



2023 ANNUAL REPORT

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VICE CHANCELLOR OVERVIEW



As the Vice Chancellor, it is my honour to present the 2023 Annual Report, marking my first year in office since assuming the role on 1 January 2023. When I took on this position, I did so with three primary goals: enhancing governance, achieving accreditation, and securing ranking for SINU. These objectives are pivotal in building SINU into a globally recognized institution whose qualifications are acknowledged and respected internationally. This report reflects our collective journey of growth, resilience, and commitment to excellence in higher education, research, and community engagement. In this first year, we have made significant strides in strengthening our governance structures, ensuring that our decision-making processes are transparent, accountable, and effective. We have also worked diligently towards gaining accreditation for our programs, aligning them with both Solomon Islands Tertiary Education Standards Authority (SITESA) and international standards, particularly those of Australia and the UK. Our efforts towards achieving a global ranking have been aimed at enhancing our academic reputation and ensuring that SINU's qualifications are recognized and valued worldwide.

This report encapsulates the progress we have made towards these goals, alongside our broader mission of transforming lives through education and fostering a culture of innovation and community engagement.

Academic and Program Development

The year 2023 has been transformative for SINU, marked by significant advancements in our academic offerings and program development. In our pursuit to meet the ever-evolving demands of both the local and regional economies, we introduced thirteen new programs that are tailored to address the pressing needs of various sectors. Noteworthy among these are the Master of Business Administration (MBA), which aims to equip future leaders with advanced managerial skills and strategic insights; the Bachelor of Environmental Studies, designed to foster a new generation of environmental stewards who will tackle the challenges of sustainability and climate change; and the Bachelor of Science in Forestry, which aligns with our national commitment to sustainable natural resource management. These additions are not just academic programs; they represent our dedication to providing high-quality education that is relevant, forward-looking, and capable of contributing to the development of a skilled and knowledgeable workforce in the Solomon Islands. Through these programs, we are positioning SINU as a leading institution that not only educates but also empowers its students to be agents of change in their respective fields.

Despite these achievements, we faced challenges with enrolment, particularly a notable decrease in new student intakes in Semester 2, leading to an overall 23% reduction in enrolments. This decline can be attributed to a range of factors, including economic uncertainties and the evolving dynamics of higher education in the region. However, it is important to recognize that while new student numbers fell, the increase in continuing student enrolments is a testament to the strength and resilience of our academic community. This growth in continuing students underscores the value and quality of the education we provide, as students are choosing to persist and complete their studies at SINU. Moreover, the successful graduation of 700 students in May, despite these enrolment challenges, is a clear indicator of our unwavering commitment to academic excellence. It reflects the dedication of our faculty and staff to supporting our students in achieving their academic goals, even in the face of adversity. As we move forward, we will continue to address these enrolment challenges proactively, exploring new strategies to attract and retain students, while maintaining the high standards of education that SINU is known for.

RESEARCH AND INNOVATION

Our research initiatives have seen substantial progress, reflecting our commitment to advancing knowledge and addressing critical issues within our communities and the broader Pacific region. One of the most notable achievements this year has been the success of our project on sustainable water management in rural Pacific communities, which has garnered international recognition for its innovative approach and impact. This project exemplifies our focus on research that not only contributes to academic knowledge but also delivers practical solutions to pressing challenges faced by our region. The collaboration with Griffith University, along with partnerships with other esteemed international institutions, has significantly enhanced our research capabilities. These collaborations have opened doors to new opportunities for joint research, faculty exchanges, and the sharing of best practices, thereby enriching our academic environment and fostering a culture of inquiry, creativity, and innovation across the university.

The appointment of Emeritus Professor Clive Moore as an Adjunct Visiting Professor has further strengthened our research profile, bringing invaluable expertise and experience to our academic community. Professor Moore's distinguished career and extensive body of work in Pacific studies and history have already begun to influence our research direction and outputs. His presence at SINU not only enhances our academic standing but also provides mentorship and guidance to our emerging scholars and researchers, helping to elevate the quality and impact of their work. This appointment underscores our unwavering commitment to scholarly excellence and our determination to position SINU as a leader in research that is both locally relevant and internationally respected. As we continue to build on these foundations, we aim to expand our research initiatives further, with a focus on addressing the unique challenges and opportunities within the Pacific context, thereby contributing meaningfully to the global body of knowledge.

GOVERNANCE AND MANAGEMENT

Effective governance and strategic management have been pivotal in navigating the challenges and opportunities of 2023. This year, our commitment to upholding the highest standards of governance was tested by the unfortunate "Wakaman Inc" scandal, which led to the termination of key staff members. While this incident has cast a negative picture of the University in the public eye, it also serves as a stark reminder of our unwavering commitment to integrity and accountability. The decisive actions taken in response to this situation reflect our desire to strengthen governance at SINU, ensuring that all operations are conducted with transparency and ethical rigor.

The active participation of our Council and Senate, with two Council meetings and three Senate meetings held during the year, has been instrumental in maintaining robust decision-making and operational efficiency. These governance bodies have played a crucial role in overseeing the University's strategic direction, ensuring that our policies and practices align with our core values of transparency and accountability. The events of 2023 have underscored the importance of these principles, and we have responded by reinforcing our governance frameworks and management structures. Our focus on strategic foresight and ethical leadership remains integral to our progress as we continue to build a university that not only excels academically but also upholds the highest standards of integrity and responsibility.

FINANCIAL MANAGEMENT

The financial landscape of 2023 has seen notable improvements in our financial management practices, despite the ongoing challenges we face. While our efforts in infrastructure and ICT development are progressing, the pace has been slower than anticipated. A significant factor contributing to this delay is the inconsistency in the disbursement of Government Development grants, which are often not paid on time, and when they are, the amounts received fall well below the budgeted expectations. These financial constraints have inevitably impacted the speed at which we can enhance our facilities and advance our ICT infrastructure. However, within these limitations, we have continued to make prudent investments that ensure our facilities are gradually improving, and our students and staff are gaining access to modern, albeit slowly evolving, resources. There remains substantial scope to further enhance our facilities, particularly through the development of a fully integrated and digitized electronic system for the University. Such a system would not only streamline operations but also position SINU as a leading institution in digital education and administration in the region. Moving forward, we are committed to exploring every opportunity to accelerate these developments and to securing the necessary funding and resources to support our strategic goals.

COMMUNITY ENGAGEMENT AND INTERNATIONAL PARTNERSHIPS

SINU's role in national and international forums has been instrumental in fostering partnerships that not only enhance our educational offerings but also position us as an active contributor to the global academic community. Through our strategic engagement in these forums, we have established and strengthened relationships with key stakeholders, paving the way for collaborative initiatives that benefit both our students and the broader society. Notable events during the year, such as the visit of the UK Foreign Secretary, provided a platform for high-level discussions on education, development, and international cooperation. This visit, among other diplomatic engagements, underscores our growing influence and the recognition of SINU as a key player in the Pacific's educational landscape.

The launch of the Master of Business Administration (MBA) program, sponsored by Solomon Ports, is another significant milestone that reflects our commitment to providing relevant and impactful education. This partnership not only facilitated the development of the MBA program but also highlighted the importance of public-private collaborations in advancing higher education. The support from Solomon Ports is a testament to the confidence that the business community has in SINU's ability to deliver programs that produce leaders equipped with the skills and knowledge needed to drive economic growth in the Solomon Islands.

Our commitment to dialogue, collaboration, and community engagement is further exemplified by the various Tok Stori sessions we have hosted throughout the year. These sessions have provided invaluable opportunities for intellectual exchange, allowing students, faculty, and community members to engage in discussions on critical issues affecting the Solomon Islands and the wider Pacific region. Through these events, SINU has reinforced its role as a hub for thought leadership and a catalyst for positive change.

Beyond academic and intellectual pursuits, SINU has demonstrated its dedication to environmental sustainability, educational advancement, and societal impact through active involvement in initiatives such as the Safe and Green Games campaign. Our participation in this campaign, which focused on environmental conservation and urban beautification, highlights our responsibility as an institution to promote sustainable practices and contribute to the well-being of our communities.

The distribution of tablets for distance learning, in partnership with the Governments of Solomon Islands, New Zealand, and Australia, is another significant achievement that underscores our commitment to educational advancement. This initiative has been particularly impactful in bridging the digital divide, providing teachers in rural and remote areas with the necessary tools to enhance their teaching and learning processes. By improving access to digital resources, we are helping to ensure that quality education is available to all, regardless of location.

Additionally, the establishment of significant research projects, such as those focused on sustainable water management and other pressing regional issues, highlights SINU's role in addressing societal challenges through academic inquiry and innovation. These projects not only contribute valuable knowledge and solutions to the communities we serve but also enhance our reputation as a research-active university with a commitment to making a positive difference in the world.

SINU's active participation in national and international forums, coupled with our dedication to sustainability, educational equity, and research excellence, underscores our holistic approach to fulfilling our mission. We are not only educating the next generation of leaders but also shaping a better future for the Solomon Islands and the wider Pacific region through our collaborative efforts and community-focused initiatives.

