

République de Vanuatu  
Republic of Vanuatu  
Ripablik blong Vanuatu

**NASONAL YUNIVESITI  
BLONG VANUATU**  
**NATIONAL UNIVERSITY  
OF VANUATU**  
**UNIVERSITÉ NATIONALE  
DE VANUATU**

# Annual Report – 2020 to 2023

November 2024



  
Ripablik di Vanuatu  
Republik Vanuatu  
Ripablik blong Vanuatu  
**NASIONAL YUNIVESITI  
BLONG VANUATU  
NATIONAL UNIVERSITY  
OF VANUATU  
UNIVERSITÉ NATIONALE  
DE VANUATU**

# Table of Contents

<b>Foreword from the Vice-Chancellor .....</b>	<b>7</b>
<b>1 Overview .....</b>	<b>9</b>
1.1 : Introduction.....	9
1.2 : Higher Education Needs & Challenges .....	10
1.3 : Our Programs.....	11
1.4 : Our Governance .....	13
1.5 : Our Structure.....	15
1.6 : Our People .....	18
1.7 : 2023 Facts & Figures.....	20
1.8 : 2020 – 2023 Key Highlights .....	22
<b>2 University Strategy .....</b>	<b>26</b>
2.1 : Strategic Directions .....	26
2.2 : Challenges.....	27
2.3 : Achievements .....	31
<b>3 Management &amp; Performance .....</b>	<b>42</b>
3.1 : Academic Development.....	42
3.2 : Student Enrolment & Performance .....	46
3.3 : Research & Conference .....	53
3.4 : External Engagement.....	60
3.5 : Human Resources .....	69
3.6 : Ground & Facilities .....	72
3.7 : Finance .....	76
<b>Appendixes .....</b>	<b>80</b>
Appendix 1: Auditor Finance Statement – 2020	
Appendix 2: Auditor Finance Statement – 2021	
Appendix 3: Auditor Finance Statement – 2022	
Appendix 4: Auditor Finance Statement – 2023	







# Acronyms

AFD	Agence Française de Développement
COVID-19	Coronavirus disease of 2019
CRHA	Climate Resilience & Humanitarian Action
DIRECCT	Digital REsponse Connecting CiTizens
ECCT	Education Early Child Care Teaching
ES	Environmental Sciences
ESA	Economic & Social Administration
ESS	Economics & Social Sciences
FALAH	Family Farming, Lifestyle and Health
FAO	Food and Agriculture Organization of the United Nations
FSPI	Fonds de Solidarité pour les Projets Innovants
HR	Human Resources
ICT	Information & Communication Technology
IT	Information technology
MACFEST	Melanesian Arts & Culture Festival
MM	Million
MoET	Ministry of Education and Training
NUV	National University of Vanuatu
PhD	Doctorate of Philosophy
PIURN	Pacific Islands Universities Research Network
PPM	Program & Project Management
RERIPA	Research and Innovation Ecosystems to tackle climate change in the Pacific
SASS	Student Academic and Support Services department
SoE	School of Education
SOP	Standard Operating Procedure
UNC	University of New Caledonia
USP	University of the South Pacific
VAC	Vanuatu Agriculture College
VQA	Vanuatu Qualifications Authority
VET	Vocational Education and Training
VIT	Vanuatu Institute of Technology





## Foreword from the Vice-Chancellor

As Vice-Chancellor, I take pride in introducing the first Annual Report of the National University of Vanuatu which comes to also commemorate the fourth anniversary of the official launching of the country's University and its operations, which occurred in February 2020.

I am humbled by the overwhelming support and the recognition that have been bestowed on the National University of Vanuatu by the National Parliament, the Government and key institutions of the Republic of Vanuatu, the development partners as well as a growing number of outstanding university partners with renown research institutions which have not hesitated a moment to step in and offer assistance or collaborative engagements to help grow the very young highest national institution of teaching, learning and research of the country.

We have set the vision for the National University of Vanuatu to evolve as *"the premier multilingual institution of higher education and training in Vanuatu and the Pacific region"* with the mission *"to provide quality, dual-sector higher education advancement and lifelong learning, in both French and English languages"* (Act N° 34 of 2019). Our commitment to nurturing and growing the country's university following the vision and mission the University Council has set for our institution makes the National University of Vanuatu a unique institution of higher education and training in the Pacific region where Vanuatu itself occupies a unique place in terms of values and heritage.

The uniqueness of Vanuatu is also witnessed in its rich and diverse cultural and linguistic identity with a common national language Bislama, also legislated as one of the three official languages of the country, and complemented by over 130 vernacular languages<sup>1</sup> for a small population of only over 300,000 people. We acknowledge the challenges of having to preserve the country's cultural and linguistic heritage through research and teaching, and the necessity to promote work to standardise Bislama as the national language for common use and teaching. These are factors that motivate the young team of university staff and academics to pursue a strong interest in resourcing the university so it can effectively engage in the delivery of its core business.

As you navigate through this report, you will appreciate that a small, but growing team of very dedicated staff have made it their firm commitment to grow the university; and have capitalised on the challenges faced through the coronavirus disease of 2019 (COVID-19) pandemic, more regular tropical cyclones and climate change impacts to create opportunities competitive enough to attract international attention and funding from generous development partners, stakeholders and an increasing number of research partners.

We do appreciate that it will take time and more resources to fully grow our Schools and the academia, but we rest assured that every little step we take is meaningful and that the very program that we deliver is relevant to the human resource needs of the Republic of Vanuatu.

We pride ourselves on educating and training our young talents of Vanuatu in partnership with renowned external universities to ensure international quality standards in graduates that walk out of the National University of Vanuatu; because they own an internationally recognised qualification, and they are bilingual or multi-lingual.

---

<sup>1</sup> François, A., Lacrampe, S., Franjeh, M., & Schnell, S. (2015). *The languages of Vanuatu: Unity and diversity* (Vol. 5). Asia Pacific Linguistics Open Access.



Finally, I am happy to acknowledge the Government of the Republic of Vanuatu, the development partners, partner universities, and research institutions that backed the National University of Vanuatu with grant and funding support since its inception, because they believed that Vanuatu must have its own university as the highest institution of learning and training. We truly value all the support given to the University. -

To conclude, as a growing university, we have ensured to display a sound financial management practice that is up to date with its regular financial and annual audit reports. As appendices to the Report, we display in full transparency, the audited Statements of the National University of Vanuatu as produced by our external auditors since 2021 to date.

I commend this report to you.

Yours Faithfully,

A handwritten signature in blue ink, followed by a circular official stamp. The stamp contains the text 'NATIONAL UNIVERSITY OF VANUATU' at the top and 'UNIVERSITE NATIONALE DE VANUATU' at the bottom. In the center of the stamp is a shield with a 'U' and the words 'PRESIDENT VICE CHANCELLOR' below it.

**Jean-Pierre NIRUA**

Vice-Chancellor of the National University of Vanuatu



# 1 Overview

## 1.1 Introduction

Established under Parliament Act No34 of 2019, the National University of Vanuatu (NUV) was conceived as a strategic and historical pillar of development to commemorate the 40<sup>th</sup> Anniversary of the country's accession to Independence to support the development of its human capital.

The purpose of NUV as stated in its article 3 of its own Act N°34 of 2019, is *“to provide higher education advancement and lifelong learning through academic and professional excellence by way of training, teaching, and learning, in both the English and French official languages, research and international cooperation”*.

The enactment of the Law establishing and governing NUV (Act N° 34 of 2019) also paves the way for combining Post-School Education and Training institutions such as the Vanuatu Institute of Teacher Education (VITE), the Vanuatu Institute of Technology (VIT), the Vanuatu Agriculture College (VAC), the Vanuatu Maritime College, the Vanuatu College of Nursing Education, and the Vanuatu Police Training College under one single umbrella organisation – NUV - with different Schools.

NUV has developed and implemented agreements with several universities around the world to offer internationally recognised qualifications in Vanuatu. NUV has established partnerships with national and international research institutions to support its own research and academic functions.

The vision of NUV is to be known as *“the premier multilingual institution of Higher Education and Training in Vanuatu and the Pacific region.”*

Officially launched in February 2020, NUV has a long-term objective to grow and nurture Vanuatu Youth for employability in priority areas identified in the Vanuatu National Sustainable Plan – the People's Plan 2030 - and the country's National Human Resource Development Plan.

Additionally, the creation of NUV aligns with the first pillar of the Vanuatu National Sustainable Plan – Society. More specifically, it targets the second goal Quality Education, and its policy objective four (4) *“Increase higher education opportunities, including technical and vocational training and skills”*.

**Picture 1: The National University of Vanuatu sign (2020)**





## 1.2 Higher Education Needs & Challenges

NUV aims to deliver accredited certificates, diplomas, and/or degree-level courses according to the Vanuatu Qualifications Framework and international standards. The full integration of all institutions into NUV requires meeting high-quality tertiary education and training standards, and registration with the Vanuatu Qualifications Authority (VQA). Accreditation requirements have to comply with Vanuatu law and NUV internal governing and academic bodies, namely NUV Senate and NUV Council.

NUV was created to address several higher-education needs and challenges in Vanuatu:



**Education abroad:** NUV aims at providing a Vanuatu-based, cost-efficient approach to higher education, which is fully aligned with Vanuatu education and development needs and integrated with Vanuatu and Pacific culture and traditions.



**Multilingual education:** NUV was created for the explicit purpose of providing “higher education advancement and lifelong learning through academic and professional excellence by way of training, teaching, and learning, in both the English and French official languages, research, and international cooperation.” NUV aims at producing graduates who can effectively perform using both English and French, along with Bislama and other international languages to be introduced over time (e.g. Chinese Mandarin, Japanese, Spanish). NUV’s Language Centre will evolve to be the national pillar for linguistic excellence, and at the same time the laboratory for research and documenting native vernacular languages that can also be studied and taught at the School of Education (SoE), with close collaboration with the Curriculum Development Unit.



**Education for development:** NUV will offer effective, high-quality, dual-sector tertiary education for students in Vanuatu and the region, designed to meet national development objectives and skill demands in both the private and public sectors.



**Fragmented post-school education and training sector:** the mid to long-term goal for NUV is to integrate the main Post-School Education and Training national institutions in Vanuatu, effectively combining all public Post-School Education and Training providers into one comprehensive educational institution, using a robust dual-sector (academic-professional) approach to higher education, and providing clear and connected educational and professional paths for students aiming at employment or entrepreneurship.



**Increasing population and enrolment:** through NUV, Vanuatu will be able to meet the increasing local demands for post-secondary education. It will also provide effective complementary options to re-engage students who have left the school system back into the educational system, and new opportunities for further educational advancements for them.



**Education technology:** NUV will develop effective ways of dealing with the geographical realities of our island nation, which will include geographically dispersed and decentralised on-the-ground establishments, along with the development of efficient and effective distance learning programs and projects.



**Climate change and disasters:** in developing new infrastructure and programs of learning, NUV will focus on climate change and adaptation, information technology, administration and economics for development, and other areas that are essential for Vanuatu. NUV will also support and encourage green practices on its campus, as well as through its partnerships with key climate change institutions, networks, and actors.



**Inclusive education:** NUV aims to become a model for inclusive tertiary education, through gender and disability mainstreaming, through gender- and disability awareness programs for staff and students, and through targeted recruitment and scholarship support for women and people living with disabilities.



## 1.3 : Our Programs

Based on the Act, NUV is authorised to offer existing bachelor's degree programs offered by international universities, to develop collaboration with new partners on the implementation of other diploma, bachelor and master programs; and most importantly to develop for delivery to its students its own diploma and degree programs aligned with the needs of the country.

In 2023, NUV has offered 12 programs: one (1) master, five (5) bachelors, two (2) diplomas, two (2) certificates and two (2) professional micro-credentials.

- Three (3) bachelors and one (1) master are bilingual programs (with contents delivered in English and French).
- Two (2) professional micro-credentials and one (1) diploma are offered in English only.
- All SoE programs are available in both French and English.
- Students can choose from the online or onsite program for the Master of Economic & Social Sciences (ESS) and the Bachelor of Economic & Social Administration (ESA), where the In-service Diploma in Education is only offered as an online program to reach students for all Vanuatu's provinces.





Table 1: National University of Vanuatu programs in 2023

Level	Program name	Open	Delivered by	Delivery mode	Language of instruction
Master	Economics & Social Sciences (ESS)	2022 2017	Université Toulouse Capitole (France)	Online program Face-to-Face program	Bilingual French / English (French 70% English 30%)
Bachelor	Environmental Science (ES)	2021	James Cook University (Australia), and UNC (France)	Blended mode (face-to-face and online)	Bilingual French / English (French 30% English 70%)
Bachelor	Tourism Management & Hospitality	2018	UNC (France) Université Toulouse Jean-Jaurès (France) Taylor's University (Malaysia) and Victoria University of Wellington (New Zealand)	Face-to-face program	Bilingual French / English (French 50% English 50%)
Bachelor	Economics & Social Administration (ESA)	2019 2013	Université Toulouse Capitole (France)	Online program Face-to-Face program	Bilingual French / English (French 70% English 30%)
Bachelor	Education - Primary Teaching	2021	NUV – SoE	Face-to-face program	English French
Bachelor	Education - Secondary Teaching	2021	NUV – SoE	Face-to-face program	English French
Diploma	Climate Resilience & Humanitarian Action (CRHA)	2023	NUV – Main Campus	Face-to-face program	English
Diploma	Education - Primary Teaching (In-Service)	2021	NUV – SoE	Online program	French English
Professional Micro-credential	Program & Project Management (PPM)	2023	NUV – Main Campus	Face-to-face program	English (Supports available in French)
Professional Micro-credential	Climate Resilience & Humanitarian Action (CRHA)	2023	NUV – Main Campus	Face-to-face program	English (Supports available in French)
Certificate IV	Education: Early Child Care Teaching (ECCT)	2022	NUV – SoE	Face-to-face program	English French
Certificate IV	Education: Vocational Education and Training (VET)	2020	NUV – SoE	Face-to-face program	English French



## 1.4 : Our Governance

The governance of the University is safeguarded by the NUV Council and the NUV Senate. Find below the composition as of 13 December 2023:

### The Council

The Council is the governing body of the university and is composed of nine (9) members<sup>2</sup>:

- The Director General of the Ministry of Education and Training (MoET).  
*Mr. Iati Bergmans, Chairperson*
- The Minister of Education and Training.  
*Hon. Leonard Joshua Pikioune*
- The Minister of Finance and Economic Management.  
*Hon. John Salong*
- The Vice-Chancellor.  
*Mr. Jean-Pierre Nirua*
- Three (3) members nominated by Deans of Faculties and Heads of Schools of the University.  
*Not appointed in 2023*
- Two (2) members representing two (2) partner universities appointed by their heads of institutions.  
*Prof. Moussa Thioye, Member representing Université de Toulouse Capitole*  
*Prof. Matthias Chauchat, Member representing the University of New Caledonia (UNC), Deputy Chairperson*

### The Senate

The Senate is the academic and research governing body and is composed of seven (7) members:

- The Vice-Chancellor.  
*Mr. Jean-Pierre Nirua, Chairperson*
- Three (3) members nominated by the Deans of the Faculties and Heads of Schools.  
*Prof. Pascal Michon, Deputy Vice-Chancellor, representing Deans of Faculties and Heads of Schools*  
No other appointment
- Two (2) members who are reputable academics from two (2) recognised universities and appointed by the Head of these universities to be members of the Senate.  
*Prof. Jito Vanualilai, University of the South Pacific (USP)*  
*Prof. Jean-Marie Fotsing, University of New Caledonia (UNC)*
- A representative of the Ministry nominated by the Minister on the advice of the Director General.  
*Mr. John Kaltau, Director Tertiary Education, MoET*

---

<sup>2</sup> Composition as the Council and Senate members as per 13 December 2023.

Table 2: Former members of the Council<sup>3</sup>

Period	Minister of Finance and Economic Management	Minister MoET
January 2020 – April 2020	Hon. Gaëtan Pikioune	Hon. Jean Pierre Nirua
May 2020 – Dec 2020	Hon. Johnny Koanapo Rasu	Hon. Simeon Seule Davidson
2021	Hon. Johnny Koanapo Rasu	Hon. Simeon Seule Davidson Hon. Samson Samsen
January 2022 – November 2022	Hon. Johnny Koanapo Rasu	Hon. Samson Samsen
November 2022 – October 2023	Hon. John Salong	Hon. Bruno Tao Leingkone
October 2023 – December 2023	Hon. John Salong	Hon. Christopher Emelee

---

<sup>3</sup> Ministers who have exercised as council member.



## 1.5 : Our Structure

The Structure of the University is based on the provisions of Vanuatu Parliament Act N° 34 of 2019 which identifies the Roles and Functions of the Vice-Chancellor, the Deputy Vice-Chancellor, and structures NUV with two (2) Faculties and 10 Schools, namely:

### Faculty of Humanities

- School of Education
- School of Arts, Languages & Cultures
- School of Tourism & Business Studies/Management
- School of Public Administration & Management
- School of Police & Security Training

### Faculty of Science and Technology

- School of Science
- School of Agriculture
- School of Maritime (& Fisheries)
- School of Engineering & Technology
- School of Medicine & Nursing

The Act also facilitates the gradual integration of existing Vanuatu Post-School Education and Training institutions into NUV, under the overall supervision of MoET. This includes institutions approved to deliver accredited diploma and degree-level courses according to the Vanuatu Qualifications Framework, such as the Vanuatu Institute of Teacher Education (NUV SoE since 2021), Vanuatu College of Nursing Education, VIT and Vanuatu Agriculture College (VAC).

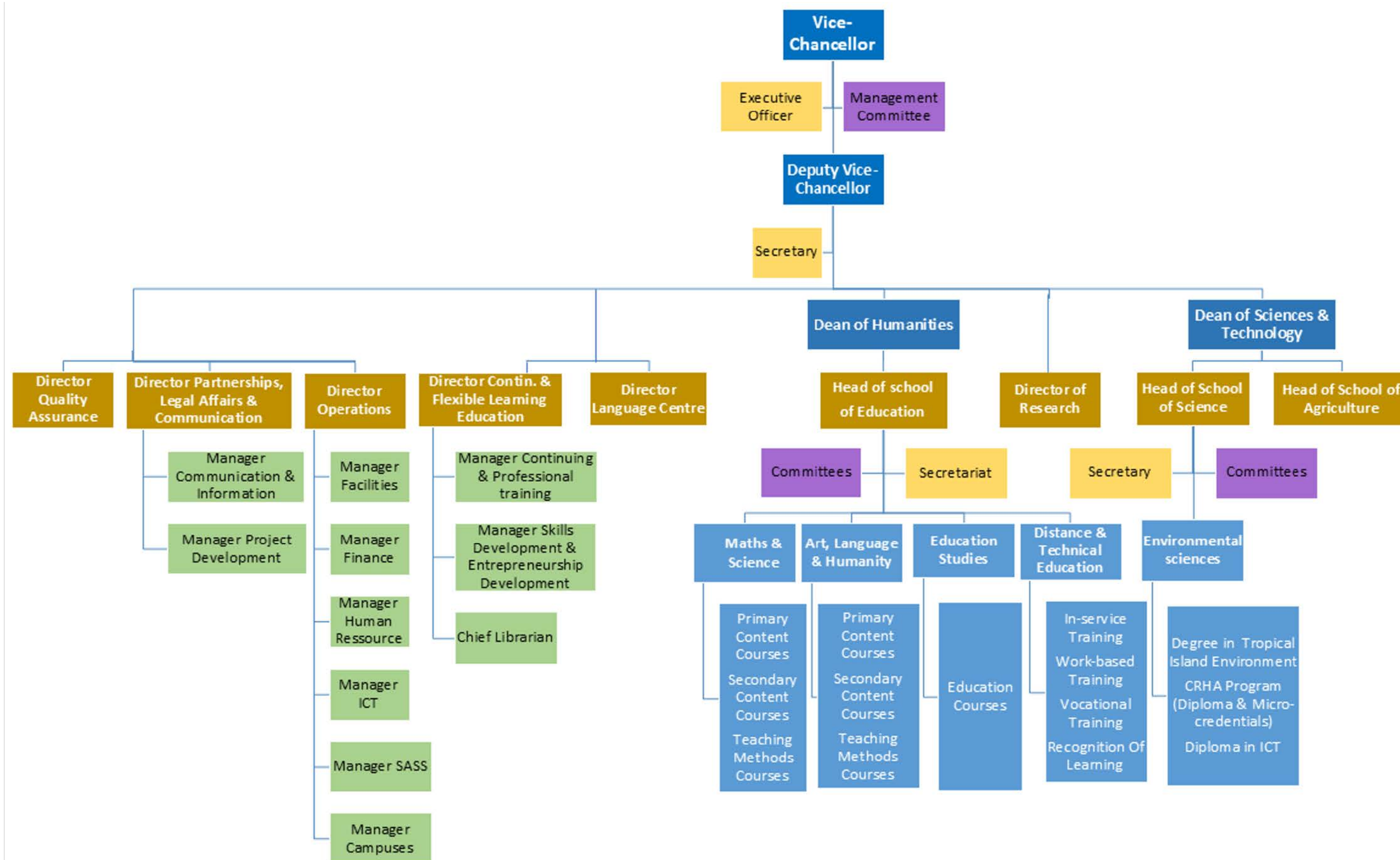
In 2021, the Vanuatu Institute of Teacher Education was the first to be integrated into NUV as the SoE. The process has been initiated with VAC and VIT, as both institutions received technical and financial support from NUV in 2022 and 2023. This support included upgrading their digital facilities and, the recruitment of a French Volunteer in VAC posted for 14 months to assist in the development of the VAC diploma program curriculum.

Between 2020 to 2023, the Management of the University was established with the recruitment of the Vice-Chancellor, Mr. Jean-Pierre Nirua, Deputy Vice-Chancellor, Professor Pascal Michon and further strengthened with the appointments between 2021 and 2023 of a Manager of Finance & Administration, a Human Resources (HR) Manager, a Senior Manager of Student Academic and Support Services department (SASS), a Manager Facilities, a Director of the Language Centre and an International Team Leader for Agence Française de Développement (AFD) Projects. However, some crucial positions are still to be filled to support the good foundation and the growth of the University. Due to the lack of office space and budget availability, the recruitment of senior faculty members and academics is still pending.

The following organigram represents the current organisational structure of NUV approved by the Council in November 2023.



Figure 1: The National University of Vanuatu – organisational structure





## 1.5 | Our People

All NUV's staff have been instrumental in achieving the organisation's goals and driving its ongoing growth. Their commitment and hard work are invaluable.

Picture 2: NUV employees at the main campus (2022)



Picture 3: NUV employees at the School of Education (2023)







Figure 2: Our Management Team







## 1.7 2023 Facts & Figures

### Programs & Students

**12** French, English or bilingual programs

**827** students enrolled<sup>4</sup>

**67%** female students

**89** students completed their programs<sup>5</sup>

**15** master<sup>6</sup> **36** bachelor<sup>7</sup> **38** other programs

### Team

**77** employees<sup>8</sup>

**38** academic staff

**16%** of the academic staff employed by NUV

**84%** of the academic staff employed by the Government of Vanuatu

**110** part-time lecturers

**63%** from our partner universities



### Research & Cooperation

**15** research projects<sup>9</sup>

**13** seminars & conferences<sup>10</sup>

**8** new agreements signed<sup>11</sup>

### Finance

**414.7** million vatu in income

**51%** from the Government of Vanuatu<sup>12</sup>

**38%** from other donors

**11%** from other income sources

**14%** year-on-year increase in cash reserves

<sup>4</sup> This figure shown as “students enrolled” reflects the number of final registered enrolments (student may be enrolled in several programs).

<sup>5</sup> Number of students who completed and obtained a certificate, a certificate of attainment, a professional micro-credential, a diploma, a bachelor or a master (exclude results of the In-service Diploma in Education – to be completed in 2024).

<sup>6</sup> Master degree level, pending graduation.

<sup>7</sup> Bachelor degree level, pending graduation.

<sup>8</sup> Number of employees who were on the payroll at least once during the year working on the main campus and SoE, employed by NUV & the Government of Vanuatu (excluding part-time lecturers).

<sup>9</sup> Research projects with NUV involvement.

<sup>10</sup> Seminars and conferences hosted or organised by NUV.

<sup>11</sup> Conventions or agreements signed with partner universities, national partners, international development partners.

<sup>12</sup> Vanuatu Government funding including operational & project budgets.



