERMS OF REFERENCE (TOR)

##### 1. BACKGROUND INFORMATION

The Project Planning Specialist is to support the Solomon Island National University (SINU) and the Campus Planning Committee for the implementation of the Physical Master Plan for 2012-2032 and its revised version. The TA aims to support the University in implementing a long-term Planning Vision and the Academic Goals by ensuring for the provision of a physical environment that is conducive to higher academic learning and development. The TA will help translate the vision of the PMP into results-oriented objectives and targets within SINU Action Plan, and the annual capital budgets. The TA will also improve capacity of SINU Management especially the Property Unit in the preparation of a detail development plan for each campus, programming and asset management, procurement and contract management of the physical development of SINU. The TA will be responsible for implementing the programme as identified in the revised PMP and continue to develop detail campus plans and programme and ensure that policy through planning processes are carried out as directed. The TA will entail the following key components:

- a. **Strengthen monitoring and evaluation of PMP implementation** by (a) developing databases and templates to track progress against the indicators of the PMP, and (b) producing an annual progress report on PMP implementation via the execution of the annual capital budget which will feed into the rolling three-year implementation plans; and
- b. **Enhance the capacity of Property Unit staff and Head of Schools**, including Planning Office with regard to Project Management and implementation and procurement process by (a) providing mentoring and skills transfer through on-the-job training, (b) designing and implementing short-term training as well as a medium-term training program for skills retention.

The impact of the TA is the achievement of the outputs expected of the revised PMP. Secondly, the properly managed capital expenditures and policies as a result of a strengthened project management, implementation and procurement process.

##### 2. SCOPE OF WORK AND QUALIFICATIONS OF CANDIDATE

The engagement of a Planning Specialist for an initial period of 12 months (with option for renewal for further 2 years) is required to working under the guidance of the Head of Property Unit and the Planning office of the Directorate. The Planning Specialist will undertake the tasks of:

- a. Work closely with the Campus Planning Committee and Property Unit to develop and implement detail campus Plans for each campus, as directed by the PMP and the Academic Plan for SINU, recent intervention such as Pacific Games 2023, Green Campus concept, and other important development as directed by the Campus Planning Committee;
- b. Administer workshops and training programme to be liquidated under the SINU capital Budget;
- c. Assist Property Unit and the Campus Planning Committee in managing and liquidating funds for procurement of contracts and ensure rules of procurement of supply, work and service contracts are managed properly.
- d. Assist SINU through BICS to come up with a business case model for revenue generation.
- e. Assist SINU in liaising and consulting with stakeholders including donors on the implementation of the revised PMP.
- f. Support Campus Planning Committee and the Directorate Office in preparing the implementation plans through:
  - ⇒ Preparing monitoring, procurement and evaluation reports
  - ⇒ Coordinating inputs from the annual capital budget, and action plans;

**Box F-1 cont.**

The **Project Planning Specialist** should possess qualification in Development Planning or related disciplines such as economics, architecture, civil engineering, public administration urban and regional planning or Project Planning and evaluation with extensive experience (more than 10 years) in a public finance role and be experienced in budget formulation, project implementation, and monitoring. Experience gained from working in a ministry of planning, Physical Planning section, finance (or equivalent) in a capacity development role is highly desirable. The specialists will be required to work closely with Property Unit and Planning Unit at the Director's office and Ministry of Education and Training to enhance the budget process.

**3. DELIVERABLES AND REPORTING**

The Planning Specialist will work together with the Property Unit, the Directorate office as well as Heads of School to deliver the Following:

- a. Training programs including conducting a training needs assessment;
- b. Implementation plans of revised PMP of the three campuses which will be incorporated into the action plan and the annual capital budget.
- c. Help to introduce the Green campus concept
- d. Facilitation of Pacific Games 2023 intervention into SINU long-term Plan, facilitate an EIA.
- e. Monitoring and evaluation reports;
- f. Contribute information and inputs to other documentations, reports, proposals when required.
- g. Development of a business case for SINU income generation.

**4. SUBMISSION OF APPLICATIONS**

Interested applicants are request to email their application letter and CV through Director of Planning.



## Monitoring and Evaluation

The application of a Monitoring and Evaluation (M & E) system is vital to determine the progress, and verify the benefits from the improvements of the physical infrastructure and resources generated by and through the implementation of PMP. Without M & E, there would be no means of knowing the status and performance of the developmental activities undertaken. Ideally, an M & E should be carried out to assist the SINU management when implementing this revised PMP. Thus, M & E is a crucial tool in project management during pre-construction, construction and operation stages of the project to ensure transparency and accountability, as well as generating informed decisions to stakeholders. As an example of the M & E perspective, the following criteria may be used, including:

- **Relevance:** examines the extent to which the project is suited to the priorities and policies of the SINU.
- **Effectiveness:** measures the extent to which a project attains its objectives.
- **Efficiency:** measures the outputs in relation to the inputs to determine whether the project uses the least costly resources possible to achieve the desired results.
- **Impact:** examines positive and negative changes as a result of the project. This includes direct and indirect effects and expected and unexpected effects.
- **Sustainability:** relates to whether the benefits of the project are likely to continue after the closure of the intervention.

The revised PMP comprises various subprojects such as the construction of roads, culverts, protective wall, buildings, houses, dormitories, recreational spaces, fencing, etc., which must be developed. Development of these subprojects will require the services of different contractors. The input by the contractors and the progress of work must also be monitored and evaluated against the Scope of Works or Bills of Quantities (BOQ) and the schedule of work they are assigned to undertake.

SINU through its Property Division should be responsible for the overall and entire implementation program of PMP and should provide, or where necessary outsource technical assistance to ensuring an effective implementation during the pre-construction, construction and operation stages of the PMP. Environmental concerns and campus greening are also important considerations and SINU must ensure development consent from the MECDM and the HCC Planning and Development Board is sought and secured.



A Project Management Unit (PMU) should be established within the Property division to be made responsible for the implementation of PMP including the execution of M & E program. PMU will be supported by a TA.

The SINU Council through its Campus Planning Committee will oversee the general governance of the implementation of PMP. The Office of the Vice Chancellor who is directly responsible for overall management of SINU development affairs is also responsible for the management of PMP, and will report to the Council through its Campus Planning Committee regarding the progress on the implementation of the revised PMP.

The PMU is required to produce an annual work plan based on the PMP three proposed phases of development and any arising needs of urgency. The work plan should be costed out and form part of the annual development or Capex (Capital expenditure) budgets. The PMU is also responsible for the preparations of tenders and contracts relevant to the construction work as deemed appropriate within the period of implementation. Similarly, the PMU is also responsible for M & E program during revised PMP implementation.

## **SINU to introduce Green Campus Concept.**

The world is facing an immediate environmental crisis. Human actions like burning fossil fuels and deforestation have led to a catastrophe and an increase in greenhouse gases in the atmosphere. Greenhouse gas emission is a major human cause of climate change<sup>10</sup>.

### **What is a Green Campus?**

A green campus is where environmentally friendly practices and education combine— its goal is to promote sustainable and eco-friendly practices. The concept of a green campus offers SINU the opportunity to redefine its campus and come up with new eco-friendly and more sustainable strategies.

A green campus refers to an area with optimum land use, with environmental planning and resource management. The aim is to improve energy efficiency, conserve resources, enhance environmental quality, including habitat preservation. And promote a healthy living environment that focuses upon the management of waste and water recycling.

Greening the campus is all about reducing wasteful practices. The use of non-conventional sources like solar energy and biomass energy can efficiently meet SINU's energy needs. The University can also purchase environment-friendly supplies and conduct an effective recycling program. Thus, energy efficiency and environmental sustainability should be the two pillars upon which SINU green campus concept needs to be based.

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<sup>10</sup> GIETU February 23, 2021

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## Steps that SINU can take to turn Eco-friendlier

The onus to make the 3 campuses of SINU green or eco-friendly rests on all the stakeholders. It is the management, faculty, administrative workers, and students' duty to work in close association and make the campus greener. The requirement is to apply the latest technologies in providing clean and renewable sources of energy in place of the traditional ones. The latest technology can also provide for more energy-efficient and low-carbon transport solutions, which can reduce the transportation sector's greenhouse gas (GHG) emissions. Given below are specific steps by which SINU can go a long way during this ten year physical Master Planning period in making their campuses greener:

- **Rainwater Harvesting:** Scarcity of water is a significant concern that some Honiara residents and some provincial centres face. The three Campuses can tackle this issue by setting up a rooftop rainwater harvesting unit. This stored water can then be effectively used for several purposes like watering the plants, usage in toilets, among others.
- **Waste Management:** The organic waste of the campus, like kitchen waste and dried leaves, can be turned into compost using waste converters or vermicomposting.
- **Wastewater Management:** SINU can set up a wastewater treatment facility within its campuses. This treated water can be used for several purposes.
- **Green Cover:** All three SINU campuses can construct botanical gardens, conduct tree plantation campaigns, and sampling distribution to promote a green campus.
- **Zero-waste Campus:** SINU should encourage the segregation of waste. There should be separate dustbins for biodegradable wet waste and inorganic dry waste and a total ban on single-use plastic and straws inside the campus.
- **Switching to Renewable Energy:** Due to surging electricity bills and the desire to contribute towards a green future, many educational institutions worldwide are turning to solar energy to meet their energy demands. Solar power provides warm water in geysers, helps run laboratories, auditoriums, and illuminates street lights within the University campuses. All efforts should be made to get SINU switched to renewable energy using solar and wind energy.  
Specific energy-saving tips that the students and faculty members can implement in their daily routine include:

- **Activate power management features on your computer and monitor to go into "sleep" mode when you are not working on it.**
- **Do turn off your laptop, monitor when not in use.**
- **Whenever possible, shut down rather than logging off.**
- **Turn off unnecessary lights and use daylight instead.**
- **Avoid the use of decorative lighting.**
- **Use LED and CFL bulbs instead of standard bulbs as these are more energy-efficient.**
- **Keep lights off in classrooms, lecture halls, conference rooms, laboratories when they are not in use.**
- **Use Air Conditioners only when necessary.**
- **Unplug appliances not plugged into power strips like chargers, appliances, and printers**



Keeping these small things in mind can go a long way in protecting the environment. Living sustainably and integrating environmental education into the learning process helps students understand how their decisions and actions affect the environment. And this enables them to make informed decisions as managers of the future.

There will need to be a programme lodged to introduce the Green Campus concept to SINU. Planning and Development section under PVC can coordinate.

## Project Support Programme under SP Revisited.

The Strategic Plan 2021-2025 has highlighted an ambitious plan for the development and implementation of infrastructure projects at an estimated cost of \$1.213billion. Although unaffordable due to availability of fund, these project listing proved to be a useful guide for the university to select and make informed decision through prioritization. To a certain extent, some have been implemented and are already completed; some have started with contractors and still on- going, whilst a few are at their final stage of concept design and discussion, and a good number are shelved and may be considered at a later stage. The consulting group has made a review of the listing, and now comes up with a final listing of priority project SINU is most likely to implement for the next 10 years. The following text gives the planning goals and objectives for the justification of such projects. The review took further steps in refining the priority list to a manageable level after intensive discussion with Faculty members and management. The text below is part of project presentation under the Strategic Plan:

## Goal 1: Student Life

### Objective 1: Promote Access and Diversity

#### Initiatives

- 1.1.1 Increase the diversity of student makeup to reflect the national population distribution.
- 1.1.2 Increase the number of foreign students who aim to study at SINU.
- 1.1.3 Improve existing accommodation for students.
- 1.1.4 Introduce diversity of accommodation facilities to address affordability.
- 1.1.5 Develop facilities to continuously improve day-scholar amenities.
- 1.1.6 Make provisions for user-pay child care services for students with children, and staff.
- 1.1.7 Provide high-quality sports and recreational opportunities to students through international standard multi-purpose gymnasium and sport centres.
- 1.1.8 Establish a students' international office, internationally benchmark entries and improve existing cafeteria facilities.



## **Objective 2.: Improve Students Care**

### **Facilities Initiatives**

- 1.2.1 Develop a professional counselling centre and a user-pay medical facility for students.
- 1.2.2 Improve security and safety on all campuses.
- 1.2.3 Establish and operate an employment and placement facility.
- 1.2.4 Build facilities for students to engage in their spiritual and pastoral needs.
- 1.2.5 Provide user-pay transportation services between campuses for students where required.

## **Objective 3: Pacific Games**

### **Initiatives**

- 1.3.1 Put in measures to increase participation of SINU students in Pacific Games through their selections in Team Solomon.
- 1.3.2 Ensure that the commitments made under the MOU and MOA relating to the Pacific Games are honoured by all Parties.
- 1.3.3 Put in place plans for engagement and participation of SINU staff and students in the Pacific Games programmes and activities.
- 1.3.4 Develop and establish an institute of sports in SINU to ensure maximum utility of facilities built and develop on SINU campus for Pacific Games 2023.
- 1.3.5 Revitalize the cultural village for the public and enhance income generation.

## **Goal 2: Infrastructure and ICT Development**

### **Objective 1: Upgrade Infrastructure, Facilities and**

#### **Housing Initiatives**

- 2.1.1 Review and upgrade the SINU Physical Master Plan 2012-2032 to guide the development of a sustainable, secure and attractive teaching, learning and health living environment on all SINU campuses.
- 2.1.2 Develop infrastructure including classrooms, labs, workshops, students' amenities, staff offices, students' spaces, amenities for campus life.
- 2.1.3 Upgrade hostels, dining facilities, cafes, bookshops, roads, lights, parks and grounds.



- 2.1.4 Upgrade existing roads system and parking facilities, including landscaping and outdoor seating on all campuses.
- 2.1.5 Renovate and construct improved housing for staff and students.

**Objective 2.2: Better ICT facilities and**

**Services Initiatives**

- 2.2.1 Improve access to better and cost-effective ICT facilities and services for all staff and students.
- 2.2.2 Provide equipment including laboratory equipment, workshop equipment, ICT equipment, office equipment and furniture.

Given the above statement of Goals and Objectives, the revised PMP proposes to turn to affordable and implementable projects. The following list provides a comprehensive list of infrastructures and equipment needed for SINU as stated in the Strategic Plan 2021-2025.



## B-6 List of Infrastructure and Equipment identified under the Strategic Plan: 2021-2025

### Capital Development Priorities 2021-2025

Capital Development Priorities 2021-2025					
A. Faculties					
Development	Location	Total Investment	Proposed Source	Year	
Learning Space (ICT Lab)	Panatina	3,000,000	SINU	2021-2021	1
Perimeter Fencing	Kukum/Panatina	2,000,000	SINU	2021-2021	1
Ablution Blocks	Kukum/Panatina	1,000,000	SINU	2021-2022	
Solar: Connecting all buildings	Kukum	1,000,000	SINU	2021-2022	1
Water Tanks	Kukum	2,990,000	SINU	2021-2022	1
Student Centre Complex	Kukum	37,000,000	SIG	2022-2023	3
Student Centre Complex	Panatina	37,000,000	SIG	2022-2024	3
FNMHS Office Building	Kukum	7,726,400	SINU	2021-2021	1
Kukum Flats Refurbishment	Kukum	5,376,000	SIG	2022-2023	3
Central Storage Facility	Kukum	7,900,000	SIG	2022-2023	3
Learning Space (Library/ICT)	Kukum	67,500,000	SIG	2022-2023	3
FBT space (with + Extension)	Kukum	43,740,000	SIG	2022-2022	2
Internet-Infrastructure + Mobility	All SINU	6,000,000	SINU	2021-2021	1
School of Built Environment/FST	Kukum	86,500,000	SIG	2022-2023	3
Commercial, IT, Tech Park	Kukum	86,500,000	SIG	2022-2023	3
FNMHS Classroom Complex	Kukum	80,000,000	SIG	2022-2023	3
Administration & Finance Complex	Kukum	60,000,000	SIG	2023-2024	4
SINU Forestry Upgrade	Poitete/Ringi	4,300,000	SIG	2021-2022	1