FUTURE DIRECTIONS

As we look to the future, SINU remains steadfast in its mission to transform lives through education, innovation, and community engagement. In an ever-changing world, where the challenges and opportunities are increasingly complex, our vision to be a leading national university that raises the standards of education and research in the Solomon Islands and the Pacific region is more relevant than ever. We recognise that the future will demand not only academic excellence but also a robust commitment to inclusivity, sustainability, and adaptability. Our strategic direction will therefore focus on expanding our academic programs, enhancing research capabilities, and fostering stronger connections with the community and international partners.

We are committed to building on our successes by continuously improving our governance structures, ensuring that our decision-making processes are transparent and effective. This includes not only refining our internal operations but also seeking accreditation and recognition from global educational bodies, which will further elevate SINU's standing as a reputable institution of higher learning. By achieving these benchmarks, we will ensure that our qualifications are recognised internationally, thereby opening up new opportunities for our graduates in the global marketplace.

At the same time, we are acutely aware of the challenges we face, particularly in terms of financial sustainability and infrastructure development. The slow pace of infrastructure and ICT advancements, compounded by the inconsistent and delayed government funding, presents ongoing obstacles. However, we view these challenges as opportunities to innovate and explore alternative funding sources, including partnerships with non-traditional allies and the private sector. We are determined to accelerate the development of state-of-the-art facilities and to implement a fully integrated, digitised electronic system that will enhance both academic and administrative functions at the university.

Moreover, we are dedicated to seizing new opportunities that align with our mission. This includes expanding our reach through distance and flexible learning platforms, which will enable us to provide quality education to a broader audience across the Pacific region. We also aim to strengthen our research agenda, particularly in areas that are critical to the region, such as climate change, sustainable development, and public health. By doing so, we will not only contribute to the body of knowledge but also offer tangible solutions to the challenges faced by our communities.

I extend my heartfelt gratitude to our students, staff, partners, and stakeholders for their unwavering support and contributions. The progress we have made would not have been possible without your dedication and commitment. As we move forward, we do so with the confidence that, together, we will continue to make strides towards a brighter future for the Solomon Islands through education, innovation, and collaborative efforts. Our journey is far from over, and with your continued support, we will build a university that not only meets but exceeds the expectations of our society and the global community.

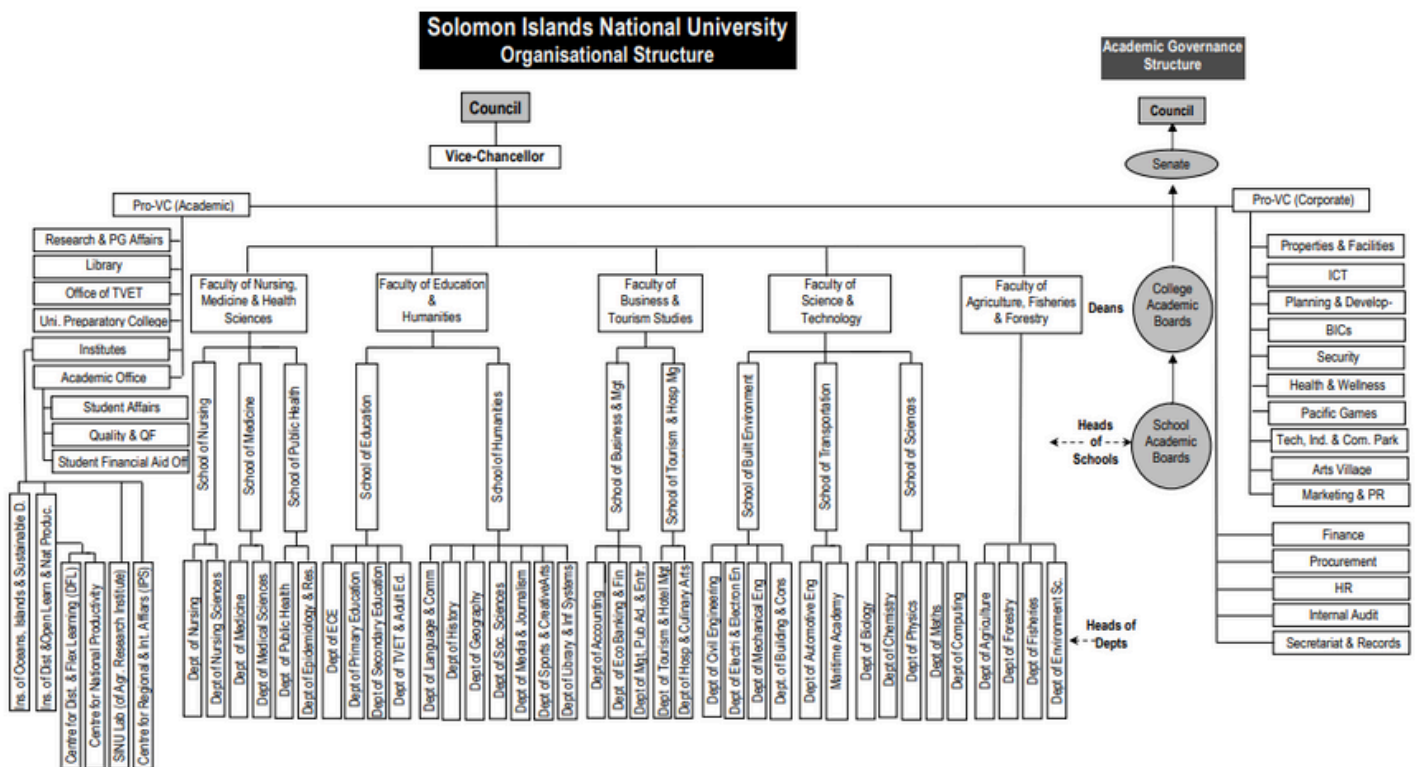
PROFESSOR TRANSFORM AQORAU
VICE-CHANCELLOR
SOLOMON ISLANDS NATIONAL UNIVERSITY

SINU HISTORY AND BACKGROUND

The Solomon Islands National University (SINU) was established in 2013 under the Solomon Islands National University Act 2012, which defined its roles and responsibilities, emphasizing scholarship, research, and academic excellence. The Act mandated SINU to adhere to international standards in teaching and research. SINU was created by transitioning from the former Solomon Islands College of Higher Education (SICHE), initially retaining SICHE's administrative and academic structures. Up to 2019, SINU operated with Schools based on SICHE's divisions but has since restructured into five Faculties: Agriculture, Forestry and Fisheries; Business and Tourism; Education and Humanities; Nursing, Medicine and Health Sciences; and Science and Technology.

SINU has expanded its programs to include a range of certificates, diplomas, bachelor's, and post-graduate courses in fields such as maritime studies, teacher training, and health sciences. The University has also increased its student and staff numbers. SINU operates across three main campuses in Honiara—Kukum, Panatina, and Ranadi—and has additional locations, including a Forestry Campus in Poitete and Centres in various provinces like Auki, Buala, Gizo, Munda, and Lata. The Kukum Campus serves as the main hub, housing several faculties and administrative services.

ORGANIZATIONAL & ACADEMIC GOVERNANCE STRUCTURE



EXECUTIVE SUMMARY

The 2023 Annual Report provides a comprehensive overview of the university's achievements and challenges in alignment with the Strategic Plan 2021-2025. This year has been one of significant growth and adaptation for SINU as we continue to strive towards our vision of becoming a leading educational institution in the Solomon Islands and the wider Pacific region.

SINU made remarkable progress in 2023 with academic program development, a key focus area under our strategic plan. Over the past three years, we have introduced 13 new academic offerings, reflecting our commitment to expanding educational opportunities that meet the evolving needs of our society. These new programs include five Bachelor's degrees, three Master's programs, two diploma courses, two postgraduate qualifications, and one certificate program. Among these, the introduction of the Master of Business Administration (MBA), Bachelor of Environmental Studies, and Bachelor of Science in Forestry stand out as pivotal additions. These programs are designed to equip our students with the skills and knowledge necessary to excel in their respective fields, thereby contributing to the development of a skilled workforce in the Solomon Islands.

Despite these academic advancements, SINU faced significant challenges in student enrolment in 2023. While the university offered 87 programs across various disciplines, we observed a notable decline in new student intakes during Semester 2, resulting in a 23% overall decrease in enrolments for the year. This decline, however, was mitigated by an increase in the number of continuing students, reflecting the university's ability to retain its existing student base. The graduation ceremony held in May was a momentous occasion, with 700 students receiving their degrees, diplomas, and certificates. This event also brought to light a gender imbalance in the Faculty of Science and Technology, where male graduates outnumbered females, highlighting broader trends in academic achievement that we must address moving forward.

The Office of Research at SINU has played a critical role in advancing the university's research agenda, significantly enhancing our research profile both nationally and internationally. A key highlight of the year was the successful management of a project focused on sustainable water management in rural Pacific communities, funded by Griffith University. This project not only underscores our commitment to addressing pressing regional challenges through research but also showcases SINU's growing capability to conduct impactful research. To further bolster our research efforts, SINU employed 19 PhD-qualified staff members, whose expertise is essential in fostering a culture of academic excellence and innovation within the university.