## 1.8 2020 – 2023 Key Highlights

### KEY HIGHLIGHTS 2020 TO 2022

 <p>29 FEB 2020</p> <p>NUV Launching Opening of the first NUV's e-learning classroom</p>	 <p>16 MARCH 2021</p> <p>Opening of the 2021 academic year Launching of the Bachelor of Education</p>	 <p>MARCH 2022</p> <p>First intake of Cert IV in Education Early Child Care Teaching</p>	 <p>JUNE 2022</p> <p>NUV Communication Plan endorsed</p>
 <p>FEB 2020</p> <p>First Council Meeting</p>	 <p>MARCH 2021</p> <p>Launching of the Bachelor of Environmental Science</p>	 <p>MARCH 2022</p> <p>NUV provides free access to eLearning platforms</p>	 <p>8-12 AUG 2022</p> <p>NUV programmes awareness in Santo</p>
 <p>JUNE 2020</p> <p>First environmental week</p>	 <p>MAY 2021</p> <p>Co-hosting of the Symposium on <i>Education, Cultures and Identity</i></p>	 <p>MAY 2022</p> <p>Publication of <i>Education, Cultures and Identity</i></p>	 <p>11 AUG 2022</p> <p>AFD delegation visits the main campus</p>
 <p>1 SEPT 2020</p> <p>Mr. Jean-Pierre Nirua, appointed as NUV's Vice-Chancellor</p>	 <p>JUNE 2021</p> <p>Releasing of the Gender Study and Inclusive Action Plan</p>	 <p>4 MAY 2022</p> <p>Signing of the Memorandum of Understanding with Vanuatu Intellectual Property Office</p>	 <p>17 AUG 2022</p> <p>Signing of the Memorandum of Understanding with "USAID OurFish OurFuture"</p>
 <p>FEB 2021</p> <p>First registration of the In-service Diploma in Education (primary teaching)</p>	 <p>1 JULY 2021</p> <p>Prof. Pascal Michon, appointed as NUV's Deputy Vice-Chancellor</p>	 <p>16 MAY 2022</p> <p>Signing of the Memorandum of Understanding with the Ministry of Climate Change and the Food and Agriculture Organization of the United Nations</p>	 <p>20 SEPT 2022</p> <p>French Senators visit the campus</p>
 <p>15 MARCH 2021</p> <p>Launching of the School of Education</p>	 <p>17 SEPT 2021</p> <p>Entrepreneurship Day</p>	 <p>17 MAY 2022</p> <p>Signing of the agreement with AFD and MoET</p>	 <p>11-14 OCT 2022</p> <p>Participation in DIRECCT Capitalisation workshop in Paris</p>
 <p>NOV 2021</p> <p>Launching of NUV's Strategic Plan</p>			





# KEY HIGHLIGHTS 2022 AND 2023



18-20 OCT 2022

Participation in the Symposium in Tahiti, Pacific Way, 50 years later



25 OCT 2022

Launching of the Digital Research Portal



25-27 OCT 2022

Seminar FALAH Vanuatu 2022



21-25 NOV 2022

Participation in Family Farming, Lifestyle and Health (FALAH) research seminar in Sydney



24 NOV 2022

Minister of State for Development, Francophonie and International Partnerships visits the campus



FEB 2023

CRHA first enrolment campaign



8 FEB 2023

Opening of the 2023 academic year



APRIL 2023

Participation in the PIURN Board Meeting



27 APRIL 2023

First NUV graduation ceremony



4 MAY 2023

Signing of the agreement with VIT to develop its digital services



8 JUNE 2023

Hosting of the first NUV's seminar Towards Improved Seasonal Rainfall Prediction In The Tropical Pacific Islands



JUNE 2023

Signing of Fonds de Solidarité pour les Projets Innovants Uni Stanap funding agreement with the French Embassy in Vanuatu and the Solomon Islands



22-23 JUNE 2023

Co-hosting of FALAH Vanuatu Conference



4-6 JULY 2023

Participation to the 5th Pacific Islands Universities Research Network (PIURN) conference in Cook Islands



25-27 JULY 2023

Co-hosting of the 7th Melanesian Arts and Culture Festival Symposium



JULY 2023

Hosting of Vanuatu Linguistic Conference



OCT 2023

Participation in the International Science Council Meeting in Apia



NOV 2023

Participation in the Francophone Forum 2023



8 DEC 2023

Official Opening of NUV Foundation building



13 DEC 2023

Signing of the Memorandum of Understanding with the Ministry of Foreign Affairs International Cooperation & External Trade





# 2 University Strategy

## 2.1 Strategic Directions

Launched in November 2021, the *Strategic plan of the National University of Vanuatu 2021-2030*<sup>13</sup> provides a vision and roadmap for developing a high-quality higher education institution that can effectively serve the educational and development needs of Vanuatu. This long-term plan is a living document to be reviewed and adjusted as needed. It also defines the vision, the mission, and the values of NUV and sets the Goals and Priorities of the University.

- **VISION:** NUV will be known as the premier multilingual institution of higher education and training in Vanuatu and the Pacific region.
- **MISSION:** Our mission is to provide quality, dual-sector higher education advancement and lifelong learning, in both French and English languages.
- **VALUES:** Integrity, Respect, and Academic Freedom; Diligence, Resilience, and Excellence; Cultural affirmation, Inclusion, and Diversity; Engagement for a Better World; and Research, Innovation, and Continuous Improvement.

Our three (3) strategic priorities & our nine (9) goals:

**Strategic Priority 1** Provide equitable access to quality higher education and training.

- GOAL 1** Build a dual-sector, tertiary education structure.
- GOAL 2** Develop academic and professional excellence.
- GOAL 3** Provide effective student support.

**Strategic Priority 2** Strengthen the capacity of the NUV as an effective, and sustainable educational institution.

- GOAL 4** Build the NUV structure and capacity.
- GOAL 5** Develop NUV infrastructure and technology.
- GOAL 6** Ensure financial viability and sustainability.

**Strategic Priority 3** Nurture our uniqueness.

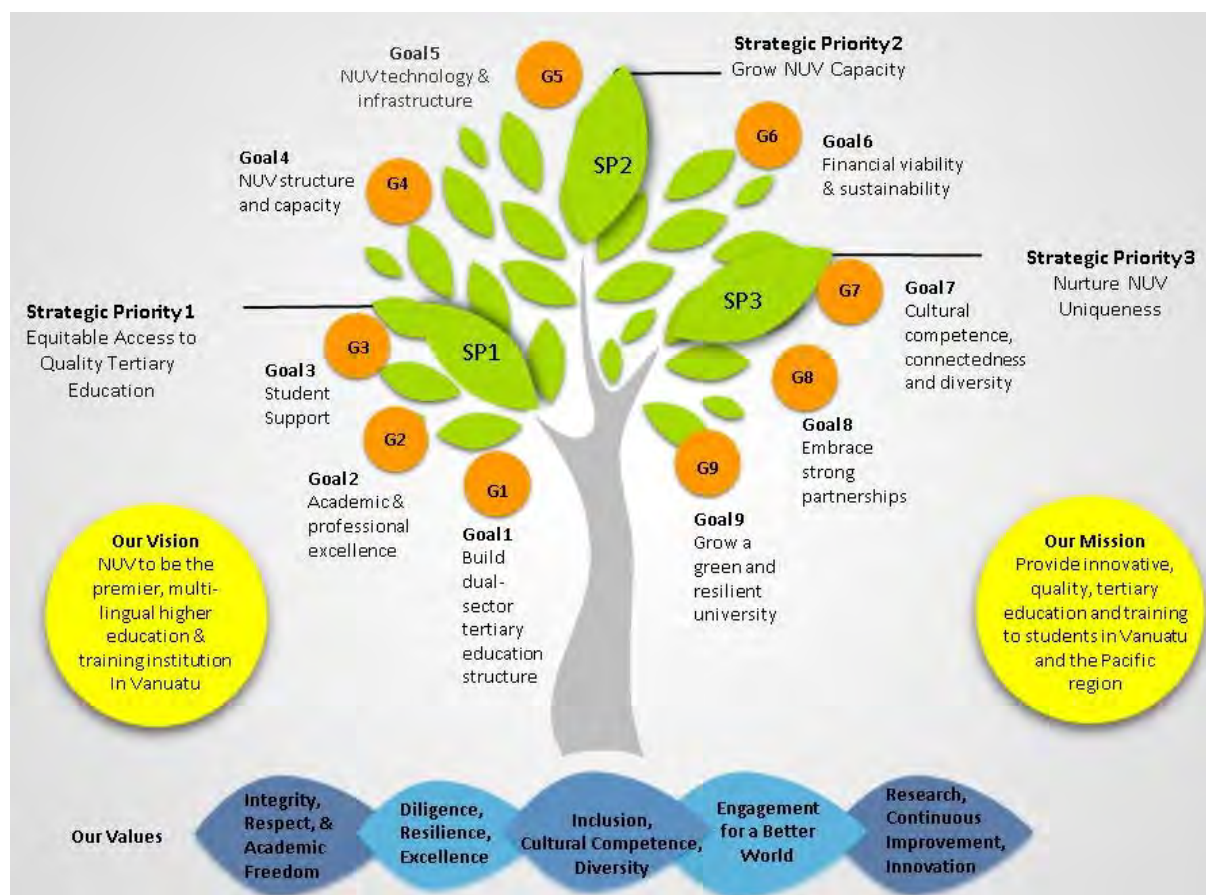
- GOAL 7** Cultural affirmation, connectedness, and diversity.
- GOAL 8** Embrace strong partnerships.
- GOAL 9** Grow a resilient, green, and blue university

Each of the strategic priorities, goals and objectives are further elaborated upon in the Strategic Plan Implementation Blueprint.

<sup>13</sup> Strategic plan of the National University of Vanuatu 201-2023:  
[www.univ.edu.vu/attachments/article/349/2021\\_12\\_Strategic-Plan-2021-2030-English.pdf](http://www.univ.edu.vu/attachments/article/349/2021_12_Strategic-Plan-2021-2030-English.pdf)



Figure 3: Visual summary of the key components of the NUV Strategic plan



## 2.2 | Challenges

Between its establishment in 2020 and 2023, the University faced numerous challenges as it navigated its formative years amidst unprecedented global and local crises. The COVID-19 pandemic and the subsequent closure of international borders significantly disrupted NUV's operation. The crises in Russia & Ukraine, and those in Israel & Palestine have further exacerbated the escalation of costs of goods and services rendering the procurement processes costlier. The University had to swiftly transition from face-to-face learning to online platforms, a shift that presented considerable challenges due to the abrupt cessation of international lecturers' visits and the general unpreparedness for digital education in Vanuatu.

### COVID-19

The COVID-19 pandemic profoundly affected NUV, disrupting traditional learning and operational processes. With border closures and social distancing measures in place, the university had to transition from face-to-face instruction to online learning. The abrupt shift strained the university's digital infrastructure, while many students, especially first-years, struggled to access essential tools like laptops or stable internet connections due to delays in scholarship payments. The absence of in-person lectures and international academic exchanges further complicated course delivery, impacting academic performance and student engagement. These difficulties underscored the need for rapid digital transformation and highlighted existing gaps in technological preparedness.

In response, NUV implemented a series of strategic mitigation measures to support students and staff (see sections "Achievements" and "Information Technology"). These proactive measures not only addressed immediate challenges but also laid the groundwork for a more resilient and adaptive educational framework in the future.



*The way forward: lecturers to continue developing e-learning material and plan additional training on Moodle™.*

## NATURAL DISASTER RISKS

Vanuatu's frequent exposure to severe weather events, such as tropical cyclones Harold, Judy, Kevin, and Lola, poses significant risks to the continuity of operations and academic activities. The back-to-back cyclones Judy and Kevin in early March 2023 disrupted the start of the academic year, highlighting the vulnerability of the university's infrastructure and logistical arrangements. Although NUV's buildings sustained no major damage, the repeated exposure to extreme weather emphasised the need for proactive risk management and disaster preparedness. These challenges underscored the importance of resilient infrastructure, contingency planning, and implementing adaptive strategies, such as designing new e-learning classrooms with cyclone shutters and enhancing emergency response protocols to minimise the impact of future natural disasters.

*The way forward: develop Standard Operating Procedures (SOPs) for natural risk management and work on natural disaster drills.*

## STUDENTS' LEARNING

A significant challenge was the difficulty first-year students encountered in acquiring the necessary skills (literacy/numeracy) including digital skills and, access to laptops or tablets, for effective study. In early 2022, this issue was compounded by delays in scholarship disbursements, affecting the student's academic performance. To mitigate this, NUV partnered with local telecommunications providers and the MoET to offer free access to the University's online learning platform (Moodle™). Additionally, the Digital REsponse Connecting CiTizens (DIRECCT) program, funded by the European Union and facilitated by AFD implemented in 2023/24, strengthened NUV's digital infrastructure. Information technology (IT) staff received specialised training to enhance e-learning capabilities and contingency plans were developed to better prepare for future crises (see sections "Achievements" and "Ground & Facilities").

*The way forward: offer laptops and tablets for free hire to students, increase the number of computers available at SoE and main campus and improve internet access on campus.*

## FACILITIES FOR WORKING & STUDY CONDITIONS

NUV facilities have been a critical area of focus, particularly in light of the university's growing needs, budget limitations, and local capacity. In response, the university successfully purchased 15 tables and benches to create outdoor workspaces for students, which have been in use since 2020. Additionally, four prefabricated classrooms were constructed with funding from the operational budget, allowing for increased teaching capacity starting in 2023. The NUV Foundation building, launched in 2023 with financial support from the Government of New Caledonia, the AFD, and the Government of Vanuatu, includes an auditorium, a classroom, and administrative offices, significantly improving the university's infrastructure. These projects provided essential administrative and academic spaces, furthermore, renovations of an old TSC building have provided much-needed office space for NUV administration since 2021 (see sections "Achievements" and "Ground & Facilities"). In collaboration with an architect, NUV also developed a comprehensive infrastructure development plan to be implemented in phases over the coming years. These developments reflect the university's commitment to creating a conducive learning environment while addressing the pressing need for expanded facilities to support its academic mission.

*The way forward: build connected farés, open new e-learning classrooms at the main campus and SoE, open an Inclusive Education building at SoE, improve toilet facilities for students, construct the cultural complex hosting the library and implement the infrastructure development plan.*



## REGISTRATION & ACCREDITATION PROCEDURE

Ensuring academic compliance has been a significant focus for NUV, particularly in the wake of its integration and the establishment of SoE. The university faced challenges in meeting accreditation standards and quality management system requirements, which hampered its ability to graduate students since integration. To address these issues, NUV engaged consultants, including Dr. Elly Govers, to develop policies for program development, accreditation, and review. Regular meetings with the MoET, NUV, and the Vanuatu Qualifications Authority (VQA) were organised to facilitate the registration of NUV as a national education provider (see section “Achievements”). These efforts were vital for strengthening the university's academic standing and ensuring that it met national and international educational standards.

*The way forward: finalise the NUV registration under VQA, recruit a Director of Quality Assurance, establish the Academic and Assessment Board and develop academic regulations.*

## COMPLETING THE SCHOOL OF EDUCATION INTEGRATION

The integration of the SoE presented additional administrative challenges. Despite dialogues and several attempts in 2022-2023, budget resources are yet to be allocated for a comprehensive payroll integration system with full settling of outstanding severance claims for teachers/lecturers. Efforts to address these issues included the implementation of a new Student Information System and a temporary restructuring of the SoE to manage human resource shortages. The recruitment of key staff was crucial to bolstering both academic offerings and administrative functions (see section “Achievements”).

*The way forward: finalise SoE administrative integration, review SoE finance staff job descriptions, train staff on NUV finance policy, use XERO and asset management in Gestionnaire Libre de Parc Informatique, MoET to settle all outstanding teacher claims for severance so NUV can fully manage the payroll, find resources to recruit a project coordinator to plan and manage schools' integration, find a project coordinator to implement the new student information system.*

## OPTIMISATION OF HUMAN RESOURCES CAPACITY

NUV's team is growing but not as fast as the workload is increasing. With the creation of a new education entity comes a large amount of strong foundation needs such as: developing policies, tools and regulations, increasing NUV's networks through partnerships, developing marketing campaigns, planning, reporting etc. On one hand, the management and academic teams are lacking in the workforce as the budget does not meet the structure needs. On another hand, the pool of resources accessible in Vanuatu does not always match the skills required to build the team. As a consequence, each employee has to perform several roles and cannot fully focus on his/her own job description resulting in delivery delays and gaps. In order to mitigate the risk, NUV has asked partners to fund positions or part of positions through various grants (see sections “Achievements” and “Human Resources”).

*The way forward: secure new grants from the government or potential development partners to recruit additional academic personnel, develop a recruitment plan for 2024, continue to reach out to partners to secure funding for key positions and purchase a Human Resource Information System to assist with HR management.*

## TIMELY BUDGET SUPPORT FOR EFFECTIVE FINANCIAL MANAGEMENT

Financial management was another critical area needing attention to establish an efficient and reliable system. The lack of finance SOPs, software, and capacity hindered effective operations. In response, the Finance Department moved to Xero® and launched a master budgeting process in 2023, consolidating inputs from various departments to enhance transparency and accountability (see sections “Achievements” and “Finance”).

*The way forward: strengthen personnel training on Finance SOPs and software.*





## GROWING THE UNIVERSITY AND ITS ENROLMENTS

Enhancing NUV's visibility was identified as an urgent priority to ensure continued growth in enrolment. Effective communication has become increasingly vital for NUV as it seeks to enhance its visibility and engagement within the academic community and beyond. Acknowledging the limitations posed by a lack of funding and a dedicated communication team, NUV took significant steps to address these challenges. Efforts to improve communication included the development of a Communication Strategy for 2021-2030, the recruitment of a communication consultant, and plans to hire a full-time communication manager. It also includes reaching out to national secondary schools and multiple awareness campaigns throughout Vanuatu and in New Caledonia attending the "Salon des études tertiaires" in 2023 (see sections "Achievements" and "External Engagement").

*The way forward: secure funding to increase NUV's communication plan and recruit a full-time communication manager, conduct a new photoshoot to refresh the NUV picture library, update regularly the NUV website, strengthen relationships with the media, boost NUV's visibility, maintain and increase social media presence.*

Overall, NUV's journey from 2020 to 2023 was marked by resilience and adaptability, tackling various challenges through strategic initiatives and collaborative efforts leading to significant achievements.



## 2.3 | Achievements

The table below summarises the key progresses and achievements against the nine (9) goals of the University's strategic plan for the reporting period of this report (2020 to 2023).

**Table 3: Key progresses and achievements for each NUV's goal**

Strategic Priority 1 Provide Equitable Access to Quality Higher Education and Training	
GOAL 1 Build an integrated dual-sector structure for tertiary education in Vanuatu	
<ul style="list-style-type: none"> <li>15 March 2021 – NUV launches its SoE, known before as Vanuatu Institute of Teachers Education (VITE) during a ceremony officiated by Hon. Prime Minister Bob Loughman Weibur with the attendance of his ministers.</li> <li>12 academic programs delivered including four (4) programs with partner universities, five (5) programs available either in French or English and three (3) programs in English. Of the 12 programs, two (2) programs are available online or face-to-face delivery.</li> <li>As of December 2023, NUV offers one (1) master; five (5) bachelors; two (2) diplomas; two (2) certificates and two (2) professional micro-credentials.</li> <li><i>At the end of 2023</i>, NUV is involved in more than 15 research projects, at different levels of achievement (see section "Research and Conferences").</li> <li>2021 – First intake for the new Bachelor of Environmental Sciences, the Bachelor of Education, and the In-service Diploma in Education (Primary Teaching). 2022 – First intake for the new Certificate IV in ECCT and first cohort.</li> </ul>	<ul style="list-style-type: none"> <li>In 2022, the Vice-Chancellor participated in a consultation with the President and Secretary General of Sanma province on future developments for NUV in Santo through the School of Agriculture, the proposed Maritime and Fisheries Training Institute and the Ministry of Health's plans to house the School of Nursing at the Northern District Hospital.</li> <li>As of 2023, two (2) programs are being developed to start in 2024/225 including a Bachelor of Inclusive Education (IE) and a Diploma in Information &amp; Communication Technology (ICT). Feasibility studies have also been completed for a Bachelor of Tropical Islands Environment and a Social Science degree.</li> <li>As of December 2023 –NUV's agreements with six (6) universities to deliver their "franchised programs" with universities from Australia, Malaysia, New Zealand, New Caledonia and France.</li> <li>2023 – Since March, NUV has been offering CRHA Professional Micro-credentials and a diploma: the first nationally developed program on the main campus.</li> <li>Dr. Astrid Kersten supported and validated the development and contents of these courses. She was recruited on a short-term basis to support NUV and assure the continuity of the program while recruiting a coordinator (to the end of Nov 2023). At the end of the year, all courses for the CRHA diploma are finalised.</li> </ul>



## GOAL 2 Promote Academic and Professional Excellence

- 2020 – In September, Mr. Jean-Pierre Nirua is appointed as Vice-Chancellor.
- 2021 – In July, Prof. Pascal Michon is appointed as Deputy Vice-Chancellor.
- 2021/23 – Recruitment of a HR Manager (2021), a SASS Senior Manager (2022), a Finance Manager (2023), and an International Team Leader (2023).
- 2023 – Change of management at SoE with Mr. Ben Boulekouran appointed as SoE Acting Officer in charge in February and Dr. Gayleen Harrison-Tarosa as Acting Deputy Academic in May.
- 2023 – In April, the Director of NUV Language Centre, Dr. Leslie Vandeputte, is appointed.
- 2023 – Three (3) teachers were recruited at SoE to support existing program delivery, and one (1) teacher was appointed to develop the inclusive education program thanks to the support of Global Partnership for Education funding.
- 2023 – Recruitment of a bilingual lecturer in English and French as foreign or second languages is in process (effective start in 2024).
- 2023 – Recruitment for an ICT diploma coordinator and adviser in progress in December following Senate program approval the same year.
- 2023- Recruitment of a CRHA diploma coordinator in progress in December.
- 2023 – Bachelor of Environmental Sciences students involved in the Traditional Medicine research project in August (see section “Research & Conference”).
- 2023 – Subscription to Turnitin software to detect plagiarism and the use of artificial intelligence and ensure academic integrity.
- 2021 – NUV created five (5) brochures to promote its key courses and NUV factsheet in French and English to promote enrolment.
- 2022/23 – NUV developed its communication plan, created or refreshed its brand guidelines, its design of the student cards, its pull-up banners, its pack office templates, its communication approval process, merchandising, the outdoor campus billboard, and the new building indoor signs.  
92 press releases were shared; Facebook posts reached 292,600 users (+477% increase vs 2022); and five (5) press conferences were organised; 349 high-resolution pictures included in the NUV pictures gallery, for communication materials, taken during three (3) photoshoots between 2020 to 2023 (see section “Branding & Communication”).
- 2021/23 – Yearly awareness meetings in junior and senior secondary schools organised in Efate, Santo, and Tanna (see section “National Engagement and Community Outreach”). In 2023, those visits reached about 800 students & 100 staff and parents.
- 2023 – NUV was present for the first time at the “Salon des Etudes Supérieures” in New Caledonia, organised in collaboration with UNC, and was represented by two (2) employees from the University (SASS and Finance officers).
- First application of Quality Management System under VQA for SoE in February 2021. In August 2023, the appointment of the third VQA Task Force to complete NUV registration by the end of 2024.
- NUV hosted and/or organised 12 conferences and seminars from June to December 2023 including the Melanesian Arts & Culture Festival (MACFEST) symposium in July.



### GOAL 3 Provide effective and inclusive student support

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• 2020 – in May, NUV welcomed a psychologist providing psychological support to staff and students (following NUV's re-opening in March 2020).</li> <li>• During the COVID-19 pandemic – free rating of Moodle™ platform to support student remote study.</li> <li>• 2021 – in June, submission of the Gender Study and Inclusion Action Plan<sup>14</sup> for NUV.</li> <li>• Entrepreneurship days were organised on NUV's main campus in 2021 and VAC in Santo in 2022.</li> <li>• From 2022, orientation sessions developed for all Year 1 of each program at the main campus including a welcome from the Vice-Chancellor or the Deputy Vice-Chancellor, a presentation of all NUV departments and services and training on Moodle™ functionalities. To support students' orientation, five (5) orientation kits were developed in 2023 by SASS to provide specific information on each program (description, calendar, course structure, tuition fees schedule, use of digital portal online...).</li> <li>• 2023 – SoE appointed a student representative council.</li> <li>• The recruitment of a SASS Senior Manager at the main campus has allowed for better coordination of the activities within the SASS department and has strengthened support for students.</li> <li>• Coordinator of the Bachelor of Environmental Sciences produced yearly reports covering the results by course and proposing options to support students with needs.</li> </ul> | <ul style="list-style-type: none"> <li>• 2021 to 2023 – Placement test completed for first year students to access student's proficiency in both English and French.</li> <li>• 2023 – Establishment of NUV Language Policy (see section "Language Centre").</li> <li>• 2023 – NUV starts French and English language tutoring services to students every Thursday upon request and self-learning activities in the computer laboratory.</li> <li>• SASS department opens every day from 2pm to 4pm to provide individual support and answer student questions.</li> <li>• 2023 – Employees have been offered French classes to enhance their proficiency in French. Five anglophone employees (Manager Finance, Officer Finance, Senior Lecturer in Environmental Sciences, Tutor in Environmental Sciences, Manager HR) have taken weekly French class.</li> <li>• Initiated discussions with the Melanesian Spearhead Group, for the possible award of the first Melanesian Spearhead Group scholarships.</li> <li>• Every year, at mid-year, SASS conducted awareness for students about scholarship application deadlines to encourage them to submit their applications.</li> <li>• During the pre-enrolment awareness meetings organised annually since 2021, NUV presentations covered information on scholarship applications, schedules, and encouraged students to anticipate and submit their applications early.</li> <li>• Every year, NUV gave identified repeaters of the Bachelors of Tourism Management &amp; Hospitality, Economic &amp; Social Sciences and Environmental Sciences the opportunity to pass a supplementary exam, which is organised only once a year.</li> </ul> |
|--|--|

<sup>14</sup> Gender Study & Inclusion Action Plan [www.univ.edu.vu/attachments/article/350/2021\\_NUV\\_Gender\\_Study\\_FINAL.pdf](http://www.univ.edu.vu/attachments/article/350/2021_NUV_Gender_Study_FINAL.pdf)



- Since 2020, 360 students have been able to get an internship through the Memorandum of Understanding organised between NUV and the Vanuatu Institute of Public Administration and Management to facilitate Students' placement with Government Departments.
- In 2023, SASS started to develop the student complaints & appeal academic counselling procedure (to be finalised in 2024). In parallel, an appeal form, a student concern form and a counselling request form were developed.
- Ground-breaking of the Inclusive Education Resource Centre in November 2022 at SoE (see section "Infrastructure") and construction of a walkway to all buildings for disabled access and access ramp in the new Foundation building.