Science Labs (internal)	Panatina	1,320,000	SINU	2021-2021	1
Solar Power	Panatina	8,000,000	China	2022-2022	2
Solar Power	Ranadi	2,000,000	China	2022-2022	2
Computer Training Lab: ICT	Kukum	4,050,000	SINU	2021-2022	1
SINU Farm	Guadalcanal	28,100,000	SIG	2022-2023	3
Learning Space (Library Building)	Panatina	23,700,000	SIG	2022-2023	3
Maritime-Space for equipment	Ranadi	15,600,000	SIG	2023-2024	4
Maritime Simulator	Ranadi	10,000,000	SIG	2024-2025	5
University Prep College & DFL Facility	Panatina	29,900,000	SIG	2024-2025	5
<b>B. Institutes etc.</b>					
Centre for Forestry value Adding, Rural Technology & Industries (space)	Forestry (new)	10,200,000	SIG	2022-2022	2
Centre for National Productivity	Panatina	19,880,000	SINU	2022-2022	2
Institute of Oceans, Islands & Sustainable Development	Ranadi	7,020,000	SINU	2022-2023	3
Institute of Pacific Studies	Panatina	6,976,000	SINU	2023-2024	4
Demonstration Schools	Panatina	14,800,000	SINU	2024-2025	5
<b>C. Commercial</b>					
Student Hostels	Kukum	107,250,000	China	2021-2023	1
Bookshop	Kukum	5,760,000	SINU	2022-2022	2
Café	Kukum	5,700,000	SINU	2022-2022	2
Café	Panatina	2,000,000	SINU	2022-2022	2
Sports & Recreation Facilities	Kukum	7,200,000	SINU	2022-2023	2



(Gym)					
Sports & Recreation Facilities (Gym)	Panatina	7,200,000	SINU	2022-2023	3
Mall/Tourism & Hospitality Training Hotel	Panatina	105,900,000	Commercial	2023-2023	3
Pac Arts Village-Conference Facilities	Panatina	105,000,000	SIG	2022-2023	3
Residential-Apartments-200	All SINU	100,000,000	Commercial	2023-2028	5
Bookshop	Ranadi	1,900,000	SINU	2023-2024	4
Café	Ranadi	1,400,000	SINU	2023-2024	4
<b>D. Decentralization</b>					
Technical Campus – Malaita Province	Malaita	29,100,000	SIG (60%)/ Malaita (40%)	2022-2023	3
Technical Campus – Western Province	Western	31,500,000	SIG (60%)/ Western (40%)	2022-2023	3
Isabel Sub-Centre	Isabel	9,488,000	SIG (60%)/ Isabel (40%)	2022-2023	3
Temotu Sub-Centre	Temotu	11,412,000	SIG/Temotu (60:40)	2023-2024	4
DFL Centres	4 Provinces	61,200,000	SIG/Provinces (60:40)	2022-2023	3
<b>Total</b>		<b>1,213,088,400</b>			



## B-7 Priority Projects identified for the next 10 years

From the listing of projects presented above, the following projects were identified under each faculty for implementation:

### Faculty of Agriculture, Forestry and Fisheries (FAFF)

- 200-300 capacity Lecture theatres to be located within the FAFF facilities at Kukum Campus – site yet to be identified. This is to accommodate projected increase in enrolment and for new degree programmes (BSc – Forestry, BA agriculture, etc) to be offered in future.
- Specialised Laboratory for soil & mineral analysis – site already identified. To be funded by World Bank.
- Agriculture Laboratory for applied research. This is to be located either within the FAFF Kukum Campus or Aruligo Campus.

### Faculty of Science and Technology

- A new complex for the School of Sciences. A site was identified within the Panatina Campus (next to current kitchen/dining hall). This is to accommodate the projected increase in students enrolment (2,000 +) as it is also servicing school for the whole university.

### Faculty of Business and Tourism

- New building complex to accommodate faculty administration, staff offices and classrooms. Need to revisit the building designs developed for SBM back in 2015. Also to confirm if the site previously proposed is still preferred by current management.

### Faculty of Nursing, Medicine and Health studies

- The following are needs of the faculty;
  - Office space for new staff;
  - T/L space – new lecture theatre for 300 students;
  - Labs for pharmacy, CBR, Dental, Medical lab, Computer lab (10-15 computers)
  - Library/Resource Centre
  - Clinic/Mini Hospital for students' practicum and for general public
  - Conference room
  - parking space

### Faculty of Education and Humanities

- Although there is adequate building/facilities space, the faculty needs more staff office spaces.





- Need more classrooms for projected increase in enrolments and for new degree programmes.
- School of Humanities need to have its own building complex. It needs to be relocated to the old World Bank Project classrooms.
- The School of Education need to have a teaching lab, where first time student teachers are taught the art of teaching before they go out into the real classrooms.

#### University Preparatory College (UPC)

- Refurbishment of Panatina boys' hostel on the same ridge adjacent to the Faculty of Education and Humanity Complex to relocate the UPC.

### B-8 Current Progress of implementation:

(at the time of review)

#### SIG funded Capital Projects & Progress Status

1. **FNMHS Office Building** – Completed in 2022 (approx.\$3million)
2. **FNMHS Building Complex Project – Approx\$60-\$65m say \$65m**
  - Assessment of Area (completed in 2022)
  - Tender of architectural Design & BOQ documentation (Completed)
  - **Tender & award of Construction work (near completion)**
  - Construction work (2023)
  - Completion of Work (2024)
3. **Kukum Library Building - \$17million**
  - Make Assessment of Area (completed)
  - Tender of architectural Design & BOQ documentation (completed)
  - **Tender and award of construction work**
  - Construction work (2023)
4. **Kukum Student Centre Complex \$37million**
  - Make Assessment of Area (completed)
  - **Architectural Design & BOQ Documentation (2023)**
  - Tender and award of Construction (2023)
  - Construction Work
  - Completion of work
5. **FST Office Complex - \$86.5 million say \$87m**
  - Make Assessment of Area (Completed 2022)
  - **Tender of architectural Design & BOQ documentation (2023)**
6. **FBT Classroom and Office Complex - \$43.7million say \$44m**
  - Make Assessment of Area (completed in 2022)
  - **Tender of architectural Design & BOQ documentation (2023)**
7. **New Computer Training Lab - \$4million**



- Assessment of Area (Completed)
- **Tender, architectural design and BOQ documentation (2023)**

#### **8. Administration & Finance Complex-*\$60million***

- Assessment, Tender for Architectural Design & BOQ Documentation (2023)

#### **9. UniPrep College & DFL Building - *\$29.9million say \$30m***

- Assessment, Tender for Architectural Design & BOQ Documentation (2023) Tender / construction to follow

#### **10. Panatina Library Building (est. \$30m)**

- Assessment, Tender for Architectural Design & BOQ Documentation (2023) Tender / construction to follow.

#### **11. Commercial, IT, Tech Park**

- Assessment, Tender for Architectural Design & BOQ Documentation (2023) (est. \$50m)

#### **12. Panatina Student Centre Complex**

- Assessment, Tender for Architectural Design & BOQ Documentation (2023) (est. \$10m)

#### **13. Kukum Central Storage Facility**

- Assessment, Tender for Architectural Design & BOQ Documentation (2023).  
First stage- Structure. (est. \$20m)  
Construction to follow

#### **14. Maritime Space for Equipment**

- Assessment, Tender for Architectural Design & BOQ Documentation (2023).  
(est. \$5m) Construction to follow

#### **15. Programme Development & Technical Assistance (est \$20m)**

Allocation for Programme development

#### **16. Other Infrastructures (\$70m)**

- Roads, Drainage, Landscaping, etc Est. \$50m
- Power, Water, sewage, Renewable energy & Green Campus prog, ICT- (est. \$20m)

#### **17. Staff Housing- Repair and new Construction - replacement (est.\$10m)**

- Construction of 10 at a rate of 2 per annum- Kukum and Panatina.

#### **18. Provincial campuses and centres est. \$30m**

- Discussion on going

#### **19. Business enterprises set-up for SINU est \$5m**

- Design and Set-up

**TOTAL Current PROJECT ESTIMATES (SIG)**

**Est. \$594m**



## Current Capital Projects & Progress (Donor)

### 1. FAFF Farm Expansion Project –(est. \$5m)

- Arrangement to regain **Aruligo** land progressing. Draft Deed of Settlement prepared and deliberated and finalised by Taskforce prior to meeting with Premier GP with view to discuss and agree to DOS in principle prior to meeting with settlers ASAP. Premier GP is still to respond to the MOA draft. Japan willing to support. Discussion Continues,

### 2. SINU Poitete Campus Rehabilitation- \$4million/India

- Steering Committee visited Poitete; reassessed infrastructure and cost estimates and determined and submitted revised cost for rehabilitation and for new staff houses. Project cost estimates for rehabilitation submitted to UTB for endorsement and now with IHC but yet to respond. Estimated cost for additional 4 staff houses to be determined for UTB for deliberation and tender.

### 3. New Student Hostel (PRC)- est .\$900m

- 3 four story building Progressing

### 4. Student Hostel Renovation (PRC) est. \$10m

Work to be funded by SIG and managed by NHA. Work to commence any time soon.

### 5. Upgrade of Kukum Field (PRC) –est \$5m

-Progressing

6 **Specialised Laboratory** for soil & mineral analysis – site already identified at Kukum. To be funded by World Bank. – **est \$20m**

**TOTAL Current Projects Estimates (Donors)      \$944m**

## B-8 Process to be adopted for implementation:

As part of the PMP review, the consultant group emphasises that proper implementation must be followed for effective execution of capital projects. A proper infrastructure development programme will need to be developed with cost estimates so that budgetary provision can be made as part of the multi-year capital budget framework for the university. Procedures will include taking each campus and develop a comprehensive development plan including internal zoning, landscaping, siting and sizing of infrastructure and buildings. Development concept will need to be prepared. An orderly procurement process will need to be adopted and followed for implementation.



**Programming, Planning and Multi-year Budgeting Framework:**

Financial year	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032
<b>Budget ceiling</b>	\$50 m	\$100 m	\$100 m	\$100 m	\$100 m	\$100 m	\$100 m	\$100 m	\$100 m	\$100 m
<b>WP</b>	Work Plan No1 \$350m				Work Plan No2 \$300			Work Plan No3 \$300m		
<b>Projects</b>	<u>Projects cost est and Activities:</u>  List to be prepared after concept, profiles and approval				<u>Projects cost est and Activities:</u>  List to be prepared after concept, profiles and approval.			<u>Projects cost est and Activities:</u>  List to be prepared after concept, profiles and approval.		



# Chapter C Planning and Technical Standards to be Adopted

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## Design Standards to be applied

In view of the need to maintain good quality standards of building construction and infrastructures, there is a need for SINU to adopt a reputable standard of construction that is applicable to Solomon Islands and international acceptable and properly spell out such technical standards from the beginning as part of this review process. This will ensure quality, safety and healthy learning environment, and promote the acceptable Ranking of the university. This is the new focus of SINU.

SINU delivers and maintains its academic and educational facilities for people of all ages, from youths to adults, and from a diverse range of social, economic and cultural backgrounds. Its academic and educational facilities include Faculties, Department, Schools, Centres, Dormitories, Houses, Infrastructures, and all Services. This asset base is constantly upgraded since SICHE period and improved to enable SINU to continue to deliver quality learning facilities for the country high education.

The recommended Design Standards for SINU Facilities have been developed as part of the review of the Physical Master Plan 2022-2032 (RPMP), in consultation with a number of stakeholders, and education technical references to assist design consultants and delivery professionals in the design and delivery of inclusive, safe, healthy and environmentally sustainable educational facilities which will provide optimum functionality for the users and the flexibility to adapt over time to modern pedagogies.

The Design Standards for SINU Facilities, which forms part of a suite of briefing documents, details key SINU facility design requirements which support the university's aim in delivering high quality, fit for purpose and future focused educational facilities. The Design Standards are not intended to limit design professionals' creativity and innovation in the design of campus facilities, and, are to be read as the minimum standard which may be exceeded at SINU's request or where deemed necessary. The Design Standards apply to the design of new facilities from 2023 onward and the redevelopment and maintenance of existing SINU facilities. At the time of preparing this report, the new National Building Code has not been fully developed, although drafts have been circulating. Although general in nature, what is presented here is a guideline for detail prescription when contracting or revised for later processing.

## General Design Principles and Standards

- All design and delivery consultants working on SINU Facilities must ensure that relevant Legislation, Regulations, the draft National Building Code (NBC) (the NBC comprises the Building Code of Australia (BCA), HCC building bylaws, Solomon Water and Solomon Power and other SI service providers' rules and regulations` and applicable Standards have been complied with in the design and construction of SINU facilities in the past and will continue to future construction/development. Where there is a conflict/contradiction, the local NBC standard prevails.

Further, consultants must ensure that all other Policy, Codes, such as the Honiara Local Planning Schemes, MID construction Standards, Procedures, Environment Guidelines and Specifications that are relevant to each project are complied with.



- In addition to the these requirements, consultants are required to comply with the Design Standards for SINU Facilities as defined in any of its policy, or description, or Corporate Plan, MID or MEHRD or any standing local policy which sets a framework for a consistent approach to the delivery of fit for purpose, innovative and cost effective educational facilities.
- Where options are available for new building sites, especially for Panatina and Kukum where developable vacant land exist, and a number of new building projects have been proposed in this PMP review, the following issues should be considered:-

### Site context:

For any construction work:

A proper site planning will need to be approved and adopted:

- Layout of building to promote enhanced campus amenity and security through design
- HCC Local planning schemes requirements
- Topography (slope/contours and water catchment) of the area
- Soil conditions (rock or requirements for pre-loading) of the site
- Visual assessment, shadow and sun lighting analysis
- Natural hazards and climatic risks
- Available access from residential areas within the university's catchment
- Access onto and within the site for both vehicles and pedestrians including access for people with disabilities, and, effects on traffic flow within the campuses for surrounding area

### A contour and detail survey shall be undertaken by a registered surveyor including but not limited to the following:

- o Site contours including topographical features e.g. ridges, hills, valleys, rock outcrops
- o Drainage lines (including all pipe sizes and invert levels at all gullies and manholes) watersheds,
- o Specified trees and all trees greater than 100mm diameter, cultivated vegetation, plant communities, non-vegetated areas
- o Existing buildings, existing services and other structures e.g. fences, walls, culverts, roads, tracks, mines and wells

### Facility Types and Sizes

Facility types and sizes need to be determined:

- Demographic information and the Student Enrolment Management Plan will determine the following:
  - Anticipated peak numbers of students in each campus over time
  - Sustainable numbers of students in each campus over the next 10 years (2023-2032)



- Specialist program such as DFL demand, where applicable
- Permanent facilities will generally be provided for 75% of the long term projected numbers.

## Value for Money

The need to be cost-effective:

- Facility design and construction should ensure that the overall project is cost effective. Initial capital costs should be balanced with ongoing maintenance and operation costs to minimise whole of life costs.
- The provision of educational facilities which provide optimum functionality for the users and the flexibility to adapt over time to modern pedagogies.

## General considerations:

Be conscious of efficiency in development:

- Provision of regular building shapes and simple roof forms
  - Volume of internal spaces to reflect scale of users and purpose of facility (ref. Standards on class room size and space per student).
  - Grouping of buildings to minimise circulation requirements and planning to ensure that circulation space within buildings is within scheduled allowances
  - Building locations are to consider the Physical Master Plan and aspirations for campus amenity balanced against the economies of servicing. This includes consideration of site access points and existing services.
  - Design structures to suit site conditions, for example, slopes and rock
  - Fit for purpose, quality, and sustainability
- Materials and Finishes:
    - Material and finishes to be robust, durable yet easily maintained
    - Materials and finishes used should be modest, in keeping with an educational environment and fit for purpose
  - Fit-out, Furniture and Equipment:
    - Fit-out, furniture and equipment used should be fit for purpose robust, durable and modest, in keeping with a university educational environment.

## Disaster Mitigation

The review noted that for any new site for construction within the SINU campuses, environment assessment will need to be done. An Initial Environment Examination (IEE) shall be undertaken to identify potential environmental issues which may require consideration and/or management for any proposed capital development project. The IEE is to assess what environmental conditions exist on-site and to identify potential environmental impacts of the proposed development. The IEE shall make recommendations based on SI Environment regulation requirements on statutory obligations





(including advice on permits, licences, approvals, offsets). The IEE will identify any risks which require expert advice to further analyse, evaluate, treat and monitor/ review the risk.

Consider the outcomes of the IEE, in terms of the risks identified, including the likelihood and potential consequences during site selection, facility design and construction with particular regards to risks and statutory requirements associated with all potential hazards, including:

- The requirements under the Honiara Local Planning Scheme
- Flooding for Kukum and Ranadi campuses
- Storm Surges especially for Ranadi campus
- Cyclones for all three campuses
- Landslides for sloping sides for Kukum and Panatina

Where practicable, all buildings and infrastructure should be located and designed to function effectively during and immediately after natural hazard events commensurate with the level of assessed risk. Designing a special purpose facility such as a Disaster Evacuation Centre may be required by NDMO. This should only be undertaken with the express written approval of SINU. Where emergency centre are nominated on a campus compound site:

- A Recommended Floor Level (RFL) of any shelter is 1:200 ARI (Average Recurrence Interval) is recommended
- At least one road access to remain passable for emergency evacuation up to Recommended Floor Level (RFL)

### Consultation with MID, HCC and Service Providers

- Consultation with MID, HCC, and services providers shall prepare and investigate the following where appropriate:
  - Future local area planning including the guidelines provisions of the PMP and growth patterns
  - Sewerage and stormwater infrastructure and local capacity both current and future
  - Flood levels and effect of anticipated stormwater discharge and disposal
  - Electrical services and future requirements including siting of any future transformer
  - Water supply for domestic services, fire services and irrigation, including water supply pressure and flow tests
  - Proximity of industrial areas and green buffer zones, especially for Ranadi campus
  - Traffic assessment to determine the impact of the campus on local traffic patterns, changes to road infrastructure, road widening, bus routes, location for site access points, bus set down areas and public parking. Traffic study to include pedestrian flow.
  - Opportunities including suitable site locations for joint development of community facilities. For example, school hall, swimming pool, soccer field, and netball and tennis courts.