Governance and management were strengthened throughout the year, with the university's Council and Senate playing vital roles in guiding SINU's strategic direction. A total of seven Council meetings and nine Senate meetings were held, ensuring that decision-making processes were robust, transparent, and aligned with our long-term goals. The Human Resources department focused on maintaining a diverse and highly qualified staff, with several significant changes in staff composition, recruitment, and professional development initiatives. These efforts are crucial in ensuring that SINU remains a vibrant and dynamic institution, capable of attracting and retaining top talent.

Infrastructure development has been another priority for SINU, as we recognize the importance of providing state-of-the-art facilities to support modern teaching and research. Investments were made in the repair and upgrade of existing facilities, including classrooms, laboratories, and student housing. However, progress in this area has been slower than anticipated due to substantial financial constraints. The university faced a significant shortfall in budgeted revenue, with actual income falling \$72,124,774 below the budgeted figure of \$182,634,225. Additionally, capital grant funding was severely underachieved, with only \$5,000,000 received out of the expected \$57,997,404. These financial discrepancies stress the need for a comprehensive review of our financial forecasting, revenue generation strategies, and budget management processes. It is imperative that we address these gaps to ensure the university's financial sustainability and its ability to continue investing in critical infrastructure and academic initiatives.

As we reflect on the challenges and achievements of 2023, it is clear that SINU has made significant progresses in many areas, while also identifying critical areas for improvement. Moving forward, we remain committed to our mission of transforming lives through education, innovation, and community engagement, and we will continue to work diligently to overcome the challenges we face and to seize new opportunities for growth and development.

2023 HIGHLIGHTS



1. SINU Launches MBA Programme

On May 30, 2023, Hon. Lanelle Tanagada, Minister of Education and Human Resource Development, officially launched the Masters of Business Administration (MBA) Programme. Minister Tanagada highlighted the program's emphasis on tackling global challenges locally and its alignment with the national qualification framework. The first cohort of 26 students inducted on June 1, 2023, and classes started on June 5, 2023.



2. Inauguration of the 3rd Vice-Chancellor

The year began with a pivotal moment for SINU—the inauguration of its third Vice-Chancellor on 23 February 2023. The ceremony, held at the Friendship Hall on the Panatina Campus, marked a significant milestone in the University's history. The event was attended by members of the University community and attracted broader engagement through live streaming on SINU's official Facebook page, ensuring accessibility to a wider audience and enhancing community involvement.



3. SINU 10th Anniversary & Open Day

On April 18, 2023, Solomon Islands National University celebrated its 10th Anniversary and Open Day with exciting events. The day began with a lively parade involving students, staff, and community supporters. An official program followed, showcasing the university's achievements over the past decade. Interactive activities, including informational booths and demonstrations, engaged prospective students and the public.



4. Strengthening International Academic Partnerships

SINU advanced its international engagement through key academic partnerships with Chinese and Australian universities. A major collaboration was established with the Ocean University of China (OUC), formalized through the signing of agreements in May 2023. The partnership focuses on joint research, faculty training, and the development of a Master's Degree in Fisheries. SINU also held strategic talks with the University of Wollongong in September to strengthen ties and explore collaboration in fisheries and PhD programs. This was followed by a visit to the University of Queensland in October to pursue joint research opportunities in Health, Law, and Engineering. These partnerships aim to enhance academic quality, research capacity, and regional development.



5. Big Ideas Wash Award

At the International Water and WASH Futures Conference held in Brisbane from 13 to 17 February 2023, SINU received international recognition. A team comprising Collin Benjamin, Sheilla Funubo, and Tema Wickham was awarded the prestigious "Big Ideas" award for their innovative proposal titled "Bringing WASH Enterprises Closer to Rural Communities in Solomon Islands." This achievement underscores SINU's commitment to addressing societal challenges through research and innovation.



6. SINU New & Renovated Buildings Handover

The Prime Minister and the Australian High Commissioner officiated the handing Over Ceremony of SINU's renovated hostel held on October 13th at Panatina Campus. On December 29, Prime Minister Sogavare also opened new dormitories at Kukum Campus, funded by China to support education.

3.0.KEY STRATEGIC GOALS

3.1.Solomon Island Human Resource Needs – Programme Development

New Programmes 2023

The University remains dedicated in its commitment to developing and offering new programs on an annual basis. Between 2021 and 2023, a total of 13 new programs were developed, including five Bachelor’s degrees, three Master’s degrees, two diploma programs, two postgraduate programs, and one certificate programme. Out of the total, four (4) programmes was offered in 2023. While several programs are currently in development, a significant number have not yet been launched, reflecting the ongoing process of finalizing curriculum and other necessary approvals.

Table 2: Total new programmes 2021-2023

Programme Title	Faculty/School/Institute	Year En-dorsed	Year Offered	Current Status
Diploma of Geospatial Technology	FAFF	2021		Progressing
Certificate in Cookery – Level 3	FBT/STHM	2021		Progressing
Bachelor of Economics and Finance	FBT	2021		Progressing
Diploma of Civil Engineering	FST	2021	2021	
PGD of Educational Leadership and Change	FEH	2021	2021	
Applied PGD/Master of Natural Resource Management	FAFF	2021	NYT	
Bachelor of Science	FST	2022	2022	
IMO Instructors Course	FST – Marine Acade-	2022	2022	
Bachelor of Public Administration	FBT/SBM	2022	2023	
Master of Business Administration (MBA)	FBT	2022	2023	
Bachelor of Environmental Studies (BES)	FAFF	2022	2023	
Bachelor of Science in Forestry (BFS)	FAFF	2022	2023	
PGD in Generalist Rural Medicine	FNMHs	2023	NYT	

Programs Offered in 2023

SINU offered a total of 87 programmes in 2023 across two semesters. The Faculty of Science and Technology (FST) led the way with 29 programmes, followed by the Faculty of Education and Humanities (FEH) with 16 programmes. The Faculty of Nursing, Medicine, and Health Sciences (FNMHs) and the Faculty of Business and Tourism (FBT) each offered 12 programmes. The Faculty of Agriculture, Forestry, and Fisheries (FAFF) provided 9 programmes. Additionally, the University Preparatory College (UPC) offered 2 preparatory courses.

Table 1: Summary of Total Programmes Offered in 2023

Faculties/Institutions	No. of Program	Programmes Offered by Level						
		Cert	Pre-dipl	Dipl	Pre-deg	Deg	Postgrad. Cert/dipl	Masters
FBT	12	4		4		4		
FNMHs	12		1	5	1	4	1	
FAFF	9	3		4		2		
FEH	16	2		12		2		
FST	29	17		4		8		
DFL	7	6		1				
UPC	2	2						
Total	87	34	1	30	1	20	1	

Equity and Affordable University Education and Training

The 2023 CDFL enrolment data demonstrates SINU’s dedication in extending tertiary education access to rural and provincial communities through its Distance and Flexible Learning (DFL) Centres. A total of 216 students enrolled across the Provincial centres—Buala, Taro, Gizo, Kirakira, Noro, Malu’u, and SR. This represent approximately 18.5% of the overall CDFL enrolment (1,167 students). Across all provincial centres (excluding Honiara), female students accounted for the majority of enrolments—over 73%, highlighting the success of SINU’s efforts to make education more accessible to women in rural communities.

SINU Programme Delivery via Digital Platforms

SINU has progressively improved its digital technology infrastructure to enhance programme delivery, with significant advancements in internet bandwidth and data storage to support online education. Student email services are hosted on the sinustudents.edu.sb domain via Google, providing unique official email addresses for academic purposes. However, further improvements in student understanding and support are necessary to maximize the benefits of these services. The University provides students with WIFI and MOODLE access, with communications for these services managed separately. This setup encourages lecturers to engage with students via email. Additionally, improvements are being made to Zoom meeting capabilities to better support distance and flexible learning at provincial centres, as well as to facilitate staff meetings accessible from desktops, laptops, and mobile phones.



3.2. Student Life

Student Application, Admission and Enrolment Processes

In 2023, the university manually processed applications, admissions, and enrolments. A total of 8,753 applications were received, resulting in 4,547 offers, of which 2,556 were admitted for Semester 1. For programs commencing in Semester 2, 189 applications were received, leading to 182 offers, and 327 admissions. This demonstrates a substantial volume of applications and admissions, with a higher number of admissions in the first semester compared to the second.

Enrolment

In 2023, SINU recorded 6,170 total enrolments in Semester 1, comprising 2,143 new students (34.7%) and 2,938 continuing students (65.3%). By Semester 2, total enrolment declined to 4,743 students, a drop of 1,427 or 23.1%. Particularly, the number of new intakes in Semester 2 was only 327, representing just 6.9% of total Semester 2 enrolments—an 84.7% decrease from Semester 1 new intakes. Meanwhile, continuing students increased to 4,416, making up 93.1% of Semester 2 enrolments, which signals strong student progression and retention between semesters.