**Strategic Priority 2 Strengthen the capacity of the NUV as an autonomous, efficient, effective, and sustainable institution of higher education**

**GOAL 4 Develop the internal structure and capacity of the NUV**

- The first Council meeting was held on 29 February 2020 and nine (9) meetings were held between 2020 to 2023.
- The first Senate meeting was held on 21 January 2021 and seven (7) meetings were held between 2020 to 2023.
- Monthly Leader meetings, Interim Management Committee meetings and bi-semester academic staff meetings organised at SoE.
- Seven (7) Management Committee meetings were held with NUV and SoE managers in 2022 and five (5) in 2023.
- 2022/23 The AFD's Digital Project first component includes support for the operational implementation of NUV's strategic plan 2021-2030, implementation of tools and operational procedures for the NUV development; and support for the finalisation of SoE's integration.
- July 2023 – Fonds de Solidarité pour les Projets Innovants (FSPI) Uni Stanap – Three (3) NUV officers went to UNC (Finance, SASS, and IT) for one-week placement in the partner university.
- 2020/21 – Finance tools developed: pay slip, payment vouchers, cash book, delegation of authority, petty cash vouchers and float, Vehicle logbook. Completion of NUV finance manual, SOP during the COVID-19 pandemic developed and beginning of SoE administrative integration and recruitment of two (2) finance officers.
- 2022 – Fixed asset register developed and installed Xero® and set up conversion balances in Chart of accounts in Xero® with the assistance from the advisory and accounting firm AJC and first draft Finance Policy is developed for VQA in 2022.
- 2023 – In July, a Manager Finance and Administration is recruited, Financial SOPs were developed, highlighting segregation of duties in payables, receivables and project finance with training provided on newly defined roles and responsibilities.



- Between 2021 and 2023, NUV developed its HR policy and procedures, including but not limited to its performance appraisal procedure, new employee induction program, employment policy, code of conduct, conflict of interest policy, recruitment and selection process, employee safety, well-being, and engagement policies, staff support policy following a natural disaster, employee selection tools, Competency-Based Performance Management System and related performance management tools, terms of reference for the HR Information System audit, ergonomic workstations guide, and a management checklist to conduct yearly assessments of the HR department.
- A series of staff workshops were conducted for staff in 2023 to familiarise themselves with the HR Manual at the main campus.
- In 2023, NUV also recruited its first-ever international specialist lecturers who are both based at SoE in the areas of Inclusive Education and Science.
- NUV developed its contract template with a specific job description outlining job title, position number, salary range, qualification, purpose, duties and responsibilities of the position and key assessment areas and performance indicators.
- At SoE, the performance appraisal for teaching staff was developed back in 2017 based on the job description outlining the key results areas that need to be assessed. These areas cover the development and delivery of courses, the engagement in research and the participation in community work. The performance appraisal form was used in 2022 as an indicator for recruitment by NUV, but this process was not completed due to budget constraints faced by NUV.
- SoE had its own quality management system before integrating NUV. Such system comprises of 13 policies. These policies were developed as part of the registration and accreditation of the institution with VQA in 2020. These policies currently implemented cover the following areas: Governance, Leadership and Management, Program design, Program delivery, Finance Management, HR, Learner Support, Resource Management, Assessment and Moderation, Learner information & achievement, Research, Continuous improvement, and Health & Safety.
- SoE applies its Finance Management Policy (see Quality Management System above) approved by VQA in 2020. However, due to integration and the possibility of merging the finances, SoE sought the assistance of NUV to consolidate its finance system and therefore train the staff on new systems. The training is still underway.
- SoE organised a retreat with all academic and support service staff to define their 2024 action plan aligned with the NUV 2021-2030 strategic plan.
- The implementation in 2023 of the NUV local program (the Professional Micro-credentials in CRHA and in Program & Project Management along with the Diploma in CRHA) extended SASS officer's knowledge and skills in managing a local program.
- November 2023 – NUV including SoE produced the first joint annual plan/business plan to be implemented in 2024.



## GOAL 5 Develop NUV infrastructure and technology

### Infrastructure

- Between 2020 to 2023, VT298 million has been spent on project development of NUV campus including building facilities fully equipped with advanced technology for higher learning.
- February 2020 – Official Launching of NUV and completion of a second building on the main campus, inaugurated by Hon. Prime Minister Charlot Salwai Tabimasmas. The new building comprises three (3) offices, one (1) classroom, NUV's first e-Learning classroom, and one (1) server room.
- Between 2021 and 2023, SoE reports investing in VT34 million worth of campus developments including; refurbishment of the In-Service unit office in 2021-22, refurbishment of staff room in 2022 (VT10 million), renovation/refurbishment of the main administration building (VT5 million) and computer lab, renovation and refurbishment of the library, renovation of student common rooms and five (5) staff quarter (VT7 million), refurbishment of a staff room turned into the Inclusive Education Resource Centre office, replacement of 426 desks and chairs for the classrooms, refurbishment of the computer rooms with new equipment's and desks (VT10 million), and the start of the demolition of the old buildings.
- The library at SoE went through an extensive renovation and extension with a new table/desk arrangement for study, a new computer desk with computers for students valued at VT12 million during the period 2020-2023.
- Between 2020 2023, construction of a new parking area on the main campus, refurbishment of the administrative building at the main campus, demolition of old buildings, and improved access /footpath to buildings to improve accessibility to persons with disability at the main campus and SoE.

### IT

- 2020 – Implementation of an IT ticketing system (Gestionnaire Libre de Parc Informatique) to report incidents, along with a live system to monitor the University's network and equipment's (Zabbix).
- 2021 – Overhaul of the Wi-Fi system allowing students and staff to connect to their respective Wi-Fi and benefit from a strong Internet connection. New system cloud-based improving management and monitoring of access points.  
The same year the IT department also organised the migration to Microsoft 365, deployed a new Voice on internet protocol system, increased the Internet bandwidth from 10Mbps to 160Mbps without additional cost and purchased a new server to create virtual machines and increase storage capacity. The IT department also worked with SASS to implement an online timetabling system to better manage classrooms, allowing SASS to book rooms based on class requirements and students to not be confined to the same classroom for an entire semester.
- 2022 – Installation, configuration, and staff training for a new printing machine and system, allowing students to use their Student ID cards to print (see section "Digital student services").
- In December 2023, SoE staff undertook a training on their Student Database System.
- Online teachings are made available to partner universities lecturers and other lecturers living overseas with visio-conference since NUV opening and re-enforced in 2022.
- 2023 – Discussion with VAC and VIT to strengthen their digital services and network in provision of future integration to NUV's IT network.





- Construction and opening in 2023 of four (4) new prefabricated rooms on the main campus with a total of 120 seats and additional toilets (see section "Infrastructure") valued at VT25 million.
- 2023 – Official opening in December of the new Foundation Building funded by the Vanuatu Government, the New Caledonia Government and AFD. The building comprises one (1) auditorium, one (1) classroom, one (1) server room to host the main data centre for all campuses and schools integrated into NUV, storage rooms, a lobby and a first floor dedicated to the administration services including four (4) new offices and a conference room (see section "Infrastructure") for a total project valued at VT160 million.
- 2023 – The component three (3) of AFD's Education Project funding was reviewed with the support of the Société d'Etudes Techniques et Economiques, to consider the increase in construction costs (25 to 35% increase compared to the 2021 evaluation) and to refocus the funding on a single building: the Cultural Complex that will host the library and the language centre.
- In June 2023, Valérie Trubert from the Société d'Etudes Techniques et Economiques conducted consultations with students, lecturers, MoET, NUV staff, local architects, and visited existing NUV sites. During her visit, the expert also followed up on the Molecular Biology Platform (Plabiova) project initiated in 2019 to build a shared facility comprising molecular laboratories and practical classrooms to be built in NUV for Education, Research and Public Health. The original proposal was submitted in 2020 and included MoET, the Ministry of Health, French Research Institute for Development, AFD, Pasteur Institute in New Caledonia; the Government of New Caledonia and the Government of Vanuatu. A report highlighting the financial gap analysis was submitted in December 2023 and a consultation meeting took place on 14 December 2023 to discuss ways forward with NUV, MoET, the Government of New Caledonia, Pasteur Institute in New
- December 2023 – AFD's Education Project – publication of request of interest for: Project manager infrastructure for the cultural complex and Human Resource Information System.
- December 2023 – Réseau académique Régional Collaboratif d'Ingénierie pour la Formation et l'Enseignement academic network of UNC supported a tailored Moodle™ training for NUV IT team.
- Between 2022 and 2023, under DIRECCT program, NUV has completed the purchase of the equipment 175 computers, 175 headsets, 175 chairs, and 175 tables; 60 UPS; five (5) whiteboards; eight (8) aircon; and a fibre optical link on Santo to equip five (5) e-learning classrooms across the main campus, SoE, VIT and VAC. The lead team from NUV also completed the purchase of equipment to secure the University network and create a new data centre, completed a lecturer training on course creation with Moodle™ and selected a new Student Information System. In October 2023, an extension was signed (€120,000) with AFD to build two (2) connected traditional farés, purchase tablets and laptops for students' field projects and organise a gender awareness training for students & lecturers (see section "IT").
- In 2023, the IT department also created employee guidelines for the main tools used by SASS including a manual on Moodle™ and the online timetable system.



Caledonia, Agence Universitaire de la Francophonie, the Société d'Etudes Techniques et Economiques and AFD. At that stage, the Vanuatu Government committed to source funding for the building supported by the Government of New Caledonia.

#### **GOAL 6 Ensure financial viability and sustainability**

- 2022 – AFD's Education Project funding agreement (€3 million) signed in May. The project drafted in 2021 and reviewed in 2023, and co-funded with MoET, aims to promote the development of a quality bilingual higher education offer for the benefit of Ni-Vanuatu youth, with the intention in the long term to facilitate their economic and social integration while increasing the country's available skilled workforce.
- 2022 –AFD's Digital Project funding agreement (€800,000) signed in May to implement the DIRECCT program funded by the European Union to limit the impact of frequent environmental and climate crises in Vanuatu (cyclones, earthquakes, volcanic eruptions), by improving online services to provide education continuity. The project led by NUV involves three institutions: SoE, VIT and VAC.
- 2021 – FSPI funding agreement (€555,000) signed in July 2021 to allow NUV to finalise the framework of the two national diplomas (CRHA & ICT), and support activities towards VAC and VIT. The funding was closed in May 2021 and the remaining funding was redirected to finance the budget line called Fonds de Soutien au Développement Académique and contributed to the payment of CRHA lecturers in 2023.
- 2023 – FSPI Uni Stanap components through the French Embassy signed in June and October (€55,000) to provide recruitment assistance for the implementation of FSPI, strengthen NUV communication and visibility in the Pacific region, and develop and implement the CRHA Diploma and the ICT Diploma.
- 2023 – A bookshop is opened with new merchandise designed and ordered. The auditorium hire started generating revenue on the main campus and SoE generated alternative revenue by renting school classrooms, the sales from disposal goods and catering.
- Annual SoE Budget prepared by the acting officer in charge and submitted to the Interim Management Committee for discussion and approval and then to NUV Finance for perusal.
- SoE retained its annual government grant for 2021, 2022 and 2023 with an annual amount of VT38 million.
- Monthly finance reporting was identified in August 2023 as critical to internal control and in October 2023, finance staff underwent training to include regular monthly reports in their monthly reporting to track monthly income and expenditures, budget vs actuals, and project expenditures.
- A 10% administration cost is introduced in September 2023, as a project management expense to be charged to all donor projects commencing with the Research and Innovation Ecosystems to tackle climate change in the Pacific (RERIPA) Project.
- NUV registered a surplus of cash in reserve increased by 102% in the last four (4) years.
- SoE annual financial statements were communicated to MoET and Office of the Auditor General. However, since 2021, SoE finances were not audited due to a change in status of the institution.



- 2023 - GOPAYROLL is set up to manage NUV's payroll and annual leave provisions for NUV staff and the budget is transferred to Xero. In December, the finance department started using the business snapshot function of Xero® as a finance dashboard for reporting.
- 2023 – The NUV budget was reformatted in November to reflect the realistic income received for various projects, operational and research activities from the Government, development partners and NUV business activities giving the Council and decision-makers a more holistic view of the University's financial position.
- Finance audit of NUV main campus completed in 2020, 2021 and 2022 by Moores Rowland.
- First joined finance audit of the main campus and SoE for the year 2023 has been delayed and has been completed in 2024 by Barret & Partners.

### Strategic Priority 3 Nurture the uniqueness of the NUV

#### GOAL 7 Foster cultural affirmation, connectedness, and diversity

- Communication plan developed and approved by the council N° 03.2023 on 15 June 2023.
- NUV attended nine (9) regional events in 2022 and 2023 (see section "External Engagement").
- 2023 – Four (4) seminars organised by NUV in 2023 since July (see section "Conferences & Seminars") including *Music and the spirit of independence*, and *the plural sources of Vanuatu law*.
- July 2023 – Symposium MACFEST organised at NUV in July marking a successful collaboration with the Vanuatu Kaljoral Senta; the National Organising Committee contracted NUV to organise, plan, budget and implement the Arts and Culture Symposium. Three Master (3) female students were recruited to assist with the logistics of the Symposium giving them the opportunity to work closely with the visiting delegations.
- 2023 – Four (4) NUV students from the Bachelor of Economic & Social Administration and Environmental Sciences participated in UNC Linguistic and Cultural Summer School during three (3) weeks in Nouméa (1 November until 10 December). This three-week course encompasses 50 hours of French classes as well as 50 hours of cultural, outdoor activities and trips.
- Out of the 12 conferences and seminars organised or hosted in 2023, five (5) focused on Vanuatu or Melanesian culture, and two (2) focused on language.



### GOAL 8 Embrace strong partnerships

- Strong relations have been maintained ever since the establishment of NUV in 2020, resulting in partnerships being created with research entities, foreign government development agencies and the Vanuatu Government (see section “External Engagement”).
- NUV signed ten (10) agreements in 2022 and eight (8) in 2023 with partner universities, national partners and international development partners including but not limited to agreements with the Vanuatu Intellectual Property Office, AFD, the United States Agency for International Development, the Ministry of Climate Change Adaptation, Meteorology, Geo-Hazards, Environment, Energy and Disaster Management, Food and Agriculture Organization of the United Nations (FAO), France Volontaires (see section “External Engagement”).
- NUV has seen extensive contributions made by the private sector in the area of IT development. In October 2023 BRED contributed more than VT20 million in IT equipment.
- Since 2021, NUV has established franchise programs with six (6) international universities such as James Cook University, University of Toulouse, and UNC.
- DIRECCT program led by NUV involves four institutions: NUV including its SoE, VIT, and VAC.
- 2023 – NUV/UNC exchange in July/August, IT officer, SASS officer and Finance officer spent five (5) days with counterparts in UNC to exchange on best practices for their department.
- NUV joined five (5) international networks/forums: the Pacific Islands Universities Regional Network (2023), the International Science Council (2023), the Francophone Forum (2023), the Pacific Way, 50 years later (2022) and DIRECCT workshop (2022).

### GOAL 9 Grow a green and resilient university

- First environmental week hosted by NUV in June 2020. NUV and Agence Universitaire de la Francophonie collaborated to host an Environment Week on the University campus and at Agence Universitaire de la Francophonie, including seminar presentations relating to environmental issues. Various other activities were organised to educate students and individuals interested in environmental concerns, including initiatives to combat plastic pollution, promote recycling, conserve plant and marine life, and showcase traditional practices like weaving. This event became part of the University's yearly agenda.
- Promotion of the Bachelor of Environmental Sciences every year during the awareness
- Organised by the Science Department of the SoE (NUV), 40 students and three (3) lecturers conducted a field trip to Mount Maru on Nguna island on 21 and 22 September 2023. This educational experience, organised by the SoE, serves as a pivotal assessment for students enrolled in Igneous and Metamorphic Petrology and Physical Geology courses, enhancing their cognitive skills, refining observation and inquiry abilities, boosting self-confidence, and fostering appreciation for the field of Earth Science.
- In the new Foundation building, a sophisticated plumbing system has been installed to catch building rainwater run-offs into two 10,000 litre water tanks. The system has an overflow system in place and



<p>visits to secondary schools and promoted in local newspaper (Daily Post).</p> <ul style="list-style-type: none"> <li>• Installation of outdoor solar lighting at the main campus, as well as LED bulbs in the new Foundation building and most classrooms connected to water tanks.</li> </ul>	<p>pumps with filters were installed to supply drinkable water or use for gardening.</p> <ul style="list-style-type: none"> <li>• Five (5) conferences/seminars organised or hosted in 2023 with environmental thematic such as <i>Effectiveness of traditional learning about climate change and disaster resilience in Vanuatu</i> and <i>Youth for Climate Justice organised by Vanuatu Climate Diplomacy Program</i> (see section “Conferences &amp; Seminars”).</li> </ul>
---	---



# 3 Management & Performance

## 3.1 Academic Development

As presented in the tables below, in 2013 NUV offered 12 different academic programs. Five (5) of these programs are fully developed in both French and English and are offered by SoE. The remaining programs are available as either bilingual programs or in English only.

**Table 4: Number of programs by level since 2020**

	2020	2021	2022	2023
Master	1	1	1	1
Bachelor	2	5	5	5
Diploma	0	1	1	2
Professional Micro-credential	0	0	0	2
Certificate	0	1	2	2
<b>Total</b>	<b>3</b>	<b>8</b>	<b>9</b>	<b>12</b>

**Table 5: Number of programs per teaching language**

	2020	2021	2022	2023
Programs in French	0	4	5	5
Programs in English	0	4	5	8
Bilingual programs	3	4	4	4
<b>Total</b>	<b>3</b>	<b>12</b>	<b>14</b>	<b>17</b>

### NEW PROGRAMS

Over the past four (4) years, the University has been able to develop its higher education offers by strengthening its existing agreements with partner universities, developing new ones, and developing local programs.

**Bachelor of Environmental Sciences** – It was introduced in 2021. It is a program jointly delivered by two (2) internationally renowned universities; namely Australia's James Cook University and UNC. This program is the product of more than two (2) years of consultations and was endorsed by the Council of Ministers on 30 October 2019, and then at the NUV Senate and Council meetings of January and February 2021.

The Bachelor of Environmental Sciences is unique in its architecture and contents as it is specially tailored to address development priority areas of Vanuatu People's Plan 2030, and the HR gaps highlighted in the National Human Resources Development Plan.

This program is also unique because Ni-Vanuatu professionals and scientific experts have contributed to the content structure of the program to ensure the relevance and employability of graduates as "competent local managers and science-conscious officials" in the particularly vulnerable context of Vanuatu. In particular, the course is identified as addressing "elements 3" (Climate and Disaster Resilience), "element 4" (Natural Resource Management), and "element 5" (Ecosystems and Biodiversity) of the Environment Pillar of the Vanuatu People's Plan. Each subject is taught with a focus on building the Small Island Developing States



context into the courses and program.

The uniqueness of this program also resides in the fact that the courses are respectively taught by James Cook University in English and UNC in French. The entire material for these courses is also provided in both languages and in order to assist the students with smooth learning in both languages, NUV steps in to provide necessary complementary language skills (tutoring classes offered to students).

In 2021, the first cohort was made up of 25 students, and successful students will be awarded a joint James Cook University/UNC qualification at the end of their studies.

**Climate Resilience & Humanitarian Action (CRHA) Program** – In 2021, NUV, with support from the French Embassy in Vanuatu and the Solomon Islands through the FSPI program, requested a feasibility study to develop a new program in humanitarian aid and climate change, aligning with national priorities and enhancing student employability.

The curriculum development was assigned to Human Capacity Development International, a Vanuatu-based non-governmental organisation, and completed in March 2022. The aim was to create a local program at certificate, diploma, and advanced diploma levels in CRHA, supporting NUV's goal of establishing a School of Science to address national and Pacific issues and global challenges through science and innovation. The CRHA program includes:

- Five (5) Professional Micro-credentials: CRHA, Climate Change & Climate Resilience, Humanitarian Action, Project & Program Management (PPM), CRHA Policy & Administration, specially designed for working professionals.
- A one-year Diploma in CRHA, including four (4) core CRHA courses, and four (4) academic skills courses (writing, numeracy, research, and language).
- A two-year Advanced Diploma with eight (8) Diploma courses, three (3) Project Management courses, and a research project or internship, offering three specialisations: Humanitarian Action, Climate Change & Disaster Risk Reduction, and Climate Resilience Policy & Administration.

The Senate accredited two Professional Micro-credentials (CRHA and PPM) in December 2022, and the Diploma in May and June 2023.

**Bachelor of Economic & Social Sciences** – In 2022, to be able to continue delivering our program despite the COVID-19 pandemic, the University opened a fully dematerialised program so that students could safely continue their education. The program remained open to meet the needs of professionals who needed to work and continue their studies.

**Bachelor of Education (primary and secondary teaching)** – The program was first delivered in 2021 and is the first of its kind for a higher education institution in Vanuatu. It was developed by SoE local lecturers with the support of USP and UNC for alignment and benchmarking purposes. The Bachelor was accredited and approved for delivery by VQA in 2020 for five (5) years. The programs were launched in 2021 at SoE with their first intake in primary teaching, second language & history, foreign language & history, foreign language & second language, mathematics & physics, biology & chemistry, and biology & earth science.

**In-service Diploma in Education (primary teaching)** – The diploma was embedded into the bachelor and was designed specifically for primary teachers serving in the field as a pathway to further their education in teacher training and qualification. The Bachelor of Education (Primary & Secondary Teaching) is a four-year program comprising content in different subject areas, teaching methods, education studies, research, and practicum. With the implementation of the In-service Diploma in 2021, SoE offers its first online program, facilitating access to higher education for students in education who do not reside on Efate.

**Certificate IV in Education Early Child Care Teaching (ECCT)** - Opened in 2022, the certificate was designed and coordinated by SoE local lecturers with the support of Australia Pacific Training Coalition's training resources documentation. The program was accredited and approved for delivery in 2021 for a period of five (5) years by VQA.



## PROGRAM IN DEVELOPMENT

Creating new academic programs is crucial for increasing enrolments, keeping the curriculum up-to-date, and distinguishing our institution. This is why NUV is committed to being involved in various program development initiatives.

### Here are some highlights of 2020 to 2023

**ICT program** – In 2021, NUV, with financial support from the French Embassy through the FSPI, recruited a team of consultants to develop the curriculum for a Diploma in ICT. The objectives of this diploma program are twofold. Firstly, it aims to prepare graduates for direct employment in Vanuatu's IT labour market, and potentially abroad, by focusing on both professional skills and personal development, including communication skills. The program targets core professional competencies while fostering students' personal growth. Secondly, the program's general nature will serve as a foundation for future specialised programs, supporting both employment-oriented training and further academic studies as part of the ongoing development of NUV's information technology education portfolio.

The two-year program is structured into four semesters. The first three semesters each include seven (7) courses, while the final semester is entirely dedicated to a compulsory internship. Additionally, an optional, shorter internship is available during the holidays between the first and second years.

The consultants followed NUV's requirements, starting with a feasibility study and subsequently developing a study program, which was approved by the NUV Senate on 6 December 2022 and then on 26 May 2023, and on 23 November 2023 for a start at the second semester 2024. Although the introduction of this new homegrown diploma has been delayed. It is now scheduled for implementation in 2025, with the recruitment of a coordinator to oversee its development starting in December 2023.

**Bachelor of Education (Inclusive Teaching)** – is being developed by SoE with the expertise of Professor Lincoln Hlatywayo, a specialist in inclusive education. The new program was possible through the funding of the Global Partnership for Education Grant to MoET managed by Save the Children Australia in Vanuatu. The curriculum design was crafted following the NUV Program Description, Accreditation and Approval Policy, and went through a series of consultations in 2023 and is now ready to be validated by the Senate before its delivery in 2025. The program is dual in nature, targeting both pre-service and in-service training with blended delivery modes.

**Graduate Diploma in Education** – Certificate IV in Education (Vocational Education Training Teaching) was designed and coordinated by SoE local lecturers and was accredited and approved for delivery by VQA in 2018 for a period of five (5) years. SoE ceased the delivery of the program in 2023, and it was reviewed and redesigned to suit the context with a new qualification name of NUV Graduate Diploma in Education (Adult and Vocational Training). The process of accreditation by the NUV Senate is still underway.

**Bachelor of Tropical Islands Environment** – During the second semester of 2021, NUV recruited a consultant to develop the curriculum for a homegrown Bachelor of Tropical Islands Environment. This new program is intended to replace the current Bachelor of Environmental Sciences offered in partnership with James Cook University and UNC.

The objectives for students enrolled in this program include: learning to address the challenges faced by Pacific Island communities due to climate change, natural disasters, diminishing natural resources, and environmental degradation; gaining extensive practical experience to develop skills for delivering environmental strategies, solutions, and programs within the Pacific context; and enhancing their scientific knowledge of natural resources, ecology, conservation, environmental engineering, and natural resource science.

The consultant designed a three-year program of study, which was to be further developed and go through NUV accreditation process by the Head of the School of Science, a position yet to be filled. Unfortunately, the vacancy for the Head of the School of Science has stalled the progress of advancing this new bachelor's program.

**Social Sciences Degree** – In November 2022, a feasibility study was conducted on the development of a multidisciplinary program in Social Sciences. The feasibility study included a benchmark evaluation of similar academic programs in the region, a consultation with key stakeholders in the field (Vanuatu Kaljoral Senta, Malvatumauri, Vanuatu National Archives, Vanuatu National Library, Vanuatu Women Centre, SoE) and a survey conveyed with potential students. The main outcomes of the study show that such a diploma would reinforce the skills and knowledge of cultural sector professionals, create a local team of experts in social



sciences fields, generate publications stimulated by local researchers and develop quality local specialists for technical cultural work. The program's scope should include main social sciences disciplines such as social anthropology, archaeology, history, linguistics, environment, and geography. Format should also be aligned with the CRHA program and ensure the same flexibility and accessibility of learning.