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## Contour and Detail Survey

• A contour and detail survey shall be undertaken by a registered surveyor including, but not limited to, the following:

- Site boundaries and to 5000mm outside all site boundaries, where possible
- Road frontages to include the total road reserve
- Site contours including topographical features, such as ridges, hills, valleys and rock outcrops - Drainage lines, including all pipe sizes and invert levels at all gullies and manholes, watersheds, overland flow paths, bodies of water, springs, swamps, and flood levels - Existing and proposed services external to the site
- Specified trees and all trees greater than 100mm diameter, cultivated vegetation, plant communities, and non-vegetated areas. Also note any survey requirements from the IEE.
- Existing buildings, existing services and other structures, such as fences, walls, culverts, roads, tracks, mines and wells

## C-8 Geotechnical Survey

- A detailed geotechnical survey shall be undertaken by a Registered Civil Engineer specialising in geo-technology.
- The survey shall be undertaken after the establishment of the preferred building zone within the campus, to particularly identify the presence of rock or problem ground at levels which will affect footings of buildings.
- Patterns of stormwater flow into and out of the site (especially Kukum campus) shall be controlled and maintained in accordance with MID, SIWA and HCC statutory requirements. Peak stormwater discharge from the site shall not exceed the level existing prior to site development.
- A stormwater and flooding report is to be part of the development plan prepared for all new projects detailing how stormwater impacts are to be addressed in the design.
- For safety of students and staff and to reduce the likelihood of mosquito infestation, management of the volume of stormwater run-off from the site shall be in the form of short- term detention rather than long term retention storage.

## C-9 Site services

### Water supply

- Where Honiara city water is available to the site from SIWA water system:

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- Provide SIWA acceptance of connection when submitting documentation for plumbing and drainage approval as part of Planning and Development Approval to HCC.
- Provide reticulated potable water to all plumbing fixtures in all permanent and relocatable buildings and to external hose cocks and to drinking fountains
- Provide water reticulation for irrigation of landscape planting and for sports fields where provided by SINU.

- Water supply pressure shall be:

o Water Main - Maximum – 700 kPa (Maximum pressure within buildings shall not exceed the SIWA Standard)

o Water Main - Minimum - 200 kPa (Desirable: 275 kPa)

o Provide site boosting if necessary to achieve minimum pressure

o Pressure to fire mains as per Hydraulic Engineers or SIWA technical report

- Consider the use of stormwater storage for irrigation purposes

## Water supply for Fire Services

- Investigate the adequacy of the SIWA water supply to the area, noting the flow rates at maximum and minimum pressures as established by the SIWA or prescribed standard. The water supply to the campus must be thoroughly investigated with SWA. Provide a report to SINU on the investigations conducted and the conclusions reached.
- Where the city water supply is available:
  - Provide fire main to new construction sites and new buildings within existing sites
  - Design and install fire hydrant system to the relevant SIWA and Police Fire Brigade requirements,
  - Meter size and necessary bypassing arrangement shall be in accordance with Local Police Fire Brigade and SIWA requirements.

## Stormwater Drainage

- For Kukum residential sites at the back, provide a drainage system to suit the fully developed upstream catchment taking account of overland flows from adjacent properties.
- Provide a drainage system to all buildings, road works and car parking within the site, design to eliminate ponding or standing water for both Panatina and Kukum campuses.
- All drainage within academic space buildings and paved areas shall be by swales, spoon drains, kerb and channel and underground drains as appropriate, design shall be to eliminate ponding and avoid trip hazards.

## Sewerage Drainage



- Investigate if there is a sewer line close to the campus site. Connect to SIWA system where available and adopt SIWA standards for connection. Provide HCC acceptance of connection when submitting documentation for plumbing and drainage approval as part of HCC Development and Planning approval.
- If required, allow for pumping stations and rising main.
- If SIWA sewage connection is not available to all campuses, dispose of effluent and sillage wastes shall be continued by one of the following methods:
  - Septic tank sillage and septic disposal systems. Provide heavy duty cover to septic tanks where accessible to public. Provide min 1200mm high fenced enclosure to holding tanks complete with self-closing, lockable gate (such as pool fencing or similar).
  - Installation of fenced onsite sewerage treatment plant and effluent disposal area (such as absorption/ transpiration trenches)
  - All pump wells, septic tanks and holding tanks, where required, shall be fitted with robust ventilation stacks with mosquito proof cowls
  - Inspection chambers shall be provided where there are significant changes to levels within the lines
- Pipes shall be located at a minimum depth to invert of:
  - 500mm under roadways
  - 100mm under concrete slabs
- 300mm elsewhere to comply with the relevant SIWA Standards for plumbing and drainage
- Provide Sewer Inspection chambers at junctions of major drainage runs and at maximum 60m intervals.
- Provide overflow relief gully on each building to maximise protection against blocked sewers.
- Provide inspection chambers as part of the trunk main. Inspection openings are to be at a maximum of 60m intervals, and, where possible, incorporate these chambers at major branches, at connections to amenities blocks, and adjacent to the connection to the sewer if there is no SIWA chamber at the connection.

## Power Supply

- SIEA has the responsibility to supply electricity to the 3 campus sites. For new sites where power line is not available, early discussion should be done at planning stage. The SIEA is to be contacted as early as possible in the design phase to confirm network capacity.
- When new or refurbishment work is undertaken in an existing site of all three campuses, and mains, sub-mains or switchboard replacement is necessary, these services shall be sized to accommodate an additional 25% spare space and electrical capacity for future growth.
- New services at the back of Kukum and Panatina campuses shall similarly be sized for 25% spare capacity, as above.



- Where new cable pathways, conduits, ducts, and the like are necessary, spare capacity shall be in the form of additional empty pathways for future growth.
- Underground PVC cable conduits for enclosure of HV cables shall be installed with a minimum depth of 750mm from the top of the conduit to the finished surface level and shall be identified by orange marker tape as per the relevant SIEA/Australian Standards.
- Underground PVC cable conduits for enclosure of LV cables shall be installed with a minimum depth of 600mm from the top of the conduit to the finished surface level and shall be identified by orange marker tape as per the relevant Standards. Provide transformer provision as deemed necessary by SIEA. Locate transformer to be accessible by service vehicle (medium to large truck) and central to the main load areas (areas of high power usage).
- Locate the transformer in a safe enclosure preferably adjacent to the main switchboard. The enclosure should be of size nominally 4800mm wide x 5000mm deep or to a design approved by SIEA.

At the moment initial assessment shows that with new transformers being stalled by the 2023 SP Games Development initiatives, power supplies to all three campuses are considered adequate for the next ten years.

## C-10 Vehicular Access and Planning

- Estimate traffic demand for new sites to determine external road layout and suitable location of access points, parking, and set-down areas in consultation with SINU, HCC and Transport operators.
- Pedestrian safety is paramount with vehicular access and any cycle paths on the site to be clearly segregated from pedestrian traffic.
- Allow for the following:
  - Good sight lines and traffic path qualities are required.  
Traffic paths to take into account bus set-down bays and quick car drop-off zones.
  - Street lighting, landscaping and pavements to SIEA and MID standards
  - Provide safety measures such as appropriate speed restrictions, pedestrian crossings, road signage
  - Where possible provide more than one vehicular access point onto the site
- All road works designs are to be checked by a Registered Professional Engineer of MID or recognised engineering firm and the registration number is to be shown on all drawings.
- Provide public parking and set-down for both cars and buses including all associated infrastructure such as lighting, traffic calming and signage. Consult with Honiara City Council regarding the design, extent and location and linkage to neighbourhood road infrastructure.
- The number of public parking spaces shall be as follows as a minimum unless briefed otherwise (otherwise ref. to the Honiara Local Planning Scheme):
  - For all sites, 2% of all car park spaces to be PWD parking as a minimum in accordance with relevant Legislation, Regulations, Codes and Standards
  - For large sites, public parking areas shall be located where possible in more than one zone to relieve traffic congestion at peak times and to be in close proximity to learning zones



- Clearly signpost all vehicular access and car parking modules for visitors, staff, students and service vehicles
  - On-site parking areas shall not impede emergency vehicle access.
  - Staff parking areas should consist of circulation roadways between linked parking modules with layout appropriate to the site and providing good sight lines.
  - Kerbside parallel parking and angle parking should be kept to a minimum and is not desirable on Principal Roads within the internal service road network.
  - Where a paved pathway is behind the kerb of the parking space, wheel stops must be used to ensure that vehicles do not overhang the end of the space and intrude on the width of the pathway.
- 
- Delivery areas and waste collection points must be clearly defined and vehicle turning templates developed to confirm access.

### **Visitor Parking**

- Provide visitor parking as follows as a minimum unless briefed otherwise:
  - All SINU Campuses: 20 spaces per school including two PWD parking spaces
- Location shall be close to and in view of Administration buildings or Security office.
- Where Special Education facilities are co-located on the faculty site, provide appropriately sized bus parking in close proximity to the main building, with an access pathway from the building to the parking bay.

### **Students and General Parking**

- Student and general car parking areas are to be arranged so that they are capable of being segregated, regulated, and charged for. The segregation must be flexible e.g. it may be necessary to reserve more space for visitors on days when an event is being hosted at the site, eg. at Conference Centres.
- Total numbers of student and general parking spaces should be provided in consideration of the availability of public transport to the site and the number of students and official users of the site requiring on-site parking.

### **Road and Access**

- Internal roads including access to visitor parking areas shall have the following minimum specifications unless particular site conditions determine otherwise:
  - Principal road width shall be 6 metres (kerb lip to kerb lip) to allow for two-way traffic, or 4 metres wide for one-way traffic, with footpath width 1.2 metres if applicable



- Secondary and Minor Roads' width shall be not less than 4.8 metres (kerb lip to kerb lip) to allow for two-way traffic, or 3.6 metres wide for one-way traffic, with footpath width 1.2 metres
- Principal Road to have vertical clearance of 4.2 metres to cater for largest fire truck
  
- Traffic calming devices shall be used to control vehicular speeds within the campus road system

## C-11 Engineering Technical Standards to be adopted<sup>11</sup>

### General Principles

The general procedures and criteria for the structural design of the structures and buildings shall be evaluated in accordance with AS/NZS 1170.0, Structural design actions The following requirements shall be applied:

- Importance level: 1; and
- Design working life: 30-50 years.

### Permanent, Imposed and Other Actions

The permanent (dead), imposed (live) and other actions shall be evaluated in accordance with AS/NZS 1170.1:

Structural design actions Part 1, Permanent, imposed and other actions.

### Wind Actions<sup>12</sup>

Wind actions shall be evaluated in accordance with AS/NZS 1170.2, Structural design actions Part 2:

Wind actions except for the following provisions to be applied for Solomon Islands:

- The ultimate limit state regional wind speed shall be 59 m/s;
- The serviceability limit state regional wind speed shall be 49 m/s;
- The wind direction multiplier (Md) shall be 1.00 for all wind directions;
- The terrain category shall not be greater than 2;
- The shielding multiplier (Ms) shall be 1.0 regardless of any shielding.

The above regional wind speeds are on the basis that the importance level of the facilities is 1, the design working life is 50 years and Solomon Islands is in the cyclonic region equal to Region C in Australia.

### Earthquake Actions

Earthquake actions shall be evaluated in accordance with NZS 1170.5, Structural

<sup>11</sup> Adopted from AECOM report: Taro, Seghe and AFIO Solar Hybrid Generation Systems –Detailed Design Specification

<sup>12</sup> Ibid



design actions Part 5:

Earthquake actions –New Zealand except for the following provisions shall be applied for Solomon Islands:

- The hazard factor (Z) shall be 0.38;
- The return period factor,  $R_u$  for the ultimate limit state shall be 0.5;
- The return period factor,  $R_s$  for the serviceability limit state shall be 0.25;

These are on basis that the importance level of the facilities is 1, the design working life is 50 years and the historic recorded earthquake magnitudes for Honiara in Solomon Islands are up to 8.1

## Building and Open space guidelines

### Building Heights

It is perceived that the building Heights for academic especially classroom blocks should be 2 stories have to be arranged to create a coherent pattern among all campus buildings with the idea to create a sense of hierarchy to the buildings.

The 3 storey Finance and Administration Classroom block is tallest Building at the Kukum Campus. New construction should be maintained at no higher than this building to safeguard a building line which maintain prominence and aesthetic view from the main road and coastal area of Kukum campus.

### Critical Areas

The Physical Master Plan aims to minimize the effects of new construction on neighboring areas off campus. Within the campus, special attention has been given to creating appropriately scaled open spaces and relationships between new and existing buildings. Areas of significant attention to scale Issues include:

- the Central Pedestrian Concourse;
- the Campus Entry;
- the student Center.





## Ground Level Activity and Reflection to Cultural Heritage

The campus buildings should present an accessible appearance at ground level. Building entries should be oriented to address streets or major spaces. In particular, ground level activities and uses are encouraged around the Central Pedestrian Concourse.

This area should become the campus' central meeting place for large outdoor gatherings. Creating new or enhancing existing building entries and ground level activities that open to the Concourse will aid in creating this sense of vitality and centrality.

Pedestrian movement can also add to the vitality of public spaces on campus. Spaces should be designed to accommodate and encourage pedestrians comfortably.

Walkways within the major open spaces should be of high quality materials, shaded where practical, and equipped with seating and furnishings where appropriate.

Buildings around the major open spaces should also include sheltered pedestrian walkways.

## Density and Bulk

Maintaining a "campus" character and image for the site is an important aspect of the Master Plan and the manner in which open space is arranged on the campus is critical in establishing the image to reflect the rich cultures of the country. To ensure that an appropriate proportion of open space and landscape is maintained in the three campuses, it is important to control the density of buildings on campus. At present all campuses have a low density development, and in view of sufficient land availability surrounding the present sites it is envisaged that the current density be maintained, but properly consolidated.

It is important that the Physical Master Plan discourages densification of the whole campus environment as this may diminish the character and quality of prime open spaces, as well as impedes views and light available to other buildings.

## Rooftop Elements

Rooftop elements such as parapets, and antennas should be carefully designed to ensure architectural compatibility to minimize their visual impact on the skyline. These elements should be integrated into the architectural expression of the building.

Installation of rooftop antennas, including satellite and microwave dishes, should be carefully considered for location and visual impact. Antennas should be installed at the lowest possible elevation above the roofline, and screened to the extent practicable from public view. Antennas should be set back as far as possible from all edges of the roof.



Antenna and mounting materials should be unobtrusive and of a color that blends with surrounding buildings.

## Circulation Guidelines

### Vehicular

Vehicular access to the Kukum Campus is currently achieved by means of two existing entrances; the staff and visitor entrance located from Kukum highway. None of these entrances are anticipated to require traffic signals to control traffic flow to and from the campus.

### Parking

The existing parking areas are adequate and will be maintained and new parking areas will be distributed within the campuses. At the moment the level of car ownership is low, thus available car space is sufficient, except it has to be properly formed. In anticipation of further growth in high caliber academic staff and students it is expected that car ownership will increase.

Parking for the campus population anticipated by the Master Plan should be properly identified and accommodated in the properties that are planned to be acquired to enhance security. As a general rule, the minimum standard ratio will be 1 parking space per 5 staff. For students it will be 1 car parking space per 50 students. Provision of car parking lot will be targeted to this minimum standard ratio.

Planting areas should be located between parking rows and interspersed between parking spaces to provide visual relief and create shade where possible.

### Service

Some commercial trucks would be allowed to enter the site through the service roads for Kukum and Panatina campuses which may be closed off to general public. This is where they would drop off deliveries and/or pick up materials from buildings such as the IT building and libraries.

### Emergency Vehicle Access

All campus buildings should be accessible for emergency vehicles, like the fire department vehicles, thus road and parking design must also facilitate this requirement,

- ⇒ the Pedestrian Concourse shall be designed to allow emergency vehicle traffic. ~~On~~ landscape elements or covered walks shall not impede emergency vehicle access.

