



Excitement and pride filled the air in October 2024 as The University of the South Pacific (USP) opened its new campus at King George, Honiara in the Solomon Islands.

Staff, students, national leaders, alumni, stakeholders and supporters gathered to celebrate this significant milestone.

The new campus marked the beginning of a transformative era in education and was a testament to the enduring partnership between USP and the Government and people of the Solomon Islands.

The campus has a range of sustainable features: solar photovoltaic panels supplies over 75% of the campus's energy needs, significantly reducing its carbon footprint. Rainwater was harvested, filtered, and recirculated, ensuring that the campus's water requirements are met in an environmentally sustainable manner. This approach reduces operational costs and aligns with the global movement toward sustainable development and green living.

To promote inclusivity, paved pathways surrounding the campus buildings can be accessed by wheelchair users, and a central lift system allowes movement between various parts of the campus for both students and staff.

The new campus was officially opened by the Solomon Islands' Governor-General, His Excellency Reverend David Kapu.

Acting Prime Minister and Deputy Prime Minister of the Solomon Islands, Honourable Bradley Tovosia, delivered an address on behalf of the government and emphasised the significance of the campus for students across the nation.

He highlighted that the campus ensured students from all corners of the islands, regardless of background, had access to world-class tertiary education.

Honourable Tovosia described the campus as a symbol of national unity, bringing together students from across the Solomon Islands to foster collaboration and shared knowledge, with relationships that would transcend regional and ethnic boundaries.

USP Vice-Chancellor and President, Professor Pal Ahluwalia, reflected on the almost 20-year journey that culminated in the campus opening.

He emphasised USP's relentless efforts to address the growing educational needs of the Solomon Islands.

The project was primarily financed by the Asian Development Bank, with grants from the Clean Energy Fund, the Government of Solomon Islands, and USP.

The Solomon Islands campus hosted its annual Open Day and Graduation events in the same week as the new Campus opening.









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To shape Pacific futures by empowering students, staff, and alumni to become inspirational agents of positive change leading to innovative, cohesive, resilient, and sustainable communities.

To influence Pacific Islanders through the pursuit of excellence in knowledge by providing world-class education and research that improves the lives of individuals and communities.



Our Pacific Values of inclusive family, participatory and open dialogue guide everything we do:

People

The safety, well-being and needs of our students and staff are paramount and fundamental to our success. We are committed to ensuring that our students and staff achieve their potential to shape better Pacific futures.

Ethics and Accountability

We will uphold the highest ethical standards and operate with integrity. We are committed to fostering a culture of transparency and accountability ensuring that we uphold high academic and professional standards.

Creativity and Excellence

We will embody excellence, inspiring students and staff to embrace innovative solutions for the benefit of our communities.

Respect and Inclusivity

We will honour our Pacific heritage and traditions as well as respect, recognise and celebrate the diversity of our students and staff, ensuring that there are equal opportunities for all through an inclusive culture.

USP GRADUATE ATTRIBUTES

USP aims to promote the development of the following attributes in all our graduates:

1 Academic Excellence

- Extensive knowledge of and relevant skills in a particular discipline or professional area;
- Capacity for critical thinking and independent, self-directed, life-long learning;
- Digital literacy and advanced information and communication technology knowledge and skills; and
- Problem-solving and research skills.

2 Appreciation of the Cultures of the Pacific Islands

- Acknowledge and appreciate the unity and diversity of Pacific Island cultures;
- Understanding of the diverse economies and environments of the Pacific Islands; and
- Commitment to the maintenance and strengthening of the societies of the Pacific.

3 Intellectual Curiosity and Integrity

- Deep respect for truth and intellectual integrity, and for the ethics of scholarship;
- Intellectual curiosity, creativity, entrepreneurship, innovative and openness to new ideas;
- Commitment to interdisciplinary understanding and skills; and
- Respect for the principles, values and ethics of a chosen profession.

4 Cross-cultural Competencies

- Understanding and appreciation of social, cultural, and linguistic diversity;
- Respect for human rights and dignity in a global context;
- Commitment to accountability, ethical practice and social responsibility; and
- Demonstrated oral and written proficiency in the English language.

5 Capacity for Leadership and Working with Others

- Effective interpersonal communications skills;
- Resilient, adaptable and be empathetic;
- A commitment to gender equality and social inclusion;
- Leadership, organisational, teamwork and time management abilities; and
- Personal maturity and self-confidence.

USP STAFF ATTRIBUTES

USP staff commitment to the Vision, Mission, and Values of the University are embedded in the following attributes:

- 1 Commitment and loyalty to the institution and its mission;
- Present and integrity in personal and professional interactions in the work environment, including the highest standards of academic conduct;
- 3 Strong student-centred approach to learning and teaching;
- Highest standards of creativity, innovation, teamwork, cooperation, and flexibility in the pursuit of excellence;

- Respect for the distinctiveness and diversity of our Pacific heritage and dedication towards its development, preservation, and dissemination;
- Responsible attitude towards a healthy work-life balance;
- 7 Positive and proactive stance towards customer service;
- Respectful and ethical behaviour; and
- Gollegial and cooperative attitude that contributes towards building a more cohesive university community.

CHAIR OF COUNCIL'S FOREWORD

2024 was a defining year for the University of the South Pacific in its achievements as well as the clarity and resilience with which it navigated challenges. As Pro-Chancellor and Chair of Council, I am honoured to present this Annual Report as a comprehensive account of a regional institution anchored in its purpose and shaped by its values.

The USP Council remains deeply conscious of its responsibility not only as a governing body, but as trustee of an institution that serves 12 member countries and the aspirations of generations of Pacific peoples. Our deliberations this year were guided by that enduring principle of stewardship: that we must make decisions not simply for today, but for the long-term sustainability and integrity of the University.

In 2024, Council oversaw critical institutional milestones, including the approval of the USP Strategic Action Plan 2025–2027 and the University Triennial Investment Plan 2025–2027. These documents not only set the direction for the years ahead but also represent the collective voice and priorities of our member countries. Council also endorsed the operationalisation of the Centre for Sustainable Futures and welcomed the official opening of the new Solomon Islands Campus - each a symbol of USP's regional impact and shared vision.

As with any vibrant and values-driven institution, there were moments of tension and disagreement which included industrial action and public commentary. Council responded with the gravity and care such matters require, ensuring that proper governance mechanisms were followed and that all voices were treated with respect. In doing so, we reaffirmed our commitment to shared governance, due process, and the institutional integrity of USP.



This Annual Report offers assurance that USP remains guided by prudent collective stewardship and an unshakable commitment to regional development. On behalf of Council, I wish to express our deep gratitude to all the University staff, students, alumni, member governments, development partners and other stakeholders.

We are all proud of how far USP has come and we are confident in its ability to lead the Pacific into the future.

Siosiua 'Utoikamanu

Pro-Chancellor and Chair of CouncilThe University of the South Pacific

VICE-CHANCELLOR AND PRESIDENT'S REPORT

Warm Pacific Greetings!

In 2024, the University of the South Pacific remained firmly anchored in its founding purpose: to serve the peoples of the Pacific with excellence, equity, and unwavering commitment.

We advanced our regional mission with resilience, courage, and clarity - delivering transformative education, impactful research, and future-ready graduates, despite complex headwinds.

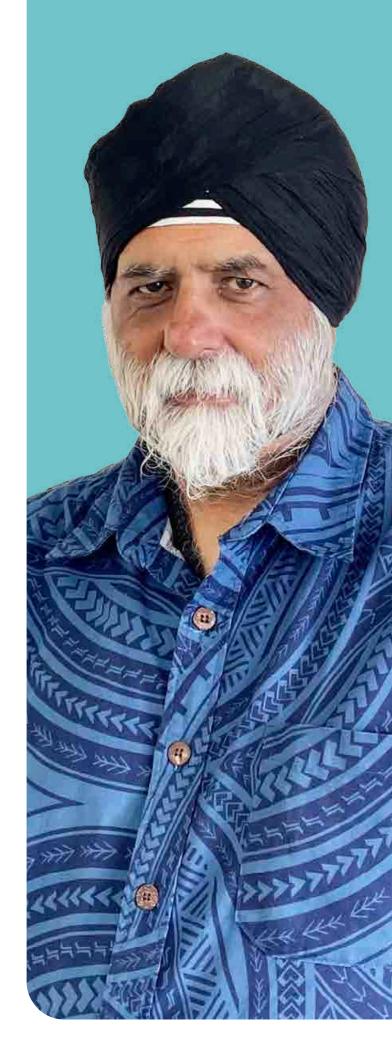
This year, we were reminded that the strength of USP lies not only in our academic programmes or infrastructure, but in the unity, resolve, and shared vision of our region.

From the historic opening of our new Solomon Islands Campus at King George VI, the visit of King Charles at the Commonwealth Heads of Government meetings in Apia, where the Kings Scholarships were announced with USP serving as the hub to the launch of the new Centre for Sustainable Futures.

We also achieved remarkable results in our global recognition by substantially climbing 200 places in the Times Higher Education rankings. Indeed, we stood tall as a regional beacon for inclusive, quality education.

We achieved this by listening, adapting, and acting boldly. Across our 14 campuses, we expanded access to learning, deepened student support, and realigned our curriculum to reflect the needs of a changing Pacific. We launched new academic programmes, strengthened work-integrated learning, and responded to the growing call for digital equity and climate action.

This Annual Report tells a story of progress through purpose. It highlights achievements across our five strategic priorities - from education and research to infrastructure, governance, and regional partnerships. It is also



an honest record of challenges we faced, and how we responded with a blend of innovation, consolidation, and community-centred leadership.

We are acutely aware that we live in times of structural change. The future has, in many ways, already happened. We are deeply thankful to the University Grants Committee and the USP Council for their unwavering support to realign our key priorities. Our task is to catch up and stay ahead.

This has required us to become more agile, more resilient, and more focused on the needs of the present and the possibilities of the future. It has meant making difficult decisions, realigning resources, and redefining our operating models in service of our students and member countries.

At the same time, 2024 reminded us that a vibrant institution is, by nature, a complex one. We witnessed moments of disagreement, including industrial action.

I accept this as part of the responsibility of leadership. In any mature university, especially one as diverse and values-driven as USP, differences of opinion are both natural and necessary. What matters is that we navigate those waters with humility, transparency, and deep respect for the governance processes that safeguard our institution.

We often return to the wisdom of our ancestors, the wayfinders and navigators, who read the stars and ocean swells, charting unknown seas not for themselves, but for generations yet to come. At USP, our compass represents that same sense of custodianship.

We are not simply building for today; we are planting seeds for a future we may never see. It is that intergenerational ethic of stewardship that gives meaning to the work we do in lecture halls, laboratories, communities, and council meetings.

As Vice-Chancellor and President, I am proud of what we have achieved and I am even more inspired by what lies ahead. Let this Annual Report serve as both record and reminder: that through unity, courage, and service, we can chart new horizons and shape the future of our region with integrity and hope.

Professor Pal Ahluwalia
Vice-Chancellor and President
The University of the South Pacific





GOVERNANCE FRAMEWORK

The University of the South Pacific (USP) was established in 1968 and enacted by a Royal Charter (Charter) granted by Her Majesty Queen Elizabeth II in 1970.

The Royal Charter and Statutes frame the governance structure of the University. The Charter incorporates the purpose, objectives, and powers of USP. It establishes the Council as the governing body, the Senate as the academic authority and mandates the key Officers of USP, including the Chancellor, the Pro-Chancellor and Chair of Council, the Vice-Chancellor and President, the Deputy Vice-Chancellors and Vice-Presidents. The Statutes supplement the Charter and prescribe the powers and functions of the Council, Senate, and the Officers of USP.

USP has twelve member countries: the Cook Islands, the Republic of Kiribati, the Republic of the Marshall Islands, the Republic of Nauru, Niue, Solomon Islands, Tokelau, Tuvalu, the Kingdom of Tonga, the Republic of Vanuatu, Samoa, and the Republic of Fiji. Its primary objective is to advance and disseminate knowledge through teaching, consultancy, research, and innovation. USP's primary mandate is to provide appropriate levels of education and training and to be responsive to the well-being and needs of the communities of the South Pacific.

The ceremonial head of the University is the Chancellor. USP's Chancellors are Heads of State or Government of member countries. The University is governed by its own Council, chaired by the Pro-Chancellor, and comprised of the Vice-Chancellor and President, Deputy Pro-Chancellor, representatives of the twelve member countries, Australia and New Zealand representatives, Pacific Islands Forum Secretariat Secretary-General, USP Senate representatives, staff and student representatives, and co-opted members. The executive head of the University is the Vice-Chancellor and President.

The USP Convention is the agreement between the University as a legal corporate entity and its member countries recognising the continued operation and further development of USP in each member country. The Convention, and any ancillary domestic legislation, supports the Royal Charter under which the University operates and also serves to consolidate the legal basis of its operations with and for the member countries into the future.



THE COUNCIL & SENATE

Maintaining a safe, healthy, and vibrant culture and environment for the University is a high priority for the Council. It oversees the University's efforts to maximise the value it creates for stakeholders by ensuring its graduates are work-ready, its research delivers significant benefits to the communities, and the University contributes to a safe and healthy environment.

The Council meets at least twice yearly. The Council and the Senate are served by a network of committees that have specialised remit. These committees meet on a regular basis and report to each Council meeting. The following are key committees of the Council.

Executive Committee

The Executive Committee exercises the Council's powers delegated to it and advises the Council

on governance, key operations, and financial matters. Delegated powers from the Council include the appointment of the University Visitor, Auditor, and Co-opted members to the Council, as well as determining tuition fees and financial commitments.

The Council is required, when performing its functions, to fulfil various duties, which include but are not limited to:

- appointing Officers of the University;
- setting the strategic direction for USP and monitoring the implementation of strategic plans;
- overseeing the governance and management of the finances, investments, property, business, and all affairs of the University;
- regularly assessing the performance of the Council and the Pro-Chancellor, Vice-Chancellor, and Chairs of Council committees; and
- ensuring that the University has appropriate risk management strategies and mechanisms in place.



Finance and Resources Committee

The Finance and Resources Committee advises the Council on matters concerning the University's consolidated finances, fixed assets, and proposed business ventures. The Committee reviews the University's financial performance and provides strategic advice on its investments and investment performance. It is responsible for overseeing and monitoring the University's financial portfolio, approving financial policies, reviewing all significant financial proposals for the Council's consideration, and ensuring financial sustainability.

Audit and Risk Committee

The Audit and Risk Committee advises the Council on the University's accounting, control, and reporting practices. The Committee considers external and internal audit reports and reviews internal audit practices. It monitors the performance and effectiveness of external and internal audits and ensures that the University's processes and systems are audited prudently.

Governance and Nominations Committee

The Governance and Nominations Committee provides advice and makes recommendations to the Council on the USP Charter, Statutes, and policies, the appropriate governance structures and processes, the nominations to the Council, and the award of University distinctions.

Remuneration and People Committee

The Remuneration and People Committee exercises governance responsibilities with respect to oversight of the University's remuneration and benefits policies and their application to USP staff members, including the remuneration of the Senior Management Team and succession planning for senior staff.

The Senate

The Senate is the principal academic authority at USP. It is responsible to the Council for maintaining the highest standards in teaching, learning, and research.

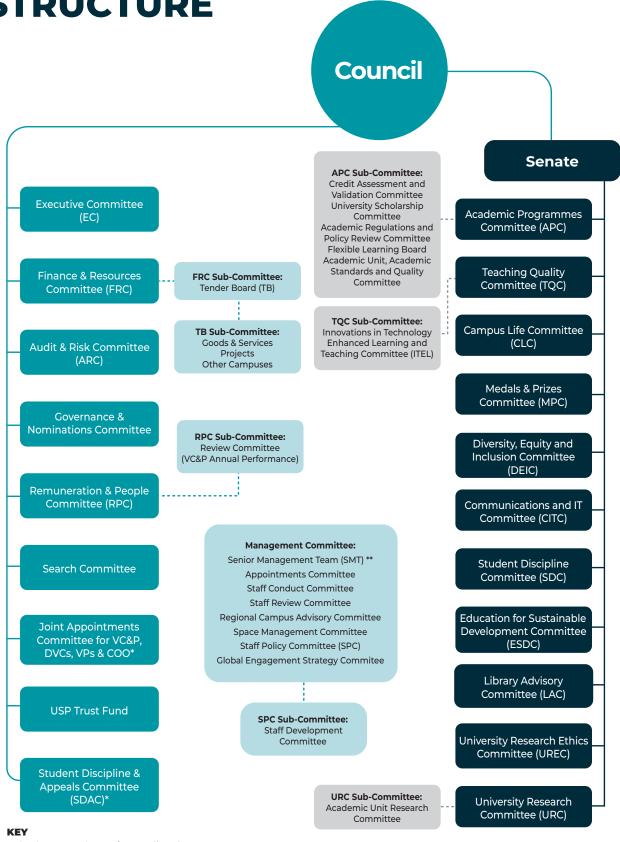
The responsibilities of the Senate include setting the admission criteria for programmes and courses, approving and reviewing courses in terms of their academic quality, overseeing academic regulations, approving and monitoring academic policies, and upholding academic freedom and integrity.