## LANGUAGE CENTRE

NUV recognises the crucial role of language in cultural preservation and global communication in English and French, leading to the establishment of its Language Centre in 2023 with two (2) main goals:

- Enhancing students' skills in English and French; and
- Promoting research and documentation on Vanuatu's linguistic diversity.

As a bilingual institution, the first goal is mainly fulfilled by delivering courses in French and English as well as tutoring sessions to support students in gaining proficiency in both languages. The second goal has recently been addressed in multiple ways: by supporting local researchers in obtaining funds (through the Endangered Language Documentation Program), by hosting scientific events on languages and linguistics (seminars, conferences), and by promoting linguistic diversity on campus (especially in establishing a database and organising events).

The journey to the official start of the Language Centre's activities was marked by several significant phases:

**Picture 4: Students marking International Mother Language Day with activities organised by the Language Centre**



**1. Initial Planning and Approval (2020)** – The concept of a dedicated Language Centre at NUV was proposed and approved in mid-2020. After thorough planning and discussions, the University's board approved the project in June 2021.

**2. Recruitment of Staff (2020-2023)** – Recruitment for key positions commenced at the end of 2020. A Language Centre coordinator was recruited in November 2020 to establish and coordinate the first operations. Mrs. Emmanuelle Boutier taught courses in English and French along with a team of five (5) instructors. She developed language tests at NUV for first-year students and conducted them in 2021 and 2022. Her contract ended in May 2022. A director of the Language Centre position was then published showing the commitment and importance NUV placed in the development of bilingual and multilingual university. Dr. Leslie Vandeputte was appointed as the director of the Language Centre in April 2023. In June 2023, a budget was approved to hire a full-time bilingual Lecturer in English and French as foreign and second languages. The recruitment process was completed in December 2023.

- 3. Language programs and enrolment** – On the main campus French and English courses were offered to over 350 students. On top of their courses, students were also offered tutoring sessions. The Language Centre also offered French classes for employees. The centre launched specialised French classes for university employees. These classes are aimed at enhancing their professional communication skills. A total of six (6) employees enrolled in these classes, benefiting from tailored instruction to meet their specific needs.
- 4. NUV language policy** – finalised in May 2023 by the NUV Director of the Language Centre, it has been initially developed by a consulting team (Stuart Garae, Helen Tamtam, Ketty Napwat, Carol Aru) from June 2022 until December 2023.



The policy aims to:

- define how languages may be used within the University for official and internal communications, education
- define how minority languages will be protected and promoted
- ensure that students efficiently use English and French as languages of education at NUV and give all employees and students equal access and opportunity to use their preferred language
- promote multilingual education using Bislama, vernaculars, and relevant international languages.

## 3.2 | Student Enrolment & Performance

Student enrolments and support are managed by SASS which assists NUV students in achieving their full academic and career goals by providing high-quality services, personalised support, and an engaging learning environment.

The main objectives of SASS services revolve around students' retention, success, and satisfaction. The department provides services including:

- Promoting NUV partner university courses and NUV local programs.
- Managing all components of partner university programs and local programs by liaising between partner universities and students.
- Informing and advising students about technical and administrative matters, including easily accessible online library services.
- Giving clear and up-to-date information and advice about courses to enable students to make informed choices.
- Providing academic counselling to enable students to succeed in their studies.

In 2021, SASS at the main campus has progressed from having three (3) officers contracted under the MoET in 2020 to two (2) out of the three (3) officers and a Senior manager contracted by the University. Unfortunately, one (1) officer resigned in August 2022.

The missions of SASS at SoE are supported by the administration team composed of two (2) officers and managed by the Acting Deputy Academic SoE.

### STUDENT ENROLMENT

The tables and figures below show the main data on enrolment of NUV's programs delivered at NUV's main campus since 2020 and at SoE since its integration in 2021.

#### Here are the main outcomes of 2023 enrolment:

In 2023, 827 students were enrolled in a program at the main campus or SoE:

- 81% of the students enrolled were in a bachelor program, the rest of the 19% is distributed between master, diploma, certificate, and professional micro-credential.
- 59% of the students enrolled had a degree in Education, 18% in Economics & Social Administration, 8% in CRHA, 7% in Environmental Sciences, 4% in Economics & Social Sciences and 4% in Tourism Management & Hospitality.
- 67% of the students enrolled are women.
- The students with scholarships represent 54% of the total number of students enrolled (454 students) versus 59% in 2022 (581 students). 53% of the students with a scholarship are following a program in Education.

There were 67 enrolments in the newly opened programs in CRHA; 20 students enrolled in the Professional Micro-credential in PPM, 29 in the Professional Micro-credential in CRHA included 18 students who opted to pursue the Diploma in CRHA made up of four other academic units.



There were no enrolments in Year 3 of the Bachelor of Tourism Management & Hospitality as the intake in 2021 had to be suspended due to nine (9) students abandoning.

The registration for the first year of the In-service Diploma in Education was paused to allow for a re-evaluation of the program. This evaluation aimed to assess how communication between lecturers and students could be improved and how the school could better support its students to enhance retention (see Table 9 of this report). The registration for Year 1 was closed, providing time to collaborate with Newcastle University, which was appointed to conduct the evaluation in August 2023, funded by the Vanuatu Education Support Program.

No registration was received for the Certificate IV in Education Early Child Care Teaching French program (only applicants for the English program).

Figure 4: Distribution of students enrolled by discipline in 2023

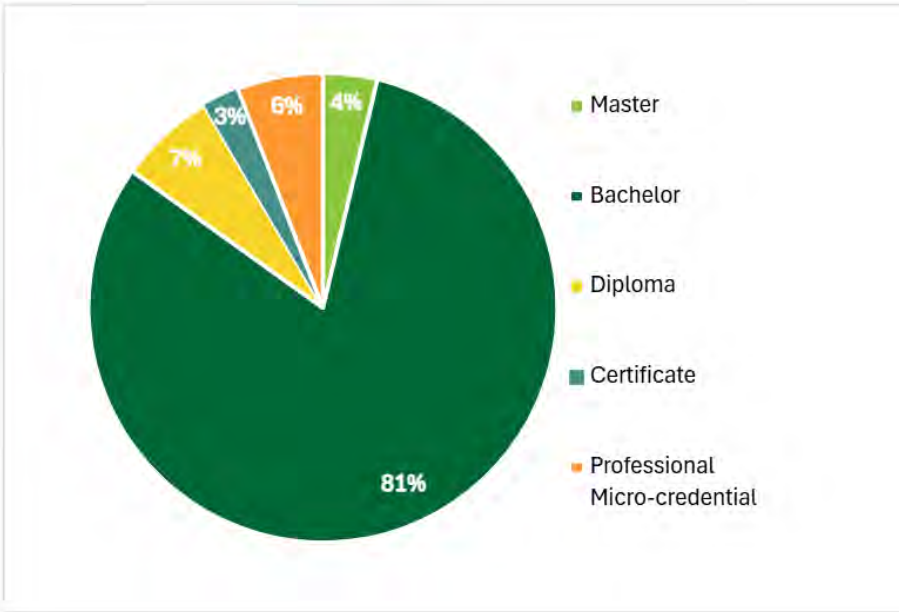


Figure 5: Distribution of the students enrolled in 2023 per type of degree

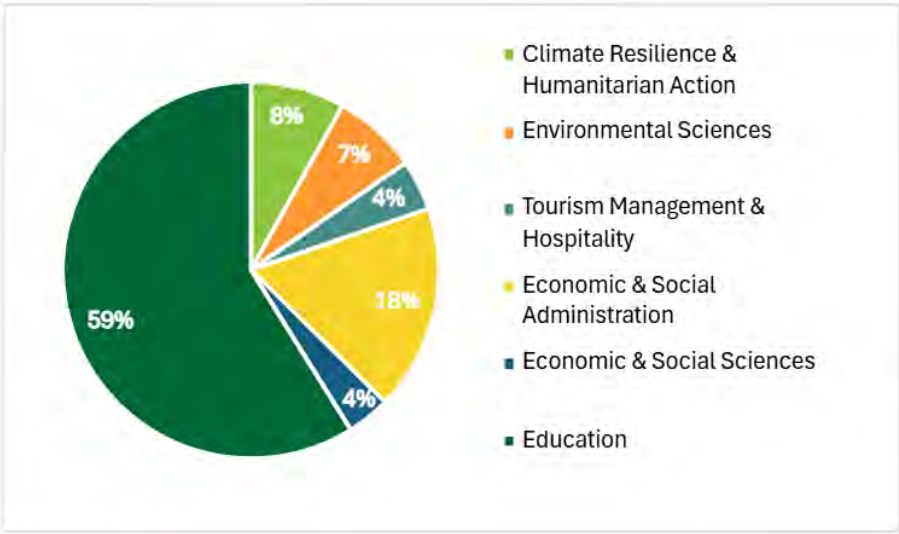




Table 6: Total number of students enrolled per type of degree per year

	2020		2021		2022		2023	
Type of Degree	Female	Male	Female	Male	Female	Male	Female	Male
Master	8	16	18	20	21	12	26	5
Bachelor <sup>15</sup>	176	109	317	202	412	218	449	222
Diploma <sup>16</sup>	-	-	86	48	161	107	33	22
Certificate	-	-	-	-	34	18	15	6
Professional Micro-credential	-	-	-	-	-	0	32	17
<b>Sub-total of students enrolled</b>	<b>184</b>	<b>125</b>	<b>421</b>	<b>270</b>	<b>628</b>	<b>355</b>	<b>555</b>	<b>272</b>
<b>Total number of students enrolled</b>	<b>309</b>		<b>691</b>		<b>983</b>		<b>827</b>	

Table 7: Number of students enrolled per discipline per year – Distribution per Gender

	2020		2021		2022		2023	
Discipline	Female	Male	Female	Male	Female	Male	Female	Male
Climate Resilience & Humanitarian Action (CRHA)	-	-	-	-	-	-	42	25
Environmental Sciences (ES)	-	-	7	20	21	37	22	38
Tourism Management & Hospitality	50	26	36	21	25	13	23	13
Economic & Social Administration (ESA)	126	83	132	96	139	74	96	50
Economic & Social Sciences (ESS)	8	16	18	20	21	12	26	5
Education	-	-	228	113	422	219	346	141
<b>Sub-total of students enrolled</b>	<b>184</b>	<b>125</b>	<b>421</b>	<b>270</b>	<b>628</b>	<b>355</b>	<b>555</b>	<b>272</b>
<b>Total number of students enrolled</b>	<b>309</b>		<b>691</b>		<b>983</b>		<b>827</b>	

<sup>15</sup> All bachelors are 3-year programs except the Bachelor of Education which is a 4-year program.

<sup>16</sup> CRHA diploma is a 1-year program and the In-service Diploma in Education is a 2-year program.





**Table 8: Total number of students enrolled compared to the number of students with a scholarship per discipline**

Discipline	2020		2021		2022		2023	
	Total Students	Students with Scholarships	Total Students	Students with Scholarships	Total Students	Students with Scholarships	Total Students	Students with Scholarships
Climate Resilience & Humanitarian Action (CRHA)	-	-	-	-	-	-	67	4
Environmental Sciences (ES)	-	-	27	24	58	52	60	53
Tourism Management & Hospitality	76	31	57	11	38	17	36	19
Economic & Social Administration (ESA)	209	169	228	200	213	186	146	84
Economic & Social Sciences (ESS)	24	8	38	4	33	18	31	16
Education	-	-	341	180	641	308	487	278
<b>Total</b>	<b>309</b>	<b>208</b>	<b>691</b>	<b>419</b>	<b>983</b>	<b>581</b>	<b>827</b>	<b>454</b>

## STUDENT PERFORMANCE

On 27 April 2023, approximately 235 students graduated, marking the first graduating class since the University's establishment in 2019 and its operational start in 2020. Held at the Convention Centre in Port-Vila, the ceremony celebrated the achievements of students who completed their programs of study. They graduated with bachelor's or master's degree in the presence of Prime Minister Ishmael Kalsakau, Acting Minister of Education and Training John Still Tari Qetu, fellow students, families, friends, faculty, partners, and NUV staff. The event included graduates from several cohorts across the Bachelor of Tourism Management & Hospitality, Bachelor of Administration & Economic Sciences, and Master of Economics & Social Sciences programs, including some from the 2019-2021 period who had been unable to graduate earlier due to the COVID-19 pandemic.

The graduation of the students enrolled in Education and CRHA is pending due to VQA registration process to be completed in 2024.

**Pictures 5: 2023 graduation at the Convention Centre in Port-Vila**





The tables and figures below show the main data of students who completed a program delivered on NUV's main campus since 2020 and SoE since its integration in 2021, in addition to the 2023 success rate.

### Here are the main results of the 2023 student's performance

In 2023, 89 students completed their respective programs, with women representing 65% of the successful students. This included 15 successful students in a master's program, 36 in a bachelor's program, six (6) in a diploma program, 19 in a certificate program, and 13 in a professional micro-credential program.

The Certificate in Education had the highest success rate (100%), as displayed in Table 10, followed by the Master of Economic & Social Sciences with a 68% success rate.

The students who enrolled in the In-service Diploma in Education in 2021 and 2022 will complete their final course in 2024 to graduate in 2025. As a result, these students are not included in the data presented in Table 7. Originally, this course was scheduled to be completed in 2022, but it was cancelled due to the impact of the COVID-19 pandemic.

The low student success rate for a certain degree finishing in 2023 can be attributed to the challenges posed by the COVID-19 pandemic. Those students were being taught remotely and a significant number of students struggled to adapt to the new format of learning. In addition to the challenges of remote teaching, some students also faced difficulty in accessing the internet and having access to a laptop, further hindering their learning experience. This resulted in an unusually high number of dropouts.

Furthermore, with the reopening of borders and the opportunity for students to attend universities in the Pacific, many students chose to transfer to other institutions, which also impacted the success rate for the diploma program. In response to these challenges, NUV has initiated several projects to increase digital resources, such as the DIRECCT project, aimed at improving access to technology for students. These efforts are crucial in ensuring that all students have equal opportunities to succeed in their education.

It is also important to notice that 2023 was a pilot year for the CRHA program during which NUV has tried to cater to different student profiles and adjustments have already been implemented for the 2024 intake.

The first students in the Bachelor's program in Education are expected to graduate in 2024.





Table 9: Number of students who completed their program of study from 2020 to 2023

Type of degree	2020		2021		2022		2023	
	Female	Male	Female	Male	Female	Male	Female	Male
Master	1	2	4	7	4	4	12	3
Bachelor <sup>17</sup>	36	32	39	18	37	15	19	17
Diploma <sup>18</sup>	-	-	-	-	0	0	4	2
Certificate <sup>19</sup>	-	-	-	-	30	10	15	4
Professional Micro-credential	-	-	-	-	-	-	8	5
<b>Sub-total of successful students</b>	<b>37</b>	<b>34</b>	<b>43</b>	<b>25</b>	<b>71</b>	<b>29</b>	<b>58</b>	<b>31</b>
<b>Total number of successful students</b>	<b>71</b>		<b>68</b>		<b>100</b>		<b>89</b>	

Table 10: Success rate 2023 based on initial enrolment at the beginning of each program

Student success rate	2023		
	Female <sup>20</sup>	Male <sup>21</sup>	Total <sup>22</sup>
Master of Economic & Social Sciences (ESS) Online & face to face programs	75%	50%	68%
Bachelor of Environmental Sciences (ES)	57%	45%	48%
Bachelor of Tourism Management & Hospitality	No new intake in 2021		
Bachelor of Economic & Social Administration (ESA) Online & face to face programs	23%	15%	19%
Bachelor of Education - Primary Teaching French & English programs	First intake in 2021 finishes in 2024		
Bachelor of Education - Secondary Teaching French & English programs	First intake in 2021 finishes in 2024		
In-service Diploma in Education - Primary Teaching French & English programs	Intake 2022 to be completed in 2024		
Diploma in CRHA	40%	25%	33%
Professional Micro-credential in CRHA	26%	30%	28%
Professional Micro-credential in PPM	23%	29%	25%
Certificate IV in Education Early Child Care Teaching (ECCT) French & English programs	100%	100%	100%
Certificate IV in Education: Vocational Education & Training Teaching (VET) - French & English programs <sup>23</sup>	100%	50%	67%

<sup>17</sup> All bachelors are 3-year programs except the Bachelor of Education which is a 4-year program.

<sup>18</sup> CRHA diploma is a 1-year program and the In-service Diploma in Education is a 2-year program. The students who enrolled in the In-service Diploma in Education in 2021 and 2022 will complete their final course in 2024. As a result, these students are not included in the data presented in this table.

<sup>19</sup> Figures include students who obtained a certificate of attainment.

<sup>20</sup> Female success rate calculation: number of female students who succeeded the program divided by the number of female students initially enrolled in the program.

<sup>21</sup> Male success rate calculation: number of male students who succeeded the program divided by the number of male students initially enrolled in the program.

<sup>22</sup> Total success rate calculation: number of students who succeeded the program divided by the number of students initially enrolled in the program.

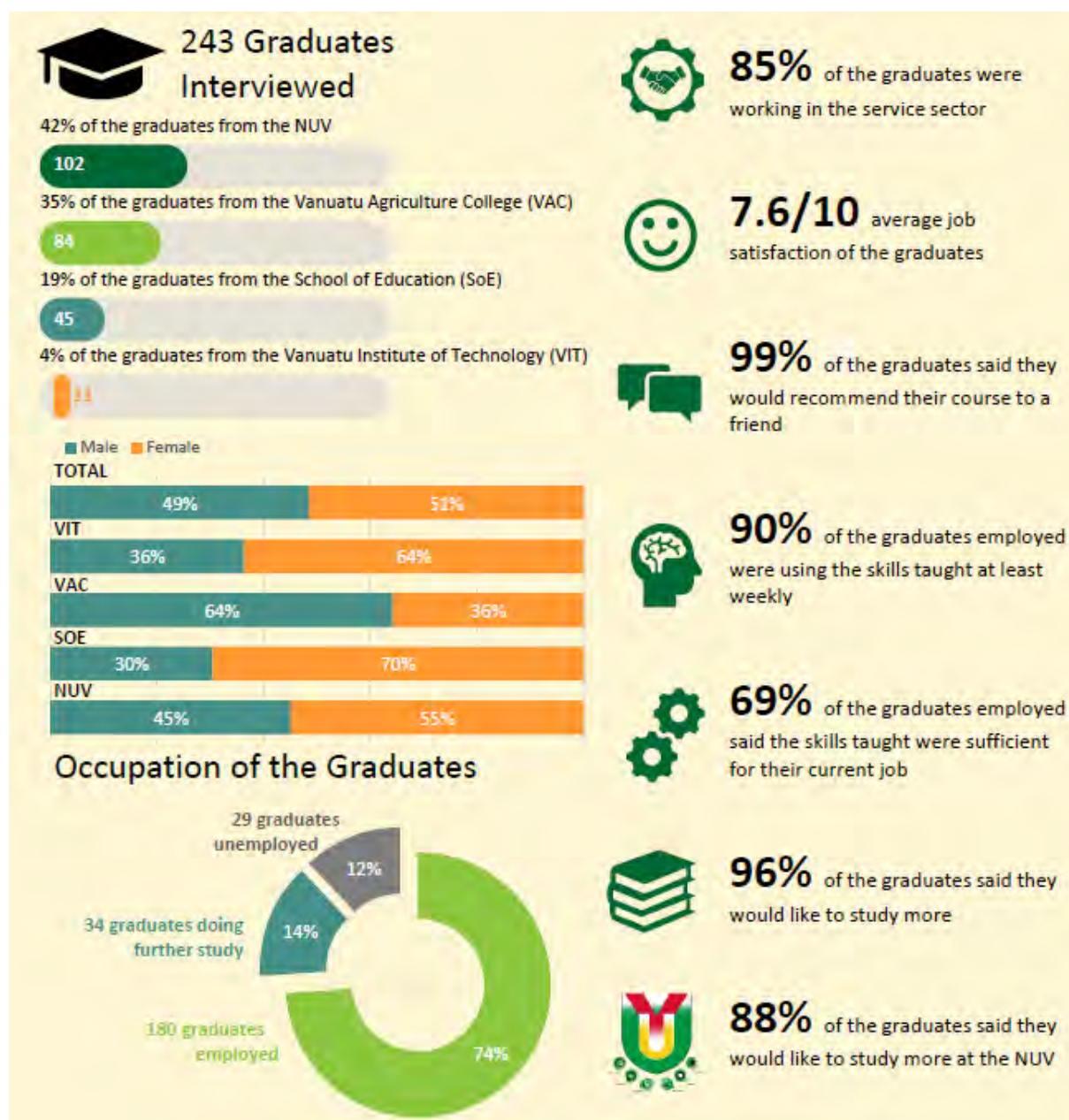
<sup>23</sup> Figures include students who also obtained a certificate of attainment. Intake 2022 and 2023 only delivered in English.



## STUDENT SATISFACTION

A survey of employment outcomes for graduates of three (3) major tertiary Institutions in Vanuatu was completed in 2021. This study<sup>24</sup> was conducted on NUV's behalf by an independent research and consulting firm; 243 graduates were interviewed including 42% from NUV's main campus and 19% from SoE. See the main results in Figure 6.

Figure 6: Key results of 2021 graduated student's tracer study



<sup>24</sup> 2021 graduated student's tracer study:

[www.univ.edu.vu/attachments/article/351/2021\\_12\\_NUV\\_Tracer\\_Study\\_Report.pdf](http://www.univ.edu.vu/attachments/article/351/2021_12_NUV_Tracer_Study_Report.pdf)



### 3.3 | Research & Conference

#### UNIVERSITY RESEARCH

The National University started its operation in 2020 at the start of the COVID-19 crisis and the only member of staff with a research background, Prof. Pascal Michon, was not recruited until July 2021. In the two and a half years that followed, NUV has gradually developed its research network via international collaborations with overseas universities and research institution partners as well as with its participation in the activities of the Pacific Islands Universities Research Network (PIURN - which was renamed in 2022 as the Pacific Islands Universities Regional Network).

NUV's research main partners include UNC, USP, the Solomon Islands National University, the University of Hawaii and the French Institute for Research and Development.

In 2022 and 2023, NUV has been increasingly active in its participation in research projects as its existence has become better known in the Pacific region, and its human capacity in terms of researchers has developed, notably with the recruitment of a lecturer/researcher in Environmental Sciences (Mr. Robson Tigona) and the Language Centre Director (Dr. Leslie Vandeputte), lecturers from SoE and Ms. Anne-Sophie Vivier, who has played an important role in establishing partnerships with other institutions since the University was founded.

2023 also saw the creation of the Bilingual Research, Innovation and Doctoral Training Unit which an operational scientific structure is supported by the MoET Directorate General. This entity was initially conceptualised by Pr. Jean-Marie Fotsing, (UNC) with the main objective being *"to support the development of research activities and doctoral training for the benefit of the National University of Vanuatu (NUV), but also the process of decentralisation and the development of the skills of senior managers for the development of Vanuatu as well as the integration of research and innovation in the evolution and organisation of the MoET's activities"*.

At the end of 2023, NUV was involved in more than 15 research projects, at different levels of achievement.

#### Here are some highlights of 2020 to 2023

**Family Farming, Lifestyle and Health (FALAH)** – The FALAH project is the first research project in which NUV got involved in, it is aiming to support family farming as a significant factor in food security and health. FALAH was a PIURN initiative in collaboration with various international institutions (from France & Australia). FALAH was funded by the European Union (€1.3 million) under a Marie Skłodowska-Curie Actions, Research, and Innovation Staff Exchange project.

Its key areas of research include (i) Family farming and Food Security, (ii) Effects of Climate Change and Lifestyle and Physical Activity on health in the Pacific and (iii) health promotion.

In June 2022, FALAH organised its first scientific workshop in Fiji at USP Laucala Campus Suva but NUV could not be represented. The second FALAH scientific workshop was held in Port-Vila at NUV from 25-27 October 2022.

The first FALAH conference titled "Family farming, food and health in small countries and intertropical territories in small countries and intertropical territories" took place in Port-Vila (20-22 June 2023) and was co-organised by MoET and NUV and the Vanuatu Agricultural Research and Technical Centre. A FALAH workshop was conducted from 2 to 5 October 2023 at the University of New South Wales in Sydney on the theme "Enriching and sharing the methodological intersections between work packages for the scientific valorisation of the FALAH project".



Picture 6: Participants in FALAH in Port-Vila at NUV from 25 to 27 October 2022



Picture 7: Fieldwork on the traditional child medicine in the Pacific Islands



**Traditional child medicine in the Pacific Islands** – This research project received funding from the Pacific Funds (€60,000) through a grant agreement between NUV and the French Embassy in Vanuatu & the Solomon Islands. This project aims to identify beneficial and risky traditional care practices in Vanuatu, New Caledonia and French Polynesia, in order to propose public health measures to treat infant and child diseases. This project includes several local and international scientific partners who have an interest in working in the region like the Institute of Research & Development (French Research Institute for Development Nouméa & Toulouse), the New York Botanical Garden (United States of America) and the National Herbarium of Vanuatu (Department of Forestry). The project offers the opportunity to develop international collaborations to realise the research ambitions of our young University. The fieldwork was conducted in Efate (March 2023) and Santo (July 2023) using a field questionnaire and involving third-year students of the Bachelor of Environmental Sciences assisted by a field worker from the National Herbarium and a volunteer (France Volontaires) attached to VAC (Santo) who also helped in analysing the data and started writing deliverables.