Table 3: Student Enrolment – 2023

Faculty	Semester 1			Semester 2		
	New intake	Continuing	Total	New Intake	Continuing	Total
FST	274	278	552	174	348	522
FNMHS	561	557	1118	13	990	1003
FEH	602	1171	1773	61	1626	1687
FAFF	148	277	425	11	364	375
FBT	335	641	976	47	920	967
UPC	223	14	237	21	168	189
DFL	422	204	626	201	340	541
Total	2143	2938	6170	327	4416	4743

Faculty-level data reveals key patterns. The Faculty of Education and Humanities (FEH) led with the highest enrolments: 1,773 students in Semester 1 and 1,687 in Semester 2, a minor decrease of 86 students (4.8%), while its continuing students grew from 1,171 to 1,626 (a 38.8% increase). Similarly, the Faculty of Nursing, Medicine & Health Sciences (FNMHS) had a significant shift: only 13 new students enrolled in Semester 2, compared to 561 in Semester 1—a 97.7% drop. However, its continuing cohort increased from 557 to 990, a 77.7% growth, indicating that most Semester 1 entrants continued to Semester 2. The Faculty of Business and Tourism (FBT) also maintained enrolment stability, dropping only by 0.9% overall, while its continuing student population rose by 43.5%, from 641 to 920. In contrast, UPC saw an overall enrolment drop of 20.3%, shifting from 223 new students in Semester 1 to just 21 in Semester 2—suggesting its one-semester preparatory programs may be front-loaded.

Table 4: DFL Enrolment 2023

CDFL 2023 Enrolment																Total	
STUDY Period	PROG	Honiana		Buala		Taro		Gizo		Kirakira		Noro		Maku'u		SR	Total
Semester 1		M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
	UPC1	12	22	0	0	1	0										35
	UPC2	34	89	0	4	2	1										130
	UPC3	59	210		4	0	0										273
	DIP	28	130	2	17	3	8										188
	CBE	0															0
Semester 2	CTA	0															0
	Total	133	451	2	25	6	9										626
	UPC1	5	14			1						2					22
	UPC2	19	71			2	1			1	2	6		1			103
	UPC3	33	126					1	2	6		2	1				171
	DIP/CIP	26	120	2	16	3	8	2	2	1	5	2	2	17	26		232
Total	CBE	1	1										4	1			7
	CTA	1										1	1	2	1		6
	Total	85	332	2	16	6	9	3	4	13	3	13	24	29			541
																	116

A notable trend appears in Distance and Flexible Learning (DFL), which had 626 students in Semester 1 and 541 in Semester 2, a 13.6% drop. Yet, the continuing students increased by 66.7%, from 204 to 340, and it remained one of the few areas with substantial Semester 2 new intakes (201 students, 37.2% of its total). This shows potential for DFL to support mid-year enrolment growth. Overall, the data points to SINU’s high dependency on Semester 1 as the main intake period, with faculties largely showing strong retention but limited new intakes in Semester 2. Strategically, SINU could consider expanding mid-year offerings, particularly in DFL, UPC, and business-related programs, to enhance year-round access and optimize resource utilization.

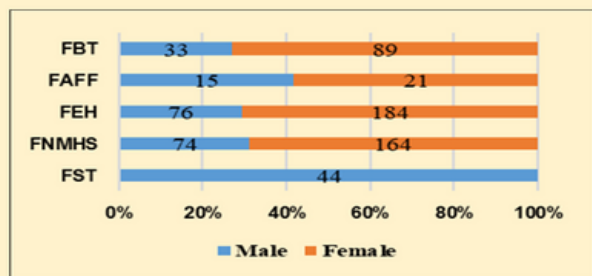
Graduation Rate

In the Graduation Ceremony held at Friendship Hall, Panatina on May 5th, 2023, a total of 700 graduates were conferred with degrees, diplomas, and certificates. Among these graduates, 65% were females, while 35% were males. This gender distribution was consistent across faculties' graduates, except for the Faculty of Science and Technology (FST), which had 100% male graduates.

Table 2 Graduation Data 2023

Faculty	Graduated Programs	Graduates	Male	Female
FST	10	44	44	0
FNMHS	10	238	74	164
FEH	26	260	76	184
FAFF	7	36	15	21
FBT	10	122	33	89
Total	63	700	242	458

Figure 1: Faculties Graduates by Gender.



The bar chart (Figure 1) reveals a gender imbalance across the five faculties, with females dominating in all except for FST. FBT, FAFF, and FNMHS show significantly higher female graduation rates at 73%, 71%, and 69%, respectively, while FAFF is more balanced at 58% females. Remarkably, FST stands out with 100% male graduates, indicating a critical gender gap in science and technology disciplines.

In the 2023 Academic Year, there were a total of 83 awarded programs offered. Of these, 63 programs were awarded to graduates. Among the awardee programs, 6 were at the Certificate level IV of Technical and Vocational Education and Training (TVET), while 57 were Higher Education programs. These Higher Education programs included Certificates, Advanced Certificates, Diplomas, Graduate Diplomas, Bachelor Degrees, and Post Graduate Diplomas.

Table 6: Graduates by programme levels and gender

Programmes	No. of Programs	Graduates	Male	Female
Certificate	17	95	45	50
Advanced Certificate	1	2	2	0
Diploma	27	408	121	287
Graduate Diploma	6	23	11	12
Bachelor	11	155	53	102
Post Graduate Diploma	1	17	10	7
Total	63	700	242	458

The data illustrates a diverse educational landscape with varying levels of emphasis across program types and gender participation. Diploma programs stand out with the highest number of graduates (408), primarily driven by significant female participation (287), indicating a notable educational focus at this level. Bachelor programs display a more balanced gender distribution but with fewer graduates (155). Certificate, Graduate Diploma, Advanced Certificate, and Post Graduate Diploma programs collectively contribute to the educational offerings, although with smaller graduate numbers.

High Distinction Award

The data from Table 4 indicates the number of graduates from each faculty who received high distinction awards for academic excellence. Among the faculties, the Faculty of Nursing, Medicine & Health Sciences and the Faculty of Education & Humanity had the highest number of graduates receiving these awards, with 7 students each. The Faculty of Agriculture, Forestry & Fisheries followed closely with 4 students, while the Faculty of Science & Technology and the Faculty of Business & Tourism each had 3 students receiving distinction awards. In total, there were 24 graduates recognized for their outstanding academic performance across the university's faculties.

Table 7: Student Distinction Awards by Faculties

Faculty	Students with Distinction Awards
Faculty of Science & Technology	3
Faculty of Nursing Medicine & Health Sciences	7
Faculty of Education & Humanity	7
Faculty of Agriculture Forestry & Fisheries	4
Faculty of Business & Tourism	3
Total	24



Student Support Services, Student Activities and Engagement initiatives

The University offers academic support services to assist students in their educational and career endeavours. These services include academic advising, career counselling, mentoring, and study skills workshops. At weekends, the Chaplaincy provides support through Christian fellowship programs in collaboration with religious leaders. Despite other challenges, efforts are made to support students in completing their studies at the university. The University offers activities for students, primarily focusing on sports and cultural events. The Sporting Department coordinates sporting events for students, especially for boarding students, aiming to promote their well-being. The University sponsors students' netball and soccer teams to participate in Honiara Sports Competitions, providing opportunities for students to engage in competitive sports outside of the campus. The University through the Student Association -SINUSA organizes event on International Day of Democracy, cultural events and other social activities. These various initiatives engaged students in enhancing their experiences.



Pacific Games 2023

The commitments outlined in the Memorandum of Understanding (MOU) and Memorandum of Agreement (MOA) concerning the Pacific Games have been successfully fulfilled by the parties involved. The significant milestones completion of key infrastructure projects as outlined in the agreements. These includes;

1. The Aquatic Center and Tennis Center, situated on SINU and SIFF land.
2. The MP Futsal Stadium, constructed on SINU land.
3. SINU New Hostels at Kukum Campus, funded by PRC and handed over to SINU as planned.
4. The upgrade of dormitories at both Kukum campus and Panatina campus has been successfully completed.

These positively contributing to the enhancement of student accommodation facilities and signify progress in infrastructure development and collaboration between relevant stakeholders.

SINU also proudly supported the Pacific Games hosted in the Solomon Islands by actively engaging its students in various vital roles, particularly in catering and customer service for athletes and officials from across the Pacific region. This initiative provided students with a unique platform to apply their skills in real-world settings, enhance their professional competencies, and contribute meaningfully to a major regional event. Through their participation, students demonstrated outstanding hospitality, teamwork, and cultural diplomacy, reflecting the university's commitment to experiential learning and regional cooperation. This engagement not only displayed the capabilities of SINU students but also reinforced the institution's strategic goal of enhancing student life and learning beyond the classroom.



3.3. Knowledge Creation and Innovation



Improve the research capacity of the University

The University, through the Office of Research and Postgraduates Studies (ORPS), revisited its 2018 strategy, focusing on strengthening governance, policy frameworks, research engagement, and postgraduate development. Key achievements include the development of flexible frameworks to manage diverse research projects, ensuring compliance with SINU's and external partners' requirements. ORPS further advanced the review and development of critical policies and procedures to guide research activities and postgraduate degrees by research (PDRs), covering admission, candidature management, and final examination processes.

There are multiple externally funded research projects managed by the University Research Office with a combined value of over SBD \$2.9 million. These include the collaborations with Griffith University, Auckland University, UNICEF, and PIURN. Projects covered areas such as water management, climate change, health, and indigenous knowledge. New partnerships were also pursued, which include discussions with Arizona State University and the Pacific Centre for Climate Change.