The Chair of the Senate is the Vice-Chancellor and President, who reports to the Council on matters considered and resolved at the Senate meetings.

The Senate has a broad membership encompassing the heads of academic units, senior academics, and representatives of staff and students. The Senate meets four times a year and reports to Council. The Senate is supported in its work by committees and working groups. The Senate



GOVERNANCE STRUCTURE



- 1. * Joint Committee of Council and Senate
- 2. ** Senior Management Team (Advisory to Vice-Chancellor & President)

PRINCIPAL OFFICERS



Mr Siosiua Tuitalukua Tupou Utoikamanu

BCA (Hons), MCA *Wgtn*, M.Soc.Sc *Birm*Pro-Chancellor and Chair of Council



Professor Jito Vanualailai

BSc S.Pac., ME Ryukyus, PhD Kobe

Deputy Vice-Chancellor &
Vice-President (Education)



Professor Gurmeet Singh

BCom MCom MPhil PhD J&K

(Acting) Deputy Vice-Chancellor

& Vice-President (Research and
Innovation)

Head of School of Business & Management



Professor Pal Ahluwalia

BA MA Sask., PhD Flin

Vice-Chancellor and President



Dr Giulio Masasso Tu'ikolongahau Paunga

BA Wesleyan, MA, PhD Daito Bunka

Deputy Vice-Chancellor & Vice-President
(Regional Campuses and Global
Engagement) - Until June, 2024



Walter Fraser

BA, PGDipCom *Auck*Chief Operating Officer

PRINCIPAL OFFICERS CONT'



Professor Surendra Prasad

BSc (Hons) MSc Bihar, PhD Kanpur Head of School of Agriculture, Geography, Environment, Ocean & Natural Sciences (SAGEONS)



Professor Bibhya Nand Sharma

PGCTT MSc PhD S.Pac.

Head of School of Information,
Technology, Engineering,
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Dr Rup Singh

BSc S.Pac., ME Ryukyus, PhD Kobe (Acting) Head of School of Accounting, Finance and Economics (SAFE)



Associate Professor Sandra Tarte

BA Melb. PhD ANU

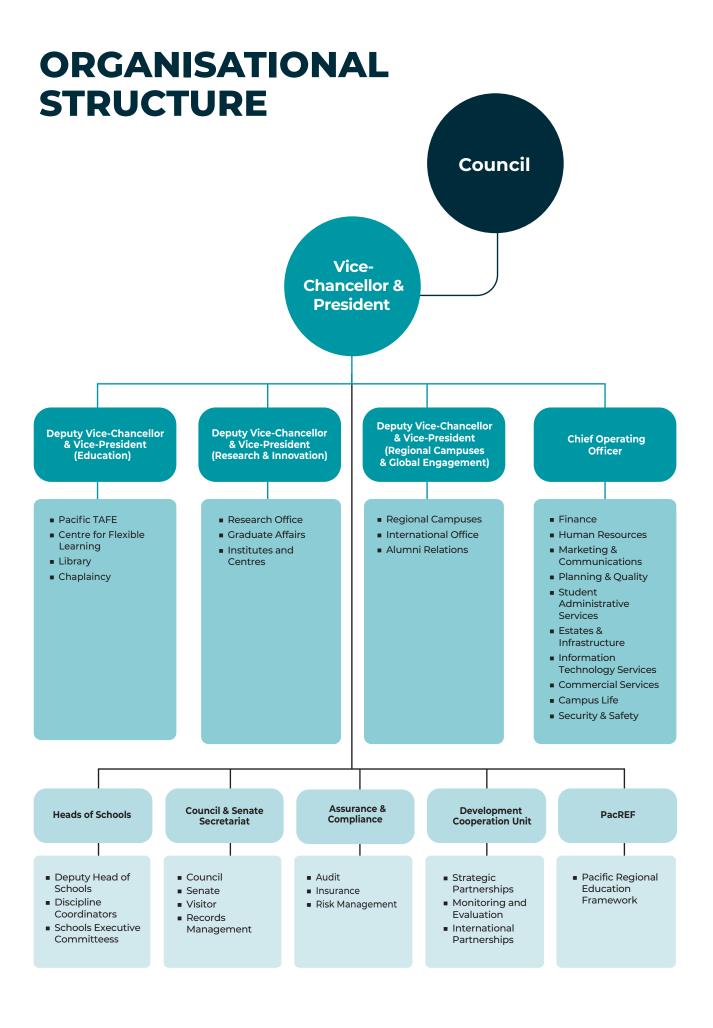
(Acting) Head of School of Law and Social Sciences (SoLaSS)



Dr Matthew Hayward

BA (Hons) Exon. MA UoS, PhD UoD

(Acting) Head of School Pacific Arts, Communication and Education (SPACE)



KEY PERFORMANCE INDICATORS

PA EDUCATION

KPI 1: Overall pass rates (%)

The overall pass rate was 76 percent, which marks a continued improvement from 74 percent in 2023 and 72 percent in 2022, indicating progress in academic outcomes across the University.

KPI 2: Number of Bachelor withdrawals or deregistrations

There were 3,064 withdrawals or de-registrations in 2024, exceeding the 2023 figure of 2,737. This trend is being closely monitored, with targeted interventions under development to improve retention and engagement.

KPI 3: Overall student satisfaction with the quality of education

Student satisfaction with educational quality reached 78 percent, surpassing the target of 75 percent. This reflects positively on the University's ongoing efforts to enhance teaching and learning experiences.

KPI 4: Overall student satisfaction with student support services

Student satisfaction with support services remained steady at 90 percent, consistent with 2023, and continues to demonstrate the strength of the University's student-facing services.

KPI 5: Student enrolment (EFTS) growth

Contrary to projections of an 8 percent decline, enrolments grew by 2 percent in 2024 as compared to 2023. This turnaround is attributed to the successful implementation of tactical recruitment and reengagement strategies rolled out in late 2023 and throughout 2024.

KPI 6: Overall bachelor graduate employment rate (%)

The interim graduate employment rate stands at 66 percent, exceeding the target of 60 percent. As this is a lag indicator, the final figure will be available following April 2025.

PA RESEARCH, INNOVATION AND PARTNERSHIPS

KPI 1: Number of EFTS Masters by research or PhD students

Enrolment in higher-degree research programmes reached 260 EFTS, exceeding the 2024 target of 255, and reflecting stable postgraduate interest and supervisory capacity.

KPI 2: Number of Masters by research or PhD completions

With an interim total of 22 completions, the University is currently tracking below the target of 50. Final numbers will be confirmed following the April 2025 reporting cycle.

KPI 3: Research income (\$)

Research income for 2024 totalled 10.2 million dollars, an increase from 9 million dollars in 2023, indicating strengthened partnerships and successful grant acquisition.

KPI 4: Number of research outputs

Currently at an interim count of 150, research outputs are under the target of 300. As a lagging indicator, final publication data will be consolidated and reported by mid-2025.



PA REGIONAL **CAMPUSES** AND GLOBAL **ENGAGEMENT**

KPI 1: EFTS of international students

International EFTS rose slightly to 185 in 2024, showing marginal improvement over 2023, but this remains a potential area of significant growth with the right investment.

KPI 2: Percentage spend on regional campuses (%)

reached 11.6 percent of total expenditure, exceeding the target of 10 percent. This highlights the University's commitment to equitable investment across its regional footprint.



PA REGIONAL **COOPERATION** THROUGH THE **CROP NETWORK**

KPI 1: Development partnership funding

Development partnership funding increased to 50.4 million dollars. Compared to the 2023 final audited figure of 48.6 million dollars, this reflects heightened confidence among development partners in USP's regional leadership and project delivery capacity.



KPI 1: Operating surplus as a proportion of total income (%)

The audited operating surplus for 2024 was 13.9 percent or 27.5 million dollars, significantly exceeding the target of 3.3 percent or 5.9 million dollars. This strong result was primarily driven by the receipt of extraordinary grant arrears and better than forecast tuition revenue. When excluding these one-off factors, the adjusted surplus margin would have been 7.2 percent or 14.1 million dollars, a figure that was also supported by slower than anticipated capital expenditure during the year.

KPI 2: Commercial income (\$)

Commercial income rose slightly to 11.5 million dollars, just above the 2023 audited figure of 11.3 million dollars. Final figures will be confirmed following year-end reconciliations.

KPI 3: Senior academic staff as a proportion of total academic staff (%)

The percentage of senior academic staff rose to 11 percent, up from 9.5 percent in 2023, supporting strengthened academic leadership and strategic programme delivery.

KPI 4: Staff **Engagement Survey**

The University plans to launch the next Staff Engagement Survey before the end of Semester One 2025. This initiative will inform future organisational development and cultural enhancement efforts.



EDUCATION

Introduction

2024 marked the final year of the University of the South Pacific's Strategic Plan 2022–2024, a period shaped by both achievements and challenges. The plan played a pivotal role in guiding USP's mission to foster academic excellence, enhance student success, and strengthen research and community engagement across the Pacific. Despite a notable decline in student enrolments, which impacted financial sustainability and the student experience, the University responded by maximising its resources and maintaining its commitment to delivering quality education.

Throughout the year, USP mobilised strategic responses to complex challenges, anchored in four cross-cutting themes: Consolidation, Innovation, Transformation, and Sustainability. These pillars informed a deliberate and resilient approach to navigating a changing higher education landscape, while preparing for the future of learning in the region.

Teaching Quality

In 2024, USP reaffirmed its commitment to academic excellence by enhancing teaching quality across all campuses. The University advanced several initiatives aimed at improving pedagogical practices, integrating technology, and strengthening student-centred learning environments. Faculty participated in professional development to sharpen teaching capabilities, while blended and digital platforms supported flexible, inclusive access to learning.

Key institutional efforts included a comprehensive review of the Quality of Teaching Policy and Measures, implementation of a new Workload Calculator, and a revision of undergraduate programmes. These initiatives were guided by regional and global frameworks such as Education 4.0, the 2050 Strategy for the Blue Pacific Continent, and the Pacific Regional Education Framework.

Quality assurance remained a core focus, with all USP academic programmes officially recognised by the Higher Education Commission Fiji, ensuring alignment with national quality standards. On 4 October 2024, the External Review Commission of Universities in Fiji visited USP to evaluate institutional effectiveness and compliance with higher education requirements.

USP also continued its engagement with the WASC Senior College and University Commission (WSCUC). Following Initial Accreditation in 2018, the University submitted its Institutional Report for Reaffirmation on 21 August 2024. A WSCUC site visit is scheduled for 23–25 April 2025 at the Laucala Campus. This will involve a comprehensive assessment of the University's governance, academic quality, student outcomes, faculty qualifications, financial sustainability, and continuous improvement efforts — ensuring USP continues to meet international benchmarks.

Learning Environment

In 2024, the University of the South Pacific made significant strides in enhancing its learning environment to foster inclusivity, support, and student success. Investments were made in upgrading campus facilities and expanding digital infrastructure, ensuring seamless access to virtual classrooms and academic resources. The University also prioritised student well-being, with targeted initiatives that supported mental health, strengthened academic support services, and reinforced a dynamic, student-centred environment.

Student Outcomes

USP continued to prepare students for success in a globally connected world by equipping them with essential knowledge, skills, and competencies. Student performance was closely monitored to ensure that all learners were supported in reaching their full potential.

Academic programmes were continually aligned with industry and societal needs, enabling graduates to make meaningful contributions to their communities and the Pacific region. In 2024, the University celebrated the achievements of 3,713 graduates across various campuses, with ceremonies held in:

- Laucala Campus, Suva 11–12 April and 5–6 September
- Emalus Campus, Vanuatu 3 May
- Samoa Campus 31 May
- Solomon Islands Campus 4 October
- Tonga Campus 11 October

Of the total graduates, 2,274 were women, reflecting USP's continued efforts to promote gender equity and inclusive access to higher education.



Academic Support Services & Campus Life

Academic Support Services and Campus Life play a crucial role in enriching the student experience at USP. In 2024, the University delivered targeted initiatives across its campuses to foster academic success, mental well-being, employability, and inclusivity. The Careers Centre expanded its outreach, hosting sessions in the University Library's One Stop Shop to increase awareness of available services. The University Careers Fair attracted 41 employers, resulting in numerous job placements, while the Entrepreneurship Fair offered workshops and networking opportunities to inspire student innovation.

The Counselling Office delivered specialised mental health and stress management sessions, especially around exam periods, to build psychological resilience. Staff were also trained on issues including protection from sexual exploitation and abuse (PSEAH), gender equality, and clinical supervision. Expanded partnerships with Emalus and Solomon Islands Campuses improved access to counselling services. Inclusion remained a priority, with the USP Regional Disability Scholarship widely advertised to increase access. Awareness programmes were delivered across campuses, including virtual sessions and a six-week sign language course at Laucala Campus. Eight students with disabilities graduated in 2024 — a milestone that reflected the University's commitment to equity in education.

The Health and Wellness Centre provided vital services throughout the year, including sexual and reproductive health programmes in partnership with Oxfam Clinic and the Fiji Ministry of Health. Free fitness classes, emergency care, and rapid STD testing promoted physical and mental well-being among students. USP's sports programme had a banner year in 2024, winning 18 out of 22 events at the Fiji University Sports Association Games. The Sports Office also enhanced facilities, invested in new uniforms and equipment, and increased student participation, promoting pride and camaraderie.

To support first-year students, the First-Year Experience (FYE) Programme paired newcomers with senior "buddies," helping them transition into university life. Events such as sports days, talent nights, and campus tours fostered a welcoming environment and social connection. Campus life was further enriched through a range of student engagement initiatives — including employer expos, the monthly Pacific Market, and health awareness campaigns such as Scam Awareness Week and Mental Health Month. These activities showcased USP's commitment to holistic student development, community connection, and career readiness.

Highlights

Semester Zero high achievers awarded

Thirty-four first-year students were recognised for outstanding performances in USP's Semester Zero programme. Eliza Sami, the top scorer, received an award.



USP 11th Excellence Research Awards recognises outstanding academic achievement

Over 100 researchers, comprising academic staff and students at USP were recognised for their significant achievements and contributions to the university's research outcomes for 2022 and 2023 during the 11th Research Excellence Awards.



Labour Mobility: Financial benefits raise issues of child rights

A study released by UNICEF with government partners and research support from USP and Western Sydney University looked at the impact of the Pacific labour mobility scheme on children left behind in Fiji, Samoa, Solomon Islands and Vanuatu





Library

In 2024, the USP Library advanced a series of initiatives to enrich student learning, academic engagement, and access to information — reinforcing the University's commitment to academic excellence and regional relevance. These efforts were aligned with international best practices while maintaining a distinctly Pacific approach to service delivery.

The transformation of the former Sekoula Room into two user discussion rooms, complete with an online booking system, was one of several steps to enhance student-centered study spaces. A targeted weeding of the print collection freed up space for collaborative learning, while access to high-quality digital resources was significantly expanded.

The Level A Learning Commons continued to support diverse activities, including Learning Labs, meetings, and examinations. Support services such as laptop loans and binding were also strengthened to meet student needs.

Access to academic databases improved with the acquisition of Coherent Digital (Global Think Tank) and SciVal, offering insights into research performance across over 24,700 institutions and researchers. Staff also underwent training on Al tools in databases such as IEEE, SciVal, and Scopus, supported by vendors and the Technical Services team.

Digitisation remained a strategic focus. The Library continued to manage key regional resources such as the Pacific Islands Marine Resources Information System (PIMRIS) and supported the Oceania Sports Information Centre, serving students, researchers, and regional sports organisations.