Picture 8: Cable between Vanuatu and New Caledonia



**SMART Subsea Cables: Implementing for Geophysics, Early Warning and Oceans, Vanuatu-New Caledonia to Global** – The project funded by the Gordon & Betty Moore Foundation is developing a new ocean and Earth-observing capability—sensors integrated in subsea telecommunications cables—focusing first on the geophysics of a subduction zone “natural laboratory” and ocean dynamics in the Vanuatu-New Caledonia region of the southwest Pacific, as well as application of these observations to regional earthquake and tsunami early warning. This will be a model for replication at the global scale. The principal investigator is Prof. Bruce Howe, Chair, JTF SMART Cables, University of Hawai‘i at Mānoa. NUV (through its Deputy Vice-Chancellor, Prof. Pascal Michon) was approached by Prof. Howe along with the Vanuatu Meteorology and Geohazards Department (Esline Garaebiti, Director General) to collaborate on the project. NUV and the Vanuatu Meteorology and Geohazards Department will mainly benefit from the project in the form of scholarships for four (4) Master and two (2) Doctor of Philosophy (PhD) students to work on the domains of geophysics, earthquakes and tsunami early warning and oceanography.

These students are expected to use data collected from the cable which should be laid down at the end of 2025. Once the funding is received, NUV and the Vanuatu Meteorology and Geohazards Department will select potential Master and PhD candidates and liaise with partner Universities to see what programs students could enrol on. The total budget allocated to NUV is expected to be around US\$500,000.



**DURVIS Project: Urban dynamics in Vanuatu and the Solomon Islands** – The DURVIS project, funded by the Fonds Pacifique, focuses on the informal settlements of Honiara (Solomon Islands), and Port-Vila (Vanuatu), in order to extend the research work to other cities and communities in the Pacific Islands.

In November 2023, CRHA students took part in the DURVIS project, supervised by two (2) project investigators: Thomas Gaillard (Founder of Ecosophy) and Dr. Leslie Vandeputte (Director of the Language Centre at NUV). As part of their academic research skills course, (CRHA 122, part of the Climate Resilience & Humanitarian Action program), students carried out questionnaires and surveys with the Seaside community to experiment data collection fieldwork. Two CRHA students were then recruited to compile data and contribute to the analysis. The project was completed at the end of 2023, researchers are working on data analysis and publishing results.

**SITI Project: Dynamic of informal settlements in the Pacific Islands cities** – Started in 2023, the SITI project is a three-year interdisciplinary project involving history, urban planning, geography, economics, data science and social anthropology to study informal settlements in the capitals of Fiji, Vanuatu, and New Caledonia. It aims at developing knowledge and agent-based simulation tools to analyse a particular mode of urban production, characteristic of the socio-spatial transformations and urban sprawl, of the capital cities of the Pacific islands (Port-Vila, Suva and Nouméa). The SITI project is a consortium of five (5) different laboratories and two companies and is funded by the French National Research Entity (Agence Nationale pour la Recherche).

Dr. Leslie Vandeputte (Director of the Language Centre at NUV) will conduct research on language contacts within urban settlements as part of the fieldwork for this project that is scheduled to start in February July 2024 and that will focus on three (3) capital cities: Port-Vila (Vanuatu), Suva (Fiji) and Nouméa (New Caledonia).

**SPAR-Pacific project: Indigenous knowledge, practices, and resilience in the Pacific Islands** – The SPAR-Pacific focuses on societal and environmental issues specific to the Pacific and aims to explore the vitality and sustainability of family knowledge and practices for the purposes of resilience. The results of the project will be used for research purposes and to inform the public and decision-makers.

The project concerns specifically family perceptions and practices among New Caledonian and Vanuatu students and their families in 2022. A questionnaire has been submitted to students at NUV in April 2023 and data analysis is underway.

**Picture 9: “Mapping & Diagnosis of Research & Innovation Ecosystems, Network Facilitation, and Research & Innovation Strategy” workshop in Port Vila**



**Enhancing Research and Innovation Ecosystems to tackle climate change in the Pacific (RERIPA)**– The RERIPA project (Enhancing Research and Innovation Ecosystems to tackle climate change in the Pacific in the Small Island Developing States) is an initiative funded by the African, Caribbean, and Pacific Innovation Fund, a component of the research & innovation program of the Organisation of African, Caribbean and Pacific States with financial contribution from the European Union.

This program intends to strengthen the research & innovation capabilities of the African, Caribbean, and Pacific countries

contributing to their sustainable development which, through the RERIPA project, will stimulate innovation to better address the challenging climate change impacts.

Climate change is acknowledged by the members of the Pacific Islands Forum as the single greatest threat to their Blue Pacific Region. This motivated Blue Pacific’s call for Urgent Global Climate Change Action (2019) and was reinforced recently (Alliance of Small Island States - 2022) in its Ocean agenda 1. NUV is involved in two components of this larger project.

- **Call 1 project: Mapping and diagnosis of research & innovation ecosystems, networking facilitation, research & innovation general vision/strategy with a focus on climate Change**  
A research assistant will be recruited at NUV in early 2024 to work on the local (Vanuatu) and regional mapping & diagnosis of the academic sector and on identifying stakeholders specialised in Climate Change Impact.
- **Call 3 project Climate change and the future of coastal communities Pacific– transformation of sociality, livelihoods, and lifestyle in the South Pacific** – This project consists of setting up Living Labs, fostering public/private partnerships around the research & innovation capacity already existing or to



be developed, for innovative solutions helping to address climate change impacts and has two (2) objectives: (i) understand the future of livelihoods and lifestyles of the communities in the Pacific affected by coastal vulnerabilities and sea-level rise with the help of digital technologies (Apps and digital media), (ii) identify solutions with and for communities involved in living lab building that can improve livelihood and lifestyle.

The research activities will be shared between the Solomon Island National University, USP-Emalus campus and NUV in conjunction with MoET.

At the end of 2023, NUV and MoET reviewed their subcontract agreement in order to be able to receive their budget estimated at €200,000 and €100,000, respectively. This will enable to start advertising for the respective positions involved in the project: one Project Manager, one Intern for NUV and one Intern for the MoET.

#### **Shoreline monitoring and management: participatory approach and awareness of climate change among Vanuatu populations**

– Faced with the global trend of the retreat of many coastlines and the acceleration of coastal erosion as part of the rise in sea level, a consequence of climate change, one of the main objectives of this project is to characterize the monitoring of the coastline to prevent its future evolution. This action aims to lay the foundations for a coastal observatory in Vanuatu. Beyond the analysis and understanding of contemporary morpho-sedimentary dynamics, a focal point of this action will be the implementation of participatory shoreline monitoring.

Beyond collecting surveys and scientific data in order to build a coastal monitoring observatory in Vanuatu, the interest of this project is to raise awareness among local populations and particularly schools about coastal risks and the retreat of the coastline particularly, while facing climate change.

This project is funded by the “Fonds Pacifique” and UNC and involves, besides the UNC (Dr Pascal Dumas, principal investigator), NUV and the University of French Polynesia. The project started in 2023 and will end by the end of 2025.

**Picture 10: Coastline in Vanuatu**



#### **Joint research on Disaster Risk Reduction for wide-spread volcanic hazards in Southwest Pacific countries (Science and Technology Research Partnership for Sustainable Development program)**

– The Southwest Pacific region and Japan have similar tectonic settings and volcanism. We face common risks from local and widespread impacts of eruptions, particularly those interacting with surface water. The giant eruption of Hunga-Tonga Hunga-Ha’apai generated tsunamis that affected not only Tonga but unexpectedly also Fiji, Vanuatu, and Japan. This project aims to share knowledge and information and develop an international framework for reducing disaster risk from eruptions and related phenomena.

This project will have various impacts on improving volcano assessment methods as well as risk reduction for widespread volcanic disasters with a component of capacity development and human resource support. It will also have benefits for education by fostering the interaction of young staff and researchers from three (3) Pacific countries (Fiji, Tonga, and Vanuatu) and Japan as well as allowing the networking of activities in the region and around the globe. The project is supervised by Dr Mie Ichihara (Earthquake Research Institute, University of Tokyo) and involves partner investigators from Fiji, Tonga, and Vanuatu (Robson Tigona, lecturer in Climate Change and Environmental Sciences and Prof. Pascal Michon, Deputy Vice-Chancellor). The project is in its last phase of planning and activities will officially start in 2024.

#### **Plurilingualism and Francophonie in the South Pacific: a cross-section of linguistic education policies in New Caledonia and Vanuatu (UNC/NUV)**

– This project gives a cross perspective on two Melanesian territories: New Caledonia et Vanuatu. The project has two main components:

- First, it deals with the standardisation process of Kanak, Bislama and local languages in the New Caledonian and Vanuatu education systems and compares the curricula of New Caledonian and Vanuatu education systems.





- Secondly, the project also looks at education at large from a plurilingual perspective and compares New Caledonia Teacher Training practices (L'Institut de formation des maîtres de Nouvelle Calédonie) and SoE's practices.

This project has received funding from the « Convention de la Coopération Régionale » between France/ New Caledonia and Vanuatu (XPF690,000 for 2022 et 2023). The project brings together three teacher-researchers: Coraline Pradeau, assistant lecturer in didactics and sociolinguistics at UNC; Ben Boulekouran, Acting officer in charge of the NUV SoE and Ariane Naliupis, lecturer in French as a second language and language didactics at the NUV SoE. The project ended in 2023. A conference will be organised in October 2024 at Rouen University, France by Coraline Pradeau to present the outcomes of the project.

#### Picture 11: Pacific Attitudes Survey research team



**The Pacific Attitudes Survey** – The Pacific Attitudes Survey is the first-ever large-scale survey of popular political attitudes conducted in Vanuatu, encompassing a wide range of topics including democracy, national identity, tradition, leadership, governance, development, climate change, and international relations. Conducted between August and October 2023, the survey gathered insights from 1,330 respondents across all provinces of Vanuatu, comprising 191 questions across 21 thematic modules.

The Pacific Attitudes Survey was developed in partnership between researchers from the Australian National University,

Swinburne University of Technology, USP and NUV. The Australian Government's Pacific Research Program, the Australian National University Department of Pacific Affairs, and The Asia Foundation provided collaborative funding for the poll. Each of the four consortium partners—Australian National University, Swinburne University of Technology, USP, and NUV—contributed staff time.

The research project was facilitated on the NUV side by Professor Pascal Michon and Anne-Sophie Vivier and three NUV Master three (3) students in Social and Economic Science participated in the study as enumerators.

## CONFERENCES & SEMINARS

In its emerging phase, NUV established a research hub, which is dedicated to fostering research through the organisation of seminars and symposia that bring together researchers from universities across the Pacific region.

Since the auditorium opened in 2023, the University has been hosting monthly seminars to promote discussions and exchanges on various themes such as Vanuatu cultural affirmation, connectedness, and diversity. Alongside these seminars, there has been a noticeable increase in the number of conferences held at the NUV campus.

#### Here are some highlights of 2020 to 2023

**Symposium “Culture, Identity & Culture”** – In May 2021, NUV, in collaboration with MoET and Vanuatu Kaljoral Senta, organised a symposium on the intersection of education and culture, integrating custom and academia to recognise and affirm Vanuatu's identity. The symposium spanned multiple disciplinary fields, such as anthropology, history, archaeology, educational sciences, and language sciences, providing a comprehensive approach to understanding and integrating these vital concepts.

As Pacific nations develop, it is crucial that traditional knowledge and cultural heritage are incorporated into school curricula to help students adapt to their natural and social environments.

The symposium led to the publication of proceedings in 2022.

Picture 12: International Symposium “Culture, Identity &amp; Culture”



**7<sup>th</sup> MACFEST symposium** – In collaboration with Vanuatu Kaljoral Senta, NUV organised the MACFEST symposium in July 2023, one of the key activities of the 7<sup>th</sup> Melanesian Arts and Culture Festival, themed "Rebuilding my Melanesia for our common destiny." The symposium explored three streams: 21<sup>st</sup>-century arts and culture shaping a contemporary Melanesian Way, Culture, Education and Climate Resilience, and Safeguarding a future for Melanesia's arts and cultures. It was highly successful, with over 30 speakers presenting their research, and participants from across the region contributing to a deeper understanding of these crucial topics for Melanesian identity. Three (3) master's students supported the logistic team for this first event organised in the newly opened NUV Auditorium.

Picture 13: 7<sup>th</sup> MACFEST symposium in NUV's auditorium

**Vanuatu Linguistic Conference** – Hosted by NUV from 10 to 13 July 2023 including over 40 international participants coming from the United States, Europe, and the Pacific region. The conference discussed historical, descriptive, phonological, and sociolinguistic topics around languages in Vanuatu.

Picture 14: Participants in Vanuatu Linguistic Conference



**Endangered Language Documentation Program workshop** – NUV hosted a training between 14 and 16 July 2023 in documenting endangered languages attended by 20 participants.





Picture 15: NUV seminar in the auditorium



Monthly NUV Seminar – 8 June 2023 marked the start of the monthly seminar organised by NUV. The first seminar was led by Robson Tigona, Senior Lecturer at NUV, titled "Towards Improved Seasonal Rainfall Prediction in the Tropical Pacific Islands," and was attended by approximately 50 people. The end of the year also featured an intervention by Professor Moussa Thioye, Mr. Yane Meltetineath, and Mr. Gino Kalnpel for a seminar titled "The Plural Sources of Vanuatu Law: Focus on Article 95 of the Constitution of 30 July 1980," where they shared invaluable insights on Vanuatu law and its complexities. The overwhelming attendance at this 4<sup>th</sup> seminar reflects NUV's commitment to academic excellence and intellectual curiosity.

Table 11: NUV seminars in 2023

Seminar	Speakers	Date
Towards improved seasonal rainfall prediction in the tropical Pacific islands.	Mr. Robson Tigona	8 June 2023
Effectiveness of traditional learning about climate change and disaster resilience in Vanuatu.	Dr. Charles Pierce	7 July 2023
Music and the spirit of independence.	Dr. Monika Stern & Dr. Eric Wittersheim	19 October 2023
The plural sources of Vanuatu law: focus on article 95 of the Constitution of 30 July 1980.	Pr. Moussa Thioye M. Gino Kalnpel M. Yane Meltetineath	2 November 2023

Figure 7: Posters of the NUV seminar in 2023





## 3.4 External Engagement

### NATIONAL ENGAGEMENT & COMMUNITY OUTREACH

Since its establishment, the development of NUV has been anchored in the desire to create institutional partnerships, whether public, private, local, or international. Its 2021-2030 strategic plan thus affirms that one of the University's objectives is to foster these connections.

Since 2020, NUV has significantly increased its engagements with potential partners, welcoming numerous inquiries with interest. While the list is not exhaustive, it includes discussions with foreign representatives in Vanuatu and the region, such as New Zealand, Japan, Australia, France, and the United States, as well as several international organizations like FAO, the World Health Organization, the Melanesian Spearhead Group and the Pacific Islands Forum. National public partners include the Public Service Commission, the Intellectual Property Office, the Ministry of Commerce, the Vanuatu Chamber of Commerce and Industry, the Ministry of Health, the Ministry of Agriculture, and private entities such as the Vanuatu Resorts and Hotels Association, V-LAB, Vanuatu Innovation & Digital Economy Association, and French foreign trade advisors.

Some of these exchanges have already led to the signing of agreements to ensure close collaborations with key stakeholders, benefiting the development of the University's programs and research.

#### Here are some agreements and partnerships of 2020 to 2023

**Memorandum of Understanding with the Vanuatu Intellectual Property Office** – On 4 May 2022, an agreement with the Vanuatu Intellectual Property Office was signed to develop training modules dedicated to intellectual property protection, a crucial issue for Vanuatu, which lacks extensive expertise in this area. The aim is to promote knowledge fostering creativity and innovation in Vanuatu.

**Entrepreneurship days** – In 2021, a project was developed with V-Lab, the local incubator, with financial support from the FSPI program. This initiative aimed to develop modules to support entrepreneurial skills among students and recent graduates, organise annual entrepreneurship days, and provide coaching to help some students realise their specific projects. These entrepreneurship days were highly successful on NUV's main campus in 2021 in partnership with VIT and at VAC in Santo in 2022.

**Agreement with the United States Agency for International Development** – In August 2022, a partnership agreement was signed with the United States Agency for International Development as part of the OurFish OurFuture program, implemented by the Coastal Resources Centre at the University of Rhode Island. This agreement aims to develop academic and educational cooperation to benefit Vanuatu's coastal fisheries ecosystems. Concurrently, an agreement was signed with the Department of Fisheries, a crucial partner in implementing this collaboration.

**Memorandum of Understanding with the Ministry of Climate Change Adaptation, Meteorology, Geo-Hazards, Environment, Energy and Disaster Management and FAO** – Aligning with the environmental pillar of the Vanuatu Government's National Development Sustainable Development Plan 2016-2030, NUV, the Ministry of Climate Change Adaptation, Meteorology, Geo-Hazards, Environment, Energy and Disaster Management and FAO signed a Memorandum of Understanding on the 16 May 2022. This Memorandum of Understanding aims to develop academic and educational cooperation, strengthen research links, support government policy towards the creation of the new Ministry of Marine Resources, enhance the NUV School of Science with practical approaches to national programs in Environmental Sciences, and promote the integration of VAC into NUV.

**Agreement with France Volontaires** – In 2021, France Volontaires, MoET and NUV signed a 6-year cooperation framework to support the implementation of Vanuatu's national strategy in Tertiary Education. In 2022 an agreement with France Volontaires and funding from the Pacific Fund allowed to deploy a French volunteer in VAC to assist in revising their agricultural diploma programs. Despite the postponement of the beginning of the volunteering due to COVID-19, the volunteer finally began her mission in February 2023.





**Member of the Pacific Island Regional Universities Network (PIURN)** – NUV's membership occurred in 2021 and marks a significant step in establishing inter-university partnerships. In July 2023, NUV participated in the 5<sup>th</sup> PIURN Conference hosted by the University of South Pacific on the Cook Islands Campus. PIURN, a consortium of 15 universities in the Pacific Islands, was established in 2012 to foster meaningful collaboration among researchers to address social priorities, economic growth, and environmental challenges in the region through research, development, and innovation. Co-chaired by the USP and UNC since its inception, PIURN facilitates joint academic projects relevant to the region and attracts major research grants. It also serves as a network to connect researchers, generate research synergies, and promote the work of regional postgraduate students.

**Partnership with Melanesian Spearhead Group** – NUV also aims to be a key player in the Melanesian sub-region and has initiated discussions with the Melanesian Spearhead Group, leading to the award of the first Melanesian Spearhead Group scholarships to two NUV students in 2023. Further discussions are underway to align sub-regional university institutions with the priorities established by the leaders.

**Signature of the FSPI UNI-Stanap** – In 2023, NUV signed an agreement with the French Embassy. The first component is to assist NUV in the implementation of two diplomas; the second component is a partnership between NUV and Agence Universitaire de la Francophonie to frame activities for NUV students' employability, contributing to entrepreneurial skills development and to access recognised certifications Voltaire (French skills) and PIX (IT skills), this component is to offer NUV's students access to activities to improve their soft and basic skills; the third component is to increase NUV visibility nationally and regionally.

As reported, in the past four (4) years, our university made significant strides in fostering external engagement. We strengthened our collaboration with the Vanuatu Government, enhancing educational policies and initiatives. Our commitment to local partnerships was evident through various joint projects aimed at community development and educational advancement.

### Here are some highlights of 2020 to 2023

**Awareness visits** – Since 2021, NUV has conducted yearly awareness sessions in the provinces. These sessions are taking place within the framework of the promotion of bilingualism to achieve the vision of a "stable, sustainable and prosperous" Vanuatu as stated in the National Sustainable Development Plan 2016-2030. In 2021, two (2) senior secondary schools in Efate and three (3) in Santo were part of the awareness. In 2022, the awareness was jointly done with SoE. The team held 18 meetings with students in junior and senior secondary schools in Santo, Tanna, and Efate. In 2023, the awareness campaign was funded by the FSPI agreement and was conducted in schools in four (4) schools on Efate and 13 schools on Tanna. All the sessions focused on presenting NUV academic programs, career pathways, and the registration process. The teams included officers from both campuses. Unfortunately, the Santo and Malekula missions were cancelled in 2023 due to the impact of cyclone Lola.

### Pictures 16: NUV awareness visits





**Students' placements** – Between 2020 and 2023, the Vanuatu Institute of Public Administration and Management has assisted NUV students in offering work placement or internships in various government departments. This was done thanks to the Partnership Agreement between MoET and the Public Service Commission signed in 2018. Initially, this agreement only targeted the Bachelor of ESA and Master of SES students but later on included the Bachelor of Tourism Management & Hospitality students. Placements were also proposed to students in various Government departments and in other statutory bodies such as the Vanuatu National Provident Fund, Vanuatu Health Program, the Ombudsman Office and in hotels, restaurants and bungalows for tourism students. In 2020, a total of 130 students benefited from these placements as opposed to 97 in 2021, 83 in 2022 and 50 in 2023.

## PARTNER UNIVERSITIES

To strengthen existing academic programs and expand its offerings, the university has engaged with renowned universities to deliver its programs. From 2020 to 2023, NUV has worked diligently to develop and solidify its partnerships with international universities.

### Here are some highlights of 2020 to 2023

**Bachelor of Environmental Sciences** – On 5 June 2021, a services agreement (academic and teaching services) was signed between James Cook University, UNC, NUV, and MoET. This agreement regulates the delivery of the new Bachelor of Environmental Sciences program, which began in April 2021.

The objectives of the agreement were to (a) Deliver a best practice bilingual Bachelor of Environmental Sciences in terms of content, delivery, learning outcomes, and the ability for students to apply learning across multiple areas; (b) Provide the course in a mixed delivery mode, combining online and face-to-face intensives, recognised for excellence by students and key stakeholders; (c) Offer the course to a single cohort of no more than 40 students over three years; (d) Assist NUV in developing the capacity to offer a similar program in the future; and (e) Build a relationship of respect and trust between the academic institutions.

Since this agreement covered only one cohort, the intake of 2021-2023, the teaching completion date was set for 31 December 2023, and the agreement was to expire on 30 June 2024, a new service agreement (academic and teaching services) was signed in June 2022 to cover the 2022 and 2023 cohorts for the academic years 2022 to 2025. In May 2023, a deed of variation was signed to ensure that the 2022 and 2023 cohorts could complete their studies on time.

**Bachelor of Tourism Management & Hospitality** – In 2020, a new specific agreement was added to the initial framework agreement signed in 2017 regarding the development of a university training program in Tourism, Hospitality & Hotel Management in Port Vila, signed between MoET, UNC, University of Toulouse Jean-Jaures. The object was to define the modalities of implementation of a bilingual training course in French and English, in the field of management of touristic and hotel organizations in Oceania, leading at the end of the third year to a multi-diploma.

In December 2020, an addendum to this specific agreement was signed giving way for UNC to focus on a vocational bachelor of tourism and Toulouse Jean Jaures to focus on a professional Bachelor of Catering & Hospitality.



**Bachelor of Economic & Social Administration (ESA) and Master of Economic & Social Sciences (ESS)** – When NUV was established in 2020, the agreement of 15 February 2017 signed with the University of Toulouse Capitole was terminated and replaced by a new one signed in September 2021 to "delocalised course in Vanuatu of the Bachelor of Economic & Social Administration and of the Master of Economic & Social Sciences".

In 2022, a new Memorandum of Understanding was signed for commencement on 1 January 2023 covering the Bachelor of ESA (initial training or face-to-face learning), the Bachelor of ESA (open and distance learning also known as "licence dématérialisée"); the Master of ESS (initial training) and the Master of ESS (open and distance learning also known as a "dematerialised master").

## INTERNATIONAL RELATIONS

NUV recognises the importance of embracing a global perspective in today's interconnected world. As such, the University is actively working towards developing its international relations through various avenues such as participating in international forums, collaborating on international research projects, and fostering partnerships with universities around the world. By engaging in these activities, the University aims to enhance the quality of education and research opportunities for its students and faculty, while also fostering a greater understanding and appreciation of different cultures and perspectives. These initiatives not only contribute to the University's academic and research excellence but also help establish Vanuatu as a respected player in the global academic community.

### Here are some highlights of 2020 to 2023

**Picture 17: NUV's Vice-Chancellor at "Pacific Way, 50 years later international symposium"**



**Pacific Ways** (French Polynesia) – On 18 October 2022, NUV representatives attended the "Pacific Way, 50 years later international symposium" organised by the University of French Polynesia from 18 to 20 October 2022 in Tahiti, French Polynesia. Mr. Jean-Pierre Nirua, NUV Vice-Chancellor, represented NUV during this three-day symposium, in the presence of the President of French Polynesia, the High-Commissioner for French Polynesia, the President of the University of French Polynesia and the organiser of the colloquium as well as all the other participants. The Pacific Way, 50 years later symposium was aimed at establishing a regional network, an Observatory of the Pacific (Islands) Expressions of Democracy / Observatoire dans le

Pacifique des Expressions de la Démocratie, to better identify the difficulties but also the successes, or the incipient successes, of Ratu Mara's 1970 call that people of different heritage and positionalities in the contemporary Pacific "can live and work together."

**PIURN Conference** (Cook Islands) – NUV participated in the PIURN Conference from 3 to 6 July 2023 in Rarotonga, Cook Islands. The NUV delegation was led by its Vice-Chancellor and three (3) other representatives: Dr. Leslie Vandeputte, Director of the Language Centre, gave a presentation on "Lanwis mo toktok: questioning the notion of language in Vanuatu", Mr. Kevin Smith Hinge, lecturer at SoE presented his Masters' Degree thesis entitled "Producing a knowledge-based economy through the space industry: a case of Vanuatu" and Mrs. Anne-Sophie Vivier, Advisor to the Vice-Chancellor's office, attended to develop the University network and assisting the Vice-Chancellor during the Vice-Chancellors meeting.

**Picture 18: Participants to PIURN Conference in Cook Islands**







**Picture 19: Participants in the International Science Council in Samoa**



**International Science Council (Samoa)** – The International Science Council partnered with the National University of Samoa, the Sasakawa Peace Foundation, and the Richard Lounsberry Foundation to organise a discussion about a possible science academy for the Pacific region, to listen to local needs, and to help strengthen the regional voice of science.