In staff development, three Research Methodology courses were designed and approved to enhance research skills across SINU faculties. Nine SINU staff participated in the 5th PIURN Conference in the Cook Islands, alongside other international symposiums, workshops, and student training programs across Sweden, Fiji, Europe, China, and Israel. ORPS similarly initiated the development of a dedicated research webpage to improve visibility.

In publications, several high-impact research papers were published by SINU staff in international journals, focusing on child health, low birth weight, water management, and climate resilience.

Additionally, significant progress was made in policy development, particularly for the management of PDRs. Drafts for policies, guidelines, and procedures were prepared, and additional university-wide research policies have been identified for future review to strengthen SINU's research ecosystem.

Professorial ranked staff

SINU employed a total of 19 staff members with PhD qualifications, leveraging their professional research experiences and specialties. The university strategically utilizes their expertise to advance knowledge creation through research and innovation. By tapping into the diverse skill sets and specialized knowledge of these staff members, SINU aims to foster a culture of research excellence and drive impactful contributions to various fields of study.

3.4. Governance, Management and Human Resources



Governance and Management

The role of the Council on the provision of governance oversight and direction at SINU is critical for effective and efficient management and administration of the university. In line with the USR's mission, the USR takes the responsibility of connectivity between the Council and Management and Executive Management and senior managers on Council resolutions and outcomes. During the reporting period from July to December 2023, the University Secretariat (USR) provided administrative, executive, and secretarial support to various governing bodies and committees at SINU, including the Council, Senate, Standing Committees of Council, and Senior Management. A total of 7 Council meetings and 9 Senate meetings were held during this period. These meetings followed meeting protocols and Standing Orders of the Council, where matters recommended by the senior management committee were submitted through Standing Committees of Council for consideration. The USR played a vital role in facilitating the smooth operation of these meetings and ensuring compliance with established procedures and protocols. The Council, Sub-Committees, Senate and Senior Management Committee had held several meetings during the reporting period, along with key activities undertaken by the University Secretariat and Records Office. Below is a summary of the meetings.

1. Council and Sub-Committee Meetings:

The following Council and subcommittee meetings were held throughout 2023:

- i. The FICC Sub-Committee meeting occurred on June 1st and included one agenda item.
- ii. The first Council meeting of the year took place on July 21st, 2023, with a comprehensive agenda of twelve items.
- iii. A subsequent Council meeting was held on July 29th, 2023.
- iv. The Physical Resources Sub-Committee met on November 7th and 8th, 2023, addressing one agenda item.
- v. The FIC Sub-Committee convened on November 3rd, 2023, with two agenda items.
- vi. The second Council meeting was conducted on November 14th, 2023, featuring five agenda items.

2. Senate and SMC Meetings:

- i. SMC Meeting: Held in September, focusing on Departmental Progress Reports.
- ii. Senate SMC Meeting: Conducted on November 15th, 2023, with 4 agenda items.

Collectively, these meetings were crucial for the effective governance and operational management of the university. It facilitated strategic planning, resource management, and operational efficiency, ensuring the university's continued growth and effectiveness.

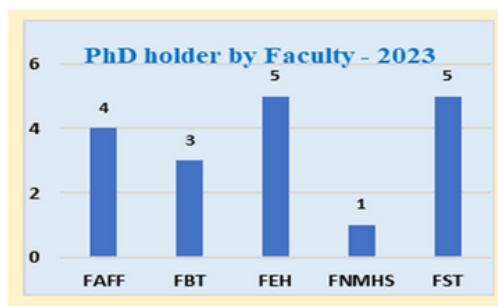
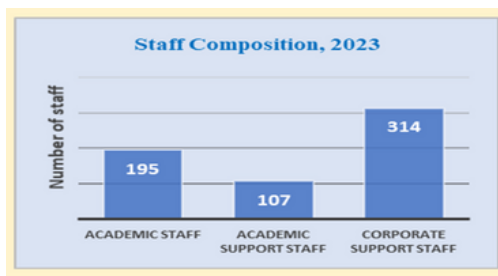
Human Resources

SINU employed a total of 616 full-time staff members in 2023. This staff composition consisted of 195 Academic Staff, including positions such as Professors, Associate Professors, Assistant Professors, Senior Lecturers, Lecturers, Assistant Lecturers, Tutors, and Lab Technicians. Additionally, there were 107 Academic Support Staff members, who provided support services within faculties and academic departments. Furthermore, SINU employed 314 Corporate Support Services (CSS) staff members, contributing to administrative and operational functions across the university. This breakdown highlights the diverse range of roles within the university community, encompassing academic, support, and administrative functions. During the reporting period, SINU experienced significant changes in its staff composition across faculties and departments. Seventeen (17) new staff were employed by FST, FBT, UPC, DFL, ICT, IPD, SQO, SER, and BICS. About nineteen (19) employees signed new contracts while twenty others completed their terms (contracts end). Three (3) staff members were on study leave, and sixteen (16) had their contract periods extended to continue their roles. Regrettably, five (5) staff members resigned during this period, reflecting both the dynamic nature of the institution and the challenges in maintaining continuity within its workforce.

Staff Engagement and Qualification

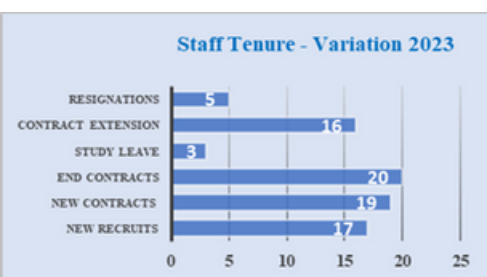
SINU continues to strengthen its human capital by engaging a number of highly qualified academic staff across all faculties. As part of this commitment, a total of 18 staff members currently hold PhD qualifications, highlighting the institution's growing academic and research capacity. These qualified academic staff are strategically distributed across faculties to support both teaching and research excellence: the Faculty of Agriculture, Forestry and Fisheries (FAFF) has 4 PhD holders, the Faculty of Business and Tourism (FBT) has 3, the Faculty of Education and Humanities (FEH) has 5, the Faculty of Nursing, Medicine and Health Sciences (FNMHS) has 1, and the Faculty of Science and Technology (FST) also has 5. This distribution reflects SINU's commitment to academic depth and quality delivery across disciplines.

Additionally, 95 staff hold Master's degrees, 21 with postgraduate qualifications, 138 with Bachelor's degrees, 79 with Diplomas, and 181 with Certificates from various training programs. From the total staff at SINU, 83 staff member's qualification details were not disclosed or not available. This breakdown provides insights into the educational qualifications of staff across different faculties, highlighting the diversity of expertise within the university community. These qualifications highlight the academic depth and expertise within each faculty at SINU, contributing to its educational and research capabilities.



Staff Tenure - Variation

The "Staff Tenure - Variation" graph reveals active staff movement at SINU, with the highest numbers recorded in contract endings (20), new contracts (19), and new recruits (17), indicating a dynamic workforce largely composed of fixed-term employees. The University was effectively managing staffing levels by closely matching contract terminations with new hires and contracts. Contract extensions (16) also suggest a focus on retaining experienced staff, while the low number of resignations (5) reflects relatively good staff retention. However, the minimal figure for study leave (3) may point to limited professional development opportunities or uptake. Overall, the data suggests a responsive HR approach balancing continuity and renewal, but also highlights areas for strategic improvement in staff development and contract stability.



Staff Training

Staff training is a critical aspect of ensuring that employees have the necessary skills and knowledge to perform their roles effectively. In 2023, Fifteen (15) staff have the opportunity to attend conference and short-term training leave as organized by the University. This opportunity allowed them to participate in conferences, workshops, or specialized training programs aimed at enhancing their professional skills and knowledge. By attending these events, staff members could stay updated with the latest developments in their respective fields and bring back valuable insights to enrich their roles at the University. The initiative not only supported continuous learning and professional development among the staff but also reinforced the University's commitment to fostering growth and excellence within its academic and administrative communities.

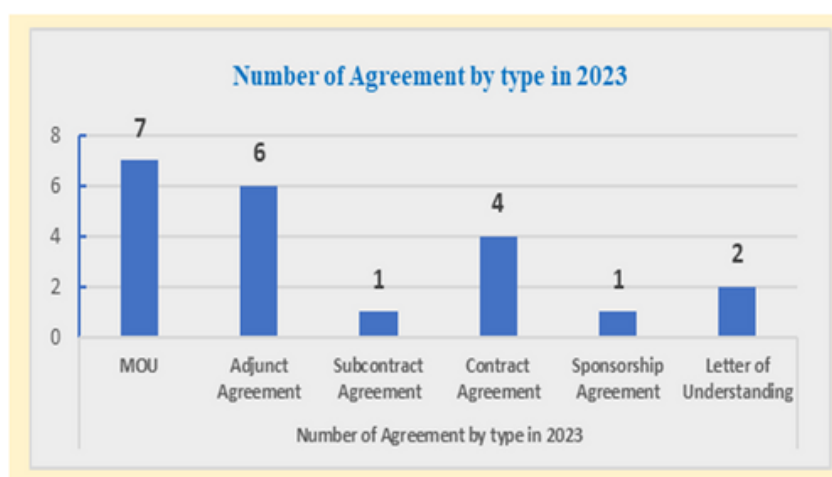
3.5. National, Regional and International Engagement

Building National, Regional, and International Partnerships for Mutual Benefit

The University significantly progressed in 2023 in strengthening existing partnerships and establishing new relationships with stakeholders at national, regional, and international levels. This reflects its strategic focus on strengthening partnerships, expanding academic collaborations, and securing external support. The university signed 7(45%) Memorandum of Understanding (MOUs) with various institutions and government ministries. These non-legally binding agreements formalized cooperative relationships and collaboration between parties. By entering into multiple MOUs with local and international institutions, SINU aimed to broaden its global reach and foster valuable partnerships that contribute to its long-term goals.