In terms of infrastructure, a new exam papers portal was launched, and the regional Campuses Library webpage was revamped. The Digital Library App was upgraded to ensure faster and more reliable access, and systems like Symphony and the file server maintained 99% uptime via SharePoint.

Other innovations included the Library Purchase Suggestion Portal, digitised relief rosters for staffing, and continued efforts to digitise theses and Pacific Collection materials
— all aimed at improving efficiency and
resource accessibility.

Regional libraries benefitted from increased digital integration, with online training and site visits conducted at Solomon Islands and Emalus Campuses. These supported the setup of the new Campus Library and a streamlined collection at Emalus, ensuring students across all locations had equitable access to quality academic resources.

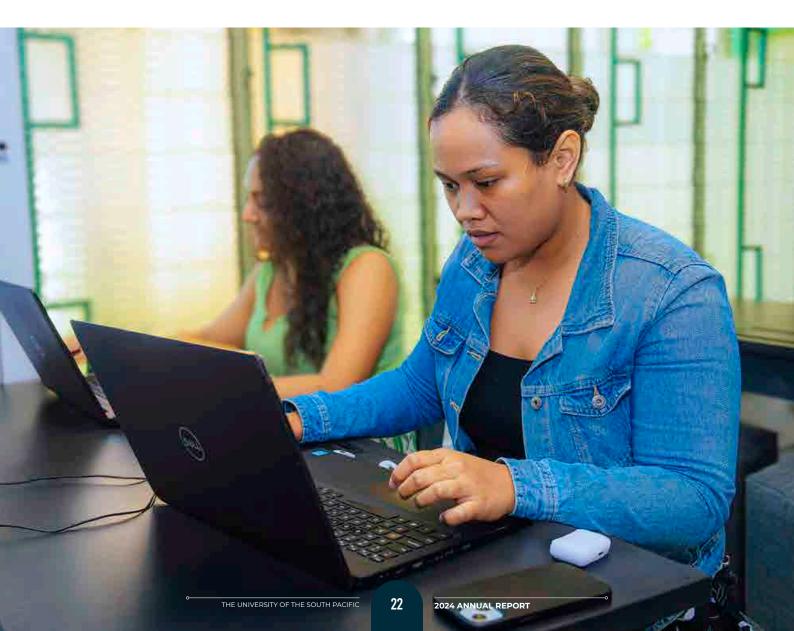
Student Administrative Services

In 2024, the Student Administrative Services (SAS) supported the student lifecycle through streamlined systems and improved efficiency. Approximately 20,000 admission applications were processed across all 14 campuses, with Pacific TAFE handling its own admissions and academic Schools managing postgraduate entries. As a result, around 19,150 students were enrolled across semesters, trimesters, flexi schools, and cohort-based programmes.

SAS assessed 4,700 completion applications, with 3,713 students successfully graduating — reflecting the culmination of academic progress across the region. Graduation ceremonies were conducted at six events across five campuses, celebrating student achievements and regional diversity.

During 2024, the University conducted 794 examinations at 214 examination centres, including regional maritime and international locations — ensuring access and flexibility for all students.

Significant improvements were also made in digital transformation. The EnrolMe App achieved 98% automation, enabling real-time data integration with the University's Banner system. This reduced offer letter processing time from 3–5 days to just one day. Previously manual inputs from general and provisional applications are now seamlessly autoloaded, enhancing efficiency and user experience.



Initiative promotes gender equity at USP







Dr. Buriata Tofinga

Dr. Amanda Ford

Dr. Hilda Waqa-Sakiti

In 2024, three outstanding female academics were announced as the inaugural recipients of the Vice-Chancellor and President's Strategic Fund for Female Academics. Launched during International Women's Day in March, the initiative promotes gender equity at the University by supporting women on the threshold of academic promotion.

The fund provided structured time away from teaching, allowing recipients to focus on research and publication. This targeted support reflects USP's commitment to advancing the careers of female academics and addressing structural barriers within higher education.

The 2024 awardees were:

Dr Buriata Tofinga, Lecturer, School of Business and Management

Dr Amanda Ford, Senior Lecturer, Discipline of Marine Studies

Dr Hilda Waqa-Sakiti, Lead Researcher and Team Leader, Pacific Centre for Environment and Sustainable Development (PaCE-SD)

Each recipient undertook research addressing key regional and global challenges while contributing to gender-informed knowledge creation.

Dr Hilda Waqa-Sakiti led a pilot project on measuring the health of Fiji's blue carbon ecosystems, including mangrove forests and seagrass meadows. The project aimed to produce a reliable and locally relevant monitoring tool to guide policy and planning. Her broader work on the Pacific Ocean and Climate Crisis Assessment Project involved 16 countries and explored how Indigenous knowledge systems can complement

Western science in climate adaptation and mitigation. Her findings will support Pacific governments in policy development and global negotiations.

Dr Buriata Tofinga examined the impacts of climate change on women's livelihoods, especially in communities where Traditional Ecological Knowledge informs social and economic practices. Her research highlights the intersection of gender, resilience, and cultural knowledge in vulnerable contexts. She noted that the research sabbatical helped accelerate her academic profile and advance promotion opportunities.

Dr Amanda Ford focused on coral reef ecology, marine pollution, and coastal management. Her work bridges the gap between science and practice. She led two multi-year projects. One, conducted across four Pacific Island Countries, established baseline data on marine plastics in reef fish and gathered local perceptions of plastic pollution. The second examined the causes and impacts of benthic cyanobacterial mats on Fiji's coral reefs.

Vice-Chancellor and President Professor Pal Ahluwalia commended the recipients and reaffirmed USP's commitment to gender equity in academia. He described the initiative as a critical investment in talent, leadership, and inclusion. He also acknowledged the dedication of female researchers and emphasised the importance of continued support to accelerate their academic progress.

This initiative represents a meaningful step toward a more inclusive research culture and ensures that Pacific women play a central role in shaping knowledge, policy, and sustainable futures.

Overview

In 2024, SAFE advanced its commitment to academic excellence, industry relevance, and student success across the Pacific. The School enhanced programme quality, promoted applied research, and strengthened engagement with external stakeholders to support evidence-based policy and private sector development.

Learning and Teaching

SAFE successfully delivered all planned academic programmes and maintained registration with Higher Education Authorities across USP member countries. Academic offerings were aligned with graduate attributes and measurable learning outcomes. The School recruited qualified academic staff, including industry experts for specialised areas.

A significant milestone in 2024 was the three-year accreditation of the undergraduate accounting programme by the Fiji Institute of Chartered Accountants. The School also progressed with full accreditation processes for its programmes through CPA Australia.

Research and Innovation

SAFE staff actively contributed to conferences, training, and research collaborations. These included in-house seminars with the Waikato Management School, workshops with ADB and UNESCAP, and co-hosting of the GDN Conference. Staff also supported the MBA programme, engaged in consultancy, and pursued doctoral research.

Notably, several academics published in high-ranked international journals, and highachieving first-year students across disciplines were recognised through formal awards.





Partnerships and Engagement

The School deepened external collaboration through active engagement with industry partners, accreditation bodies, and government agencies. The USP–Ministry of Finance (Fiji) partnership completed its second year, offering practical student placements.

Guest lectures by industry professionals and policy experts enhanced the student experience. The School also partnered with the Accounting, Finance and Economics Student Association (AFESA) to organise events that contributed to wider university engagement.

Recognition and Achievements

SAFE was commended for its commitment to high-quality learning, increased staff research output, and professional recognition of academic programmes through external accreditations and stakeholder feedback.



SAFE awards outstanding first-year students

Outstanding first-year students in Accounting and Economics and top-scoring Year 13 students in both these disciplines were recognised for their achievement during the School of Accounting, Finance and Education (SAFE). Hosted by USP in collaboration with the Fiji Institute of Chartered Accountants (FICA), the event highlighted the significance of Accounting and Economics in the economic development of the Pacific Islands.



Overview

SAGEONS fulfilled its regional mandate in 2024 through a strong focus on innovative learning, applied research, and environmental sustainability. With programmes spanning agriculture, geography, ocean sciences, and environmental studies, the School worked across member countries to address Pacific-specific development needs.

Learning and Teaching

The Discipline of Agriculture and Food Technology (DAFT) expanded its reach by delivering remote postgraduate courses, supported by livestreamed lectures from Samoa Campus via WebEx and Moodle. Students benefitted from scholarships such as PASS-CR, Australia Awards, and USP-Samoa Bursaries.

Practical learning was strengthened through partnerships with Ministries of Agriculture and SCATAP demonstration farms. The Centre of Agriculture, Research and Extension (CARE) coordinated vocational placements. A beekeeping initiative, seminar series, and facility improvements at the Samoa Campus enriched student learning.

DAFT submitted its programmes for accreditation with the Samoa Qualifications Authority (SQA).

Research and Innovation

SAGEONS secured new grants including:

- €44,568 from the European Union for an Agriculture–Tourism alliance project
- US\$50,000 from the Future Earth Organization for climate-resilient crop research

Ongoing ACIAR-funded projects focused on sustainable intensification and soil management.

At Vanuatu Campus, Dr. Krishna Kotra secured:

- US\$1.75 million for a freshwater access project (New Frontiers in Science Research Fund)
- AUD\$2.25 million (ACIAR) for water security in relocated coastal communities
 Staff and students represented USP in international conferences across New
 Zealand, Italy, China, Indonesia, and Hawaii, presenting research and completing training in climate, soil, and water sciences.





Partnerships and Engagement

Key collaborations included:

- Erasmus+ exchanges with Ovidius University (Romania) and AGH University (Poland)
- WASH workshop with Griffith University, UTS, and ANU
- MOAs with JAAS, AgResearch New Zealand, and the Skyline Factory (Samoa) for joint research and innovation projects

The Pacific Attitude Survey was launched in collaboration with ANU and Swinburne University.

Recognition and Achievements

- Professor Surendra Prasad named among Stanford University's Top 2% Scientists
- Students won the Moana Oceania Soil
 Judging Competition, Coconut Pest
 Conference award, and an SDG 6 poster
 prize at the 5th Commonwealth Chemistry
 Event
- DAFT students received international recognition for research excellence



VARIVOCE USP-JICA, a boost to USP's SDG14 Project aspirations

USP's Department of Marine Studies received a fully equipped boat worth FJD\$260,000 from the Japan International Cooperation Agency (JICA), enabling continued efforts toward achieving Sustainable Development Goal 14, Life Below Water.



Students and staff participate in soil conference

USP staff and students attended the joint New Zealand Soil Science Society and Soil Science Australia Conference in Rotorua, uniting soil science professionals and students from across the Pacific.



Emalus Campus hosts Groundbreaking WASH workshop

USP's Emalus Campus hosted a weeklong Water, Sanitation, and Hygiene (WASH) workshop from 4-8 November 2024, in collaboration with Griffith University's International Water Centre (IWC) and the University of Technology Sydney's Institute for Sustainable Futures (ISF-UTS). The workshop facilitated knowledge exchange on water management, climate resilience, and sustainable solutions across the Pacific, reinforcing USP's commitment to regional collaboration and environmental sustainability.

Overview

In 2024, the School of Business and Management (SBM) engaged more than 4,000 students across undergraduate and postgraduate programmes, demonstrating its regional impact and strong reputation. The School continued to expand research capacity, industry partnerships, and programme delivery across the Pacific.

Learning and Teaching

The School supported over 40 MBA students and 248 postgraduate students, with 98 graduates completing their postgraduate qualifications. More than 41 students pursued research degrees (Master's by thesis and PhD). Delivery modes included face-to-face, blended, and print-based learning to support accessibility across the region.

The Discipline of Tourism and Hospitality Management (THM) achieved global recognition in 2024:

- Ranked #1 in 12 categories by THE-ICE Etio International Student Satisfaction Global Index
- Ranked in the 151–200 band globally in the Shanghai Rankings

Achieved a five-year re-accreditation from THE-ICE

Research and Innovation

Research activity grew within the School, particularly through postgraduate programmes and externally funded research. Staff and students engaged in policy-relevant research, supported by national and international collaborations.

Partnerships and Engagement

The School maintained strong links with industry, government, and community partners. Final-year students undertook industry internships through the Land Management and Development (LMD) and THM disciplines, resulting in graduate assistantships and job placements.



Guest lectures by senior government officials and industry leaders sparked strong engagement. Several staff served on national boards, including Ms. Ilisapeci Matatolu, appointed to the Civil Aviation Authority of Fiji (CAAF) and Tourism Fiji.

Recognition and Achievements

The Graduate School of Business (GSB) continued to deliver its AMBA-accredited MBA programme, ranking 4th in Oceania and earning 3 Palms in the Eduniversal Best Master's Ranking. The programme recorded 115 admissions, including:

- 40 MBA students
- 4 Postgraduate Diploma students
- 71 Postgraduate Certificate students

The MBA was offered exclusively face-toface, with rising demand in Solomon Islands, Vanuatu, Samoa, and Tonga.





Tourism Graduates join Global cruise company

Three former USP students, Nivkesh Mullick, Romulusi Masi, and Panapasa Buadromo, have succeeded in joining P&O Cruises Australia, showcasing Pacific hospitality in the global cruise industry. Their success emphasises hard work and dedication.



Tourism and Hospitality Programmes receive Global No.1 Rankings

USP has achieved global recognition for its excellence in Tourism and Hospitality Education, earning the No. 1 ranking in 12 categories on the THE-ICE Etio International Student Satisfaction Global Index 2024.



Tariuvi: A Beacon of Hope for Vanuatu

Yvanna Tariuvi, a 22-year-old from Ambae Island, Vanuatu, is pursuing a Bachelor of Commerce and aims to positively impact her country through education and leadership.



Overview

In 2024, SoLaSS strengthened its regional and international profile by enhancing legal education, promoting human rights, and expanding postgraduate research. The School supported student learning through clinical practice, policy engagement, and high-level regional dialogue.

Learning and Teaching

The Practical Legal Training (PLT) unit underwent a review, with key improvements implemented. The unit continues to deliver the Professional Diploma in Legal Practice (PDLP) and Professional Diploma in Legislative Drafting, with PDLP resuming at Emalus Campus.

The School promoted clinical and practice-based learning, offering placements for Social Work and Politics students with agencies such as the Fiji Ministry of Women and Pacific Islands Forum. Law students participated in expanded placements in Suva and Port Vila. Mooting and debating activities were encouraged, with USP law students reaching the finals of the Hague Inter-University Law Debate.

SoLaSS launched a new Master of Border Security programme (thesis and coursework), expanding options for students. The School supported 46 HDR students, with:

- 7 PhDs under examination
- 7 PhD confirmations
- 3 mid-term reviews completed

Staff published over 15 articles in high-impact journals and secured fellowships and research grants

Research and Innovation

Notable research projects included:

- UNICEF-supported study on the impact of Pacific labour mobility schemes on children left behind, leading to policy changes in Fiji, Samoa, Solomon Islands, and Vanuatu
- Participation in the development of the Guidelines for Universities Hosting Human Rights Defenders, led by University of York

Partnerships and Engagement

SoLaSS co-hosted major regional events:

- Pacific Human Rights Film Festival (PHRFF) in partnership with SPC, reaching 2,500+ attendees across New Caledonia, Solomon Islands, and Tonga
- Pacific Dialogue on Security and Geopolitics, supported by the UK Government and PIFS, featuring youth dialogue and policy paper development
- Leadership, Governance and Human Rights Workshop (Suva), with support from OHCHR, embassies, and Pacific human rights advocates
- Human Rights Defenders Workshop (Solomon Islands), forming the Solomon Islands HRD Network



International legal education partnerships included:

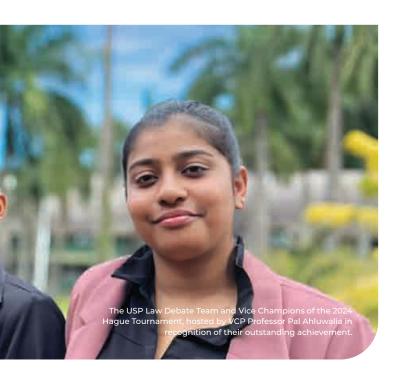
- Hosting Monash University students through the Global Immersion Guarantee (GIG)
- Offshore teaching collaboration with University of Sydney Law School
- Archives workshop with Waikato University, supported by the Marsden Fund

The Pacific Islands Legal Information Institute (PacLII), managed by SoLaSS, published over 6,100 legal documents and recorded 35.8 million web hits in 2024. New MOAs with Solomon Islands Ministry of Justice and judiciary partners in Vanuatu and Nauru expanded digitisation and legal information access.