### Access for Persons with Disabilities

This has to comply with international standards.



## Site performance guidelines

### Building Character/Materials

Future development should exclude prefabricated buildings and exterior metal siding, as these promote an industrial impression that is contrary to the academic institutional setting noted above.

### Landscape Design and Planting Criteria

Shows the proposed Landscape Concepts and Planting Patterns for the SINU Campuses. Landscaping for the campus should be developed to enhance the basic goals of the Physical Master Plan. Further, it is an integral part of Green Campus concept to be introduced.

### Planting Patterns and Scale

The size of trees, shrubs, and plant beds should be considered with respect to their scale relationship to the campus buildings, roads, and spaces. In general, plantings should be simple and conceived in broad masses.

In addition, there should be a hierarchy of plantings, ranging from tree and/or shrub massing along roads, entries and in parking areas, down to small garden scale plantings and floral display beds in courtyards and pedestrian gathering areas.

Plants selected for use should be of indigenous or native species possess appropriately long-lived characteristics and have visual traits that offer refined intrinsic beauty to reflect the enduring quality of the institution. The overall design of the campus planting should be simple and seek to evoke a mood of tranquility to complement the existing natural and surrounding plantings. Kukum campus is a clear manifestation of this requirement. It is also recommended that the use of fruit trees be encouraged to create an uplifting campus environment for visitors and employees. Important when considering shrubs. Shrubs should be planted in arrangements that allow for their natural shape to be retained through periodic renewal pruning.

Tree pruning should start early in the life of campus trees to ensure that a proper form is established and that the canopy is promoted and trained to a sufficient height to provide clear visibility beneath trees for autos and pedestrians and adequate light to lawn areas.

### Buffers and Perimeter Screening

The long term objective for improving the perimeter landscape areas should be to enhance the campus' relationship to the surrounding. Perimeter shrubs and grasses can help to mediate the uninviting qualities of perimeter fences and crash barriers required by current security standards. At the same time these plantings would provide environmental benefits including enhanced storm water management, erosion control and increased species diversity. Any landscaping in the



perimeter areas would require careful study to ensure that campus safety and security is maintained.

## Exterior signage

Most buildings at the campuses are to be identified by a signs bearing their building number. Comprehensive signage and way-finding plan should be developed for the campuses especially for Kukum and Panatina, including recommendations for the upgrade or replacement of the existing signage system according to sign type, location, graphic quality, physical condition and maintenance, accuracy of information and adequacy of the amount of signage.

The categories of signage which should be addressed include the following:

- Orientation - site maps near the campus entry and area maps in the core of the campus.
- Direction - to major campus buildings and areas, both for vehicles and pedestrians. Notations of accessible routes for persons with disabilities.
- Identification - campus entry signage and exterior building and place signage.
- Regulatory/Safety - traffic and parking control, safety, and warning signage.
- Information - public announcements, etc.
- Interpretive - campus tour signage, plant species signage, etc.

Signage character should be clearly legible and should be of a quality that reflects the institution and culture of the country. There should be design consistency between all campus sign types Signage placement should also be carefully considered to avoid visual clutter. Regulatory and traffic signage should be reviewed to determine if more compatible signage designs can be implemented rather than the standard uniform roadway signs which are currently used. MID should be consulted on the design.

## Exterior lighting

All campuses lack a coordinated lighting scheme. A Street lighting system is to be installed as recommended by a qualified electrical engineer following an approved design. All general campus lighting (at the major pedestrian framework and entries) should be of a single fixture type. Individual building projects may continue to differentiate fixture types for buildings and surrounding area lighting, within a style complementary to other campus lighting. Consideration should be given to including solar powered fixtures where practical. Categories of lighting which should be addressed include the following.

- **Street** - for vehicular safety and general campus illumination.
- **Pedestrian** - for pedestrian safety and path marking.
- **Building** - to identify building entries and provide security.
- **Safety/Security** - for areas of the campus that pose danger or require surveillance.



- **Signage** - at major entry locations and for key directional and orientation signage.
- **Special Features** – for building or landscape highlighting at special outdoor spaces or monuments.



## Chapter D Campuses Physical Planning and Development Vision - 2032

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## D LAND USE AND DEVELOPMENT VISION 2032

### D-1 Land Use and Development

The SINU Long Range Development Plan -PMP encompasses the physical development, Land use, transportation systems, open space areas and infrastructure needed to achieve the academic goals of the three campuses beyond the year 2032. The initial assessment under this review suggests that additional buildings and spaces to meet the anticipated growth of students and staff is considered adequate for the next 10 years given the new development inputs via Pacific Games 2023 project plus SINU own initiatives. However, an infrastructure audit will need to be undertaken immediately to determine the need gaps and to properly assess the exact space and infrastructure needed for academic, recreation, and social development to 2032 and beyond.

Transportation improvements include about 2 km new road segments for Kukum and Panatina campuses still stand and new surface lots for parking. Open space and recreational facilities would be improved and expanded including major stadium and recreational facilities improvements on Panatina and Kukum campuses. The Pacific Games project input has adequately provided this need. However, the utilization of this space and infrastructure will need to be properly discussed with NHA in order to meet SINU's needs. As the campuses grow, utilities and infrastructure would be expanded and improved, including upgrading the surface storm-water drainage at Kukum.

Each section of this development plan addresses the consistency of campus development with the policies spelt out in the framework, and requirements of legislations especially the Town and Country planning Act, and the Environment Act, and National Building Codes demonstrate that applicable legislations and policies are consistent.

### D-2 Vision 2032

The ultimate vision is to apply for ranking for SINU. This call is where the university will be assessed against global standards set for universities. It means undertaking an assessment to see if SINU meets standards relating to student facilities, staff and student welfares, and whether performance in research and publications measure up to the required standards.

The vision for the campus in 2032, shown in all the proposed campuses' proposed land use plans, is one illustration of how SINU can develop all great physical campuses. The underlying grid of buildings and open spaces is aligned with major view corridors and more efficient building sites are created by removing old and outdated temporary buildings. This allows for more coherent system of open space based on hierarchy of major and minor public spaces with buildings carefully arranged along major pedestrian corridors and walkways. Clearly defined development zones are created by



combining the campus grid, open spaces and areas for circulation and parking. Each building project would add elements of the plan to incrementally implement the overall vision.

Important land use activities on the three SINU campuses can be best described under five categories including academic, social, residential, livelihoods and greens. Overall, these main groups of land use activities are presently established randomly in all three campuses. The following sections describe current land use activities as well highlighting the proposed activities deemed potentially possible as improvements.

## **D-3 Existing land use activities**

### **D-3-1 Academic**

Land use activities under academic category include classrooms, Lecture Theater, library, offices of directorate, schools and support services, farmland, workshops and special structures, e.g. wharf, nursery, copra and cocoa dryers and other teaching aid. Each school has been allocated an area on which certain number of classrooms, offices and specialized structures to aid teaching was built. There is no particular standard design of buildings to reflect on the status of a high learning institution, nor is any arrangement or physical planning of the campuses that would really show off this effect.

### **D-3-2 Social**

Under the social category, land use activities include sports fields, medical clinic, kitchen and dining facilities, amenities, recreational centre (pavilion), security fencing and road infrastructures. These land use activities vary between campus in terms of their size, number and availability. For example, a medical clinic and a pavilion is only available at the Panatina campus, and while Ranadi campus is fenced, Panatina is partly done as well as Kukum campus. Panatina campus has no dedicated sports fields on its own, while Ranadi has none and Kukum has one. Network of local roads are more extensive at Kukum and Panatina than Ranadi. Further, there is virtually no designed footpath or walkway from one building to another in Ranadi and Panatina but little at Kukum. There is very little overhead cover between buildings to provide protection from rain.

### **D-3-3 Residential**

This category involves mainly land use activities such as students accommodation complexes, staff residential buildings and backyard activities such as local kitchen, recreational hut and food and ornamental gardens. Each school has students accommodation complexes and residential quarters except Ranadi. Most staff residential quarters and backyard food and ornamental gardens are located at Panatina and Kukum campuses and also interspersed with academic compound.

### **D-3-4 Livelihoods**

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This category of land use activities include food gardens and other income generating activities to sustain peoples' livelihoods such as small scale poultry farming either operated by SICHE staff or illegal settlers and surrounding settlements. These activities are scattered throughout, are especially extensive at Panatina and Kukum campuses and appear to be uncontrolled at the present time.

### D-3-5 Greens

These are the vacant spaces or undeveloped areas within the campus. Approximately more than 60% of the total land area of SICHE is undeveloped. Prior to developing the PMP, there is no known plan by SICHE to fully utilize the vacant space it has. There are sufficient open spaces in all campuses to be considered as green area. A proper landscape planning is required for all campuses.

## D-4 Panatina Campus Propose Physical Development

The propose land use development will ensure improvements in the existing land use activities discussed under section D3. Only the prioritized projects and programmes identified in this review are included below:

### General land use attributes

The following improvements are considered for Panatina campus, refer to layout details in Figure D- 1:-

- *New designation and construction* – the following structures will be a new designation and construction within the Panatina campus.
  - ⇒ CSU to be relocated to MEHRD and building allocated to DFL
  - ⇒ New local road network and drainage system to be constructed.
  - ⇒ Open theatre constructed
  - ⇒ New classrooms constructed.
  - ⇒ New office buildings constructed
  - ⇒ New residential buildings.
  - ⇒ New walkways constructed.
  - ⇒ New fencing constructed.
  - ⇒ Car parking area constructed
  - ⇒ New commercial centre established.
  - ⇒ Green park to be established.



Table D-1: Panatina propose landuse plan

No.	Landuse type	Area (ha)	% of land area
1	Recreation	4.68	9.91
2	Staff Housing	13.26	28.06
3	Student Housing	3.17	6.70
4	Academic Space	6.43	13.61
5	Environmental Sensitive Area	6.72	14.22
6	Open Space	5.37	11.37
7	NOT Designated	7.63	16.14
<b>Total area:</b>		<b>47.26</b>	<b>100.0</b>

The major departure from this plan is the fact that the Recreation Land use area is zero. Although Pacific Games development is zoned as recreation; SINU still holds the title, but has lost control over its use.

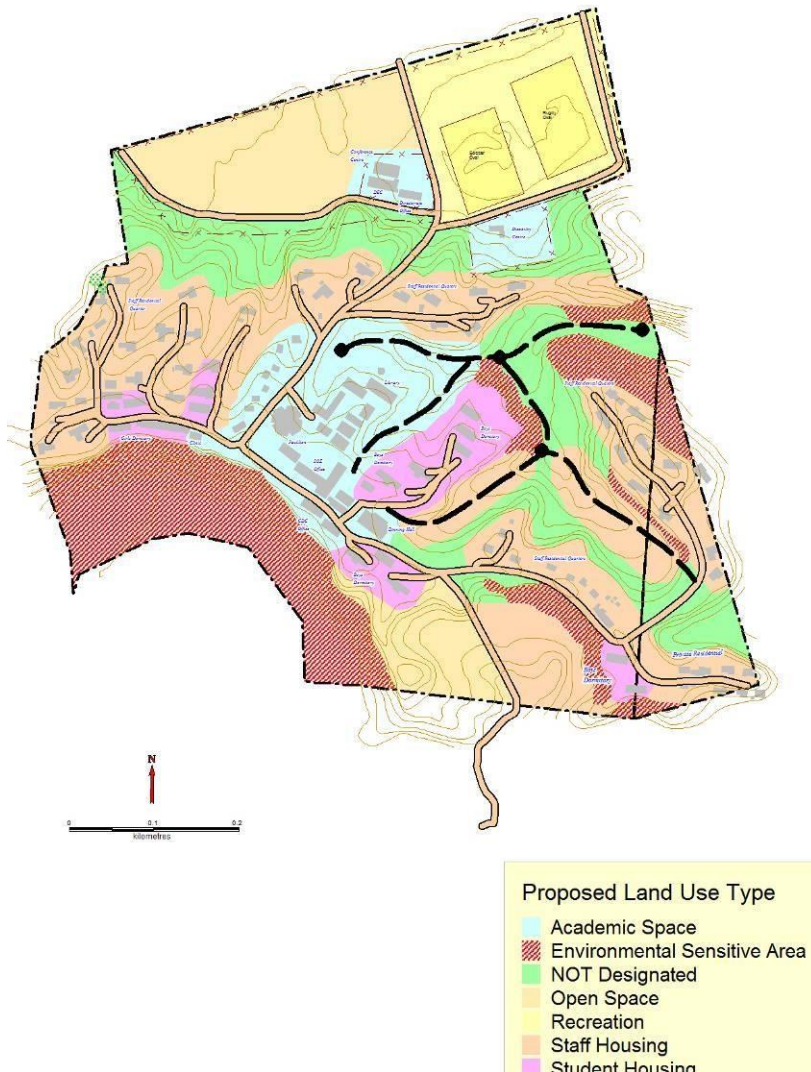


Figure D-1 – Proposed Land Use - Panatina



## Identified Priority Development Programme for 2022-2032 Panatina

### Faculty of Science and Technology

- A new complex for the School of Sciences. A site was identified within the Panatina Campus (next to current kitchen/dining hall). This is to accommodate the projected increase in students enrolment (2,000 +) as it is also servicing school for the whole university.

### Faculty of Education and Humanities

- Although there is adequate building/facilities space, the faculty needs more staff office spaces.
- Need more classrooms for projected increase in enrolments and for new degree programmes.
- School of Humanities need to have its own building complex. It needs to be relocated to the old World Bank Project classrooms.
- The School of Education need to have a teaching lab, where first time student teachers are taught the art of teaching before they go out into the real classrooms.

### University Preparatory College (UPC)

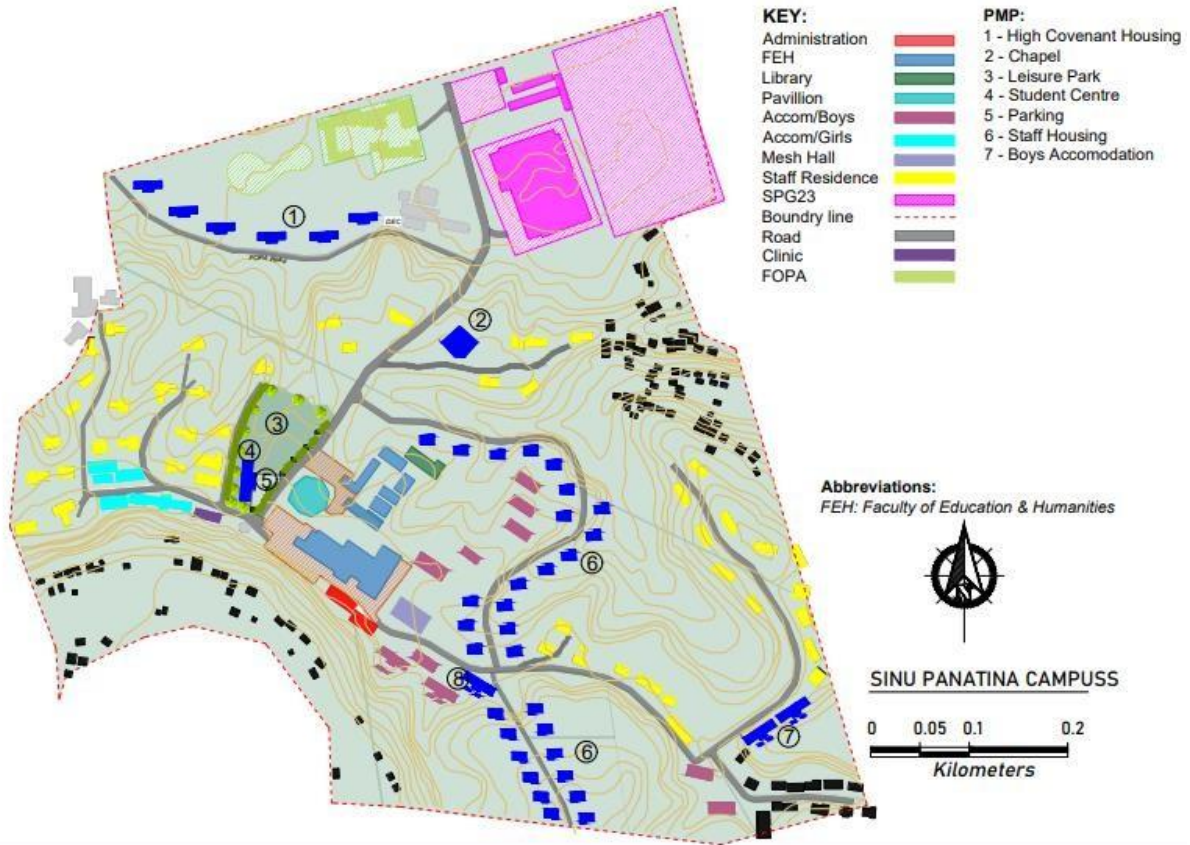
- Refurbishment of Panatina boys' hostel on the same ridge adjacent to the Faculty of Education and Humanity Complex to relocate the UPC.