Dr. Leslie Vandeputte was sent to represent NUV on behalf of the Vice-Chancellor's office.

Following two days of discussions, on 24 and 25 October 2023, during which attendees shared their views and ideas, the Pacific scholars joined forces to 'raise a voice of science' in the Pacific by setting up an academy and mandating the International Science Council to continue facilitating efforts towards its establishment.

**DIRECCT capitalisation workshop** – In October 2022, NUV participated in DIRECCT's capitalisation workshop held in Paris, France. The event brought together 35 participants from 12 countries across Europe, Africa, the Caribbean, and the Pacific. Represented by Daniel Silas, NUV's System & Network Administrator, the University gained valuable insights from other program members working to mitigate the impact of pandemics and crises through effective connectivity with institutions and partners.

**Exchange and international scholarships** – In September 2023, for the first time, two students from the Bachelor of Tourism Management & Hospitality program had the opportunity through a scholarship to pursue their studies at the University of French Polynesia. These two students are enrolled in the Master of Management & International Trade (Management et Commerce International). The program offers three options: marketing, finance, or tourism. However, since there are not enough students in their first-year cohort (M1), the three options have been merged. It will be very beneficial for our two students because this merger will allow them not only to develop their knowledge and skills across all options but also to establish links between all sectors of management.

**Picture 20: NUV Students who received a scholarship for their Master of Management & International Trade at the University of French Polynesia**



**Picture 21: NUV officers in the UNC**



**Professional development with UNC** – From 28 July to 2 August 2023, three NUV officers were deployed to the UNC. The "Mission-NC" has become a part of a professional training framework for administrative and technical staff between the two parties. During these five days, the respective agents of the two universities conducted an inventory of the Education, Finance, and IT services to gain a better understanding of the operations of these departments. The main objective of this mission was to assess the services and provide an incentive to restructure the SASS department to avoid duplication of tasks between officers and to start reflecting on a fully-fledged SASS department of NUV.





**Higher education show in New Caledonia** – In July 2023, NUV had a dedicated booth at the "Salon des Etudes Supérieures" in New Caledonia, in collaboration with UNC. Over two days, two employees from the University presented NUV's programs and opportunities to study at NUV. As a result, six students from New Caledonia enrolled in the third year of the Bachelor of Tourism Management and Hospitality program at NUV for the year 2024.

**Picture 22: NUV's booth at the "Salon des Etudes Supérieures" in New Caledonia**



#### Overview of delegations hosted by NUV since 2020

Representatives of AFD from Paris and Nouméa, representatives of Japan International Cooperation Agency and the Japan Science and Technology Agency, the French ambassador in Vanuatu and Solomon's islands, representatives from China Government, the Ambassador of Spain in Australia, French Senators, the Institut d'Administration des Entreprises in New Caledonia, the University of French Polynesia, the Secretary of State for Development, Francophonie and International Partnerships of the French Republic.



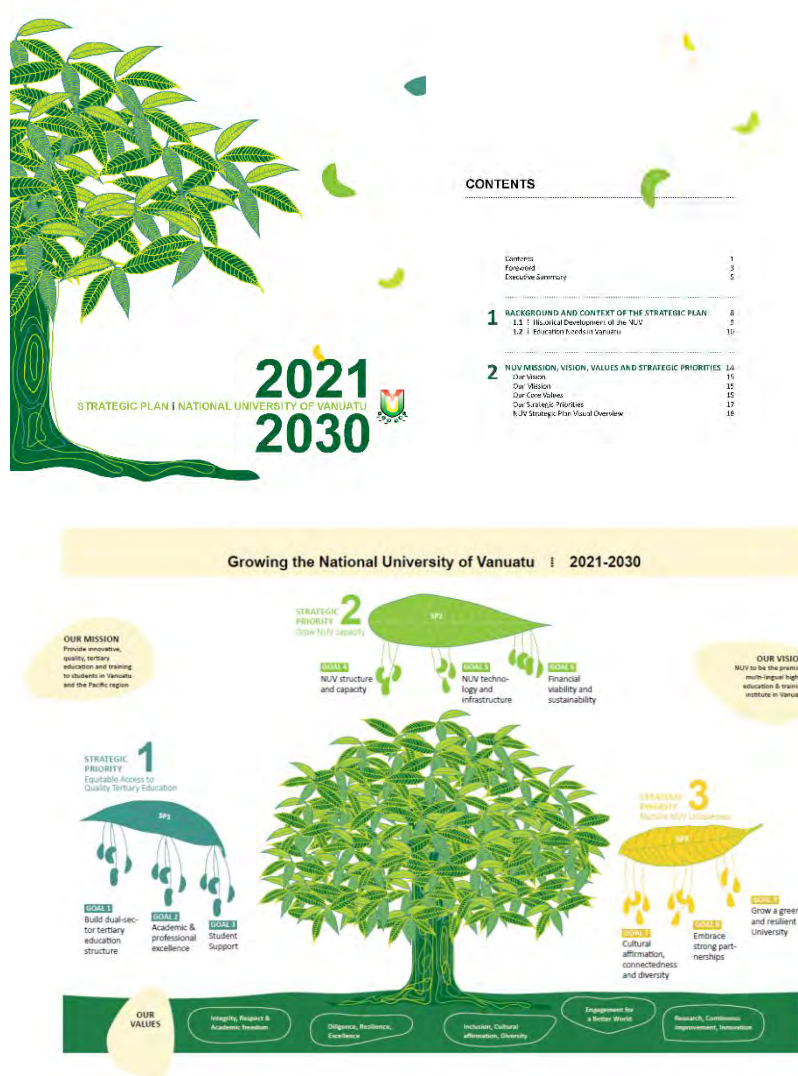
## BRANDING & COMMUNICATION

Between 2020 and 2023, NUV accomplished significant milestones in communication. These achievements include the development and approval of the NUV Communication Strategy for 2021-2030, establishing a comprehensive framework for future initiatives. Additionally, NUV developed and approved a robust communication approval process and brand guidelines with templates, ensuring consistency and professionalism across all materials. The university saw a substantial increase in visibility throughout Vanuatu, leveraging media, social media, networking, and word of mouth. Furthermore, NUV strengthened its relationships with media outlets, government institutions, partners, the private sector, and civil society organisations, enhancing its overall influence and reach.

### Here are some highlights of 2020 to 2023

**Logo & strategic plan** – following the University creation, NUV worked with a consultant<sup>25</sup> to develop its logo and format its Strategic Plan 2021-2030.

Figure 8: Visuals developed for the NUV Strategic Plan 2021-2030



<sup>25</sup> Julie Sauerwein – [www.littlebylitttle.co](http://www.littlebylitttle.co)



**Communication plan** – In the first semester of 2022, the NUV communication strategy was developed after consultation with the management and the review of the reference documents. NUV Communication Strategy is aligned with the Strategic Plan 2021-2030. NUV communication strategy 2022-2030 was validated by the Council on 15 June 2023. It includes a situation analysis, targets and communication objectives, key messages, media strategy, activities matrix, budget, and monitoring & evaluation framework.

Two (2) communication objectives have been defined for NUV:

- Position NUV as the premier multilingual institution of higher education and training in Vanuatu and the Pacific region.
- Promote and maintain a positive image of NUV and its development partners.

The following key messages have been formulated based on the communication objectives:

- NUV promotes academic and professional excellence through internationally recognised higher education and research in both English and French languages.
- NUV fosters unique cultural affirmation, connectedness, and diversity.
- NUV, through the support of the Government of Vanuatu and its development partners, demonstrates its capacity to implement projects successfully.
- NUV needs to embrace strong partnerships to keep providing equitable access to quality higher education and training.
- NUV aspires to be a role model for resilience and inclusiveness.

**Brand guidelines** – One of the key milestones during the period is the development and approval of NUV Brand Guidelines and Templates, in both English and French. The development of NUV Brand Guidelines in 2022 included a slight refresh of the NUV logo to match the exact colours of the Vanuatu flag.

Figure 9: Sample of the Brand Guidelines



**Communication approval process** – After the approval of the NUV Communication Strategy, the communication approval process was developed and approved to increase NUV's visibility and ensure consistency in NUV's communication.

**Website** – The website has been updated regularly, especially the sections: Organisation Structure, Recruitment/Internship, Training with the inclusion of SoE and CRHA and the news section.

**Facebook** – The NUV Facebook page was created on 17 March 2020. It now counts 10,800 followers<sup>26</sup> and 65.90% are under 34 years old. NUV Facebook page followers are mainly women (58.7% of the followers). Most of the followers (86.5%) are in Vanuatu, followed by Australia with 3.3% of the followers, New Caledonia with 2.6% of the followers and Fiji with 2.6% of the followers.

2023 NUV Facebook posts reached 292,600 users in a 477% increase compared to 2022. The Facebook posts on

<sup>26</sup> Facebook data as per June 2024.

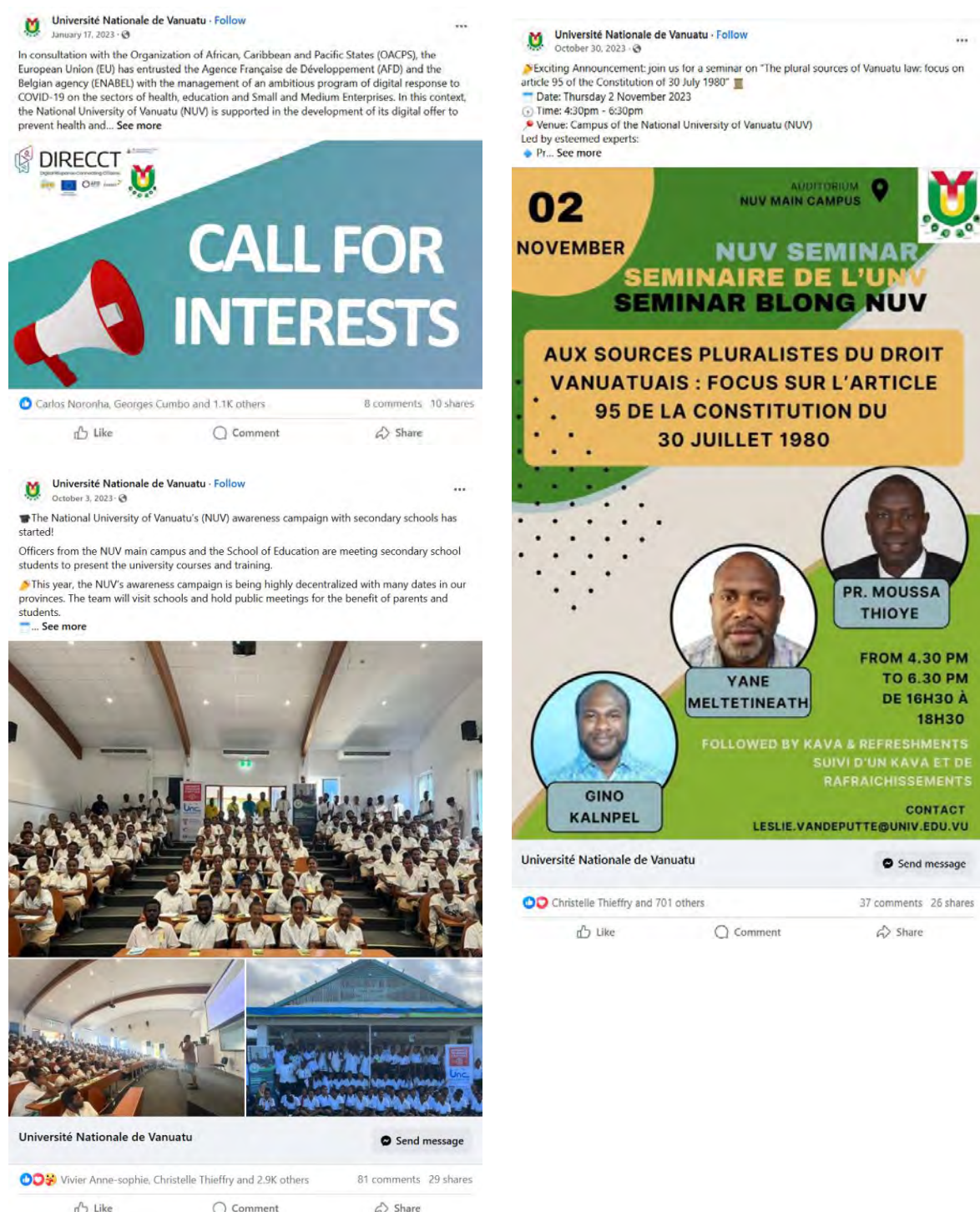




the page received 35,500 content interactions<sup>27</sup> in 2023, almost three times more than the content interactions in 2022 (12,300).

**LinkedIn** – A LinkedIn account was created for NUV. Unfortunately, the indicators are not available as the page was recreated in January 2023 to be a University Page. NUV's LinkedIn account counts 846 followers with an average of seven (7) to eight (8) posts a month on the platform.

**Figure 10: Top three (3) Facebook posts in terms of reach since 2020**



<sup>27</sup> Facebook content interactions include *Likes* and the rest of reactions, including *Shares*, *Comments* and *Clicks* made by users.





**Press releases** – In 2022 and 2023, 92 press releases were shared with the media (radio, newspaper, magazine, TV, and online news website) and covered. NUV is strengthening its relationship with local and regional media.

**Figure 11: Examples of articles in local media**



### 3.5 Human Resources

To date, NUV's limited HR remain one of the most important challenges; however, the University has started building an institution relying on key managers and building its staff capacity over the years. With the HR Manager appointed in 2021, the University was able to develop and strengthen its HR department by developing its HR policy and procedures leading in 2023 to a series of staff workshops conducted for personnel working on the main campus to familiarise themselves with their HR Manual.

The University continues to look for new opportunities and grants from the Government or potential development partners to recruit more academic staff and support the growth of its schools.

In 2023, the personnel working on the main campus and SoE are employed under several types of contracts, making HR management challenging:

- The academic, support & services, and administrative employees working on the main campus are now all contracted and managed by NUV.
- The support & services and administrative employees of SoE are managed by NUV.
- The lecturers and Acting Officer in Charge at SoE are employed by the Government of Vanuatu and not yet by NUV despite SoE integration in 2021.
- Part-time lecturers locally recruited are directly employed by NUV and SoE and paid on a semester basis to develop local programs and deliver courses that the University cannot deliver due to a lack of expertise and/or workload of current academic employees.
- The lecturers of NUV franchised programs are mainly contracted by the partner universities, and NUV signs service agreements for lecturers to deliver their classes in Vanuatu. For the franchised programs, the University also contracts local lecturers, some of them as tutors.



### Here are the main HR noticeable movements since 2020

Since 2020, 80 employees have been contracted by NUV and the Government to work at the main campus or SoE, including 52 persons recruited at the SoE campus (47 just in 2021, the year of the opening of the new programs in Education).

In 2023, 77 personnel were working at the main campus and SoE:

- 48% are women,
- 39% are francophones,
- 49% have academic positions,
- and 35 employees are still directly employed by the Government of Vanuatu (mainly the lecturers from SoE and the acting Officer in Charge).

In 2023, from the 12 new contracts created (including personnel contract renewal), the University has appointed seven (7) new academic & management personnel:

- Four (4) academics funded by the Global Partnership for Education program, to develop and deliver content courses in biology and chemistry, mathematics, science, and physics, in addition to developing the Bachelor of Education (inclusive teaching).
- Three (3) management personnel including a Finance manager, a Director of the Language Centre and an International Team Leader.
- The University welcomes with them its first international employees with two (2) lecturers and one (1) director coming from overseas.

Since 2020, the University has registered only two (2) resignations (SASS officer and IT Manager), two (2) contracts completed and not renewed, one (1) termination, and unfortunately one (1) employee deceased (see Table 14).

In 2023, 76% of the management and academic personnel hold a master or PhD and 11 employees are enrolled in higher education programs:

- Three (3) employees working in support services & administration positions; two (2) at bachelor, and one (1) at master levels).
- Eight (8) are academic employees: six (6) are doctoral candidates, one (1) a master and one (1) a bachelor student.

In 2023, 110 part-time lecturers are working at the main campus and SoE including 62% employed by our partner universities.

The number of part-time lecturers directly contracted by NUV for the main campus and SoE has increased by 24% between 2022 and 2023. Just for SoE, 73-semester basis contracts have been delivered to these part-time lecturers between 2020 and 2023.

From 2020 to 2023, alongside the recruitment of permanent staff, the University has engaged several consultants with specialised expertise to support its structuring and development. These consultants have enriched the University with their skills by developing its HR and finance manuals, conducting feasibility studies for new homegrown programs in IT, social sciences, CRHA, and environmental studies, and providing support to the Vice-Chancellor's office in partnership development, legal advisory services, communication strategies, and visual branding for NUV.



**Table 12: Personnel employed by NUV and the Government of Vanuatu working at the main campus and the SoE (excluding part-time lecturers and partner university lecturers)**

Category	2020		2021		2022		2023	
	Female	Male	Female	Male	Female	Male	Female	Male
Management	-	1	6	4	6	5	8	4
Academics	-	-	14	18	15	19	16	22
Support Services & Admin	1	1	11	12	12	14	13	14
<b>Sub-total</b>	<b>1</b>	<b>2</b>	<b>31</b>	<b>34</b>	<b>33</b>	<b>38</b>	<b>37</b>	<b>40</b>
<b>Total</b>	<b>3</b>		<b>65</b>		<b>71</b>		<b>77</b>	

**Table 13: Personnel employed by NUV and the Government of Vanuatu working at the main campus and the SoE – Qualifications level in 2023 (excluding part-time lecturers and partner university lecturers)**

	PhD	Master	Post-graduate <sup>28</sup>	Bachelor	Diploma	Certificate	High school graduate	Level below 13
Management	3	7	-	1	1	-	-	12
Academics	3	25	6	2	2	-	-	38
Support Services & Admin	-	2	-	4	3	7	11	27
<b>Total</b>	<b>6</b>	<b>34</b>	<b>6</b>	<b>7</b>	<b>6</b>	<b>7</b>	<b>11</b>	<b>77</b>

**Table 14: Human resources movements since 2020 for personnel employed by NUV and the Government of Vanuatu working at the main campus and the SoE (excluding part-time lecturers and partner university lecturers)**

	2020	2021	2022	2023
New appointments/contracts/renewal (based on contract start date)	2	55	11	12
Retirements	-	-	-	-
Resignations	-	-	2	-
Contract expirations	-	-	1	1
Suspensions / Terminations	-	-	1	-
Deceased	-	-	1	-
Disciplinary cases	-	-	1	-
Internships / Placements	-	3	2	7
Employees enrolled in a higher education program or professional certification	-	6	9	11

**Table 15: Personnel working at the main campus and the SoE in 2023 – Nationality & preferred language**

Nationality	English	French	Total
Ni-Vanuatu	45	29	<b>74</b>
French	-	1	<b>1</b>
Indian	1	-	<b>1</b>
Zimbabwean	1	-	<b>1</b>
<b>Total</b>	<b>47</b>	<b>30</b>	<b>77</b>

<sup>28</sup> Postgraduate certificate and Postgraduate diploma.

**Table 16: Part-time & partner university lecturers since 2020 working at the main campus and the SoE**

	2020	2021	2022	2023
Partner university lecturers	45	54	62	69
Part-time lecturers working on the main campus	33	32	31	28
Part-time lecturers working at SoE	N/A	1	2	13
<b>Total</b>	<b>78</b>	<b>87</b>	<b>95</b>	<b>110</b>

## 3.6 | Ground & Facilities

### INFRASTRUCTURE

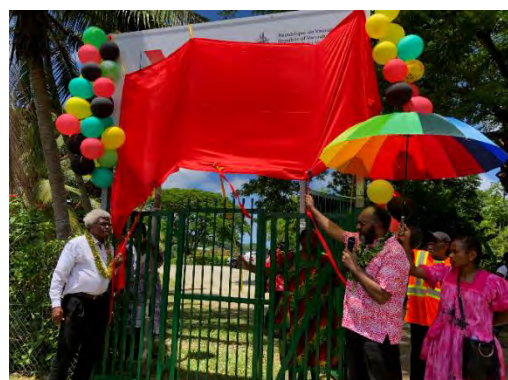
Improving the teaching environment for students and lecturers, as well as increasing administrative spaces to effectively manage and deliver our programs, has been a significant challenge. We are proud to have completed major improvements that will support the long-term development of our university, increasing office space and classroom space equipped with high-technology equipment. Table 17 shows the University seating capacity evolution since 2020 (with the integration of SoE since 2021).

On the main campus, the transformation is equally significant. The University has completed major construction projects, including the addition of four prefabricated rooms, a new parking area, concrete pathways to most buildings, improved solar outdoor lighting, and a new building for academic and administrative purposes.

Over the past four (4) years, SoE undertook several significant renovation projects. These included the refurbishment of the staff quarters, which cost VT10 million, and the renovation and refurbishment of the main administration building, with an expenditure of VT5 million. The library also received renovations, as well as the student common rooms and five (5) staff houses, with a total investment of VT7 million. Additionally, 426 desks and chairs were replaced in the classrooms, and the computer rooms were refurbished with new equipment and desks, costing VT10 million. Since 2023, SoE started demolishing the old buildings (still in progress), and the dormitories were removed to make way for future improvements.

#### Here are some highlights of 2020 to 2023

##### Picture 23: Official launch of NUV by the Honourable Prime Minister



**Launching of NUV** – The official launch of NUV took place on 19 February 2020 and was attended by Hon. Prime Minister Charlot Salwai Tabimasmass. The ceremony, held on the main campus, welcomed many distinguished guests, including the Prime Minister, the Minister of Education and Training, the Minister of Finance, representatives of the diplomatic corps, the Director General, representatives from partner universities, lecturers, and students enrolled in the 2020 courses.

During the ceremony, the e-learning classroom on the main campus was also inaugurated. This classroom, fully equipped with computers to support e-learning and provide access to digital resources, was funded by the Government of New Caledonia and France.





**Ground-breaking and construction of an Inclusive Education Resource Centre** – To effectively deliver a Bachelor of Inclusive Education, a resource centre is essential for supporting the program by offering practical skills to students, such as sign language and braille. In this regard, a ground-breaking ceremony was held in November 2022, and construction began in 2023 funded by the Global Partnership for Education program. The building is expected to be completed before the end of 2024. The Inclusive Education Resource Centre will play a crucial role in enhancing the practical components of the inclusive education program, ensuring that students gain the necessary skills and knowledge to effectively support diverse learners.

**Picture 24: Ground-breaking for the construction of an Inclusive Education Resource Centre**



**Picture 25: NUV's new Foundation building**



**Opening of the new Foundation building** – The University proudly inaugurated in 2023 its “Foundation” building which now houses the first university auditorium in Vanuatu. Funded by the Government of Vanuatu, New Caledonia and AFD, the building includes a new classroom and an auditorium that can accommodate up to 150 students. The auditorium is equipped with a video/audio system allowing conferencing, and an interactive whiteboard, making it an ideal space for seminars, conferences, workshops, and classes.

The grand opening of the building took place on 8 December 2023, with dignitaries from various nations and government departments in attendance. Notable guests included H.E. Louis Mapou, President of New Caledonia; Hon. Charlot Salwai Tabimasmas, Prime Minister of Vanuatu; H.E. Jean-Baptiste Jeangène Vilmer, French Ambassador to Vanuatu and the Solomon Islands; and officials from both Governments, including representatives from the Vanuatu MoET.

**Table 17: Seating capacity at the main campus and the SoE – Evolution since 2020**

	2020	2021	2022	2023
Student capacity (number of seats in classrooms & auditorium)	150	590	590	885
Employee capacity (number of desks in offices)	21	42	42	60
Meeting and staff room capacity (number of seats)	8	73	73	88
Library capacity (number of seats)	-	100	100	100

## INFORMATION TECHNOLOGY

Between 2020 and December 2023, the IT department went through a remarkable evolution despite the challenges faced. As we know, during public health or environmental crises, physical attendance to classes can become perilous or just impossible. In 2020, like many institutions worldwide during the COVID-19 pandemic, NUV ensured the continuity of services and transitioned to online learning. Since then, the University has been working to build a robust IT network, paving the way for numerous benefits to students, lecturers, and staff.

### Here are some highlights of 2020 to 2023

**Picture 26: Delivery of IT equipment funded by DIRECCT**



**IT network strengthened** – In 2023, the materials for an improved and secured network and a data centre have been purchased through the DIRECCT funding<sup>29</sup> and installed (configuration to be completed next year). This new infrastructure will support the current IT services of NUV main campus, its SoE, VIT and VAC in Santo.

**Purchase & installation of IT equipment for new e-learning classrooms** – In 2023, NUV ordered and received the material to equip five (5) e-learning classrooms, with 35 stations each, a video conference system, a photocopier and air conditioners for teachers and students to work in a connected and comfortable environment. Installation of the classrooms on the main campus, SoE, VIT, and VAC in Santo, has been completed in 2023 for the official opening in 2024 once the configuration of the network is finalised. Roller shutters have also been installed in 2023 in all e-learning classrooms to protect the installation from cyclones. The project also included the installation of optic fibre and satellite connections and the training of teachers in the production of online courses (see ‘Student digital services’).

**Picture 27: New NUV’s e-learning classroom**



**Picture 28: NUV’s IT officers in training in Nouméa**



**IT team training at UNC** – In December 2023, the academic network of UNC, called, Réseau académique REgional Collaboratif d’Ingénierie pour la Formation et l’Enseignement, through its team for Développement des Usages du Numérique pour l’Enseignement, supported a tailored Moodle™ training for two IT officers from NUV in Nouméa. This initiative aimed at building their capacity and fostering relations between the IT departments of both universities.

<sup>29</sup> DIRECCT program is supported by the Organisation of African, Caribbean and Pacific States, funded by the European Union, and managed by the AFD.