Recognition and Achievements

SoLaSS earned recognition for its leadership in:

- Human rights education and advocacy
- Regional collaboration with law schools and governments
- Research impact on legal systems and social policy
- Digital transformation of legal resources through PacLII





PDLP students excited to interact and hear from CLA President

Dr Peter Maynard, President of the Commonwealth Lawyers Association, delivered an interactive lecture to USP's PDLP cohort, offering advice on legal professionalism, punctuality, and problem-solving while emphasising the importance of the rule of law.



USP hosts second Pacific Dialogue on Security and Geopolitics

The second Pacific Dialogue on Security and Geopolitics was held on 2–3 December 2024 at USP Laucala Campus, gathering 30+ academics, researchers, and regional representatives.



Tonga Campus welcomes 2024 PDLP Cohort

In July, Tonga Campus welcomed its third PDLP cohort for 2024, comprising 21 students (15 female, six male), beginning their journey toward becoming legal



Overview

In 2024, SPACE expanded its regional impact across teacher education, linguistics, literature, journalism, and the creative arts. Through community partnerships, curriculum renewal, and cultural programming, the School advanced educational equity, regional collaboration, and cultural preservation in alignment with PACREF and the 2050 Blue Pacific Strategy.

Learning and Teaching

The Education discipline progressed teacher development initiatives across the Pacific. Milestones included:

- Nearing completion of the Certificate in Educational Assessment for teachers in Chuuk (FSM)
- Delivery of the Master of Education for school leaders in the Marshall Islands
- In-country cohorts launched for untrained teacher development, aligned with PACREF's second phase

In October, the Pasifika Early Childhood Education Symposium (Nadi) supported the regional rollout of the ECE Teacher Competency Framework, in collaboration with UNICEF.

A new MoU with James Cook University promoted cultural exchange via traditional games and physical education. Students also participated in Olympic Day activities to apply theoretical learning in practice.

The Linguistics programme launched the Language Matters in the Pacific webinar series, integrated into coursework and attracting over 100 participants per session. French was made available University-wide via AUF funding, with content developed by an instructional designer and taught by Alliance Française instructors.

The Literature discipline began a programme renewal to introduce targeted streams for trainee teachers and vocational learners. The redesigned Oceans and Pacific Literature course will support the work of USP's Centre for Sustainable Futures.

New interdisciplinary degrees continued to mature, including:

- BA in Communication & Media
- MA in English Language Teaching & Leadership

These degrees integrated linguistics, journalism, educational leadership, and marketing to address Pacific workforce needs.

Research and Innovation

In 2024, SPACE contributed to knowledge creation and dissemination through:

- Publication of The Rise of Pacific Literature: Decolonization, Radical Campuses & Modernism (Columbia University Press), coauthored by Matthew Hayward and Maebh Long
- Peer-reviewed articles in Pacific Journalism Review and Journalism Practice
- Integration of student research into public outreach and regional development discourse

Partnerships and Engagement

The Journalism discipline hosted the landmark 2024 Pacific International Media Conference, attracting 100 delegates from 12 countries and raising \$20,000 for research and fieldwork.

Journalism staff participated in regional forums on media resilience, gender-based violence, and social cohesion, including plenary sessions at:

- Asia Media Summit (Kuala Lumpur)
- Fiji's Ministry of Multi-Ethnic Affairs

Outreach also included local panels on media literacy, political participation, and journalism in crisis settings.

Recognition and Achievements

- Journalism secured over \$80,000 in external funding and delivered pioneering community outreach
- SPACE students were the first to graduate from the new BA and MA programmes in Communication, Media, and English Language Teaching
- Literature staff were recognised internationally for their contributions to Pacific curriculum decolonisation





Remembering the legacy of the late Epeli Hau'ofa

The launch of Remembering Epeli Hau'ofa: His Life and Legacy celebrated the late writer's impact on Oceania, highlighting his work, mentorship, and legacy at USP and beyond.



USP signs Agreement with MFAT to Enhance Teaching Capacity in Inclusive Education

USP signed a \$NZ4.1 million grant agreement with New Zealand's Ministry of Foreign Affairs and Trade (MFAT) to strengthen inclusive education in the Pacific



USP launches Niu Student Magazine

The new literature and art magazine, Niu, was launched by the School of Pacific Arts, Communication and Education (SPACE) and aims to provide a platform for students to share their art. The magazine – Niu – is the first student-focused magazine to be published in 20 years.



Pacific panelists call for use of Indigenous Languages in the Media

Leading Pacific media experts at the inaugural seminar on media languages discussed the vital role of indigenous languages in shaping identity and community engagement, highlighting challenges and opportunities in media.



Allan Alo Arts Festival 2024 celebrates Pacific Cultural Heritage

The third Allan Alo Arts Festival was hosted at USP in September and saw the gathering of Pacific artists. It acted as a catalyst for change, driving forward youth development through the power of performing arts.



Pacific unites for quality early childhood education teacher training

For the first time in the region, officials and education providers from 15 Pacific Island countries met in Fiji to enhance professional development for early childhood educators.





Overview

In 2024, STEMP advanced digital transformation, innovation, and regional skills development through industry partnerships, accredited programmes, and applied research. Its programmes are key to the Pacific's economic and technological resilience.

Learning and Teaching

The School expanded undergraduate offerings to meet regional workforce demands, including the Bachelor of Artificial Intelligence (BAI) — designed to address Pacific challenges in disaster management, climate resilience, and smart infrastructure.

STEMP's engineering programmes retained accreditation:

- Bachelor of Engineering (Electrical & Electronics) and Mechanical Engineering: Accredited until December 2025 by Engineering New Zealand
- Bachelor of Software Engineering and Networks & Security: Accredited by the Australian Computer Society (ACS)

Advisory committees supported curriculum alignment with industry standards, and staff contributed to national policy development, particularly in energy and construction.

Research and Innovation

In 2024, 57 academic staff contributed:

- 27 journal articles
- 13 book chapters
- 13 conference papers
- 27 publications rated A/A*

Research projects included:

- IEEE Humanitarian Technology Project: Installed solar PV systems in remote Fijian schools, reducing diesel reliance and supporting rural education
- STEM-BoT: Al-powered chatbot to support first-year student queries 24/7 using NLP
- Al-IoT Waste Management Project (AUFfunded): Deployed smart waste tracking for sustainability and sanitation
- Right to Information (RTI) Projects: Enhanced governance in Fiji, Tonga, Vanuatu, Samoa, and Solomon Islands, engaging 452+ participants in transparency and digital rights

STEM-BoT



STEM-BoT, an Al-powered chatbot developed by STEMP staff using advanced Natural Language Processing (NLP) technology offers 24/7 support to first-year STEMP students. It provides quick, accurate, and accessible information on academic advising, administrative queries, course details, financial aid, and lecture/tutorial schedules, enhancing students University experience and easing their navigation of Campus life.





Partnerships and Engagement

Key strategic collaborations included:

- Pacific Laboratory Specialists (PLS): Workintegrated learning in Al, software, and medical applications
- INSA Lyon (France): Joint research, exchanges, and mobility through a 5-year MoU
- STEMP Industry Advisory Committees: Supporting curriculum alignment and graduate employability
- Outreach and skills development extended to youth, journalists, and rural communities through RTI digital literacy workshops and competitions, supported by UNDP, UK AID, and CFLI.

Recognition and Achievements

- STEMP led high-impact regional projects on Al for climate resilience, IoT innovation, and open government
- The School introduced new tech-enabled tools to improve student support, reduce environmental impacts, and strengthen service delivery



Right to Information initiative

USP launched the Right to Information (RTI) initiative at Alafua Campus in Samoa on 24 January 2024, and in the Solomon Islands in February, promoting transparency and informed governance.



Programme encourages women participation in STEMP

USP hosted the World Bank's "The Future of Work: Women Can Lead the Pacific's Power Transition" seminar, promoting gender equality in Science, Technology, Mathematics, and Physics (STEMP). Speakers highlighted women's vital role in the Pacific's renewable energy sector.



USP Invention for Cyber Resilient Thermal Power Plants Granted Full Patent

USP has received a full patent for a system that addresses cyberattacks against power grids. This secures intellectual property rights for its innovative design and functionality.



Pacific TAFE

In 2024, Pacific Technical and Further Education (Pacific TAFE) achieved significant milestones that expanded its reach and enhanced workforce-aligned learning across the region. The USP Council approved three new Certificate and Vocational Education and Training (CVET) programmes:

- Diploma in Monitoring, Evaluation and Learning (Level 6)
- Diploma in Networking and Cyber Operations (Level 6)

Advanced Diploma of Resilience (Level 6) Additionally, the Certificate III in Early Childhood Care and Education received international accreditation for a further five years (until August 2029), and the Diploma in Early Childhood Care and Education was registered on the Fiji National Qualifications Framework for five years starting from 3 September 2024.

Staff development and international engagement were also advanced. Shanje Sushil, IT Facilitator at USP Labasa Campus, represented Pacific TAFE through the Erasmus Staff Mobility Programme at AGH University of Science and Technology in Poland, fully funded by the European Union.

A major achievement was Pacific TAFE's firstever industry consultation in the Republic of the Marshall Islands on 17 July 2024. The event focused on strengthening local partnerships and addressing skills gaps through tailored vocational training. As a result, four new cohorts were launched:

- Certificate IV in Information Technology (Support)
- Certificate IV in Accounting
- Certificate IV in Hospitality Operations (Events, Food & Beverage, and Front Office)
- Certificate IV in Human Resources Management





In addition, Pacific TAFE held its first industry consultations in Vanuatu (Port Vila, 10–12 April 2024), bringing together senior USP leaders and local employers to explore skills needs, workforce alignment, and opportunities for customised training. These consultations were well-received and strengthened collaboration between Pacific TAFE and local industry sectors.

In 2024, Pacific TAFE gained international recognition by placing third in the THE-ICE Global Revenue Management (GRM) Challenge, an international competition for hospitality and tourism students. Team 18, comprised of three students from the Certificate IV in Hospitality Operations, won free registration for the Hospitality Business Acumen (HBA) Certificate Programme, enhancing their global credentials and industry experience.



Pacific TAFE attains reaccreditation

Pacific TAFE has received re-accreditation from the International Centre of Excellence in Tourism and Hospitality Education (THE-ICE), a global organisation for accreditation and benchmarking in tourism, hospitality, events, and culinary arts education.



Early Childhood programme gains re-accreditation

USP's Certificate III in Early Childhood Care and Education programme has received reaccreditation from the Australian Children's Education and Care Quality Authority (ACECQA) for the next five years.



USP showcases programmes at HOTEC Tradeshow 2024

USP, led by the Pacific TAFE, participated in the HOTEC Tradeshow 2024 that was held at the Sheraton Fiji Golf & Beach Resort in Nadi, Fiji. USP's participation as an exhibitor and sponsor highlights the institution's strong industry engagement and its commitment to advancing education and training in the region.

USP, led by Pacific TAFE, participated in the HOTEC Tradeshow 2024 in Nadi, Fiji showcasing its industry engagement and commitment to advancing education and training in the region.



In 2024, the Pacific Centre for Environment and Sustainable Development (PaCE-SD) advanced its leadership in climate resilience, sustainability education, and applied research across the Pacific. The Centre spearheaded major initiatives focused on food systems, ocean and climate adaptation, blue carbon, and research capacity building.



Global Community Food for Planetary Health (GCFAH) Project

Launched in January 2023, the GCFAH project aims to enhance sustainable, resilient food production in small island countries. It involves universities, NGOs, and governments, applying an agroecological approach that yields environmental, social, and economic benefits.

In 2024, researchers trained in the REDCap tool, piloted data collection tools in Vusuya (Nausori), and conducted baseline studies involving over 500 participants across 300 households in Naitasiri, Tailevu, and Rewa provinces. Interviews with 17 stakeholders captured socio-cultural, historical, and economic factors affecting food production and consumption.

Pacific Ocean and Climate Crisis Assessment (POCCA) Project

Launched in 2022 and co-led by PaCE-SD and the University of Canterbury, the POCCA project is a three-year MFAT-funded initiative. It assesses community resilience and adaptation strategies to inform national and regional climate policy.

In May 2024, the Third Authors Conference was held in Christchurch, followed by a technical exchange between USP and UC. On 11 November 2024, the POCCA Volume 1 Report, featuring con https://www.icloud.com/iclouddrive/0e7-p2nqHARwswtAFimsJrYqg tributions from 100 Pacific scholars, was launched at COP29 in Baku, Azerbaijan — highlighting Pacific Indigenous knowledge and amplifying regional voices in global climate discourse.

RERIPA Call 2: Capacity Building in Innovation and Valorisation

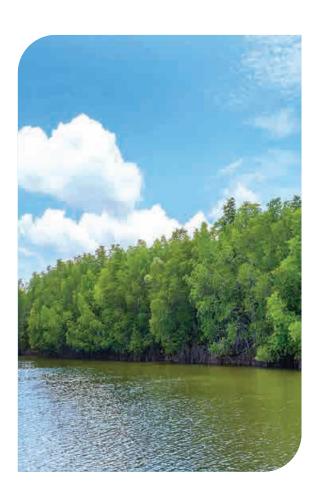
This project aims to strengthen innovation capacity across Pacific Research & Innovation (R&I) ecosystems by:

- Building regional research frameworks
- Enhancing academic and policy development
- Conducting Living Labs and stakeholder training

From 23–26 October 2024, PaCE-SD hosted technical workshops at Statham Campus and Pearl Resort, featuring Call 1 and Call 2 achievements and laying the groundwork for Call 3 Living Labs.

Blue Carbon Assessment (B-CABONI) Project

Launched in August 2024, the B-CABONI project is piloting a national tool to assess blue carbon condition and stability in Fiji, including mangrove forests and seagrass meadows. Two Master's research students will join in 2025 to support tool development and help close key knowledge gaps related to sediment depth and seagrass extent.





Other Key Initiatives

- An MoU with GGGI, signed on 27 March 2024 and supported by an USD\$80,000 grant, initiated the development of Fiji's first climate action reporting curriculum
- USP's Master of Science in Climate Change was ranked 9th in Oceania (Energy & Natural Resources category – Eduniversal)
- From 26–29 August 2024, PaCE-SD hosted the Proposal Development Training Workshop (PDTW) in Suva in collaboration with APN and RERIPA, training 30 early-career professionals on topics including disaster risk reduction, adaptation, and ecosystem services

Graduation

- Mr. Milton Keremama was awarded a PhD in Climate Change
- Mr. John Ruben, Ms. Selai Cartmell, and Mr. Matthew Chinappa completed their Master's degrees in Climate Change
- 23 students graduated with a Postgraduate Diploma in Climate Change, and 6 with a Postgraduate Diploma in Islands and Ocean Stewardship

PaCE-SD Seminar Series

Held weekly during teaching semesters, the PaCE-SD Seminar Series remained a key platform for sharing scientific research, policy ideas, and Pacific innovations.

By the end of 2024, the Centre had hosted over 230 seminars, featuring speakers from governments, NGOs, regional agencies, and local communities.

In 2024, the University of the South Pacific reinforced its commitment to delivering inclusive, high-quality education that responds to the evolving needs of the Pacific region. Across its campuses and academic units, USP advanced teaching excellence, curriculum renewal, digital transformation, and student support.

Through targeted partnerships, research innovation, and regional engagement, the University continued to build a learning ecosystem that is resilient, future-focused, and deeply connected to Pacific communities.

These achievements lay a strong foundation for the next strategic cycle, as USP continues to champion education that empowers, transforms, and sustains.

Pacific Ocean and Climate Crisis Assessment (POCCA) Report Launched at COP29

The Pacific Ocean and Climate Crisis Assessment (POCCA) Report, a collaboration between USP and UC, was launched at COP29 in Baku, Azerbaijan, following a media briefing with global representatives.



Carbon index project hosts stakeholder workshop

The B-CABONI Project held a Stakeholder Workshop on 4 December 2024. The project aims to establish a pilot initiative to assess the condition and stability of Fiji's blue carbon pool.