## D-4-3 Student centre for Panatina Campus

The site chosen for the student centre at Panatina campus is the most prominent site on the campus. It is going to be the centre for attraction for both staff and students with all necessary facilities. The centre will create a grand entrance from the road. It is going to be designed as a mall with two corridors becoming a pedestrian street facing the central open space. The centre will have a cafeteria or small restaurant, a small shop, a conference facility, an outlet for ATM machine, a bookshop, an amusement centre, an internet café and a clinic. It is expected that properly selected client to run each specialised facility.



Figure D2-Current and Proposed Development- Panatina



### D-4-3 The management of old FOPA site at Panatina Campus

Ideally, this space should be allocated for business activities of the university. Among other options considered, perhaps the best one would be to convert the area into a real estate, with high covenant houses for long term lease arrangement. This should generate a steady income for SINU to support its annual budget. The local scenario is appealing, with golf course on the northern end, this would be an attraction for people to stay and enjoy the landscape and vista. The area is also secure, safe and would ensure privacy, with a swimming pool and well maintained leisure park at the southern end of the compound. A shopping mall will be established on the eastern end, providing most household requirements and basic necessities for the tenants as well as public.



## D-5 Ranadi Campus Propose Physical Development

### D-5-1 General land use attributes

The following improvements is considered for Ranadi campus, refer to layout details:-

- *New designation and construction* – the following structures will be a new designation and construction within the campus.
  - ⇒ New classroom fisheries program (already constructed under Korean government)
  - ⇒ Install new marine engineering facilities
  - ⇒ New entry and exit within campus
  - ⇒ Local road network and drainage system to be constructed
  - ⇒ Upgrade exist classroom into two storey
  - ⇒ Construct permanent coastal protection including greenbelt
  - ⇒ New walkways constructed
  - ⇒ Green park to be established.
  - ⇒ Student Centre
  - ⇒ Maritime Simulator
  - ⇒ Sea-front Fortification
  - ⇒ Landscaping

**Table D-2: Ranadi propose landuse plan**

ID	Landuse type	Area (Ha)	% of land area
1	Sports and Recreation	0.63	22.7
2	Staff Housing	0.25	9.1
3	Environmental Sensitive Ar	0.42	15.2
4	Academic Space	1.48	53.0
	<b>Total area:</b>	2.79	100.0

The changes made to this landuse plan include the abolishment of the following: residential, Sports and recreation, but maintaining as part of recreation/open space, the student centre close to the wharf.



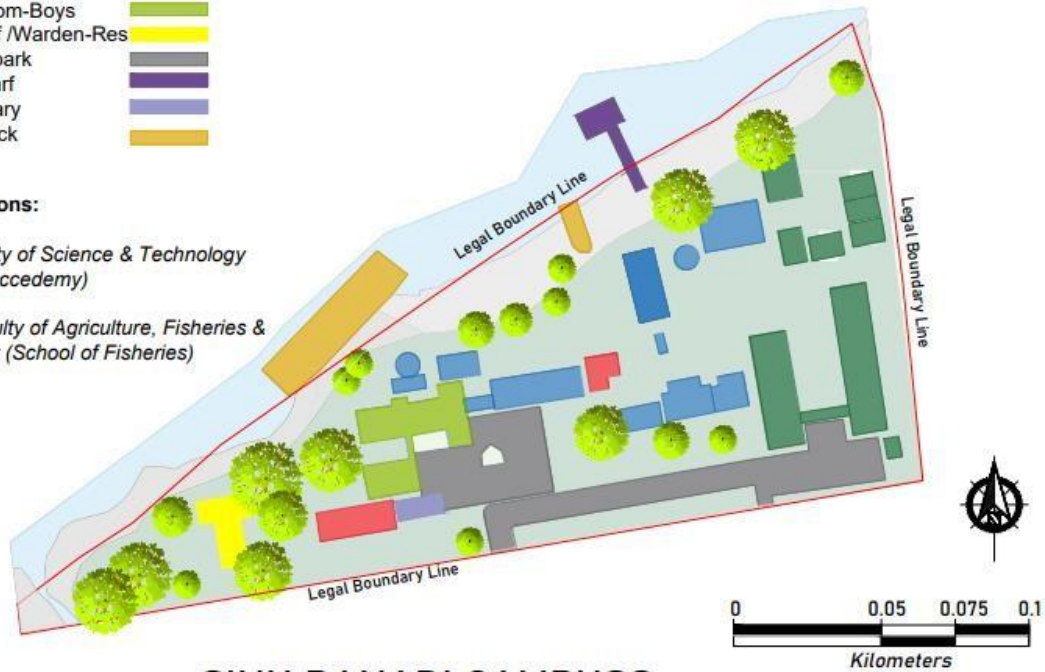
KEY

- 1. Administration
- 2. FST
- 3. FAFF
- 4. Accom-Boys
- 5. Staff /Warden-Res
- 6. Carpark
- 7. Wharf
- 8. Library
- 9. Wreck

Abbreviations:

*FST: Faculty of Science & Technology  
(Maritime Accedemy)*

*FAFF: Faculty of Agriculture, Fisheries &  
Technology (School of Fisheries)*



**SINU RANADI CAMPUSS**

Figure D3- Ranadi Campus current Development



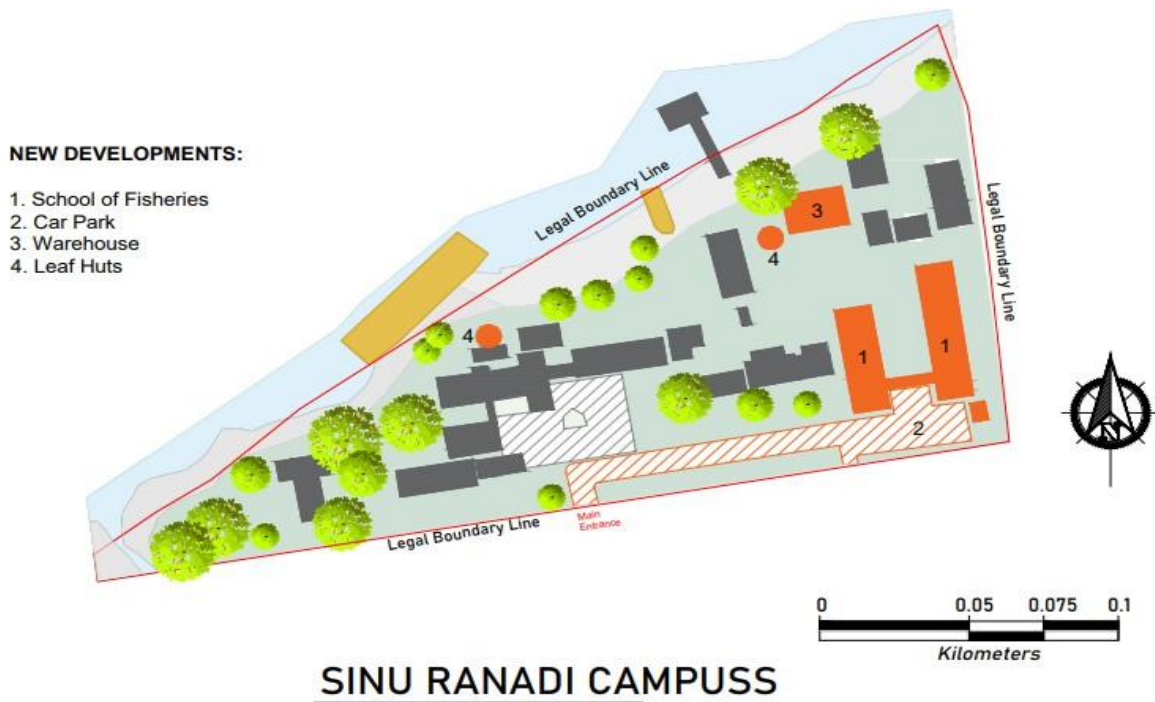


Figure 4- Ranadi New Development

### Student centre for Ranadi Campus

The site chosen for the student centre at Ranadi campus is at the sea frontage of the campus. It is going to be the centre of attraction for both staff and students, but more towards recreational and leisure than any normal centre activities. At the moment it has a series of small huts and an outlet packed in a clustered development, centred around beach attraction and the lovely scenery of Honiara and the Iron Bottom Sound. The lovely beach at the front provides a sense of relaxation with nature. The centre will provide a centre where students and staff mix after hours. The centre will have a barbeque shed, a bar, a series of entertainment and amusement facilities and seats. It is expected that staff and students from the other two campuses will use the student centre.



## D-6 Kukum Campus Propose Physical Development

### D-6-1 General land use attributes

ID	LandUse Type	Area (Ha)	% of land area
1	Open Space	3.14	5.6
2	Recreation	3.05	5.4
3	Not Designated	4.97	8.8
4	Student Housing	1.67	2.9
5	Staff Housing	18.46	32.7
6	Academic Uses	12.61	22.3
7	Environmental Sensitive Areas	12.66	22.4
<b>Total area:</b>		<b>56.56</b>	<b>100.0</b>

### Priority Projects identified for Kukum for the next 10 years

#### Faculty of Agriculture, Forestry and Fisheries (FAFF)

- 200-300 capacity Lecture theatres to be located within the FAFF facilities at Kukum Campus – site yet to be identified. This is to accommodate projected increase in enrolment and for new degree programmes (BSc – Forestry, BA agriculture, etc) to be offered in future.
- Specialised Laboratory for soil & mineral analysis – site already identified. To be funded by World Bank.
- Agriculture Laboratory for applied research. This is to be located either within the FAFF Kukum Campus or Aruligo Campus.

#### Faculty of Business and Tourism

- New building complex to accommodate faculty administration, staff offices and classrooms. Need to revisit the building designs developed for SBM back in 2015. Also to confirm if the site previously proposed is still preferred by current management.

#### Faculty of Nursing, Medicine and Health studies

- The following are needs of the faculty;
  - Office space for new staff;
  - T/L space – new lecture theatre for 300 students;
  - Labs for pharmacy, CBR, Dental, Medical lab, Computer lab (10-15 computers)
  - Library/Resource Centre





- Clinic/Mini Hospital for students' practicum and for general public
- Conference room
- parking space

- *New designation and construction* – the following structures will be a new designation and construction within the campus.
  - ⇒ New library to be constructed.
  - ⇒ Second lecture theatre to be constructed.
  - ⇒ New Office buildings constructed.
  - ⇒ New Houses for staff constructed.
  - ⇒ Student center to be constructed.
  - ⇒ New Administration Complex to be constructed.
  - ⇒ Sports facilities including fields, gymnasium and lawn tennis court to be constructed.
  - ⇒ Local road network and drainage system to be constructed.
  - ⇒ Green park to be established.
  - ⇒ New Solar lighting for all major roads
  - ⇒ Landscaping for the campus
  - ⇒ New walkways constructed.
  - ⇒ New fencing constructed and completed.
  - ⇒ Car parking area constructed.

**Table D-3: Kukum propose landuse**

ID	LandUse Type	Area (Ha)	% of land area
1	Open Space	3.14	5.6
2	Recreation	3.05	5.4
3	Not Designated	4.97	8.8
4	Student Housing	1.67	2.9
5	Staff Housing	18.46	32.7
6	Academic Uses	12.61	22.3
7	Environmental Sensitive Areas	12.66	22.4
<b>Total area:</b>		<b>56.56</b>	<b>100.0</b>



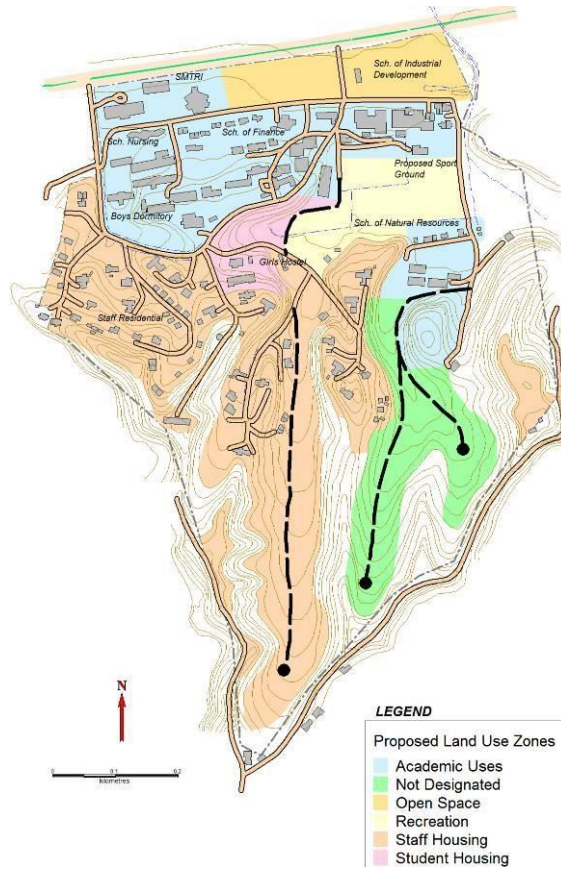
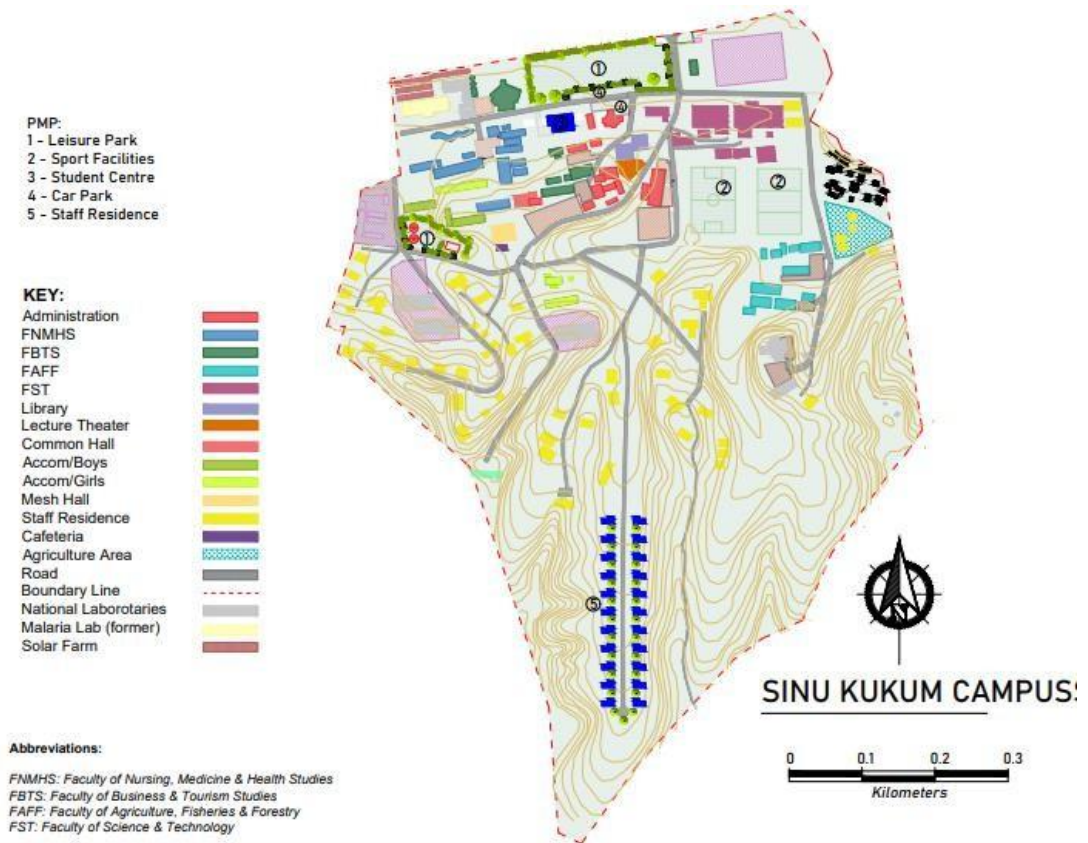


Figure D-5: Propose landuse at Kukum campus



Figure D6-Current and proposed Development - Kukum



### D-6-2 Student centre - Kukum

The site chosen for the student centre at Kukum campus is one of the most prominent sites on the campus. It situated at the lower part of the campus and on the same road frontage as the administration and the library. It is going to be the centre for attraction for both staff and students with all necessary facilities. The centre will create a grand entrance from both entrances. It is going to be designed as a mall with a pedestrian walkway at the centre. The centre will have a cafeteria or small restaurant, a small shop, a conference facility, an outlet for ATM machine, a bookshop, an amusement centre, an internet café and a clinic. It is expected that properly selected clients will run each specialised facility.