Table 18: IT park (main campus and SoE) – Evolution since 2020

	2020	2021	2022	2023
Employees' computer workstations	33	41	48	62
Students' computer workstations	31	50	80	132
Number of classrooms or conference rooms with a video projector or smart TV	6	8	8	12
Number of end-users (employees)	40	44	55	71
Number of end-users (students)	200	626	753	908
Number of access points (Wi-Fi)	4	6	9	14

## STUDENT DIGITAL SERVICES

Since its creation, NUV has invested in modern technologies to support student learning and improve higher education accessibility and inclusion.

### Here are some highlights of 2020 to 2023

**Student ID Card** – Since 2022, NUV has been using PaPercut, a print management software, which manages the students' printing, copying, and scanning jobs. It provides features for tracking, controlling, and charging for print jobs allowing each student to manage their printing jobs using their student ID card and directly accessing the printers on the main campus. The system ensures that only students with sufficient credit can release their print jobs, helping manage print costs and reduce waste.

Picture 29: NUV's Digital Research Portal accessible online



**The Digital Research Portal** – This is the name of the project to create a Digital Resource and Documentation Centre attached to NUV and to monitor its development. As of 2019, researchers have observed a loss of documented research outcomes in various fields and a need to consolidate scientific publications on Vanuatu. NUV and its partners - the French Embassy in Vanuatu and the Solomon Islands, the Government of New Caledonia, and Agence Universitaire de la Francophonie have therefore initiated a project to establish a documentary database. The goal is to gather, archive, and freely share Vanuatu's scientific publications through a multi-disciplinary documentation platform using the Open Archives Initiative - Protocol for Metadata Harvesting standard. The target users include undergraduate and postgraduate students, and researchers interested in science in Vanuatu. The document

storage process commenced in early 2021 with the recruitment of an administrator who, after a call for documents, digitised around 1,000 documents in the same year. By mid-2022, with the referencing and indexing tools in place, the Digital Research Portal can now extract data from other Open Archives Initiative - Protocol for Metadata Harvesting repositories. With this capability and the ongoing digitisation of documents, the Digital Research Portal was projected to contain over 5,000 records by the end of 2023<sup>30</sup>. A promotional campaign and official communication strategy were put in place, including two (2) Motion Designs<sup>31</sup> (in French and English) as tutorials, a promotional video<sup>32</sup> and 500 brochures to introduce the platform to the public<sup>33</sup>.

<sup>30</sup> Digital Research Portal link: <https://portal.univ.edu.vu/en/>

<sup>31</sup> Digital Research Motion design tutorial (English): <https://www.youtube.com/watch?v=XMIltX6gjc>

<sup>32</sup> Digital Research Portal video presentation: <https://www.youtube.com/watch?v=XIIYkjXgqOE>



The official launch occurred at the Family Farming, Lifestyle, and Health (FALAH) workshop on 25 October 2022, bringing together researchers and students on the NUV campus.

**Zero rating of Moodle™ platform** – During the COVID-19 pandemic, NUV collaborated closely with MoET and telecommunications operators in Vanuatu (Vodafone and Digicel) to ensure the continuity of education. To support students during this challenging time, they provided free access to the Moodle™ platform from March 2022. This initiative allowed students to engage in online learning without incurring additional costs, provided they had coverage and a compatible device. This effort was crucial in maintaining educational progress despite the disruptions caused by the pandemic.

**Development of NUV e-learning platform** – Moodle™ is the core system that manages every student's e-learning resources. Since implemented in 2019, several developments occurred including improvement of the storage management and the implementation of an updated version in 2023, to allow a better experience for users.

A training about e-learning course creation was organised in August 2023 for teachers and lecturers from NUV, SoE, VAC. During the training, lecturers developed better understanding of Moodle™ functionalities, its user-friendly interface and adaptability to various devices, enabling teachers to deliver lessons, share resources, and communicate with students through various means. This accessibility ensures that students, regardless of their location, can access educational materials and maintain their learning trajectory on and off-line.

**Picture 30: Training on e-learning course creation**



## 3.8 Finance

### FINANCIAL OVERVIEW

The operating surplus at the University went up from VT104 million in 2020 to VT249.5 million in 2022 and then fell by 12% in 2023. The decrease in 2023 was driven primarily by expenses associated with strategic investments in our workforce with overall growth in new workers across both campuses (SoE included) and an increase in campus activity with the addition of new building facilities.

### INCOME SUMMARY

NUV's activities rely on four (4) main sources of revenue: government grants, tuition fees, donors and other income.

**Government funding** – Government funding has always been the core funding source of NUV. It has been the main source of funding for NUV's franchise programs with partner universities for bachelor's and master's degree programs in Environmental Sciences, Tourism and Economics, and Social Administration. For the last four (4) years, it has accounted for 68% of NUV's total revenue. Co-funded by the Government of Vanuatu and two (2) external governmental organisations (France and New Caledonia), it has supported the main campus improvements including the construction of the new Foundation Building (see section "Infrastructure"). The total funding that NUV has received from the government for construction projects since its founding is VT245 million.

Apart from the government endowments, NUV has consistently asked for half a billion vatu in new project proposals to be approved by the Ministry of Budget Committee through MoET over the past four (4) years. The new project proposal budget featured strategic initiatives such as employing more faculty and administrative staff for the School of Science and SoE. It also included proposals for funds for projects related to research and development and campus upgrades, such as the construction of new office buildings and a school cafeteria. Only a portion of the new project proposal has been granted by the government, with VT80 million being approved to add more employees in 2024.

It is also important to note that the government increased NUV's funding by +30% in 2022 to compensate for





COVID-19 pandemic impacts on the education sector. The total subsidy package paid to NUV was VT2.5 million to subsidise student tuition fees. This explains the negative results detailed in Figure 13 “Income per category from 2020 to 2023”.

**Student Tuition Fees** – Total tuition fees comprise only 5% of the University’s revenue in 2023. Revenue generated each year from NUV’s franchise programs is not sufficient to fund operations and as such the University programs are being largely subsidised by the Government. In 2023 the Government increased its scholarship funding by 6-fold compared to the previous year owing to a surge in the number of students enrolled in the University's programs. The government's financial investment in augmenting scholarships for university students demonstrates its commitment to realising NUV's strategic objectives and vision. However, on the other hand, Vanuatu National Provident Fund’s scholarship contributions have been declining over time, which is explained by students' inclination to apply for scholarships rather than student loans.

**Other donors** – The University also relies on endowment funds to advance research endeavours and new academic fields. In 2023 support from past and present donors provided 38% of revenue through the current use of grants to support NUV “to provide higher education advancement and lifelong learning through Academic and professional excellence”. Approved funding from various donors for the AFD project in 2022, Global Partnership for Education (funded by the Australian Government) and Traditional Medicine research project in 2023 to the amount of VT345 million approved and released in 2023, all geared towards the implementation of academic and research development in the fields of Science, Language and Education.

**Other income** - In October 2023, NUV began subletting its auditorium to external organisations for events, training, and public seminars. More than VT553,000 was generated as income from the hiring of the University’s facilities and the school’s bookshop.

Figure 12: Income per category from 2020 to 2023 – Part one (in million vatu)

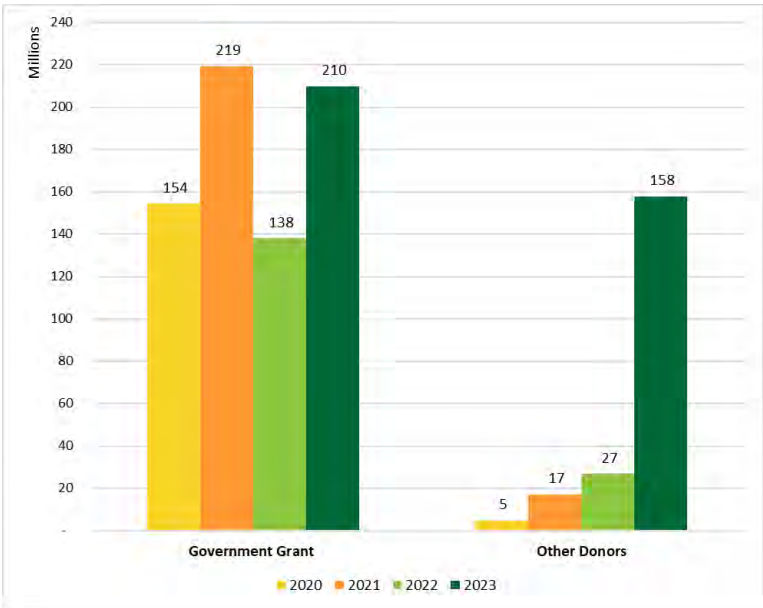
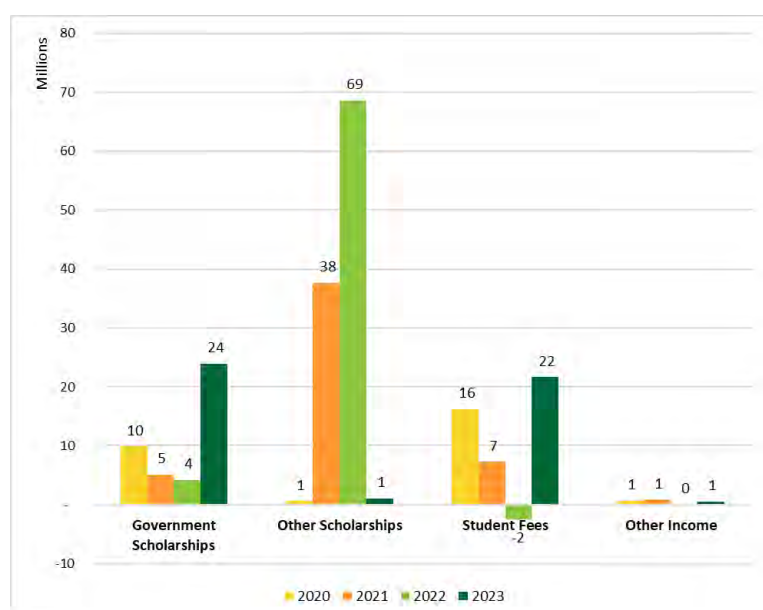




Figure 13: Income per category from 2020 to 2023 – Part two (in million vatu)



## EXPENSES & ASSET SUMMARY

Spending associated with NUV's activities encompasses three (3) main categories: facilities, personnel and services.

In 2022, there was a sharp increase in People expenses of 51% compared to 2021 due to increased recruitment of former higher education staff (previously employed under MoET) who joined the University as administration officers and facility staff, in the departments of Finance, ICT, Student Services and Administration. The university also saw a significant increase in partner university service fees, +164% between 2020 and 2023, related to the new student cohort enrolling in all partner university programs starting those years.

Regarding the facilities, expenses multiplied five (5)-fold in 2023 as a result of the building costs related to the completion of the Foundation building and prefabricated classrooms, complete with furnishings and equipment. In four (4) years NUV has managed to accrue assets worth over half a billion and counting.

## DEPARTMENT DEVELOPMENTS

NUV Finance department has evolved from two (2) finance officers recruited in 2021 to four (4) including a Manager of Finance & Administration. Over the three (3) years, two (2) have received training from MoET on how to use "Open Vanuatu Education Management Information System", a financial management tool, to track the costs associated with school grants. The team plans to continue their professional development in 2024 in the areas of project management, accounting and financial management, economics, and social management.

In 2022, a Finance Committee was established based on various delegations of authority and a Finance Manual was produced. The Finance Committee was established and appointed in 2022 with the authority to authorise spending exceeding VT 2 to 5 million. In July 2022, an automated accounting program named Xero was implemented instead of the cash ledger book. In 2023 due to an increase in hiring, NUV Finance moved to GOPAYROLL, an automated payroll system, to help with severance accrual and payroll annual leaves.

A Finance Policy was created in 2022 and updated with new tools for the VQA registration process in 2023. The policy addresses internal control, finance, and expense management processes and procedures.



Figure 14: Cash flow at the end of the year from 2020 to 2023 (in million vatu)

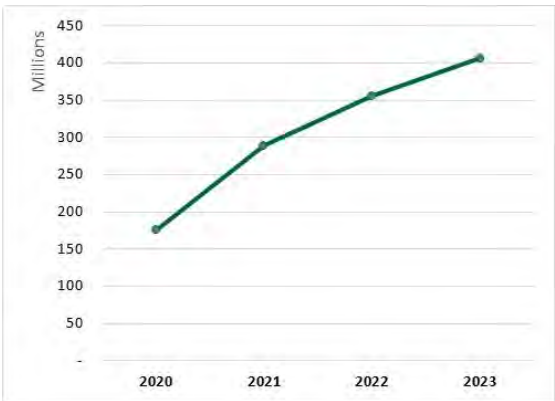


Figure 15: Asset value per year from 2020 to 2023 (in million vatu)

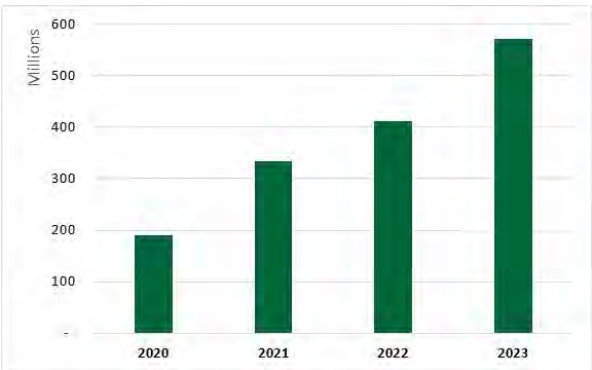
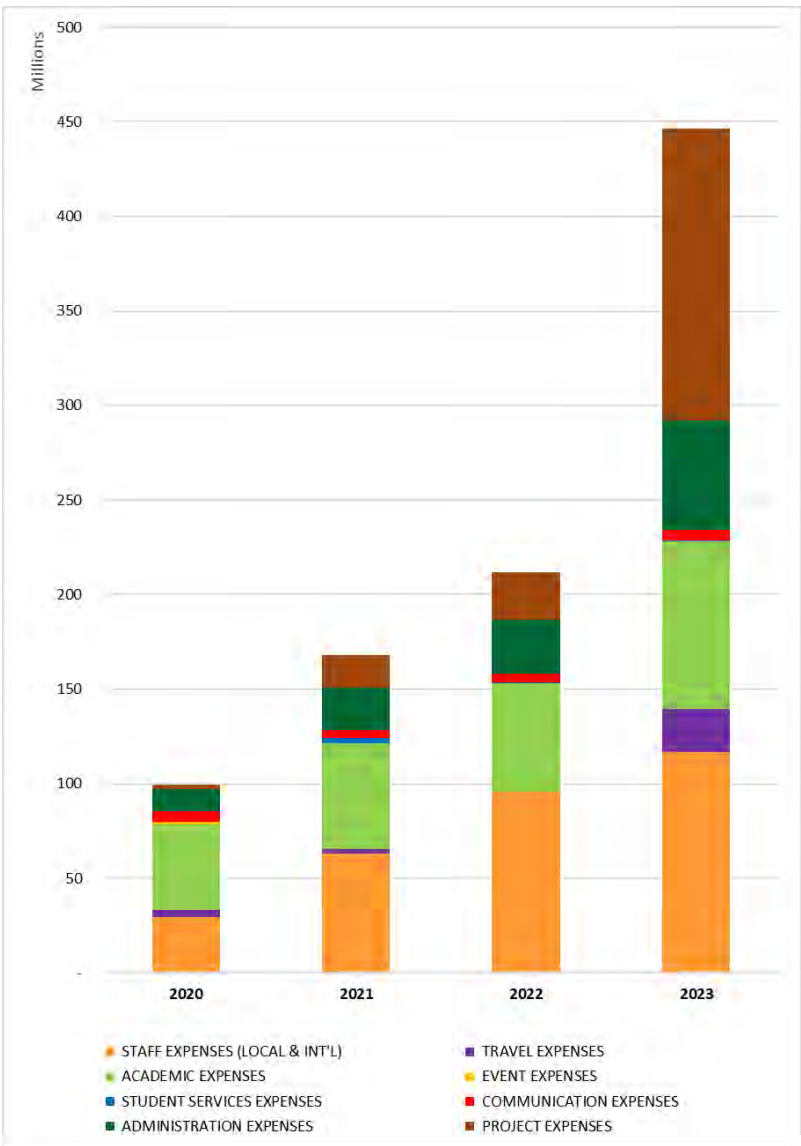


Figure 16: Expenses from 2020 to 2023 (in million vatu)





# Appendix 1

## Auditor Finance Statement – 2020



# **National University of Vanuatu**

Financial Statements  
For the year ended 31 December 2020

# National University of Vanuatu

## University Councils' Report

### For the year ended 31 December 2020

The University Council present their report together with the audited financial statements for the year ended 31 December 2020.

#### University Council members

The University Council members during the financial year and in office at the date of this report-

#### Council members

Resigned

Bergman IATI (DG MoET)

**Chairperson**

Hon. Simeon Seoule DAVIDSON (Minister of Education & Training)

15.06.21

Hon. Johnny Koanapo RASOU (Minister of Finance & Economic Management)

Prof. Mathias CHAUCHAT (University of New Caledonia Rep)

**Deputy Chairperson**

Prof. Moussa THIOYE (University of Toulousw Rep)

Mr Jean-Pierre NIRUA (Vice Chancellor)

#### Principal activities

The principal and continuing activity of the University is "to provide higher education advancement and life long learning through academic and professional excellence by way of training, teaching and learning, in both the English and French official languages, research and international cooperation" Article 3 NUV Act No.34 of 2019.

#### Result

The surplus for the year was Vt86,952,877.

#### University council members' benefits

During the year, no University Council member has received or become entitled to receive any benefit by reason of a contract made by the University or a related corporation with the Council member, other than;

(a) a benefit included in the aggregate amount of Council members' benefits shown in the financial statements;

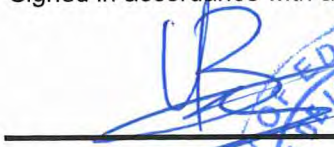
(b) of the fixed salary of a full-time employee of the University or of a related corporation.

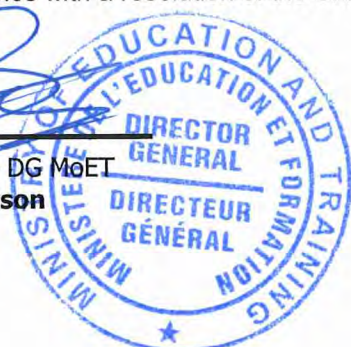
#### State of affairs

In the opinion of the University Council there were no significant changes in the state of affairs of the University that occurred during the financial year under review not otherwise disclosed in this report or the financial statements.

Dated this 29th day of July 2021.

Signed in accordance with a resolution of the University Council:

  
Bergman IATI - DG MoET  
**Chairperson**



  
Jean-Pierre NIRUA  
**Vice Chancellor**



**Moores Rowland**  
Chartered Accountants

# National University of Vanuatu

## University Councils' Statement

### For the year ended 31 December 2020

In the opinion of the Council of the National University of Vanuatu (NUV);

- a) the accompanying Statement of Comprehensive Income is drawn up so as to give a true and fair view of the results of the University for the year ended 31 December 2020;
- b) the accompanying Statement of Movement in Funds and Statement of Financial Position of the University are drawn up so as to give a true and fair view of the state of affairs of the University for the year ended 31 December 2020;
- c) the accompanying Statement of Cash Flows is drawn up so as to give a true and fair view of the cash flows of the University for the year ended 31 December 2020;
- d) at the date of these statements, there are reasonable grounds to believe that the University will be able to pay its debts as and when they fall due; and
- e) all related party transactions have been adequately recorded in the books of the University.

Dated this 29th day of July 2021.

  
Bergman IATI - DG MoET  
Chairperson



  
Jean-Pierre NIRUA  
Vice Chancellor





## **NATIONAL UNIVERSITY OF VANUATU**

### **Independent Auditor's Report To The University Council Members**

#### **Audit Opinion**

We have audited the accompanying financial statements of the **National University of Vanuatu (NUV)** (herein referred to as the "University") for the year ended **31 December 2020**, as set out on pages 7 to 16 comprising the Statement of Comprehensive Income, Statement of Movement in Funds, Statement of Financial Position as at 31 December 2020 and the Statement of Cash Flow for the year then ended, and Notes to the financial statements.

In our opinion,

- (a) the financial statements of the **National University of Vanuatu** have been properly prepared:
  - i) so as to give a true and fair view of the state of affairs of **National University of Vanuatu** as at **31 December 2020** and of its result for the year then ended;
  - ii) in accordance with the provisions of the National University of Vanuatu Act No.34 of 2019, and
  - iii) in accordance with International Financial Reporting Standards.
- (b) we have been provided with all information and explanations required.
- (c) proper accounting records have been kept by the University.

#### **Basis for Opinion**

We have conducted an independent audit of these financial statements in accordance with International Standards on Auditing (ISA). Our responsibilities under those standards are further described under *Auditor's Responsibilities for the Audit of the Financial Statement* section of our report. We are independent of the University in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's *APES 110 Code of ethics for Professional Accountants* that are relevant to our audit of the financial statements in Vanuatu. We have also fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion. Other than in our capacity as auditor we have no relationship with, or interests in the University

#### **Responsibility of Management and University Council for the Financial Statements**

The NUV Management and the University Council are responsible for the preparation of the financial statements, and the information they contain, in accordance with International Financial Reporting Standards (IFRS), and the requirements of the National University of Vanuatu Act No.34 of 2019 and for devising and maintaining a system of internal controls to enable the preparation of a financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial statements, Management and the University Council members are responsible for assessing the ability of the University to continue as a going concern.



## **Independent Auditor's Report (cont'd)**

### **Auditor's Responsibilities for the Audit of the Financial Statements**

Our responsibility is to express an opinion on these financial statements based on our audit. Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with International Standards on Auditing (ISA) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentation, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the University's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the NUV Council;
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the activities within the University to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the University audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



**MOORES ROWLAND**  
Chartered Accountants

Qualified pursuant to Section 130  
of the Companies Act No.25 of 2012  
of the Republic of Vanuatu.

Dated this 29<sup>th</sup> day of July 2021

# National University of Vanuatu

## Statement of Comprehensive Income For the year ended 31 December 2020

(Expressed in Vatu)

	Note	2020
Income	4	186,278,986
Expenses	5	(99,326,109)
<b>Surplus for the year</b>		<b>86,952,877</b>

The Statement of Comprehensive Income should be read in conjunction with the Notes to the Financial Statements

## Statement of Movement in Funds For the year ended 31 December 2020

(Expressed in Vatu)

<u>2020</u>	Govt Contribution	Donor Contribution	Retained Surplus	Total
Balance at beginning of year	26,000,000	31,969,830	17,067,521	75,037,351
Contributions	169,213,200	21,219,914	-	190,433,114
Transfer to Income	(154,363,200)	(15,076,095)	-	(169,439,295)
Surplus for the year	-	-	86,952,877	86,952,877
Balance at end of year	40,850,000	38,113,649	104,020,398	182,984,047

The Statement of Movements In Funds should be read in conjunction with the Notes to the Financial Statements.

**National University of Vanuatu**  
**Statement of Financial Position**  
**As at 31 December 2020**  
(Expressed in Vatu)

	Note	2020
<b>ASSETS</b>		
<b>Current assets</b>		
Cash & cash equivalents	7	174,956,810
Trade receivables	8	4,913,725
Other assets	9	229,366
<b>Total current assets</b>		180,099,901
<b>Non-current assets</b>		
Property, plant & equipment	10	10,857,097
<b>Total non-current assets</b>		10,857,097
<b>Total Assets</b>		190,956,998
<b>LIABILITIES AND FUNDS</b>		
<b>Current liabilities</b>		
Trade payables	11	5,179,671
Other payables	12	2,793,280
<b>Total current liabilities</b>		7,972,951
<b>Total Liabilities</b>		7,972,951
<b>Funds</b>		
Government grant-unspent	13	40,850,000
Scholarship grants - unspent	15	4,999,621
Other Donor grants - unspent	14	33,114,028
Retained surplus		104,020,398
<b>Total Funds</b>		182,984,047
<b>Total Liabilities and funds</b>		190,956,998

The Statement of Financial Position should be read in conjunction with the Notes to the Financial Statements.

Bergman IATI - DG MoET  
**Chairperson**

Date: 29th July 2021.

Jean-Pierre NIRUA  
**Vice Chancellor**

Date: 29th July 2021.



# Appendix 2

## Auditor Finance Statement – 2021



**National University of Vanuatu**

Financial Statements  
For the year ended 31 December 2021

# National University of Vanuatu

## University Councils' Report

### For the year ended 31 December 2021

The University Council present their report together with the audited financial statements for the year ended 31 December 2021.

#### University Council members

The University Council members during the financial year and in office at the date of this report-

#### Council members

Bergman IATI (DG MoET)	<b>Chairperson</b>
Hon. Simeon Seoule DAVIDSON (Minister of Education & Training)	
Hon. Johnny Koanapo RASOU (Minister of Finance & Economic Management)	
Prof. Mathias CHAUCHAT (University of New Caledonia Rep)	<b>Deputy Chairperson</b>
Prof. Moussa THIOYE (University of Toulousw Rep)	
Mr Jean-Pierre NIRUA (Vice Chancellor)	

#### Principal activities

The principal and continuing activity of the University is "to provide higher education advancement and life long learning through academic and professional excellence by way of training, teaching and learning, in both the English and French official languages, research and international cooperation" Article 3 NUV Act No.34 of 2019.

#### Result

The net surplus for the year was Vt122,451,100 (2020: net surplus of Vt86,952,877).

#### University council members' benefits

During the year, no University Council member has received or become entitled to receive any benefit by reason of a contract made by the University or a related corporation with the Council member, other than;

- (a) a benefit included in the aggregate amount of Council members' benefits shown in the financial statements;
- (b) of the fixed salary of a full-time employee of the University or of a related corporation.