In addition to MOUs, Adjunct Agreements made up 25% of the total agreements, primarily focusing on enhancing academic expertise through external faculty appointments. Contractual Agreements, accounting for 20%, were legally binding documents that outlined specific terms for collaborations, particularly in project-based work and operational partnerships. Finally, Sponsorship and Cooperation Agreements represented 10% of the agreements, aimed at securing financial support for various initiatives in exchange for promotional benefits. This distribution of agreements highlights SINU's commitment to formalizing partnerships, enhancing academic capacity, and securing external resources to support its diverse initiatives.

These agreements highlight SINU's dedication to advancing educational opportunities, enhancing research capabilities, and fostering international academic exchanges.



Types of Agreements in Summary

- 1) Snyder Rini Education Authority and SINU MOU
- 2) Adjunct Agreement between SINU and Dr David Maclaren
- 3) Adjunct Agreement between SINU and Dr Michelle Redman Maclaren
- 4) Adjunct Agreement between SINU and Dr Humpress Harrington
- 5) Adjunct Agreement between SINU and Relmah Harrington
- 6) Subcontract Agreement between Griffith University and SINU
- 7) Variation Contract between SINU and Alex Makini
- 8) MOU with SINU and Ghaziabad Institute of Technology and Science
- 9) MOU between Indian Council for Cultural Relations and SINU
- 10) Letter of Understanding Academic Cooperation
- 11) SINU and Indian Council for Cultural Relations MOU
- 12) Letter of Understanding between SINU and University of Auckland
- 13) SINU and Institute of Technology and Science MOU
- 14) SINU and LPSS Security Service Contract Agreement (2)
- 15) SINU and Central Bank of Solomon Islands (CBSI) MOU
- 16) Contract between Secretariat of the Pacific Regional Environment Program (SPREP) and SINU
- 17) Ocean University of China and SINU MOA
- 18) Genuine Broker and SINU MOA
- 19) Sponsorship agreement James Porakari and SINU
- 20) SINU and the Ocean Foundation Contractor Agreement
- 21) Adjunct Agreement between SINU and Emeritus Professor Clive Moore

3.6. Infrastructure and ICT development

Upgrade Infrastructure, Facilities and Housing

Infrastructure development has been a pivotal force in driving progress across the Solomon Islands National University (SINU), serving as a critical enabler of high-quality education and enhanced productivity. Investment in infrastructure has been directed towards comprehensive repair and maintenance of existing SINU facilities, which is essential for sustaining an optimal learning environment and operational efficiency.

Efforts have included upgrading classroom spaces to support modern teaching methods, renovating laboratories and research facilities to facilitate advanced scientific inquiry, and improving administrative offices to streamline university operations. Additionally, the enhancement of student housing has been prioritised to ensure that accommodation standards meet the needs of a growing student body and contribute to a supportive campus life. This focus on infrastructure development not only aims to address immediate repair needs but also seeks to build a foundation for future growth. By investing in advanced facilities and maintaining existing infrastructure, SINU enhances its capacity to deliver exceptional educational experiences, support innovative research, and provide a conducive environment for both students and staff. Such developments are crucial for fostering academic excellence, attracting high-quality faculty and students, and sustaining the university's role as a leading educational institution in the Solomon Islands.

Three new security huts constructed at Kukum campus southern boundary



Generic signage at Main Entrance Gate, Kukum Campus



Kukum Campus Greenhouse Kitchen Upgraded



of November and December 2023.

ICT Facilities and Services

For infrastructure Developments, important progresses have been made in network infrastructure, highlighted by the successful completion of fibre optic connections and ongoing Wi-Fi installations. These developments are crucial for enhancing connectivity and ensuring reliable network performance across various locations. Additionally, progress has been achieved in establishing a robust disaster recovery site, which is essential for maintaining operations and safeguarding data in the event of unforeseen disruptions.

Recent technological upgrades have focused on implementing new systems monitoring tools and helpdesk ticketing systems to boost operational efficiency. These tools are designed to streamline support processes and improve response times. Furthermore, upgrades to firewall systems across campuses and DFL sites have been completed, enhancing security measures and protecting against potential threats.

To manage resources, effective bandwidth management has been a priority, alongside the procurement of essential licenses and certificates necessary for smooth operations. Despite initial budget constraints, strategic utilization of financial resources has demonstrated adaptability and foresight in allocation. This careful planning has ensured that critical resources are managed efficiently and effectively.

Efforts are underway on educational support to migrate learning management systems to the cloud, accompanied by the integration of anti-plagiarism software. This transition aims to enhance the digital learning environment and uphold academic integrity. Additionally, the near completion of laptop distribution to academic staff is set to support a more flexible and modern teaching environment, empowering educators with the tools they need for effective instruction.

The 2023 Annual Report SINU reflects the institution's ongoing commitment to the objectives set forth in the SINU Strategic Plan 2021-2025. This alignment with the Strategic Plan is evident through the introduction of new academic programmes, the enhancement of infrastructure, and the improvement of research capabilities, all of which contribute to addressing the national human resource needs and advancing SINU's mission.

In line with Goal 1 of the Strategic Plan, which focuses on meeting the Solomon Islands' human resource needs, the University introduced 13 new programmes between 2021 and 2023, including Bachelor's, Master's, diploma, and certificate programmes. These initiatives align with the strategic objective of ensuring that the University has the right suite of programmes that address the country's HR needs and demonstrate SINU's dedication to enhancing the quality and relevance of its academic offerings.

Furthermore, SINU's progress in research, particularly through its involvement in internationally recognized projects, such as those addressing sustainable water management in rural Pacific communities, aligns with Goal 3: Knowledge Creation and Innovation. The appointment of new academic staff and the development of postgraduate programmes underscore the University's efforts to improve research capacity, as outlined in the Strategic Plan.

Overall, the 2023 Annual Report highlights the University's strides toward implementing the strategic initiatives set out in the SINU Strategic Plan 2021-2025. These efforts are not only instrumental in enhancing the educational landscape of the Solomon Islands but also in positioning SINU as a leading national and regional institution dedicated to higher education, research, and community engagement.

To fully implement the SINU Strategic Plan 2021-2025, several key actions must be prioritised to ensure that the University's goals are achieved effectively and sustainably. First, there is a need to accelerate the development and launch of new academic programmes, particularly those at the Master's and Bachelor's levels, to meet the growing demand for higher qualifications in the Solomon Islands. This requires streamlining the programme development process, enhancing faculty capacity, and securing necessary resources to support these initiatives. Additionally, strengthening the link between academic offerings and market needs is essential to ensure that graduates are well-prepared to contribute to the national economy.

Secondly, a critical focus must be placed on enhancing the University's research capabilities. This includes increasing support for research initiatives, expanding partnerships with international institutions, and investing in research infrastructure. By fostering a robust research environment, SINU can contribute more effectively to addressing national and regional challenges, thereby fulfilling its strategic objective of knowledge creation and innovation.

Effective governance and management are crucial for the successful implementation of the Strategic Plan. This involves improving financial management, ensuring timely and adequate funding, and enhancing the University's operational efficiency. Additionally, there must be a concerted effort to engage stakeholders, including government, private sector partners, and the community, to support the University's strategic initiatives. By focusing on these areas, SINU can achieve its vision of becoming a leading institution in the Solomon Islands and the Pacific region.