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## PLANS AND MAPS SINU

**Figure 1-Current Development and Facilities- Kukum**

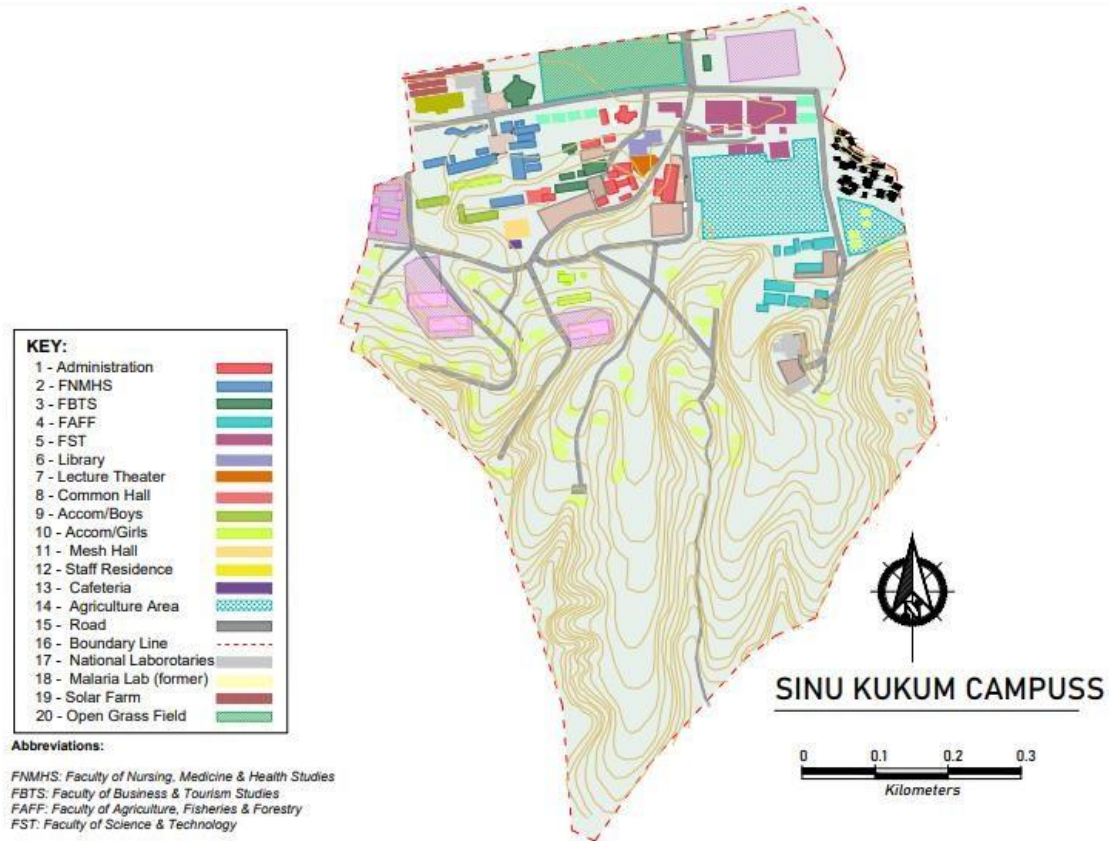


Figure 2- New Development - Kukum

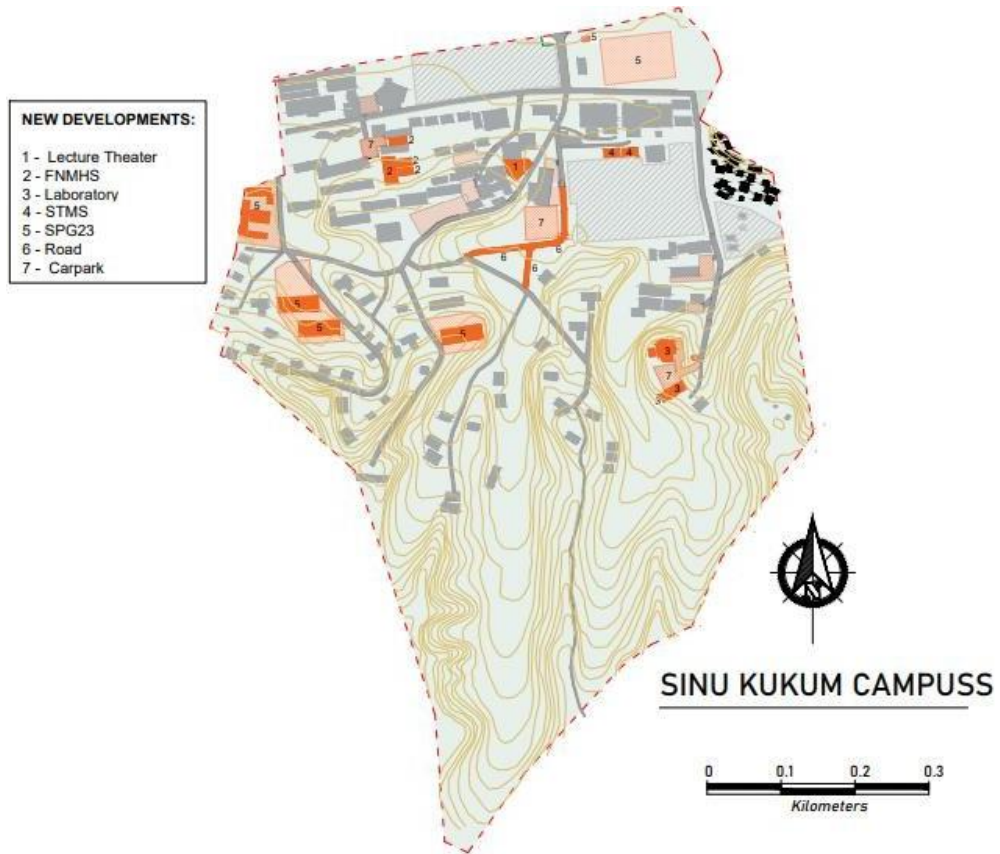


Figure 3 -Current and Proposed Development - Kukum

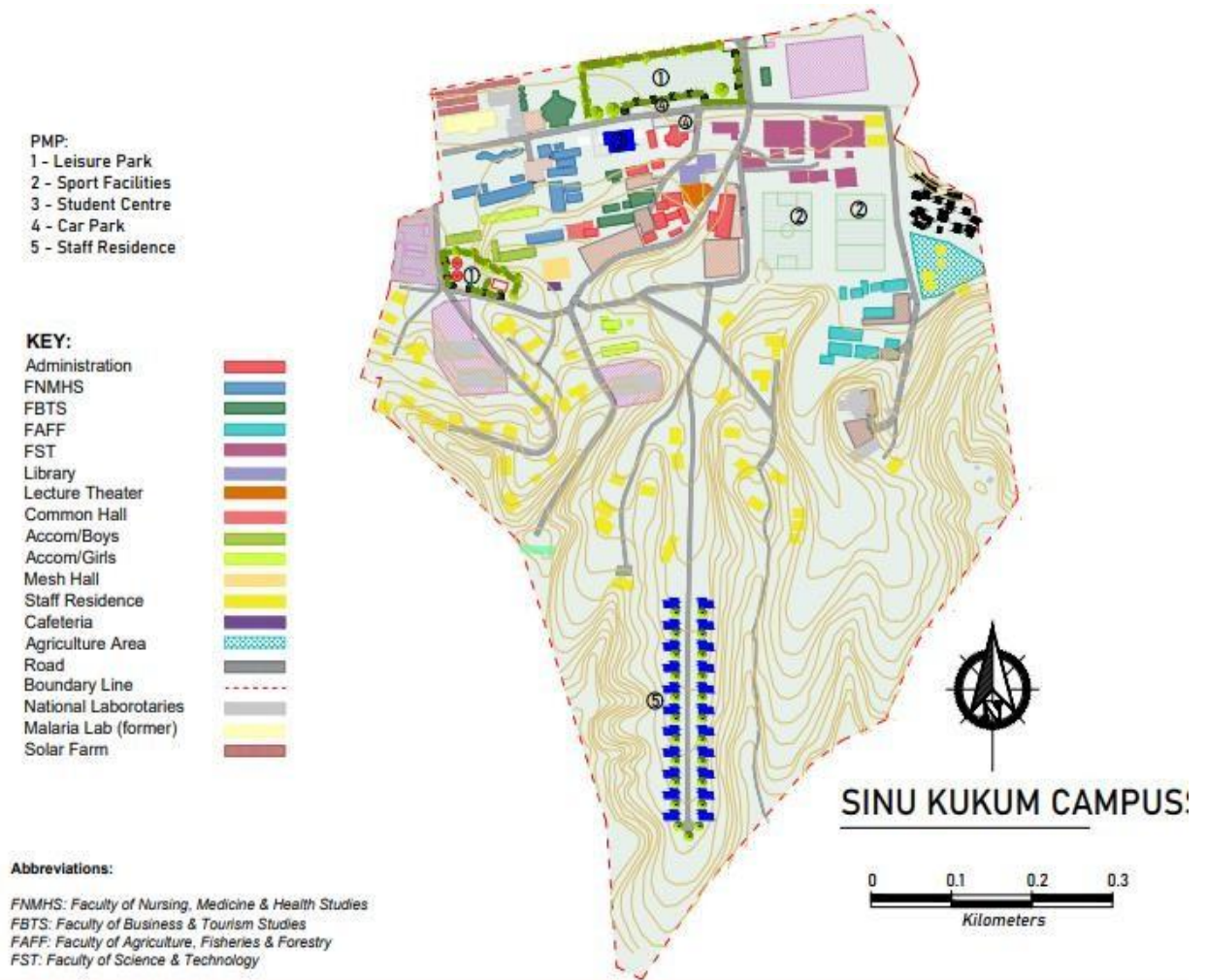


Figure 4 - Illegal Settlement - Kukum

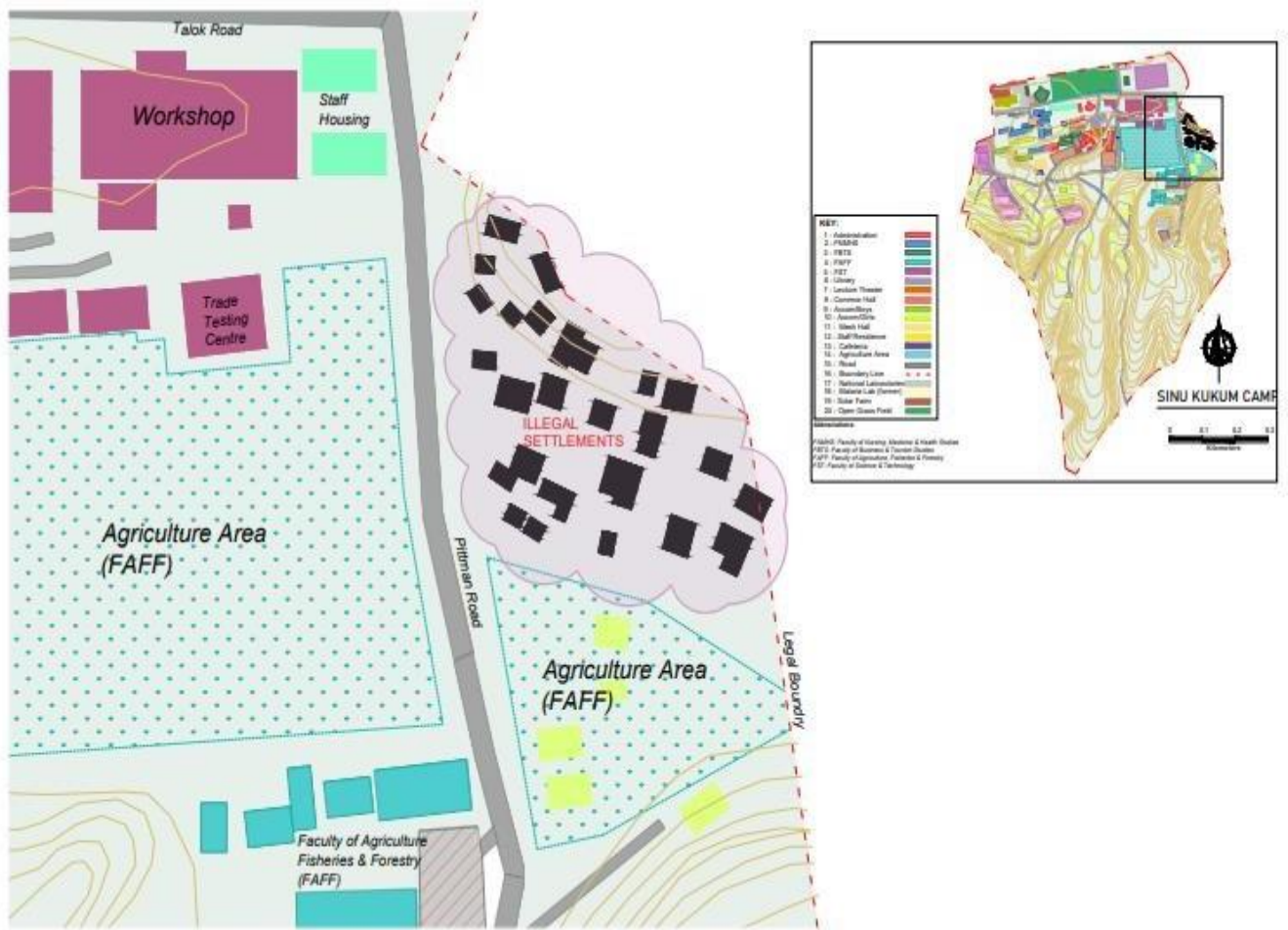
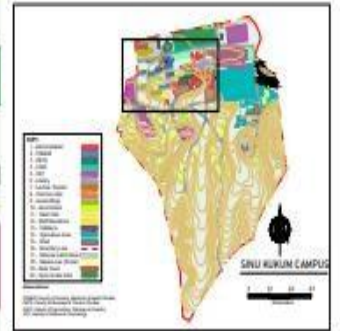
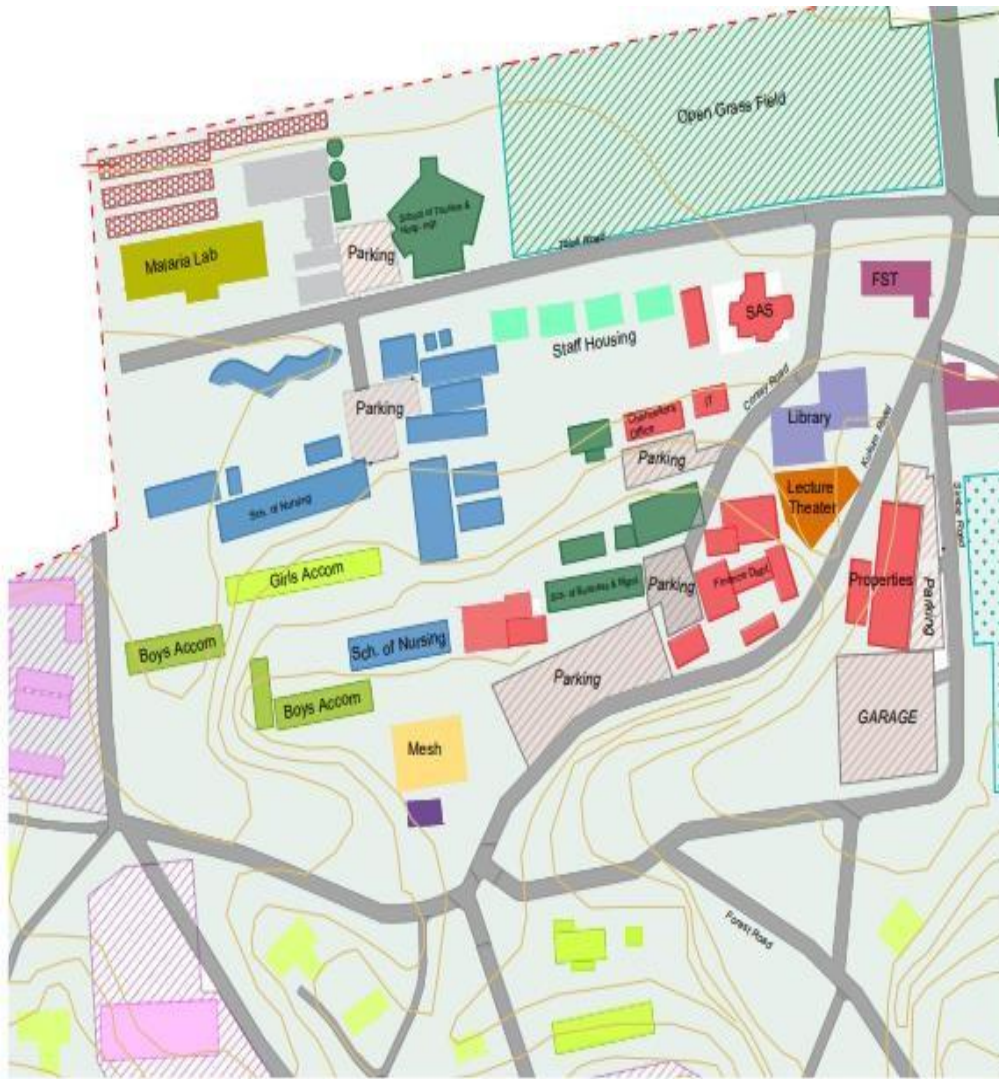