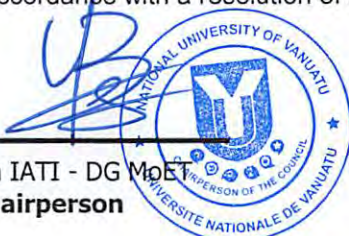
#### State of affairs

In the opinion of the University Council there were no significant changes in the state of affairs of the University that occurred during the financial year under review not otherwise disclosed in this report or the financial statements.

Dated this 27th day of September 2022.

Signed in accordance with a resolution of the University Council:

Bergman IATI - DG MoET  
**Chairperson**



Jean-Pierre NIRUA  
**Vice Chancellor**



**National University of Vanuatu**  
**University Councils' Statement**  
**For the year ended 31 December 2021**

In the opinion of the Council of the National University of Vanuatu (NUV);

- a) the accompanying Statement of Comprehensive Income is drawn up so as to give a true and fair view of the results of the University for the year ended 31 December 2021;
- b) the accompanying Statement of Movement in Funds and Statement of Financial Position of the University are drawn up so as to give a true and fair view of the state of affairs of the University for the year ended 31 December 2021;
- c) the accompanying Statement of Cash Flows is drawn up so as to give a true and fair view of the cash flows of the University for the year ended 31 December 2021;
- d) at the date of these statements, there are reasonable grounds to believe that the University will be able to pay its debts as and when they fall due; and
- e) all related party transactions have been adequately recorded in the books of the University.

Dated this 27th day of September 2022.

  
Bergman IATI - DG MOET  
Chairperson



  
Jean-Pierre NIRUA  
Vice Chancellor





## **NATIONAL UNIVERSITY OF VANUATU**

### **Independent Auditor's Report To The University Council Members**

#### **Audit Opinion**

We have audited the accompanying financial statements of the **National University of Vanuatu (NUV)** (herein referred to as the "University") for the year ended **31 December 2021**, as set out on pages 7 to 17 comprising the Statement of Comprehensive Income, Statement of Movement in Funds, Statement of Financial Position as at 31 December 2021 and the Statement of Cash Flow for the year then ended, and Notes to the financial statements.

In our opinion,

- (a) the financial statements of the **National University of Vanuatu** have been properly prepared:
  - i) so as to give a true and fair view of the state of affairs of **National University of Vanuatu** as at **31 December 2021** and of its result for the year then ended;
  - ii) in accordance with the provisions of the National University of Vanuatu Act No.34 of 2019, and
  - iii) in accordance with International Financial Reporting Standards.
- (b) we have been provided with all information and explanations required.
- (c) proper accounting records have been kept by the University.

#### **Basis for Opinion**

We have conducted an independent audit of these financial statements in accordance with International Standards on Auditing (ISA). Our responsibilities under those standards are further described under *Auditor's Responsibilities for the Audit of the Financial Statement* section of our report. We are independent of the University in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's *APES 110 Code of ethics for Professional Accountants* that are relevant to our audit of the financial statements in Vanuatu. We have also fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion. Other than in our capacity as auditor we have no relationship with, or interests in the University

#### **Responsibility of Management and University Council for the Financial Statements**

The NUV Management and the University Council are responsible for the preparation of the financial statements, and the information they contain, in accordance with International Financial Reporting Standards (IFRS), and the requirements of the National University of Vanuatu Act No.34 of 2019 and for devising and maintaining a system of internal controls to enable the preparation of a financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial statements, Management and the University Council members are responsible for assessing the ability of the University to continue as a going concern.



## **Independent Auditor's Report (cont'd)**

### **Auditor's Responsibilities for the Audit of the Financial Statements**

Our responsibility is to express an opinion on these financial statements based on our audit. Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with International Standards on Auditing (ISA) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentation, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the University's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the NUV Council;
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the activities within the University to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the University audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



**MOORES ROWLAND**  
Chartered Accountants

Qualified pursuant to Section 130  
of the Companies Act No.25 of 2012  
of the Republic of Vanuatu.

Dated this 28<sup>th</sup> day of September 2022

# National University of Vanuatu

## Statement of Comprehensive Income For the year ended 31 December 2021

(Expressed in Vatu)

	Note	2021	2020
Income	4	287,293,220	186,278,986
Expenses	5	(167,986,313)	(99,326,109)
<b>Surplus for the year</b>		<b>119,306,907</b>	<b>86,952,877</b>
Prior year adjustments		3,144,193	-
<b>Net surplus for the year-after prior year adjustments</b>		<b>122,451,100</b>	<b>86,952,877</b>

The Statement of Comprehensive Income should be read in conjunction with the Notes to the Financial Statements

## Statement of Movement in Funds For the year ended 31 December 2021

(Expressed in Vatu)

<u>2021</u>	Govt Contribution	Donor Contribution	Retained Surplus	Total
Balance at beginning of year	40,850,000	38,113,649	104,020,398	182,984,047
Contributions	208,614,535	35,727,042	-	244,341,577
Transfer to Income	(219,328,767)	(22,182,993)	-	(241,511,760)
Surplus for the year	-	-	122,451,100	122,451,100
Balance at end of year	<u>30,135,768</u>	<u>51,657,698</u>	<u>226,471,498</u>	<u>308,264,964</u>

### 2020

Balance at beginning of year	26,000,000	31,969,830	17,067,521	75,037,351
Contributions	169,213,200	21,219,914	-	190,433,114
Transfer to Income	(154,363,200)	(15,076,095)	-	(169,439,295)
Surplus for the year	-	-	86,952,877	86,952,877
Balance at end of year	<u>40,850,000</u>	<u>38,113,649</u>	<u>104,020,398</u>	<u>182,984,047</u>

The Statement of Movements In Funds should be read in conjunction with the Notes to the Financial Statements.

**National University of Vanuatu**  
**Statement of Financial Position**  
**As at 31 December 2021**  
(Expressed in Vatu)

	<b>Note</b>	<b>2021</b>	<b>2020</b>
<b>ASSETS</b>			
<b>Current assets</b>			
Cash & cash equivalents	8	288,623,117	174,956,810
Trade receivables	9	4,188,500	4,913,725
Other assets	10	2,235,609	229,366
<b>Total current assets</b>		<b>295,047,226</b>	<b>180,099,901</b>
<b>Non-current assets</b>			
Property, plant & equipment	11	39,458,616	10,857,097
<b>Total non-current assets</b>		<b>39,458,616</b>	<b>10,857,097</b>
<b>Total Assets</b>		<b>334,505,842</b>	<b>190,956,998</b>
<b>LIABILITIES AND FUNDS</b>			
<b>Current liabilities</b>			
Trade payables	12	2,588,178	5,179,671
Other payables	13	19,959,496	2,793,280
Provision employee benefits	14	3,693,204	-
<b>Total current liabilities</b>		<b>26,240,878</b>	<b>7,972,951</b>
<b>Total Liabilities</b>		<b>26,240,878</b>	<b>7,972,951</b>
<b>Funds</b>			
Government grant-unspent	15	30,135,768	40,850,000
Scholarship grants - unspent	17	4,412,721	4,999,621
Other Donor grants - unspent	16	47,244,977	33,114,028
Retained surplus		226,471,498	104,020,398
<b>Total Funds</b>		<b>308,264,964</b>	<b>182,984,047</b>
<b>Total Liabilities and funds</b>		<b>334,505,842</b>	<b>190,956,998</b>

The Statement of Financial Position should be read in conjunction with the Notes to the Financial Statements.

  
  
**Bergman IATI - DG MoET**  
**Chairperson**

Date: 27 September 2022.

  
  
**Jean-Pierre NIRA**  
**Vice Chancellor**

Date: 27 September 2022.



# Appendix 3

## Auditor Finance Statement – 2022



**National University of Vanuatu**

Financial Statements  
For the year ended 31 December 2022

# National University of Vanuatu

## University Councils' Report

### For the year ended 31 December 2022

The University Council present their report together with the audited financial statements for the year ended 31 December 2022.

#### University Council members

The University Council members during the financial year and in office at the date of this report-

Council members	Appointed	Term End
Bergman IATI (DG MOET)		
Hon. Bruno.T LEINGKONE (Minister MOET)	21.11.22	
Hon. John SALONG (Minister of Fin. & Econ. Management)	21.11.22	
Prof. Mathias CHAUCHAT (University of New Caledonia Rep)		
Prof. Moussa THIOYE (University of Toulouse Rep)		
Mr Jean-Pierre NIRUA (Vice Chancellor)		
Hon. Simeon S. DAVIDSON (Minister MOET)		10.11.22
Hon. Johnny K.RASOU (Minister MFEM)		10.11.22

#### Principal activities

The principal and continuing activity of the University is "to provide higher education advancement and life long learning through academic and professional excellence by way of training, teaching and learning, in both the English and French official languages, research and international cooperation" Article 3 NUV Act No.34 of 2019.

#### Result

The net surplus for the year was Vt23,042,801 (2021: net surplus of Vt122,451,100).

#### University council members' benefits

During the year, no University Council member has received or become entitled to receive any benefit by reason of a contract made by the University or a related corporation with the Council member, other than;

- (a) a benefit included in the aggregate amount of Council members' benefits shown in the financial statements;
- (b) of the fixed salary of a full-time employee of the University or of a related corporation.

#### State of affairs

In the opinion of the University Council there were no significant changes in the state of affairs of the University that occurred during the financial year under review not otherwise disclosed in this report or the financial statements.

Dated this 27<sup>th</sup> day of September 2023.

Signed in accordance with a resolution of the University Council:

  
  
 Bergman IATI - DG MOET  
**Chairperson**

  
  
 Jean-Pierre NIRUA  
**Vice Chancellor**

**Moore Rowland**  
 Chartered Accountants

# National University of Vanuatu

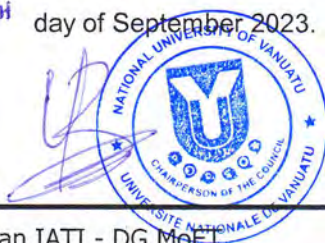
## University Councils' Statement

### For the year ended 31 December 2022

In the opinion of the Council of the National University of Vanuatu (NUV);

- a) the accompanying Statement of Comprehensive Income is drawn up so as to give a true and fair view of the results of the University for the year ended 31 December 2022;
- b) the accompanying Statement of Movement in Funds and Statement of Financial Position of the University are drawn up so as to give a true and fair view of the state of affairs of the University for the year ended 31 December 2022;
- c) the accompanying Statement of Cash Flows is drawn up so as to give a true and fair view of the cash flows of the University for the year ended 31 December 2022;
- d) at the date of these statements, there are reasonable grounds to believe that the University will be able to pay its debts as and when they fall due; and
- e) all related party transactions have been adequately recorded in the books of the University.

Dated this 27<sup>TH</sup> day of September 2023.



Bergman IATI - DG MoET  
**Chairperson**



Jean-Pierre NIRUA  
**Vice Chancellor**



## **NATIONAL UNIVERSITY OF VANUATU**

### **Independent Auditor's Report To The University Council Members**

#### **Audit Opinion**

We have audited the accompanying financial statements of the **National University of Vanuatu (NUV)** (herein referred to as the "University") for the year ended **31 December 2022**, as set out on pages 7 to 17 comprising the Statement of Comprehensive Income, Statement of Movement in Funds, Statement of Financial Position as at 31 December 2022 and the Statement of Cash Flow for the year then ended, and Notes to the financial statements.

In our opinion,

- (a) the financial statements of the **National University of Vanuatu** have been properly prepared:
  - i) so as to give a true and fair view of the state of affairs of **National University of Vanuatu** as at **31 December 2022** and of its result for the year then ended;
  - ii) in accordance with the provisions of the National University of Vanuatu Act No.34 of 2019, and
  - iii) in accordance with International Financial Reporting Standards.
- (b) we have been provided with all information and explanations required.
- (c) proper accounting records have been kept by the University.

#### **Basis for Opinion**

We have conducted an independent audit of these financial statements in accordance with International Standards on Auditing (ISA). Our responsibilities under those standards are further described under *Auditor's Responsibilities for the Audit of the Financial Statement* section of our report. We are independent of the University in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's *APES 110 Code of ethics for Professional Accountants* that are relevant to our audit of the financial statements in Vanuatu. We have also fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion. Other than in our capacity as auditor we have no relationship with, or interests in the University

#### **Responsibility of Management and University Council for the Financial Statements**

The NUV Management and the University Council are responsible for the preparation of the financial statements, and the information they contain, in accordance with International Financial Reporting Standards (IFRS), and the requirements of the National University of Vanuatu Act No.34 of 2019 and for devising and maintaining a system of internal controls to enable the preparation of a financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial statements, Management and the University Council members are responsible for assessing the ability of the University to continue as a going concern.



**Independent Auditor's Report (cont'd)**


**Auditor's Responsibilities for the Audit of the Financial Statements**

Our responsibility is to express an opinion on these financial statements based on our audit. Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with International Standards on Auditing (ISA) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentation, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the University's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the NUV Council;
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the activities within the University to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the University audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



**MOORES ROWLAND**  
Chartered Accountants

Qualified pursuant to Section 130  
of the Companies Act No.25 of 2012  
of the Republic of Vanuatu.

Dated this 27<sup>th</sup> day of September 2023

# National University of Vanuatu

## Statement of Comprehensive Income For the year ended 31 December 2022 (Expressed in Vatu)

	Note	2022	2021
Income	4	234,941,091	287,293,220
Expenses	5	(211,898,290)	(167,986,313)
<b>Surplus for the year</b>		<b>23,042,801</b>	<b>119,306,907</b>
Prior year adjustments		-	3,144,193
<b>Net surplus for the year-after prior year adjustments</b>		<b>23,042,801</b>	<b>122,451,100</b>

The Statement of Comprehensive Income should be read in conjunction with the Notes to the Financial Statements

## Statement of Movement in Funds For the year ended 31 December 2022 (Expressed in Vatu)

<u>2022</u>	Govt Contribution	Donor Contribution	Retained Surplus	Total
Balance at beginning of year	30,135,768	51,657,698	226,471,498	308,264,964
Contributions	168,786,426	48,616,031	-	217,402,457
Transfer to Income	(137,983,740)	(30,823,171)	-	(168,806,911)
Surplus for the year	-	-	23,042,801	23,042,801
Balance at end of year	<u>60,938,454</u>	<u>69,450,558</u>	<u>249,514,299</u>	<u>379,903,311</u>

<u>2021</u>				
Balance at beginning of year	40,850,000	38,113,649	104,020,398	182,984,047
Contributions	208,614,535	35,727,042	-	244,341,577
Transfer to Income	(219,328,767)	(22,182,993)	-	(241,511,760)
Surplus for the year	-	-	122,451,100	122,451,100
Balance at end of year	<u>30,135,768</u>	<u>51,657,698</u>	<u>226,471,498</u>	<u>308,264,964</u>

The Statement of Movements In Funds should be read in conjunction with the Notes to the Financial Statements.



**National University of Vanuatu**  
**Statement of Financial Position**  
**As at 31 December 2022**  
(Expressed in Vatu)

	<b>Note</b>	<b>2022</b>	<b>2021</b>
<b>ASSETS</b>			
<b>Current assets</b>			
Cash & cash equivalents	8	355,481,358	288,623,117
Trade receivables	9	9,655,401	4,188,500
Other assets	10	499,892	2,235,609
<b>Total current assets</b>		<b>365,636,651</b>	<b>295,047,226</b>
<b>Non-current assets</b>			
Property, plant & equipment	11	46,244,840	39,458,616
<b>Total non-current assets</b>		<b>46,244,840</b>	<b>39,458,616</b>
<b>Total Assets</b>		<b>411,881,491</b>	<b>334,505,842</b>
<b>LIABILITIES AND FUNDS</b>			
<b>Current liabilities</b>			
Trade payables	12	2,757,026	2,588,178
Other payables	13	25,170,328	19,959,496
Provision employee benefits	14	4,050,826	3,693,204
<b>Total current liabilities</b>		<b>31,978,180</b>	<b>26,240,878</b>
<b>Total Liabilities</b>		<b>31,978,180</b>	<b>26,240,878</b>
<b>Funds</b>			
Government grant-unspent	15	60,938,454	30,135,768
Scholarship grants - unspent	17	5,633,526	4,412,721
Other Donor grants - unspent	16	63,817,032	47,244,977
Retained surplus		249,514,299	226,471,498
<b>Total Funds</b>		<b>379,903,311</b>	<b>308,264,964</b>
<b>Total Liabilities and funds</b>		<b>411,881,491</b>	<b>334,505,842</b>

The Statement of Financial Position should be read in conjunction with the Notes to the Financial Statements.



Bergman IATI – DG MoET  
**Chairperson**

Date: 27<sup>th</sup> September 2023.



Jean-Pierre NIRUA  
**Vice Chancellor**

Date: 27<sup>th</sup> September 2023.



# Appendix 4

## Auditor Finance Statement – 2023





**SFAI** Barrett & Partners  
Chartered Accountants & Consultants  
Vanuatu

**NATIONAL UNIVERSITY OF VANUATU**  
**FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2023**

**National University of Vanuatu  
University Council Members' Report  
For the year ending 31 December 2023**

The University Council present their report together with the audited financial statements for the year ended 31 December 2023.

**University Council members**

The University Council members during the financial year and in office at the date of this report;

<b>Council members</b>		<b>Appointed</b>	<b>Term end</b>
Bergman Iati (DG MOET)	Chairperson	13.02.2020	
Hon. John Salong (Minister of Fin. & Econ. Management)		21.11.2022	
Hon. Leonard Joshua Pikioune (Minster of Education)		4.12.2023	
Prof. Mathias Chauchat (University of New Caledonia Rep)	Deputy Chairperson	8.10.2023	
Prof. Moussa Thioye (University of Toulouse Rep)		8.10.2023	
Mr. Jean-Pierre NIRUA (Vice Chancellor)		01.09.2020	

**Principal Activities**

The principal and continuing activity of the University is “to provide higher education advancement and lifelong learning through academic and professional excellence by way of training, teaching and learning, in both English and French official languages, research and international corporation” Article 3 NUV Act No.34 of 2019.

**Results**

The net deficit for the year was VT35,232,906 (2022 – surplus of VT23,042,801).

**University Council members' benefits**

During the year no university council member has received or become entitled to receive any benefits by reason of a contract made by the university or a related corporation with the council member, other than;

- a) a benefit included in the aggregate amount of council members' benefits shown in the financial statements.;
- b) of the fixed salary of a full-time employee of the University or a related corporation.

**State of affairs**

In the opinion of the University Council there were no significant changes in the state of affairs of the University that occurred during the financial year under review not otherwise disclosed in this report or the financial statements.

Dated this            day            , 2024

Signed in accordance with a resolution of the University Council:



---

Bergman IATI – DG MoET  
**Chairperson**



---

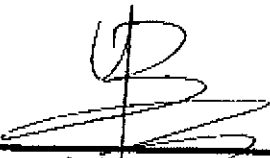

Jean-Pierre NIRUA  
**Vice Chancellor**

**National University of Vanuatu**  
**Statement by the University Council members**  
**For the year ending 31 December 2023**

In the opinion of the Council of the National University of Vanuatu (NUV);

- a) the accompanying Statement of Comprehensive Income is drawn up so as to give a true and fair view of the results of the University for the year ended 31 December 2023;
- b) the accompanying Statement of Movements in Funds and Statement of Financial Position of the University are drawn up so as to give a true and fair view of the state of affairs of the University for the year ended 31 December 2023;
- c) the accompanying Statement of Cash Flows is drawn up so as to give a true and fair view of the cash flows of the University for the year ended 31 December 2023;
- d) at the date of these statements, there are reasonable grounds to believe that the University will be able to pay its debts as and when they fall due; and
- e) all related party transactions have been adequately recorded in the books of the University.

Dated this 07<sup>th</sup> November 2024

  
Bergman IAT – DG MoET  
Chairperson  
Jean-Pierre NIRUA  
Vice Chancellor

**National University of Vanuatu**  
**Independent Auditors' Report**  
**To The University Council Members**

**Audit Opinion**

We have audited the financial statements of **National University of Vanuatu** (herein referred to as the "University") for the year ended **31<sup>st</sup> December 2023** as set out on pages 8 to 21 comprising Statement of Comprehensive Income, Statement of Movements in Funds, Statement of Financial Position, Statement of Cash Flows and the Notes to the financial statements.

In our opinion:

- (a) the financial statements of **National University of Vanuatu** have been properly drawn up:
  - (i) so as to give a true and fair view of the state of affairs of **National University of Vanuatu** as at 31<sup>st</sup> December 2023 and of its results for the year ended on that date; and
  - (ii) to comply with regulations of the Article 3 NUV Act No.34 of 2019;
  - (iii) in accordance with International Financial Reporting Standards;
- (b) we have been provided with all information and explanations required
- (c) proper accounting records have been kept by the University.

**Basis for Opinion**

We have conducted an independent audit of these financial statements in accordance with International Standards on Auditing. Our responsibilities under those standards are further described under *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the University in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's *APES 110 Code of Ethics for Professional Accountants* (the code) that are relevant to our audit of the financial statements in Vanuatu. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other than in our capacity as auditor we have no relationship with, or interests in the University.

**Other Information**

The University council is responsible for the other information. The other information comprises the information in the University's annual report for the year ended 31<sup>st</sup> December 2023, but does not include the financial report and the auditor's report thereon.

Our opinion on the financial report does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.





## **Responsibility of Management and University Council for the Financial Statements**

The management and University Council are responsible for the preparation and presentation of the financial statements and the information they contain, in accordance with International Financial Reporting Standards (IFRS), the requirements of the National University of Vanuatu Act No.34 of 2019, Vanuatu Companies Act No.25 of 2012 and for devising and maintaining a system of internal accounting controls to enable the preparation of a financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management and University Council members are responsible for assessing the ability of the University to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the University Council members either intend to liquidate the University or to cease operations, or has no realistic alternative but to do so.

## **Auditor's Responsibilities for the Audit of the Financial Statements**

Our responsibility is to express an opinion on these financial statements based on our audit. Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with International Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with International Standards on Auditing (ISA), we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. This risk of not detecting a material misstatement resulting from fraud is higher than one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the University's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the University Council members
- conclude on the appropriateness of the management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the University's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the University to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.
- obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the University to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the University audit. We remain solely responsible for our audit opinion.





We communicate with management regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the University Council members with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with the management and University Council members, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

**Melanie Spann**

**Engagement Partner**

Port Vila, 11 November, 2024

**SFAI Barrett & Partners Vanuatu**  
**Chartered Accountants**

Qualified auditors under Section 130 of the  
Companies Act No.25 of 2012

**National University of Vanuatu**  
**Statement of Comprehensive Income**  
**For the year ending 31 December 2023**

	<b>Notes</b>	<b>2023</b> <b>VUV</b>	<b>2022</b> <b>VUV</b>
<b>Income</b>	<b>3</b>	<b>318,813,617</b>	<b>234,941,091</b>
<b>Expenses</b>			
Administrative expenses		(124,135,169)	(54,492,433)
Academic services & supplies		(89,003,418)	(53,003,166)
Operations & maintenance		(7,729,817)	(3,740,335)
Student services		(936,912)	(5,085,432)
Staff expenses		(132,241,207)	(95,576,924)
		<u>(354,046,523)</u>	<u>(211,898,290)</u>
<b>(Deficit) Surplus for the year</b>		<u><b>(35,232,906)</b></u>	<u><b>23,042,801</b></u>

The statement of comprehensive income is to be read in conjunction with the notes to and forming part of the financial statements set out on pages 12 to 21.

**National University of Vanuatu**  
**Statement of Financial Position**  
**For the year ending 31 December 2023**

	Notes	2023 VUV	2022 VUV
<b>Assets</b>			
<b>Current Assets</b>			
Cash and cash equivalents	6	406,031,878	355,481,358
Trade receivables	7	8,077,732	9,655,401
Other Assets	8	6,332,139	499,892
<b>Total current assets</b>		<b>420,441,749</b>	<b>365,636,651</b>
<b>Non-current assets</b>			
Property, plant and equipment	9	241,564,213	46,244,840
<b>Total non-current assets</b>		<b>241,564,213</b>	<b>46,244,840</b>
<b>Total assets</b>		<b>662,005,962</b>	<b>411,881,491</b>
<b>Liabilities and Funds</b>			
<b>Current liabilities</b>			
Trade payables		31,803,374	2,757,026
Other payables	10	12,040,888	25,170,328
Provision for employee benefits	11	7,350,126	4,050,826
<b>Total current liabilities</b>		<b>51,194,388</b>	<b>31,978,180</b>
<b>Total liabilities</b>		<b>51,194,388</b>	<b>31,978,180</b>
<b>Funds</b>			
Deferred Government grants	12	50,900,310	60,938,454
Deferred other donor grants	13	339,996,345	63,817,032
Deferred scholarship grants	14	5,633,526	5,633,526
		396,530,181	130,389,012
Retained surplus		214,281,393	249,514,299
<b>Total funds</b>		<b>610,811,574</b>	<b>379,903,311</b>
<b>Total liabilities and funds</b>		<b>662,005,962</b>	<b>411,881,491</b>

**Bergman IAT1 – DG MoET**  
**Chairperson**

**Jean-Pierre NIRUA**  
**Vice Chancellor**

Date: 07/11/2024

Date : 07/11/2024

The statement of financial position is to be read in conjunction with the notes to and forming part of the financial statements set out on pages 12 to 21.







République de Vanuatu  
Republic of Vanuatu  
Ripablik blong Vanuatu

**NASONAL YUNIVESITI  
BLONG VANUATU  
NATIONAL UNIVERSITY  
OF VANUATU  
UNIVERSITÉ NATIONALE  
DE VANUATU**