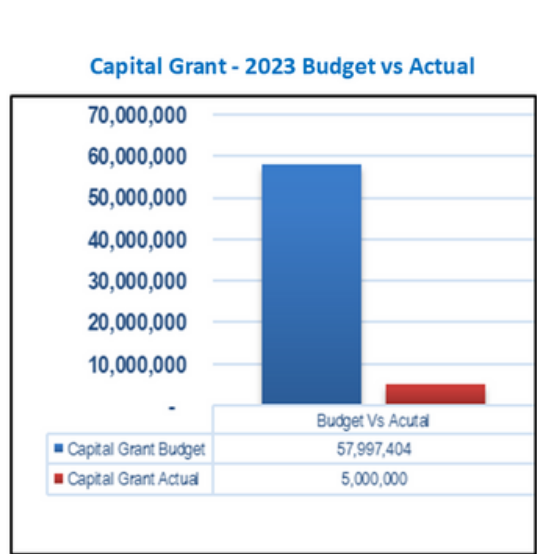
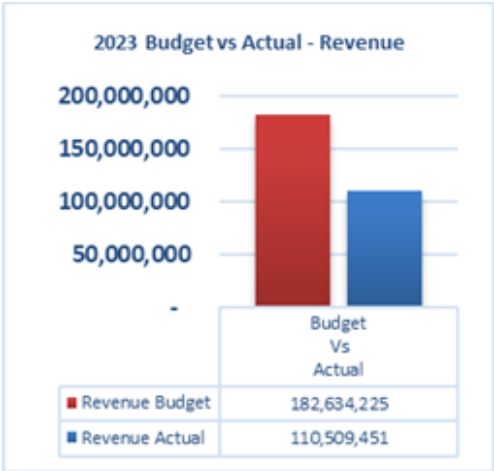


4.0 FINANCE

Disclaimer: The financial information presented in the Solomon Island National University (SINU) Annual Report for the year 2023 consists of unaudited figures. While every effort has been made to ensure the accuracy and completeness of the data, it should be noted that the figures presented have not undergone a formal external audit process. These profit and loss statements are based on internally generated reports and reflect the University's financial performance as of the reporting date. As such, the figures may be subject to adjustments or revisions following the completion of the external audit. SINU does not assume responsibility for any discrepancies that may arise from the subsequent audit process. Readers are advised to interpret the financial data with this consideration in mind.

Revenue performance for 2023 reveals a significant shortfall between the budgeted and actual figures. The projected revenue was set at \$182,634,225, while the actual revenue realized amounted to \$119,602,818. This resulted in a deficit of \$33,132,429, indicating that only approximately 65% of the anticipated revenue was achieved.

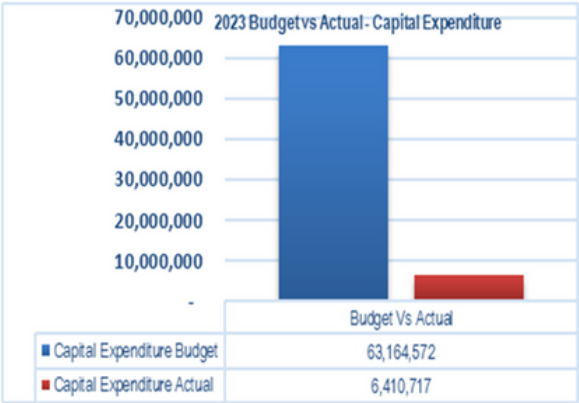
This substantial variance highlights a critical gap between expected and actual financial performance, prompting the need for improved forecasting accuracy and revenue generation strategies. In response to this issue, several measures have been initiated, including a detailed assessment of revenue assumptions and closer monitoring of revenue streams throughout the year. Additionally, efforts are being made to strengthen financial planning processes to better align budget expectations with actual outcomes.

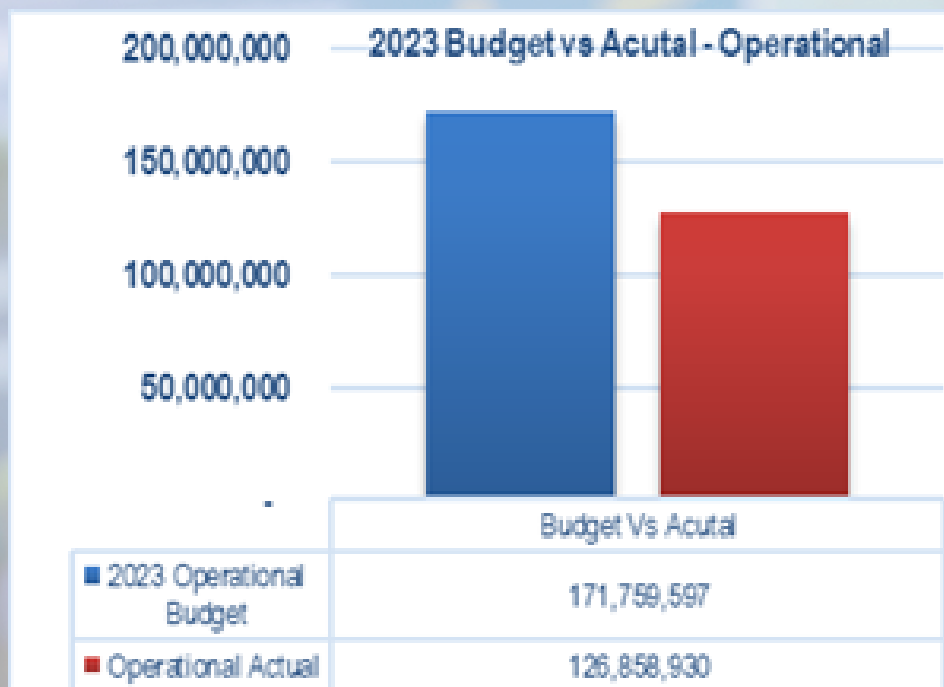


Capital Grant - 2023 Budget vs Actual

The capital grant performance for 2023 reveals a substantial shortfall between the budgeted and actual figures. The planned capital grant was set at \$57,997,404, while the actual grant received amounted to just \$5,000,000. This results in a discrepancy of \$52,997,404, with the actual funding comprising only approximately 8.6% of the projected figure. This significant variance highlights a critical gap in the realization of anticipated capital funding, potentially affecting planned projects and expenditures reliant on these funds. Recognizing this issue, efforts have been initiated to address the shortfall, including a review of the grant acquisition processes and closer engagement with funding stakeholders to ensure more accurate forecasting and timely fund disbursement. To further mitigate the risk of such discrepancies, a comprehensive analysis is underway to identify the root causes of the funding gap. Based on the findings, adjustments to budgeting practices and funding strategies will be implemented to strengthen financial planning and enhance project sustainability.

The bar chart illustrates the 2023 capital expenditure budget versus the actual capital expenditure for the year. The budgeted capital expenditure was \$63,164,572, while the actual expenditure was significantly lower at \$13,710,124. This reveals a substantial underutilization of the capital budget, with actual spending falling short by approximately \$56.75 million, indicating that a large portion of the allocated funds for capital projects remained unspent.





The provided bar chart compares the 2023 operational budget with the actual operational spending for the year. The budgeted amount was \$171,759,597, while the actual spending was \$152,735,247. This resulted in a significant overspend of approximately (\$33.13 million). The visual representation shows a stark difference between the budget and actual figures, indicating that the actual operational expenses were much lower than anticipated for 2023.

5.0. APPENDIX

a. Summary of SINU Consolidated 2023 Budget Vs Actual YTD 31 December 2023.

To mitigate the financial challenges faced by SINU in 2023 and to improve future financial performance, several actionable insights and strategic initiatives should be considered. The significant discrepancies between the budgeted and actual figures in both revenue and expenditure highlight the need for more accurate forecasting, diversified revenue streams, and better expenditure management.

1. *Improve Forecasting Accuracy:*

To address the substantial gap between budgeted and actual revenue, it is critical to enhance the financial forecasting processes. This can be achieved by incorporating more robust data analysis techniques and market research to better predict student enrolment numbers, government grant allocations, and commercial income. Additionally, establishing a continuous monitoring system throughout the year can help identify trends and adjust forecasts in real-time, allowing the University to make more informed decisions and avoid large variances at the end of the fiscal year.

2. *Diversify Revenue Streams:*

Given the shortfall in both recurrent revenue and capital grants, SINU must focus on diversifying its revenue streams. This could involve expanding commercial activities, seeking alternative funding sources, and strengthening partnerships with both local and international stakeholders. For example, increasing collaboration with the private sector, developing new income-generating projects, and exploring opportunities for philanthropic contributions or endowments could provide much-needed financial stability. Furthermore, leveraging research grants and engaging in joint ventures with industry partners can enhance the University's financial position while also contributing to its academic mission.

3. *Better Manage Expenditure:*

The significant underspend in capital and operational expenditures indicates a need for better financial management and project execution. To ensure that allocated funds are utilised effectively, it is essential to implement stricter budgetary controls and project management practices. This includes setting clear timelines and milestones for capital projects, regularly reviewing budget performance, and reallocating funds to priority areas as needed. Additionally, improving procurement processes and negotiating better terms with suppliers could lead to cost savings, further optimizing the University's financial resources.

By implementing these strategies, SINU can not only mitigate the financial challenges it faced in 2023 but also position itself for more sustainable growth and development in the future. These measures will enhance the University's ability to fulfil its strategic goals, contributing to its mission of providing high-quality education and advancing the development of the Solomon Islands.