Figure 5 - Academic Space - Kukum



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Figure 6- Panatina Campus current development

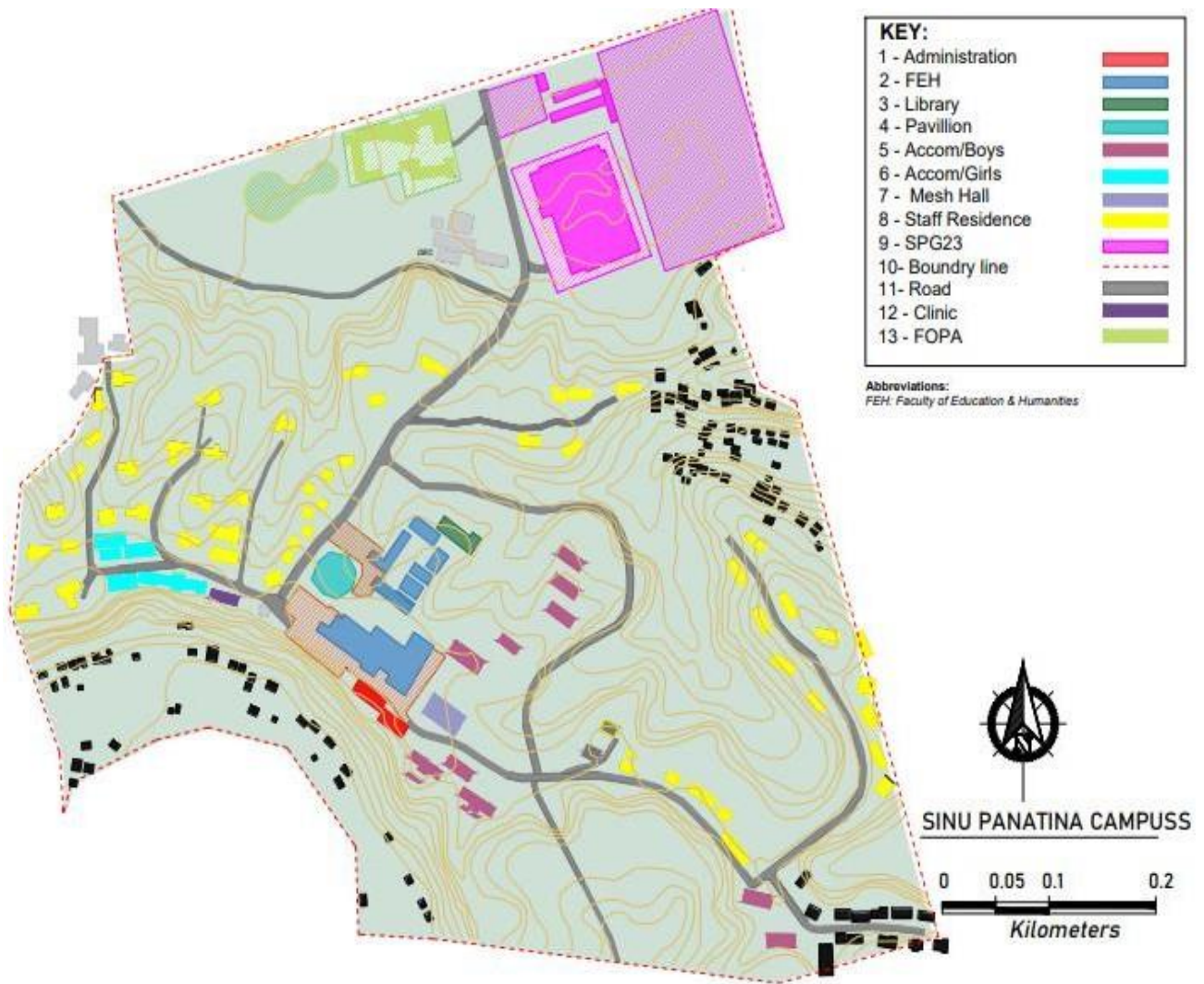


Figure 7-1 - New Development – Panatina

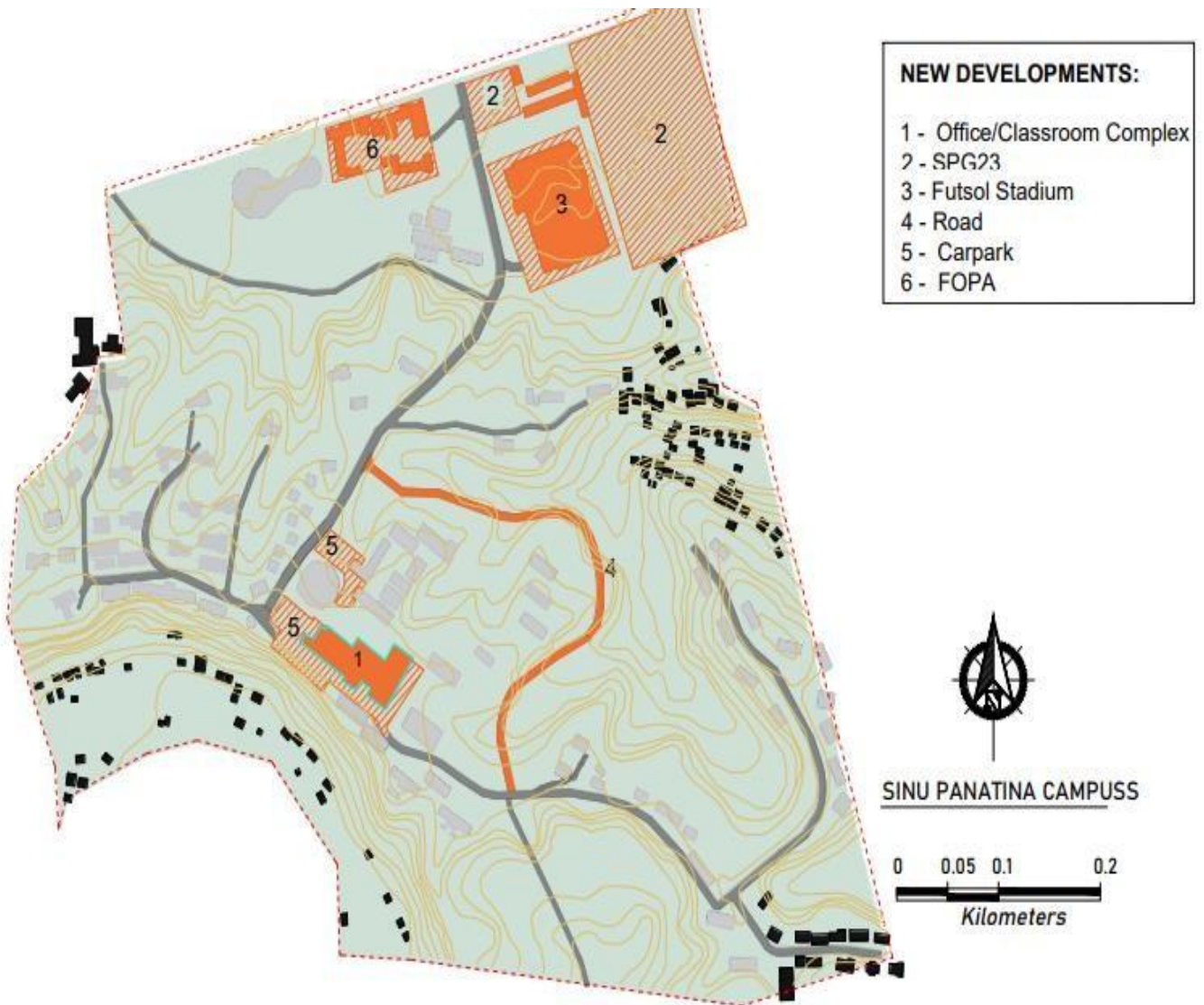
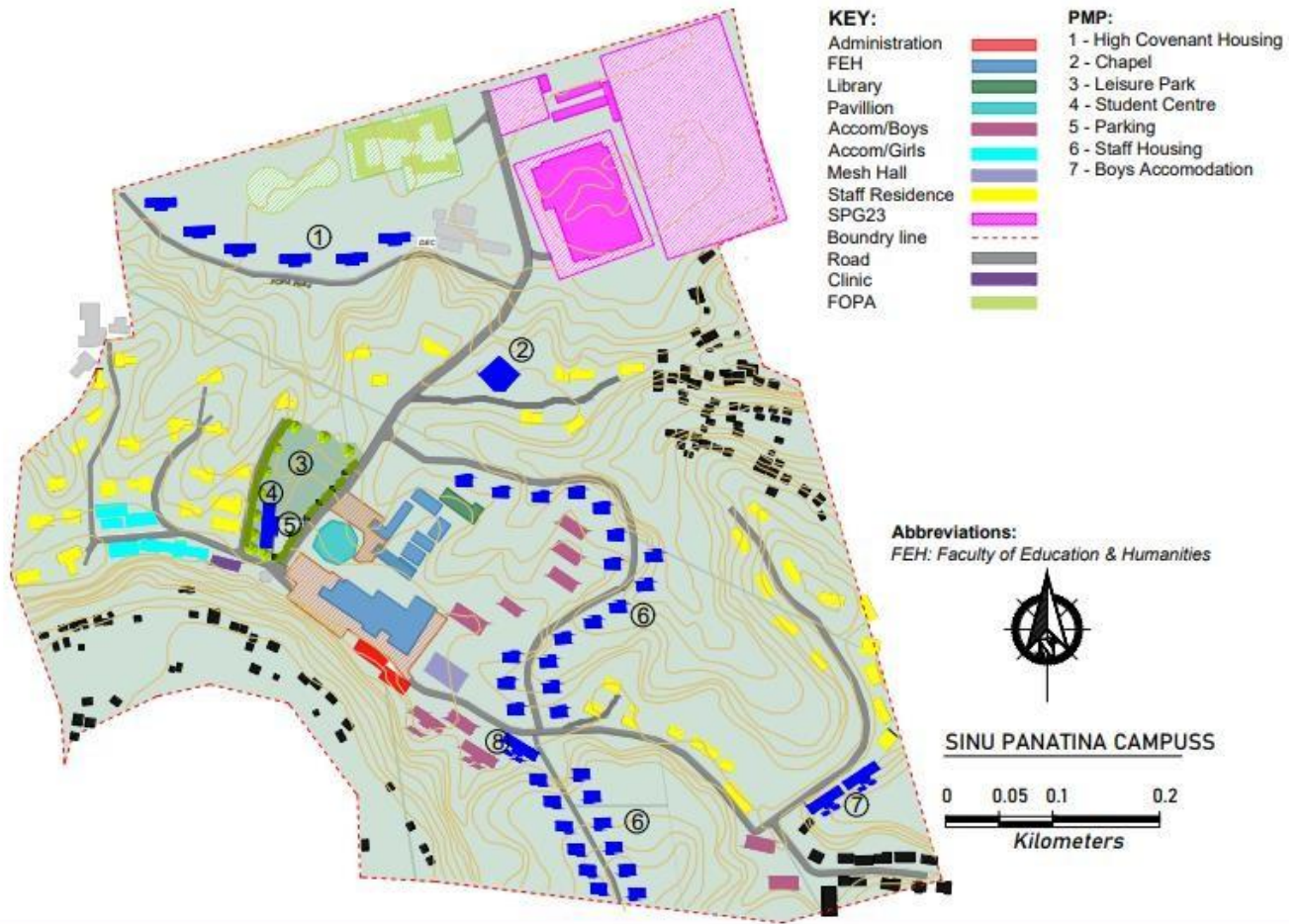
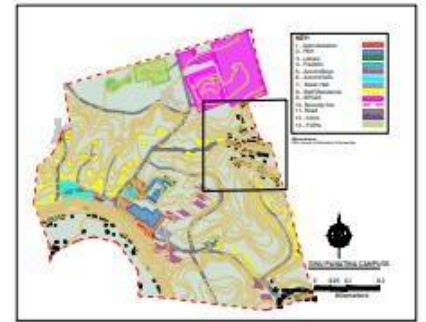
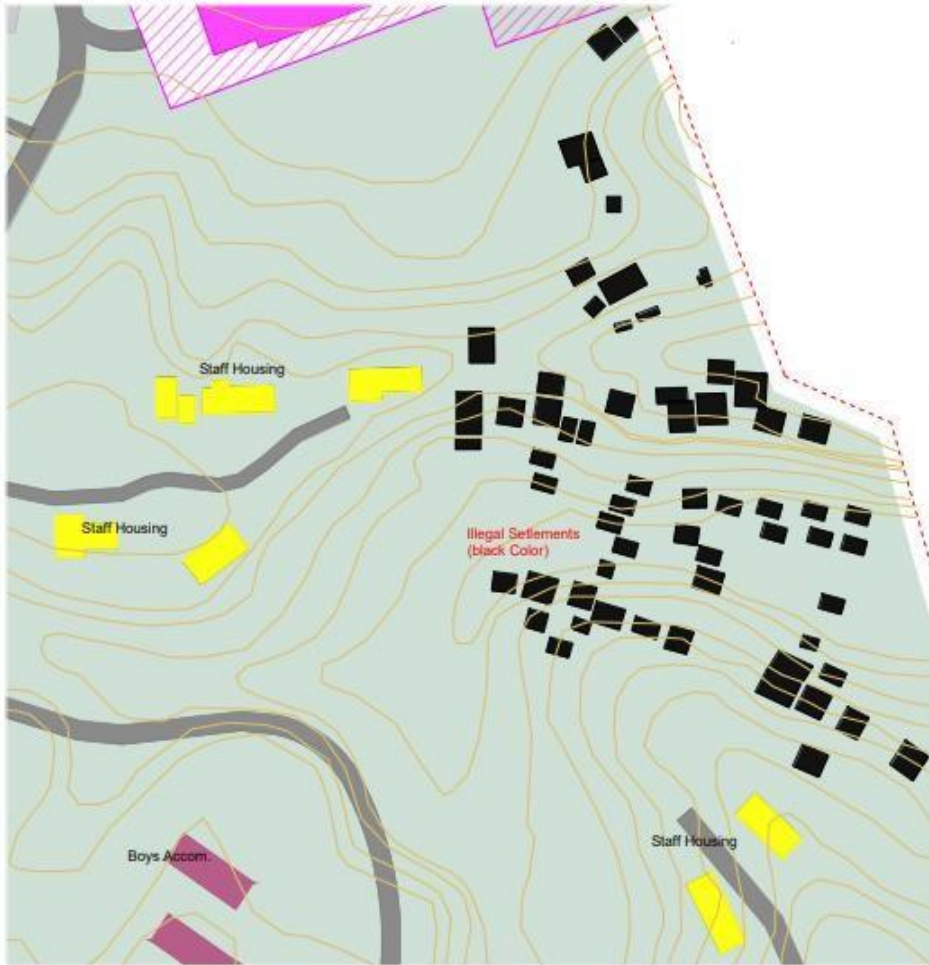