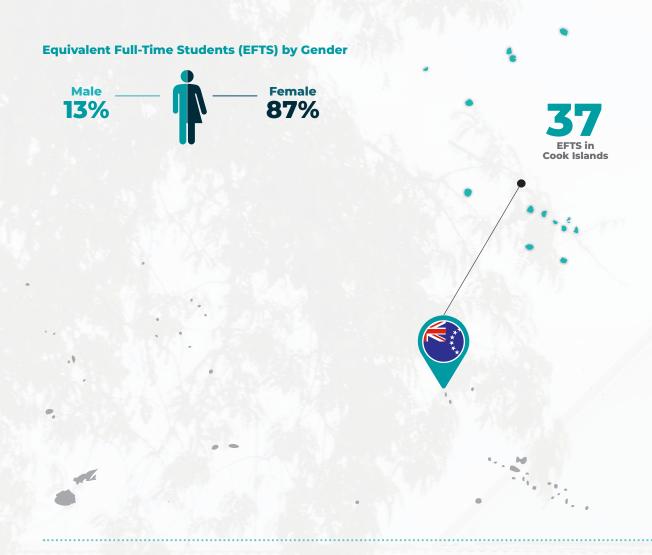


Staff efforts lauded for MSc in Climate Change Ranking

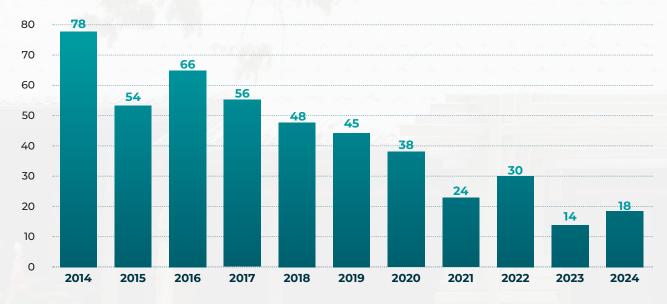
USP's Master of Science in Climate Change programme attained ninth spot over prominent institutions in Australia, New Zealand and the region in the Eduniversal Best Masters Ranking that was released in 2024.



PA 1 - Country Overview USP Students from Cook Islands



Cook Islands National EFTS 2014–2023



Cook Islands Nationals EFTS By Scholarship 2019–2024





Mode of Study







Programmes in 2024 **Top 10**









2

















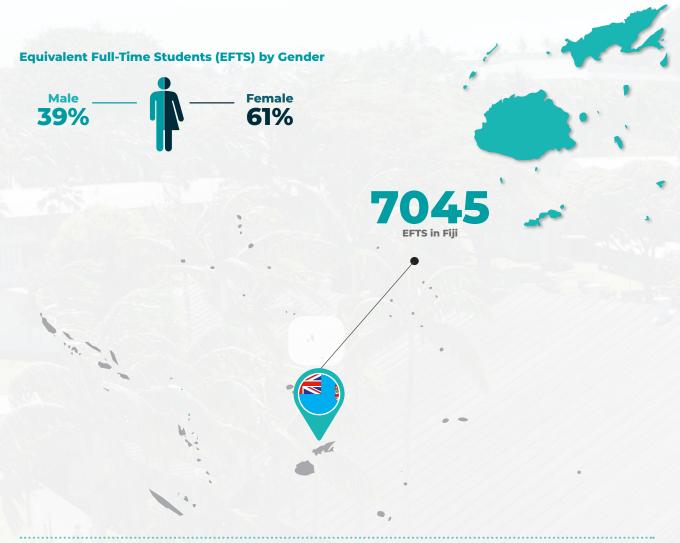


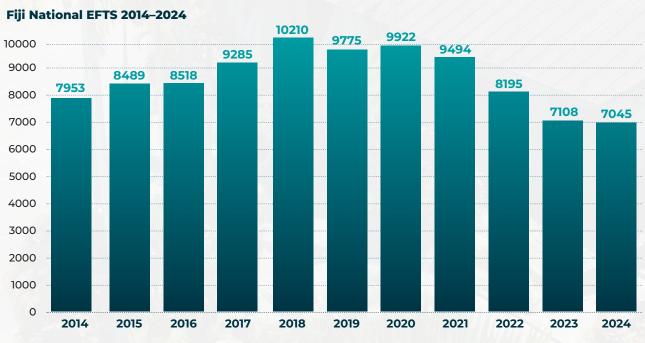






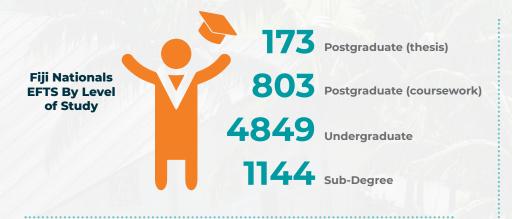
PA 1 - Country Overview USP Students from Fiji





Fiji Nationals EFTS By Scholarship 2019–2024









80%
Educational
Experience
Satisfaction Rate



69% Graduate Employment Rate

*2023 data

Top 10 Programmes in 2024



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Bachelor of Law



Mode of Study











BA Grad Cert in Education



Bachelor of Engineering (Electr/EI)



129





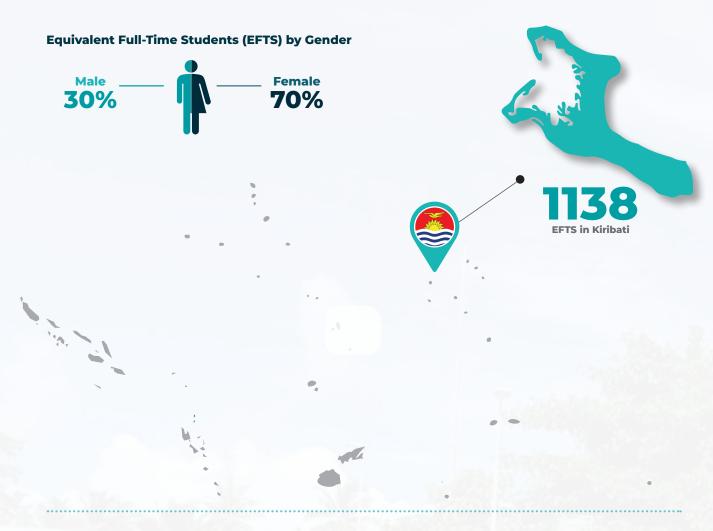


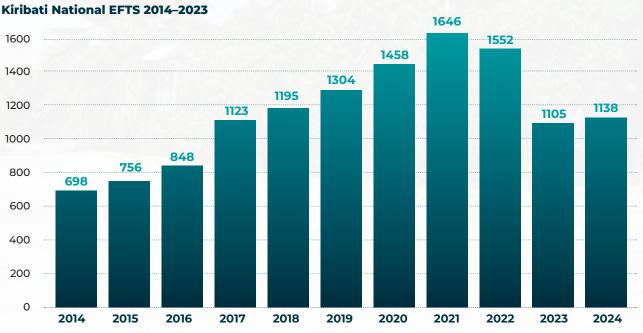




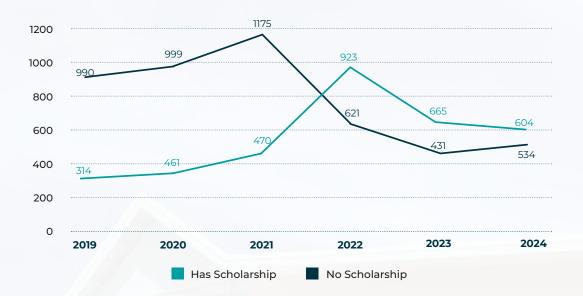


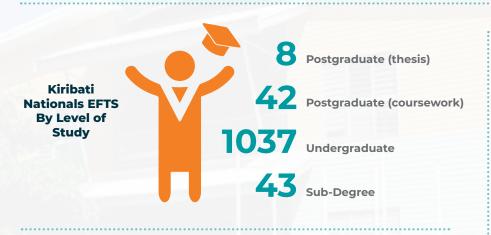
PA 1 - Country Overview USP Students from Kiribati





Kiribati Nationals EFTS By Scholarship 2019–2024









Educational Experience Satisfaction Rate



Mode of Study





Graduate **Employment Rate**

*2023 data

Programmes in 2024 **Top 10**



BA Grad Cert in Education



















Bachelor of Commerce 292

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113

2



3



4







6







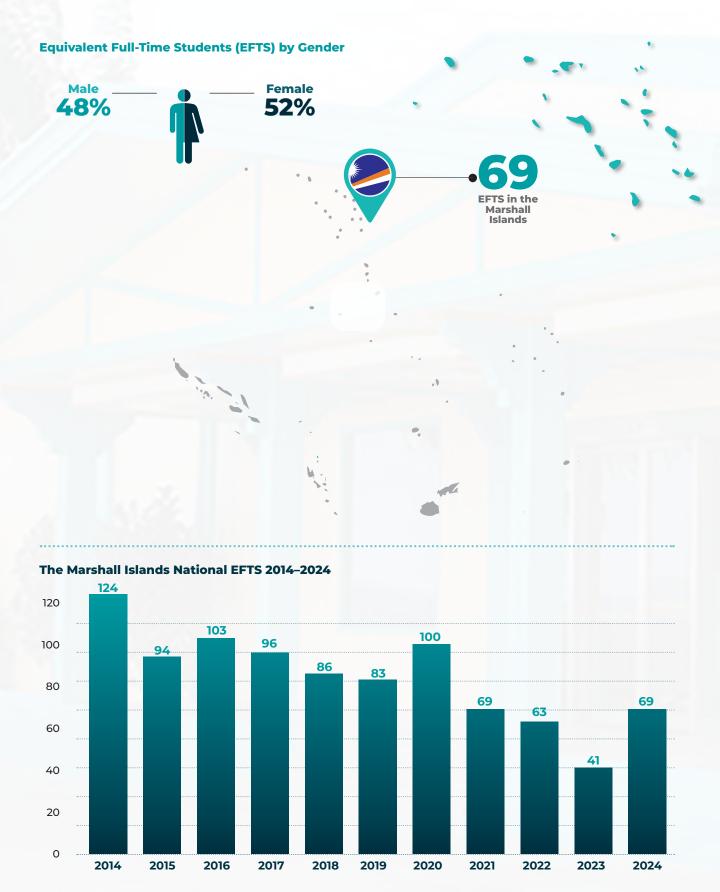
BCOM in TS Hospitality Mgmnt



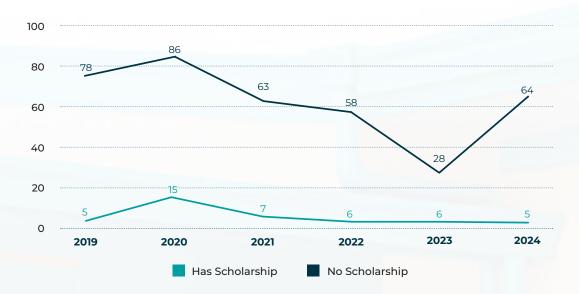
Bachelor of Science (Env Sc) 28

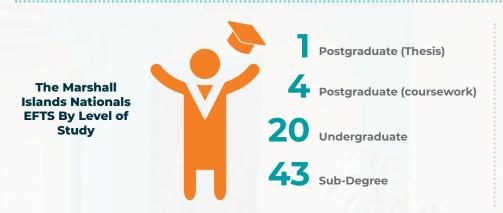
PA 1 - Country Overview

USP Students from the Marshall Islands



The Marshall Islands Nationals EFTS By Scholarship 2019–2024















Top 10 Programmes in 2024



Foundation 13

























Postgrad Dip in Education 3













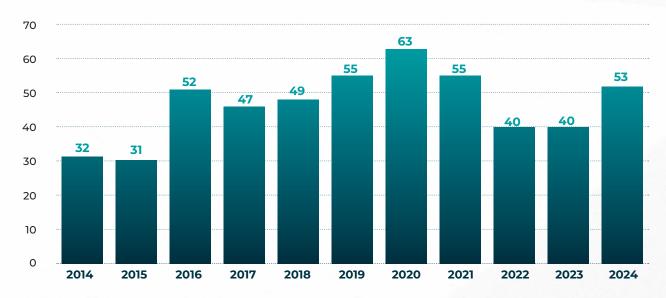
PA 1 - Country Overview USP Students from Nauru



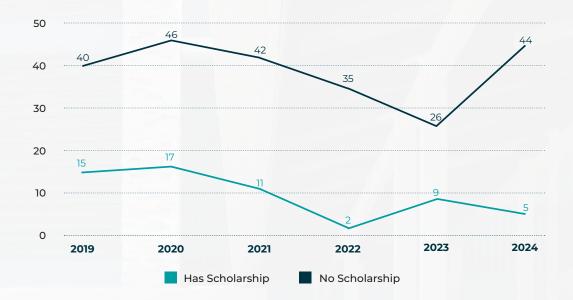


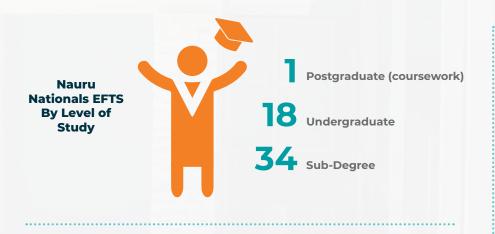
53 EFTS in Nauro

Nauru National EFTS 2014-2024



Nauru Nationals EFTS By Scholarship 2019-2024





Mode of Study





Educational Experience Satisfaction Rate



Graduate **Employment Rate**

*2023 data

Programmes in 2023 **Top 10**

























Cert IV in Resilience (CCADRR) 8 O















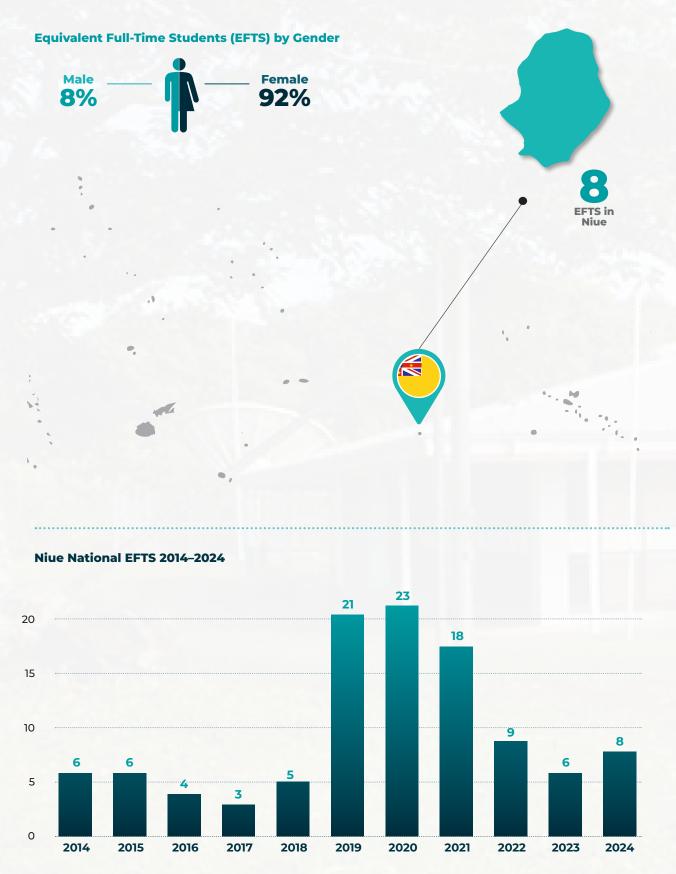




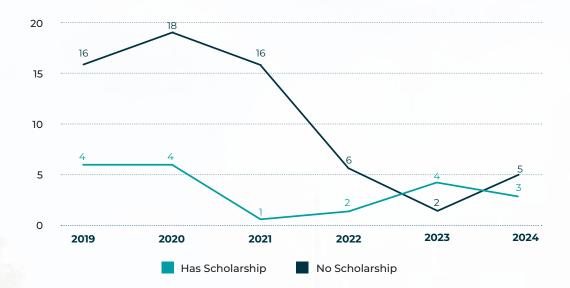
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PA 1 - Country Overview USP Students from Niue