Account Code		2023 Budget	Actual YTD	% Annual Variance
	RECURRENT REVENUE			
A1199	Total Government Grant - Recurrent	18,700,000	18,700,000	0%
A1299	Total Student Fees	103,098,088	73,058,446	-29%
A1399	Total Commercial Income	56,785,138	24,795,705	-56%
A1499	Total Other Income	1,327,000	1,177,740	-11%
A1599	Total Grant & Research Grant	2,200,000	1,080,568	-51%
A1699	Total Finance Income	154,000	790,359	413%
A1799	Total Development Assistance	370,000	-	
A1998	Total Recurrent Revenue	182,634,226	119,602,818	-35%
	Recurrent Expenditure			
A2099	Total Cost of Sales	14,550,841	9,014,851	-38%
A2199	Total Administration Expenses	8,481,340	5,778,154	-32%
A2299	Total Finance	1,390,000	849,086	-39%
A2399	Total Advertising/Promotional	1,632,200	1,071,420	-34%
A2499	Total Depreciation and Amortization	1,658,573	18,136,975	994%
A2599	Total Utilities	14,131,000	14,299,002	1%
A2699	Total Repairs & Maintenance	4,248,125	4,224,831	-1%
A2799	Total ICT Software & Hardware	2,146,740	938,485	-56%
A2899	Total Salaries & Wages	74,852,812	62,494,180	-17%
A2999	Total Staff Allowances & Benefits	28,018,121	22,501,831	-20%
A3099	Total Motor Vehicle	1,146,120	925,029	-19%
A3199	Total Professional Training & Development	500,000	382,680	-23%
A3299	Total Student Related	12,108,480	5,091,117	-58%
A3399	Total Office Supplies & Services	2,905,245	3,708,899	28%
A3499	Total Books & Periodicals	3,200,000	2,170,408	-32%
A3699	Total Research	790,000	1,148,298	45%
A3999	Total Recurrent Expenditure	171,759,597	152,735,247	-11%
A4000	Net Operating Surplus/(Deficit)	10,874,628	-33,132,429	-405%
A1110	Total Government Grant - Capital	57,997,404	13,608,373	-77%
A3998	Total Capital Expenditure	63,164,572	13,710,124	-78%
	Capital surplus/ (Deficit)	-5,167,168	-101,751	-98%
	Overall (Deficit) Surplus	5,707,460	-33,234,180	-682%

b. MOUs/PARTNERSHIPS

Name	Date signed	Expiry date	Duration	Purpose
MOU between the Snyder Rini Education Authority and SINU	19 th June 2023	19 th June 2026	3 years	To use SR Academy facilities for virtual sessions and as a contact point for SINU CDFL students in Marovo Lagoon, with a coordinator managing learner support tasks and absorbing dropouts from SR Academy and other local schools into the University Preparatory Certificate programs.
Adjunct Agreement between SINU and Dr David Maclaren	26 th May 2023	26 th May 2026	3 years	To support building the research capacity at the Faculty of Nursing, Medicine, and Health Science at Solomon Islands National University.
Adjunct Agreement between SINU and Dr Michelle Redman Maclaren	22 nd May 2023	22 nd May 2026	3 years	To support building the research capacity at the Faculty of Nursing, Medicine, and Health Science at Solomon Islands National University.
Adjunct Agreement between SINU and Dr Humphress Harrington	9 th May 2023	9 th May 2026	3 years	To support building research capacity at the Faculty of Nursing, Medicine, and Health Science at Solomon Islands National University.
Adjunct Agreement between SINU and Relmah Harrington	9 th May 2023	9 th May 2026	3 years	To support building research capacity at the Faculty of Nursing, Medicine, and Health Science at Solomon Islands National University.
Subcontract Agreement between Griffith University and SINU (subcontractor)	14 th April 2023	14 th April 2026	3 years	Dr. Hugo Bugoro of SINU will lead a team including Mr. Collin Benjamin and Ms. Sheilla Funubo to conduct research across several provinces, engage in regional events, and ensure the provision of narrative and financial reports as per the proposal.
Variation Contract between SINU and Alex Makini	5 th April 2023	18 th April 2023	13 days	Drafting a project proposal on climate and environmental change and security in the Solomon Islands.
MOU with SINU and Ghaziabad Institute of Technology and Science	4 th April 2023	4 th April 2028	5 years	To establish a collaborative non-financial relationship for research and student and faculty exchange programs.
Indian Council for Cultural Relations and SINU MoU	9 th March 2023	9 th March 2029	6 years	To cooperate in establishing and operating the ICCR Chair of Indian Studies and to deploy a Visiting Professor in Economics at Solomon Islands National University.
Letter of Understanding Academic Cooperation	21 st Feb 2023	21 st Feb 2025	2 years	The LoU aims to establish a partnership focusing on research and education related to population mobility, including climate mobility in Solomon Islands, collaborate with SINU staff on climate immobility research, secure funding for SINU's research opportunities, and ensure recognition of SINU's contributions in research outputs.
Letter of Understanding between SINU and University of Auckland	8 th February 2023	8 th February 2025	2 years	This letter of understanding sets out the basis for collaboration on: Establish a viable partnership that supports research on broad area of population mobility, including climate mobility in Solomon Islands. Promote awareness and education of broad area of population mobility, including climate mobility, across Solomon Islands. Work Collaboratively with SINU staff to facilitate the objective of research project on climate (im) mobility on the Pacific, focusing on Solomon Islands. Secure research funds that support research opportunities for SINU Staff and Students and ensure safe transfer of such funds to SINU. Secure research inputs, where possible, that acknowledge and recognizes the support of SINU and associates research and Solomon Islands citizens.
MOU between SINU and Institute of Technology and Science	24 th March 2023	24 th March 2028	5 years	To establish a collaborative non relationship for research Collaboration and Student & Faculty Exchange Program.
MOU between SINU and Central Bank of Solomon Islands (CBSI)	31 st May 2023	31 st May 2026	3 Years	The purpose of this MOU is to strengthen and enhance the partnership and collaboration between CBSI and SINU in the development of human capital and labor force that meet the needs of the economics and finance professions, the financial and banking sector, the public sector, and the wider business sectors, and supporting the work research projects that would contribute to creation of new knowledge and enhancement of financial inclusion and economic development of Solomon Islands.
Contract for Service between Secretariat of the Pacific Regional Environment Program (SPREP) and Solomon Islands National University	1 st February 2023	1 st February 2025	2 Years	The buyer appoints the supplier to deliver the services described in this contract and the supplier accepts that appointment. The contract sets out the Parties' rights and obligation. SPREP is the executing agency of the By-catch and integrated Ecosystem Management (BIEM) initiative, Key Result Area 5 of the Pacific European Union Marine Partnership Programme funded by the European Union and the Government of Sweden. Through the BIEM initiative SPREP is supporting the government of Fiji, Papua New Guinea, Solomon Islands, Tonga and Vanuatu in the sustainable management of coastal and marine biodiversity. Activity 5.6 of the BIEM initiative is focused on the capacity development through research grants to citizens of the Pacific Islands through the delivery of the Lui Bell Scholarship. Budget available under activity 5.6 will be fund a high priority research project focused on the science and cultural aspects of dolphins in the Solomon Islands. The scholarship will be administered by Solomon Islands National University (SINU). The research will be undertaken by Mr. Kabin Fa'ari Afia.
MOA between Ocean University of China and SINU	11 th May 2023	11 May 2028	5 Years	In order to extend the effective and mutually beneficial cooperation and development of academic exchange in education, research and other scientific areas, hereafter called the "Parties", agree to cooperate towards the internationalization of higher education.
Contractor Agreement between SINU and the Ocean Foundation	8 th June 2023	8 th June 2025	2 years	Contractor shall serve as a contractor and consultant to the program under title of "GOA-ON in a Box Kit Recipient" Contractor will commit to adequately maintaining scope of work, Dr. Lindon Havimana. Contractor will commit to supporting Dr. Lindon Havimana and his designees in collecting carbonate chemistry data using the "GOA-ON in a Box" equipment in accordance with the equipment; uploading that quality-controlled data to a national or regional ocean data center and/or making it publicly accessible as recommended by GOA-ON and in accordance with SDG 14.3.1 methodology; and sharing the data with the Pacific Islands & Territories ocean Acidification (PI-TOA)

The Memorandum of Understanding (MoUs) and partnerships established by SINU in 2023 represent significant strides in expanding the University's academic and research capabilities, enhancing its global and regional engagement, and addressing critical national development needs. These collaborations are strategically aligned with SINU's mission to foster education, research, and community service that directly contribute to the social and economic development of the Solomon Islands.

The partnerships with institutions such as the Ocean University of China (OUC) and Griffith University, among others, emphasize SINU's commitment to advancing research and academic exchange, particularly in areas like marine sciences, climate change, and health sciences. These agreements not only facilitate capacity building within the University but also provide valuable opportunities for faculty and students to engage in cutting-edge research, thereby enhancing SINU's academic standing and contributing to the generation of knowledge that addresses both local and global challenges.

Moreover, the MoUs with organisations like the Central Bank of Solomon Islands (CBSI) and the Snyder Rini Education Authority underscore SINU's role in supporting national development. These agreements focus on the development of human capital and the strengthening of educational infrastructures, which are crucial for meeting the growing demand for skilled professionals in the Solomon Islands. By aligning these partnerships with its strategic goals, SINU is positioning itself as a key player in the economic and social advancement of the country. These MoUs and partnerships are pivotal in advancing SINU's strategic objectives. They provide the framework for sustained collaboration, resource sharing, and innovation, all of which are essential for the University's growth and for its ability to make meaningful contributions to the broader societal goals of the Solomon Islands. Going forward, it will be critical for SINU to actively manage and nurture these partnerships to ensure that they deliver the intended outcomes and continue to support the University's mission.






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