Figure 7.2 -Panatina proposed and New Development





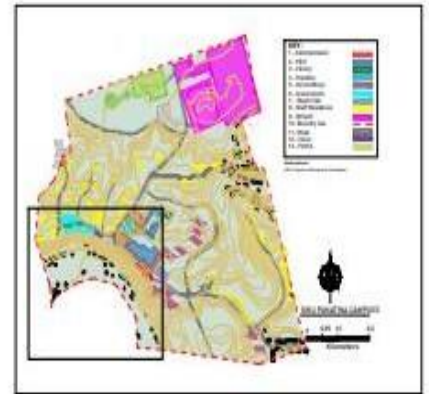
Settlement Areas

**Figure 8 - Illegal Settlement - Panatina campus**

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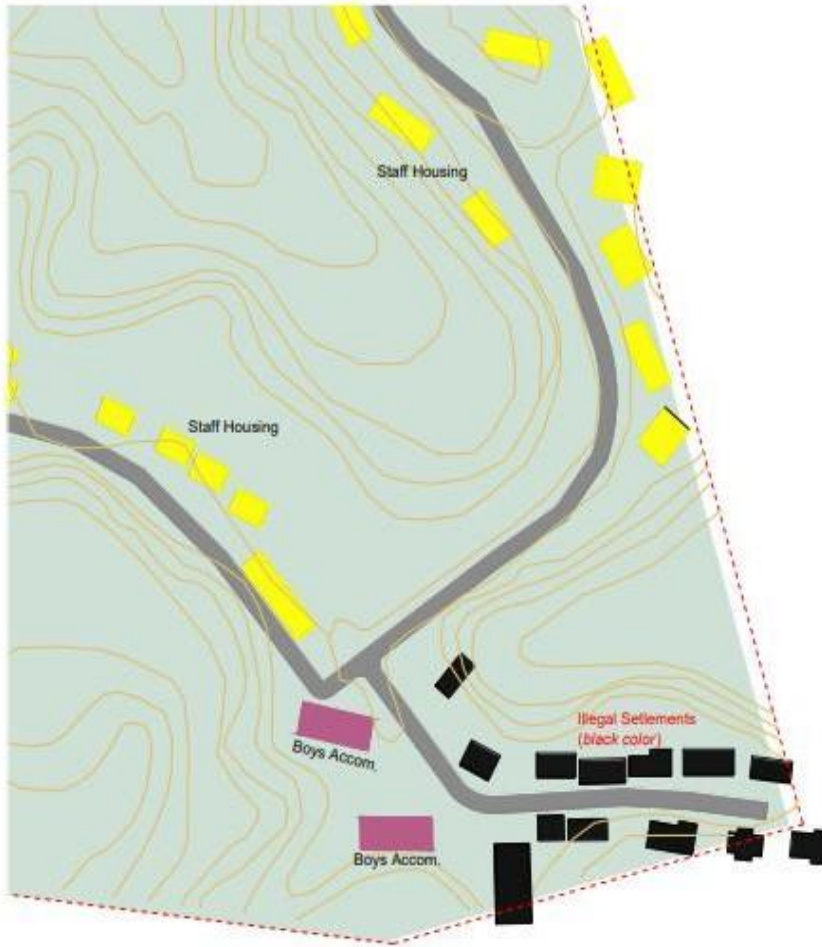
Figure 8-1 Illegal settlements at Panatina



Settlement Areas

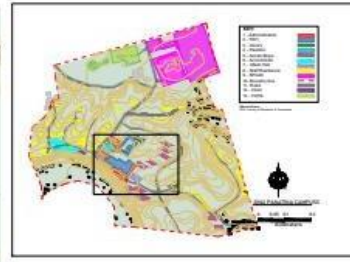
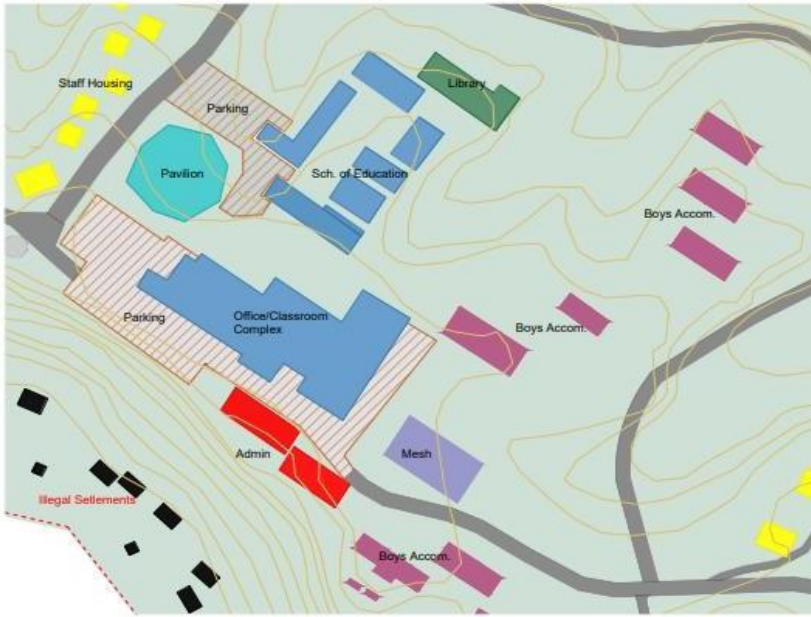


Figure 8.2- Panatina -Settlement areas



Settlement Areas





Academic Area

**Figure 9 – Panatina Academic spaces**





Figure 10-Current Facilities – Ranadi

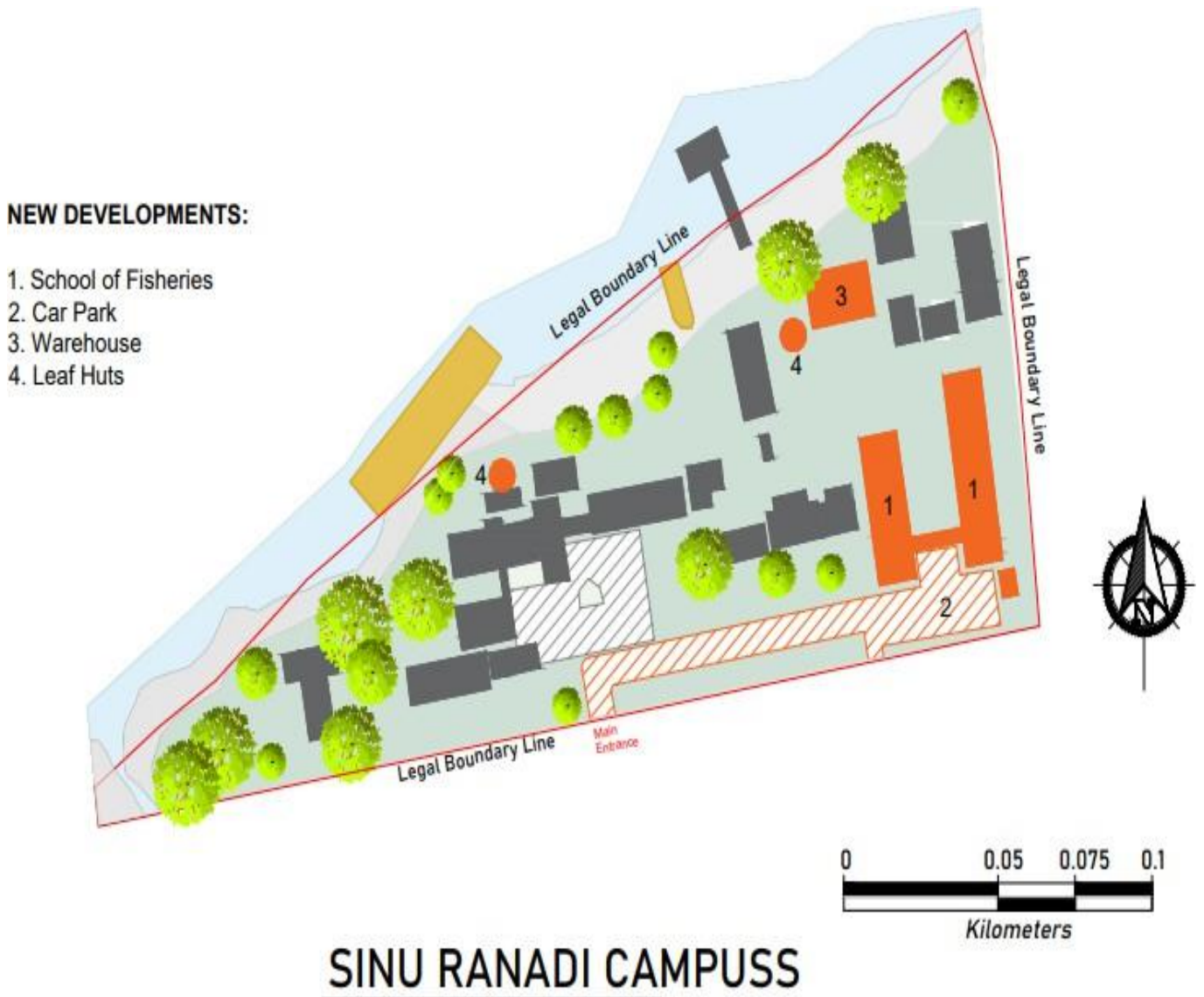
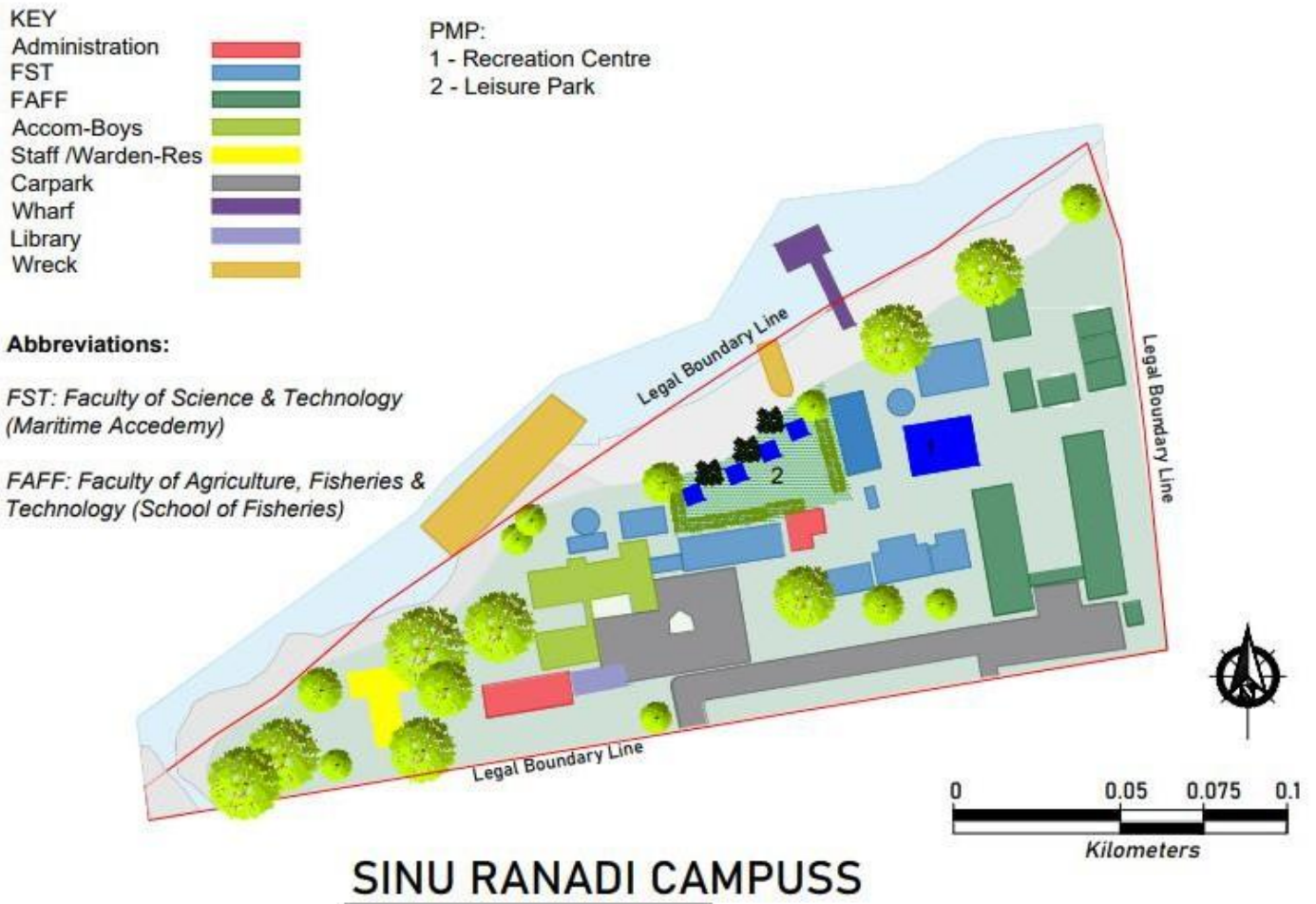


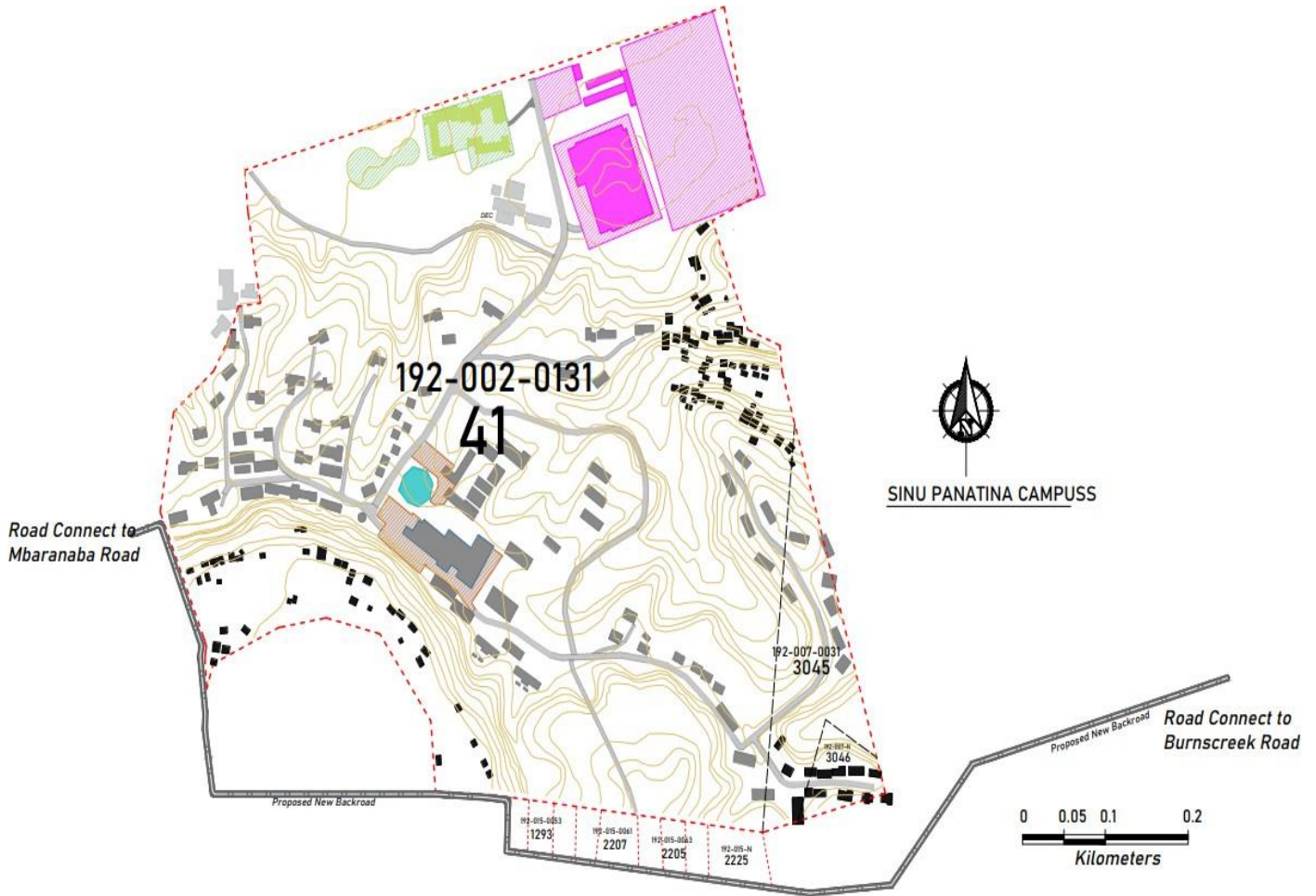
Figure 11- New and Proposed Development for Ranadi



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Figure 12-New Back Road to serve Settlers – At the Back of Panatina Campus



The Strategy would be:

Construct a by-pass to connect Mbaranaba and Burns Creek roads with the settlement. A steering committee to be in-charge with technical input from MID. Budget to be negotiated under Commissioner of Lands – Site Development Funding provision.



## G PREPARERS

This Review Physical Master Plan was prepared by Donald and Associates for the Solomon Islands National University. Group of Officers involved in this project are listed below:

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## H REFERENCES

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Solomon Islands National Development Strategy 2016-2035

Solomon Islands National University Strategic Plan 2021-2025