Niue Nationals EFTS By Scholarship 2019–2024





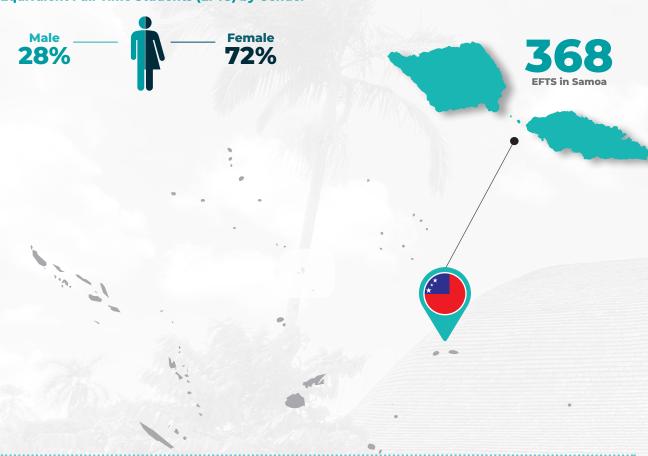


Top 10 Programmes in 2024



PA 1 - Country Overview USP Students from Samoa

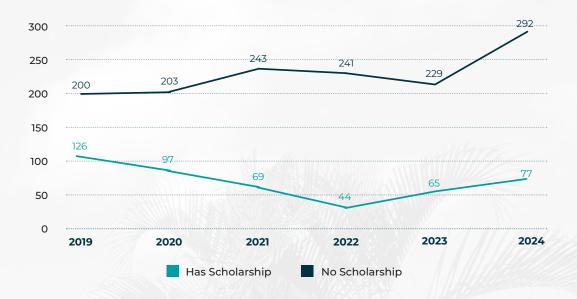
Equivalent Full-Time Students (EFTS) by Gender

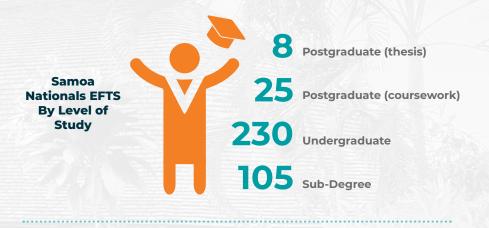


Samoa National EFTS 2014-2024



Samoa Nationals EFTS By Scholarship 2019–2024











Employment Rate *2023 data











Mode













Bachelor of Commerce









Foundation















12 1













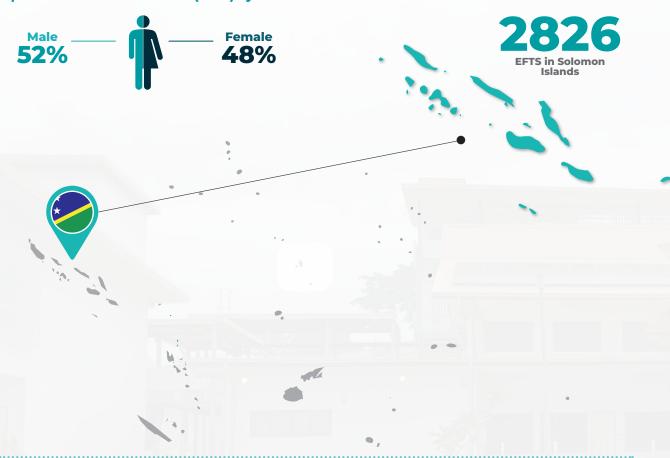


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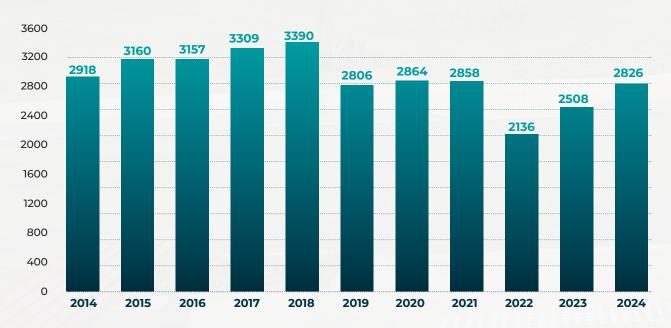
PA 1 - Country Overview

USP Students from Solomon Islands

Equivalent Full-Time Students (EFTS) by Gender

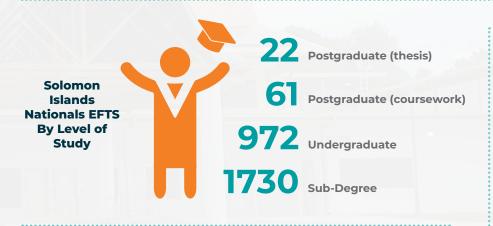


Solomon Islands National EFTS 2014-2024



Solomon Islands Nationals EFTS By Scholarship 2019–2024





Mode of Study







50% Graduate Employment Rate *2023 data

Top 10 Programmes in 2024























School Based Foundation
446





3











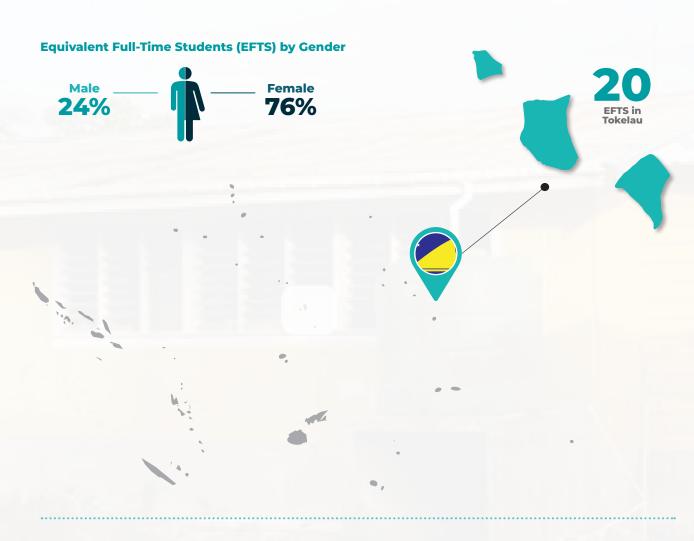


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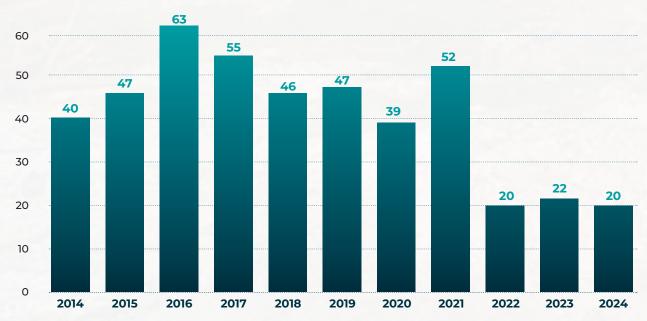
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PA 1 - Country Overview

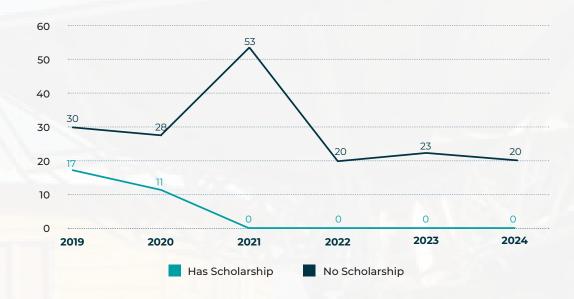
USP Students from Tokelau



Tokelau National EFTS 2014-2024



Tokelau Nationals EFTS By Scholarship 2019–2024









29% Face to Face Mode of Study

71%Distance



Top 10 Programmes in 2024





















BA Grad Cert in Education













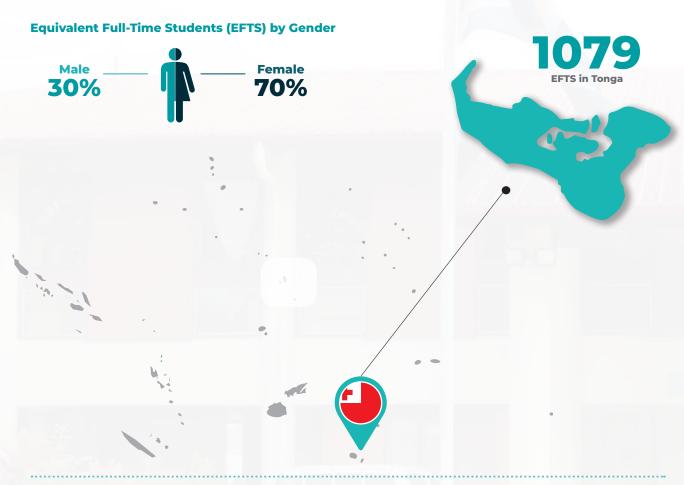


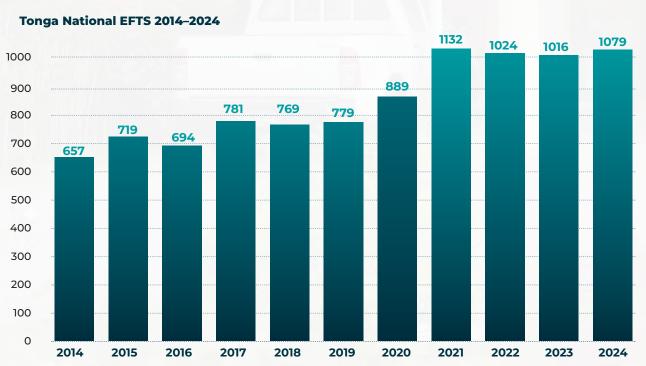






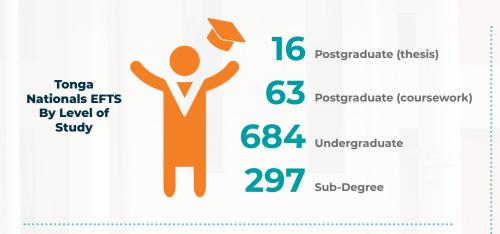
PA 1 - Country Overview USP Students from Tonga





Tonga Nationals EFTS By Scholarship 2019–2024





Mode of Study





Educational Experience Satisfaction Rate



Graduate **Employment Rate**

*2023 data

Programmes in 2024 **Top 10**





















Bachelor of Commerce 159





















School Based Foundation Arts **26**

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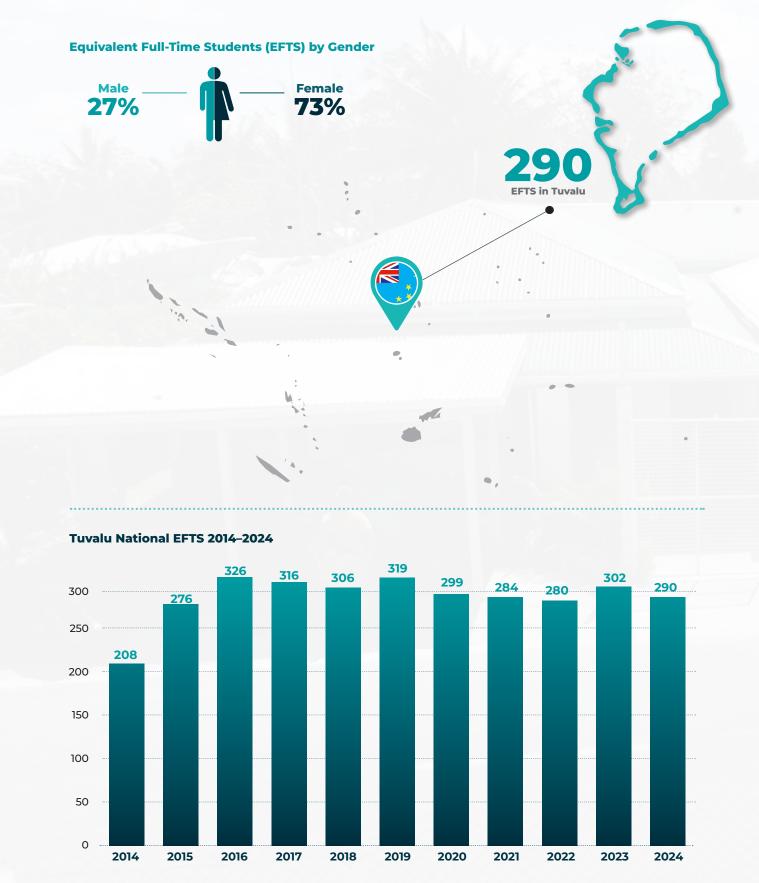






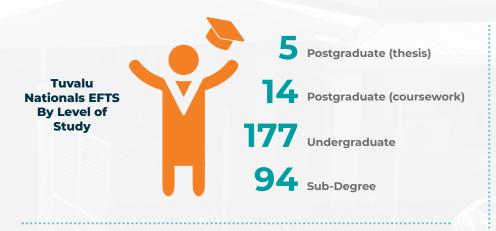


PA 1 - Country Overview USP Students from Tuvalu



Tuvalu Nationals EFTS By Scholarship 2019–2024





Mode of Study







Graduate **Employment Rate** *2023 data

Programmes in 2024 **Top 10**

























Bachelor of Commerce O











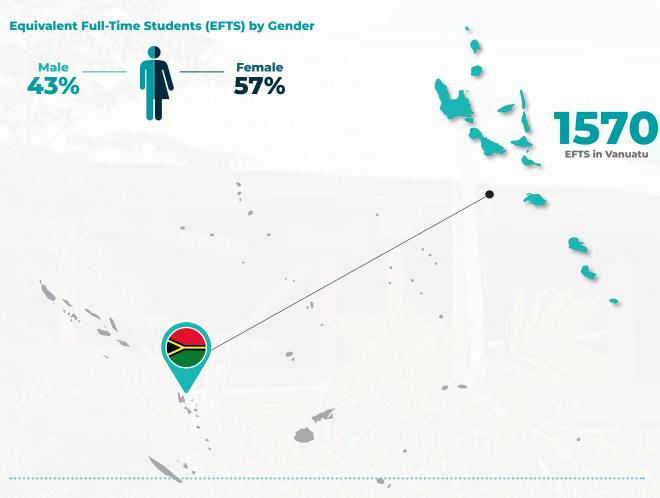


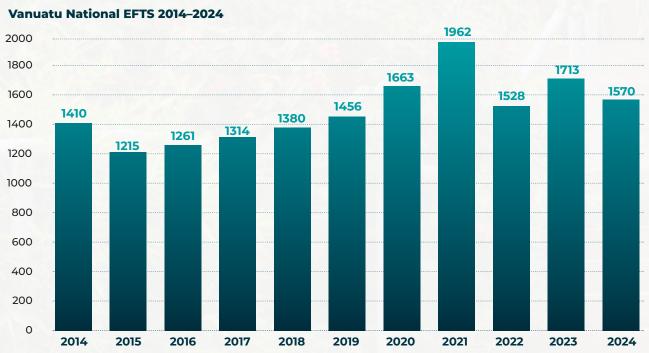




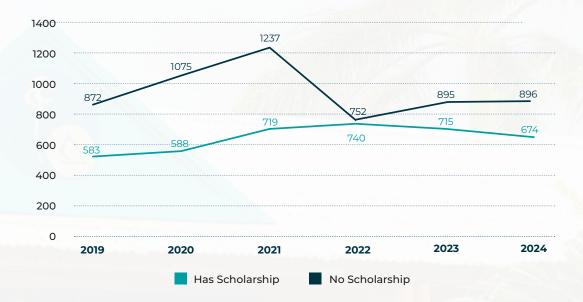


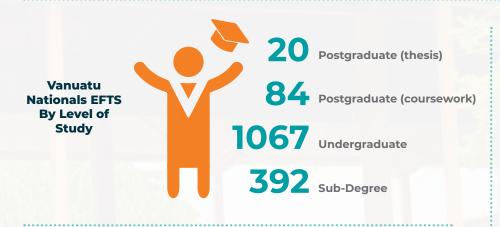
PA 1 - Country Overview USP Students from Vanuatu





Vanuatu Nationals EFTS By Scholarship 2019-2024









Educational Experience Satisfaction Rate



Mode of Study





Graduate **Employment Rate** *2023 data

Programmes in 2024 **Top 10**





















Bachelor of Commerce 306



















9



PA 1 - Country Overview

USP Students from International

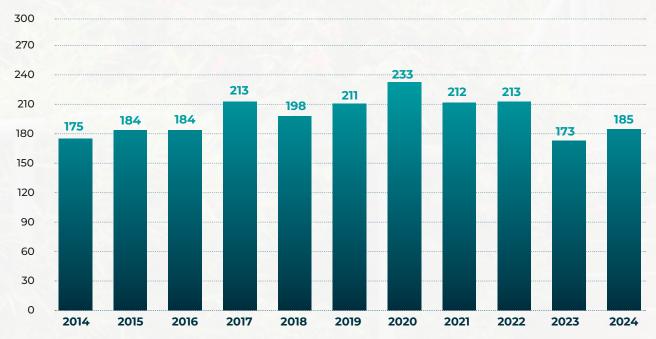
Equivalent Full-Time Students (EFTS) by Gender



185



International National EFTS 2014–2024







Postgraduate (thesis)

Postgraduate (coursework)

110 Undergraduate

Sub-Degree





Educational Experience Satisfaction Rate











Programmes in 2024 **Top 10**





















Study Abroad Programme

Bachelor of Commerce 14



Bachelor of Law



Bachelor of Arts Foundation Science 10













O



















RESEARCH AND INNOVATION

Introduction

In 2024, the University of the South Pacific produced 231 research outputs, comprising journal articles, books, book chapters, and conference proceedings. Journal articles accounted for 78.4% of total publications, with notable contributions in engineering, social sciences, and computer science. However, postgraduate research enrolments experienced a decline, reflecting shifts in economic conditions, job market priorities, and regional migration trends.

USP deepened its engagement in highimpact international research programmes and expanded regional partnerships. Notable initiatives included:

- Project Halophyte, supported by Swire Shipping, which introduced PhD scholarships in mangrove ecology and restoration.
- The Ocean Country Partnership Programme (OCPP), which extended scholarships to scholars from the Maldives.
- The Pacific Adoption of Waste and Energy Solutions (PAWES) project, which implemented research demonstration projects in four Pacific Island nations

The N-POC programme enhanced academic enrichment through study tours, interdisciplinary training, and regional workshops. Partnerships also grew through the Australian Centre for International Agricultural Research (ACIAR) and the newly established U.S. Pacific Resilience and Adaptation Fellowship Programme (U.S.-PRAFP), which introduced PhD scholarships in climate resilience in collaboration with institutions such as Stanford and Georgetown.

USP's research ecosystem was further strengthened by major externally funded initiatives, including the Pacific Regional Innovation Network (UNDP), RERIPA climate resilience programmes (EU), and the SCORI initiative (Government of India). In addition, USP piloted the use of SciVal, an advanced research analytics platform by Elsevier, to support data-driven research planning, collaboration, and performance tracking.

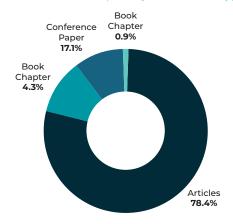
Through targeted, collaborative research and a growing portfolio of regional and global partnerships, USP maintained its role as a leading knowledge institution addressing the Pacific's most pressing challenges and contributing to sustainable development.

Research Outputs

In 2024, the University recorded 231 research outputs, a slight decrease from 279 in 2023 (Figure 1). These included:

Journal articles 78.4%
Book chapters 10.8%
Conference proceedings 10%
Books 0.9%

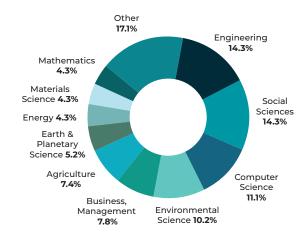
Figure 1: 2024 Total Outputs by Publication Type



In terms of subject areas indexed in **Scopus**, leading fields were:

Others 17.1%
Engineering 14.3%
Social Sciences 14.3%
Computer Science 11.1%

Figure 2: 2024 Total Output by Subject Area



SciVal/Elsevier

In 2024, the Research Office began exploring SciVal, Elsevier's research analytics platform, to support strategic research development. The platform offers bibliometric tools that enable the University to:

- Map institutional research strengths
- Benchmark performance against global peers
- Identify high-impact collaboration opportunities

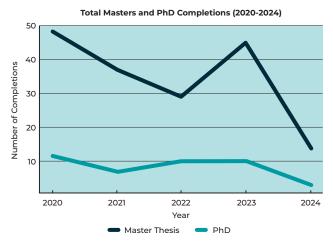
Initial insights informed internal reporting and development strategies. In 2025, USP will begin full integration of SciVal into research management systems to enhance data-informed decision-making and performance tracking.

Postgraduate Research

In 2024, USP recorded 195 enrolments in Masters by Thesis programmes and 126 in PhD programmes, reflecting a decline from previous years. This reduction was attributed to changing student preferences, financial constraints, and increasing migration — with many prospective candidates opting for employment over extended academic study.

From 2020 to 2024, the University graduated 214 postgraduate research students, of which 81% were Masters by Thesis and the remainder PhD students. These figures will be updated to include Semester 1, 2025 completions, which are considered part of the 2024 academic cycle.

Figure 3: Total Masters Thesis and PhD Completions (2020–2024)



The total external research income for 2024 was \$FJ 4,272,195, supporting a growing portfolio of high-impact, regionally relevant research initiatives.

External Scholarships

Project Halophyte

A collaboration between USP and UNSW Sydney, Project Halophyte aims to advance mangrove ecology and restoration research, with funding from Swire Shipping. Eight PhD scholarships were awarded — four at each institution — with USP's candidates selected in late 2024 to commence their studies in Semester 1, 2025.

Ocean Country Partnership Programme (OCPP)

Funded by ACU/CEFUS, the OCPP awarded scholarships to students from Solomon Islands, Vanuatu, and Maldives. Five Maldivian scholars were selected to undertake Masters by Research or PhD degrees in marine science at USP, marking a significant step toward broader international collaboration.

Pacific Adoption of Waste and Energy Solutions (PAWES)

Supported by the European Union and coordinated by SPC, the PAWES project awarded four scholarships. Each scholar is codeveloping a waste-to-energy demonstration project tailored to the needs of their assigned country: Samoa, Marshall Islands, Solomon Islands, and Tuvalu. The project is set to conclude in late 2025.

Norway-Pacific Ocean-Climate (N-POC) Scholarship Programme

In early 2024, N-POC hosted an induction for new and continuing scholars and facilitated a Study Tour to Norway and New York, culminating in the successful completion of essays for University of Bergen (UiB) credit.

Key activities during the year included:

- Multidisciplinary Methodologies for Global Challenges – A mandatory course at USP with support from UiB scholars
- Pacific Epistemologies for the 2030
 Agenda Hosted during the Bergen
 Summer Research School
- Global Ocean and Climate Diplomacy A course at the UN Headquarters in New York, delivered in partnership with UNITAR and UN DESA
- NVivo Training Focused on qualitative data analysis
- Article Writing Workshop Led by Prof.
 Digby Race
- GDN Conference Featured presentations by 12 N-POC scholars at Laucala Campus in November 2024



Highlights

N-POC successfully launched its second cohort of nine PhD candidates

Nine Pacific Island postgraduate students were welcomed to USP as the second cohort of the Norway-Pacific Ocean Climate (N-POC) Scholarship programme. Funded by Norway's Ministry of Foreign Affairs, the programme focuses on ocean-climate research.



Project Halophyte launched in Fiji

A groundbreaking five-year mangrove research and rejuvenation initiative called Project Halophyte was launched in Fiji. The collaboration is between The University of New South Wales (UNSW) Sydney and USP.



Australian Centre for International Agricultural Research (ACIAR)

ACIAR strengthened its partnership with USP and SAGEONS in 2024 through improved support mechanisms for scholars and streamlined administrative processes. Three new ACIAR-funded candidates joined USP's postgraduate programmes in late 2024, following a joint welcome with FNU students in February 2025.

ACIAR's PASS Programme received continued support through renewed funding approvals, and discussions are underway to sign a new MOU to guide collaboration through 2027.

U.S.-Pacific Resilience and Adaptation Fellowship Programme (U.S.-PRAFP)

Signed on 27 September 2023, U.S.-PRAFP supports climate resilience through:

- Leadership Training For mid- and seniorlevel USP staff
- Academic Pathways PhD scholarships for emerging Pacific scholars
- Course Development Postgraduate curricula for Pacific leadership

In May 2024, a USP delegation visited five U.S. universities: Georgetown, Stanford, UC San Diego, UC Santa Barbara, and University of Hawai'i at Mānoa. A dedicated programme webpage launched in July, followed by a regional advertising campaign in August. The first scholarship call offered 26 PhD placements across nine thematic areas. Eight were retained and the second call re-targeted underrepresented member countries such as the Cook Islands, Nauru, Tokelau, and others.

Other Scholarships

In addition to major programmes, the Research Office supported 72 students through USP's internal schemes, including:

- Pacific Scholarship for Excellence in Research & Innovation (PSERI)
- Pacific Regional Sports Research Scholarship
- Tuition Only Research Scholarship

Support for Research Students

The Graduate School piloted a suite of Epigeum online training modules in 2024, with participation from:

- 16 PhD scholars
- 17 early- and mid-career supervisors

Feedback on the four-month pilot was positive, highlighting the value of structured training. Additional support activities included:

- Nvivo Training and Article Writing Workshops led by the N-POC team
- Capacity-building initiatives under the ACIAR PASS-CR programme, tailored for Master's and PhD students and their supervisors



Impact of USP's Research & Innovation

In 2024, USP undertook a wide range of externally funded, high-impact research initiatives focused on sustainable development, innovation, and regional resilience. These projects demonstrated USP's ability to mobilise global partnerships to deliver applied solutions for Pacific communities.

Research Projects

- Pacific Regional Innovation Network Project (UNDP, US\$150,000): Implemented in Fiji, Tonga, Vanuatu, and RMI to foster regional innovation ecosystems.
- Pacific Digital Democracy Initiative (UNDP, US\$200,000): Focused on civic engagement and democratic resilience in Fiji, Tonga, Solomon Islands. and FSM.
- RERIPA Call 1 EUR 300,000: Mapped and diagnosed climate-focused research and innovation (R&I) systems in Fiji, Solomon Islands, Cook Islands, Samoa, and Vanuatu.
- RERIPA Call 2 EUR 350,000: Strengthened capacity in innovation and research valorisation in Fiji, Samoa, and Tonga.
- RERIPA Call 3 Living Labs:
 - CHANCES (EUR 349,180): Climate resilience innovation in Fiji, Solomon Islands, Samoa, and Vanuatu.
 - Coral reef adaptation initiatives in Fiji, Kiribati, and Tuvalu (EUR 350,000).
- Transforming Universities for a Changing Climate (ClimateU) (GBP 283,063): Funded by the University of London to embed climate education in university systems.
- PaCWaM+ 2 (F\$148,323): A Griffith Universityfunded initiative supporting decentralised rural water supply in Pacific Island communities.
- SWAP Fiji Coastal Litter Pilot Project (US\$82,025): Supported by SPREP to reduce coastal pollution and inform national waste policies.
- Urban Island Project (NZ\$44,000): Explored histories of dispossession and belonging in Suva, funded by the University of Waikato.
- SCORI Sustainable Coastal & Ocean Research Institute (FJ\$5 million): Funded by the Government of India to support multidisciplinary ocean research.
- Nere Nahal Projects (Agence Universitaire de la Francophonie):
 - Ciguatera Poisoning Detection Tools EUR 19,933
 - Coastal Biodiversity Taxonomy EUR 9,800
 - FALAH Capacity Development (Solomon Islands, Vanuatu, Fiji) – EUR 19,500

These projects highlight USP's leadership in addressing regional development priorities through interdisciplinary research, sustainability-focused innovation, and robust stakeholder collaboration.

Highlights

USP 11th Excellence Research Awards recognises outstanding academic achievement



Over 100 researchers, comprising academic staff and students at USP were recognised for their significant achievements and contributions to the university's research outcomes for 2022 and 2023. The 11th Research Excellence Awards is a beacon of recognition and inspiration, reflecting the dedication and innovation within the university's academic community.

USP leads Regional Study on Gender Equality in STEM Disciplines

USP recently formalised a grant agreement with the Pacific Women Lead programme of the Pacific Community (SPC) to facilitate a regional approach to the advancement of University female staff leadership in the disciplines of Science, Technology, Engineering and Mathematics (STEM). Through the multidisciplinary project, a diverse team of researchers will collectively work to understand the barriers that Pacific Island female staff at four different Pacific Island University's



External Funding Opportunities

To support a culture of proactive research engagement, the Research Office regularly updated Heads of Schools, Deputy Heads, and Campus Directors on available funding via its centralised Funding Opportunities webpage. This resource helped researchers access external grants, fellowships, and scholarships aligned with their academic and professional interests.

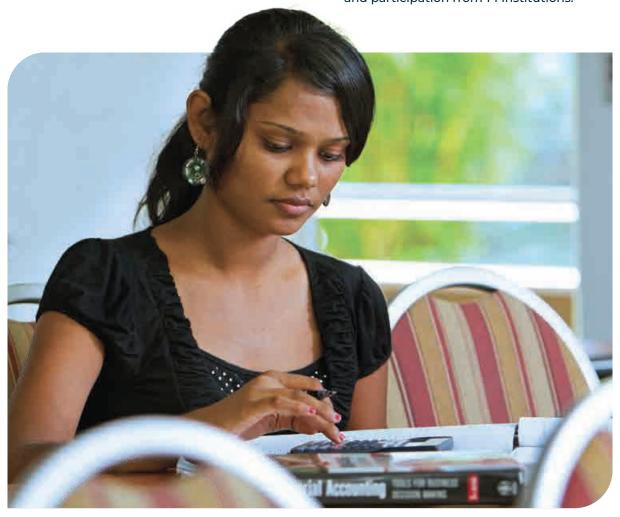
Pacific Islands Universities Regional Network (PIURN)

The Pacific Islands Universities Regional Network (PIURN) — co-chaired by USP and the University of New Caledonia (UNC) — strengthened inter-university collaboration to address shared Pacific challenges through research, innovation, and capacity building.

Collaborative Externally Funded Projects

In 2024, PIURN actively participated in several major initiatives:

- RERIPA Call 3 CHANCES PACIFIC:
 Coordinated by USP and UNC, involving:
 - PIURN Members: National University of Vanuatu (NUV), Solomon Islands University (SINU)
 - Partners: Vanuatu Ministry of Education, New Caledonia Institute for Agronomy (IAC), University of Sydney
 - Focus: Climate-resilient food systems, health, and diet-related solutions in rural and peri-urban communities in Fiji, Solomon Islands, and Vanuatu
- Pacific Women Lead (PWL) Grant A\$400,000: Project on Barriers to Female Leadership in STEM, led by USP and developed under PIURN. Running until end of 2025, with potential extension.
- FALAH Project (Family Farming, Lifestyle and Health): Coordinated by UNC under the EU Horizon 2020 Marie Skłodowska-Curie RISE Programme with €1.3 million in funding and participation from 14 institutions.





PIURN Call for Proposals - USP-Led Projects

Four projects were selected under USP's internal PIURN call, with a combined budget of F\$75,992.76:

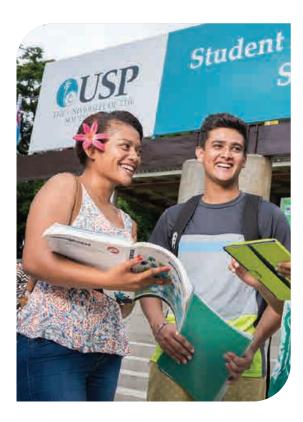
- Climate-Resilient Livestock Production over Fiji
- 2. Community Engagement and Visitor Experience in Fiji's Hotels and Resorts
- 3. Stress Detection via Wearable Biosensors and Machine Learning
- 4. 2TACS-DP Tongue-based Assistive Communication System for Persons with Disabilities

Conclusion

In 2024, the University of the South Pacific deepened its research and innovation agenda through meaningful partnerships, impactful projects, and targeted capacity-building.

From global climate resilience initiatives to regionally grounded postgraduate training, USP demonstrated its continued leadership in advancing knowledge that serves Pacific communities.

With enhanced analytics, strategic investment in research ecosystems, and strong networks like PIURN, the University is well-positioned to lead the next phase of research excellence across the region.



Highlights

USP and BUPT excited to explore areas of collaboration

A memorandum of understanding to boost collaboration and partnership in various areas of education development was signed by The University of the South Pacific (USP) and the Beijing University of Posts and Telecommunications (BUPT), China, on 17 May. The MOU seeks to foster cooperation between BUPT and USP and explore areas of collaboration in student exchange, exchange of faculty, scholars and staff and sharing of teaching and academic materials, publications, and other pertinent information.



Labour Mobility: Financial benefits raise issues of child rights

Labour mobility schemes have attracted many Pacific workers overseas over the last decade. While much is known about the economic benefits of these programmes, until now, less was known about the social and economic costs – including the impact on children. A study released by UNICEF with government partners and research support from USP and Western Sydney University looks at the impact of the Pacific labour mobility scheme on children left behind in Fiji, Samoa, Solomon Islands and Vanuatu.



Strengthening Strategic Partnerships: Prime Minister Luxon's Visit to USP



In June 2024, the University of the South Pacific welcomed the Prime Minister of Aotearoa New Zealand, the Honourable Christopher Luxon, to its Laucala Campus.

The visit reaffirmed USP's longstanding partnership with New Zealand and highlighted a shared commitment to Pacific regionalism and education.

Prime Minister Luxon was received by Vice-Chancellor and President Professor Pal Ahluwalia at the Sunderland monument, which commemorates the Royal New Zealand Air Force's flying boat operations at Laucala Bay from 1941 to 1967.

Together, they laid a wreath in honour of RNZAF veterans, with three former service members also in attendance.

The Prime Minister reflected on the significance of the site and acknowledged the strong links

between New Zealand and the region.

He noted that many Pacific leaders he met during his travels were USP alumni and commended the University for its role in building regional capabilities.

Professor Ahluwalia thanked New Zealand for its continued support and emphasised USP's contribution to shaping Pacific leadership and fostering long-term development. He underscored the value of a partnership built on shared goals and regional service.

Following the ceremony, Prime Minister Luxon met with USP's senior management and current Manaaki Scholars.

His visit marked a significant moment in the 56-year partnership between USP and Aotearoa New Zealand and reinforced both parties' commitment to deepening collaboration across the region.



REGIONAL CAMPUSES AND GLOBAL ENGAGEMENT

Introduction

In 2024, USP's Regional Campuses and Global Engagement portfolio advanced the University's strategic commitment to regional service, global partnerships, and inclusive learning environments. Regional Campuses addressed national education priorities, strengthened community ties, and improved infrastructure, while expanding USP's global footprint through internationalisation initiatives. Alumni engagement also remained central to reinforcing the University's legacy and building a vibrant, connected graduate network.

Student experience across the region was enhanced through infrastructure upgrades, targeted marketing, and vibrant outreach activities including school visits, roadshows, Careers Days, and Open Days. Funding opportunities were actively explored to modernise learning environments and foster innovation in campus delivery.

USP was actively represented at the Commonwealth Heads of Government Meeting (CHOGM) in Apia, where the Vice-Chancellor and President, along with key staff, engaged in high-level dialogues, including meetings with King Charles III. The Samoa Campus Director participated in the Commonwealth Women's and Business Forums. USP was also selected as a joint host for the King's Scholarships and designated a

regional hub for the newly launched King's Commonwealth Fellowship Programme (KCFP) — a transformative initiative for the Caribbean and Pacific, supported by the Association of Commonwealth Universities (ACU) and Commonwealth partners.

The International Office continued to drive strategic partnerships and mobility initiatives, fostering inbound and outbound exchanges while ensuring a welcoming and enriching environment for international students. This work elevated USP's international reputation and created globally aware learning spaces.

Alumni engagement remained a priority, with a focus on celebrating alumni achievements, amplifying Pacific leadership stories, and nurturing their contributions to student development, philanthropy, and community impact. Throughout 2024, alumni actively participated in events, mentoring, and regional celebrations, highlighting their value as ambassadors and change agents.

To build future-ready campuses, USP prioritised digital access and curriculum innovation. A three-day regional workshop on micro-credentials was hosted at Laucala in March, bringing together Campus Directors to explore quality standards for micro-credentials. Additionally, Starlink internet services were installed at Campuses in Cook Islands, Nauru, and Tuvalu, vastly improving connectivity and access to online learning.





Cook Islands

In 2024, the USP Cook Islands Campus made significant progress in revitalising indigenous knowledge, promoting international collaboration, and improving student mobility. A major academic milestone was the approval of the Certificate in Cook Islands Studies, which directly responded to priorities identified at the Conference of Pacific Education Ministers (CPEM) in March 2023. The programme aligns with the Pacific Regional Culture Strategy 2022–2032 and reinforces USP's leadership in cultural preservation and indigenous education.

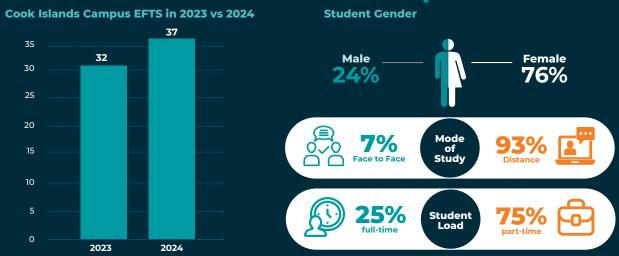
In preparation for 2025, the Campus Director developed two micro-credentials in Cook Islands Māori Language, following a professional development opportunity. These are expected to launch in the next academic year.

The Campus Director also represented USP at the 10th Pacific Islands Leaders Meeting

(PALM10) in Japan (July 2024), presenting the Certificate in Cook Islands Studies at a regional dialogue on Indigenous knowledge systems. This engagement was funded by the Sasakawa Peace Foundation.

International engagement flourished through the growth of the Australian-funded New Colombo Plan (NCP) programme, which saw close collaboration with the Australian High Commission. The Campus hosted NCP students from Griffith University, strengthening ties with Australian institutions. Despite initial challenges with placements through the Cook Islands National Olympic Committee, the Campus provided crucial support, paving the way for formalised placement arrangements in 2025.

Students at Cook Islands Campus



Top 10 Programmes in 2024





Fiji (Lautoka and Labasa)

In 2024, the Lautoka and Labasa Campuses continued to foster inclusive learning environments through health promotion, community outreach, and student-centred events. Both campuses embraced USP's values of excellence, well-being, and regional impact by integrating wellness, cultural expression, and lifelong learning into campus life.

Initiatives included campus-wide observances like International Yoga Day, Pinktober, and International Women's Day, bringing together students, staff, and the wider community to promote health awareness and social inclusion. These events highlighted the campuses' commitment to supporting student development and fostering a sense of belonging.

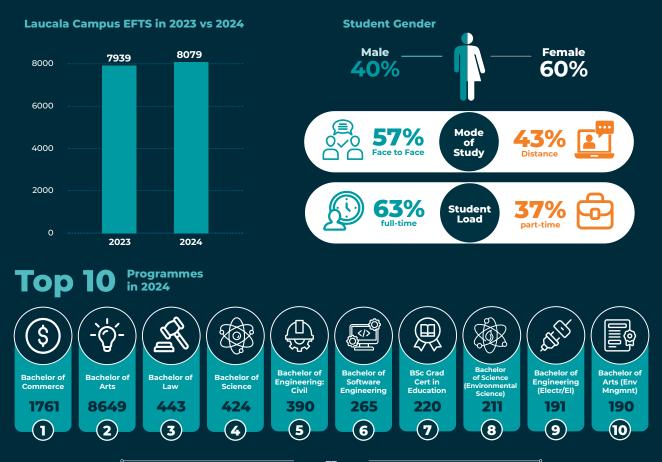
The campuses hosted successful Open Days in September, engaging prospective students, families, and industry stakeholders to showcase academic programmes, support services, and career pathways.

Community engagement remained a priority. The Lautoka Campus hosted the Campus Advisory Committee and strengthened industry partnerships through stakeholder engagement and corporate training. It collaborated with the Ministry of Education and several NGOs to deliver Brighter Minds training for 44 early childhood teachers, enhancing education across the region. The campus also partnered with the Ministry of Youth and Sports to deliver a caregiving skills programme for 30 unemployed youth, reflecting its commitment to workforce readiness and social inclusion.

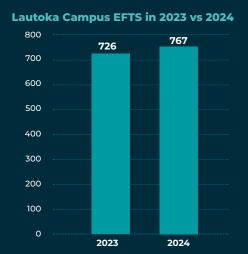
At the Labasa Campus, outreach included a Careers Teachers Workshop, delivered in partnership with USP's Marketing Office. This event brought together principals and career teachers to improve student guidance and promote USP's programmes across Northern Fiji.

The Labasa Campus also mourned the loss of Campus Director, Dr. Samuela Bogitini, who passed away in April 2024. His exceptional leadership and dedication to the University over 24 years had a lasting impact on the campus and community. His contributions will always be remembered.

Students at Laucala Campus



Students at Lautoka Campus



Male 28%

Female 72%

4%
of Study

96%
Distance

37%
full-time

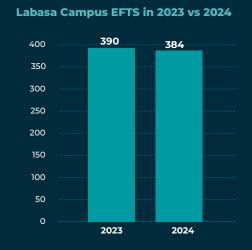
Student Load

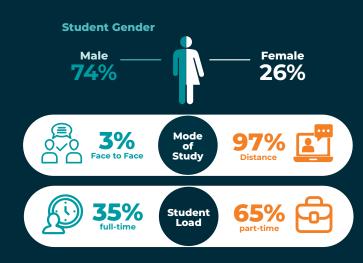
63%
part-time

Top 10 Programmes in 2024



Students at Labasa Campus





Top 10 Programmes in 2024





Kiribati

The USP Kiribati Campus strengthened its contribution to national development through new academic partnerships, increased enrolments, and vibrant student engagement. In 2024, the Campus secured fee sponsorships through the Corja-Stiftung Foundation (Germany), supporting 100 students enrolled in Foundation and Degree programmes. This partnership removed financial barriers for learners and reinforced the importance of inclusive education in the region.

The Pacific Ocean and Climate Crisis Assessment (POCCA) project team visited the Campus in July to conduct community consultations on climate change, further embedding USP's climate research into local contexts.

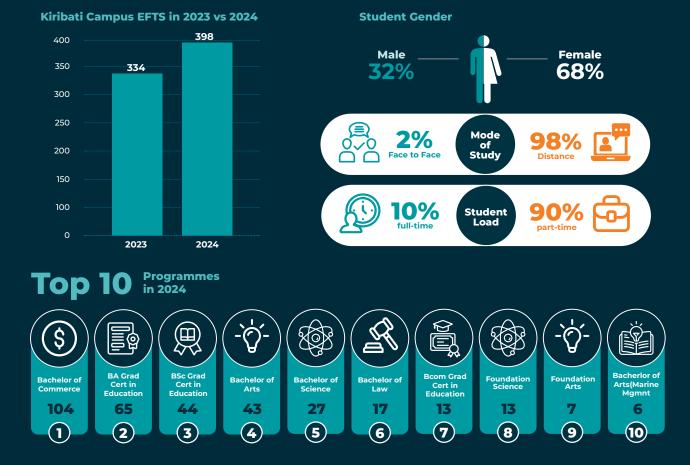
In response to national teacher shortages, the Campus successfully enrolled approximately 60 students into the Diploma in Education (Secondary) and related education programmes. These included candidates who were previously untrained or had not

completed their qualifications — a step that directly addresses Kiribati's urgent education workforce needs.

An important development was the official endorsement of the Kiribati Confucius Centre, approved by the Chinese Language Center and Confucius Organisation. The Centre, set to launch formally in late 2025, will include a dedicated Dean and crest, and will introduce new language learning opportunities to promote cross-cultural exchange and diplomacy.

Student life thrived through extracurricular programmes such as Judo, Boy Scouts, Girl Guides, and traditional Kiribati dance, which balanced academic rigor with physical wellbeing and cultural pride. Major campuswide events such as the USP Inter-Schools Competition, Open Day, and Cultural & Katekeraoi Day created inclusive spaces for social engagement and holistic development.

Students at Kiribati Campus





Marshall Islands

The USP Marshall Islands Campus advanced access to higher education and workforce training through government partnerships, international grants, and targeted programme delivery.

A renewed Memorandum of Understanding (MOU) between USP and the Marshall Islands Government secured funding for the Joint Education Programme (JEP). This flagship initiative supports Preliminary, Foundation, and Pacific TAFE courses for school leavers and will be funded through an annual grant of US\$600,000 from 2025–2027. Additionally, the Government provided a new school bus to improve student transportation and support JEP attendance.

The Campus also benefited from the World Bank-funded Education and Skills Strengthening Project (ESSP), facilitated by the National Training Council (NTC). This grant supported delivery of Certificate IV programmes in Accounting, Information Technology, Human Resource Management,

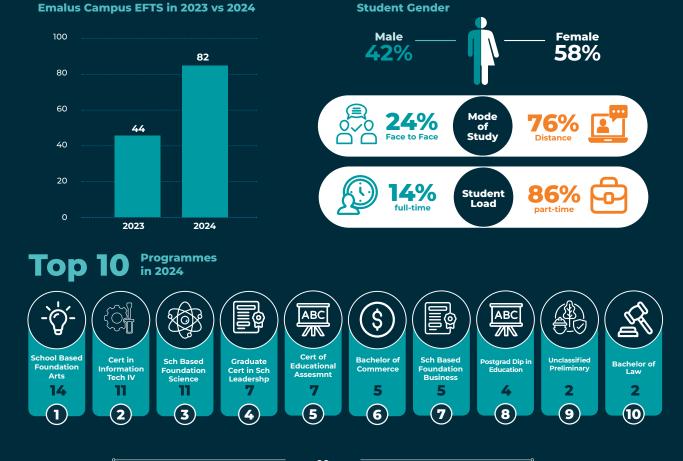
and Business Administration. Funding was also provided for:

- Establishment of a new IT Centre
- Development of Childcare Facilities
- Delivery of an Induction Programme for civil servants, focusing on ethics, employment relations, and customer service

Further educational collaboration was achieved through the ADB-funded Improving the Quality of Basic Education (IQBE) project, which supported the education of school principals and facilitated the Master of Education programme for 15 qualified RMI teachers.

These partnerships highlight the Campus's strategic role in building national capacity, supporting professional pathways, and contributing to Marshall Islands' broader human capital development goals.

Students at Marshall Islands





Nauru

In 2024, the USP Nauru Campus played a key role in delivering targeted vocational and academic programmes aligned with local development needs. The Campus continued its strategic collaboration with national stakeholders to enhance capacity in climate resilience, education planning, and entrepreneurship.

In January, the Campus hosted a microqualification training in Establishing and Operating a Small Seafood Business, delivered under the Pacific-European Union Marine Partnership (PEUMP), funded by the European Union and the Government of Sweden. The programme supported smallscale seafood entrepreneurs, including fishers, vendors, and market operators, by equipping them with foundational business and sustainability skills.

In partnership with Pacific TAFE, the Campus offered a Certificate IV in Resilience (Climate Change Adaptation and Disaster Risk Reduction), successfully completed by

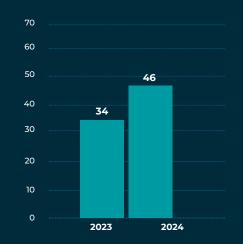
20 students. This programme was critical in building local expertise to address Nauru's vulnerability to climate-related challenges.

The Campus also collaborated with USP's Institute of Education to deliver the Professional Certificate in Education Policy and Planning in blended mode, with 9 participants supported by the Nauru Ministry of Education. Face-to-face tutorials were facilitated to ensure teaching quality and student support. This programme enhanced the capacity of the Ministry's administrative and school-based staff to implement evidence-based education planning.

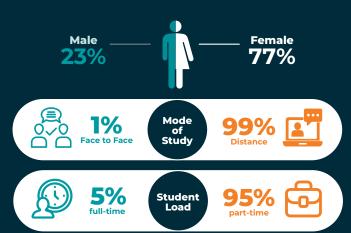
On the international stage, the Acting Campus Director represented USP Nauru at the Second Global South Think Tanks Dialogue held in Jiangsu, China in November 2024. Delivered via recorded presentation, the Campus shared perspectives on peace, development, fairness, and mutual learning between civilisations — reinforcing Nauru's role in global academic diplomacy.

Students at Nauru

Nauru Campus EFTS in 2023 vs 2024



Student Gender



Programmes Top in 2024



1



(2)

Cert IV in Accounting 3

3



3

4



(5)







Preliminary Business 2 7



2 8



9





Niue

The USP Niue Campus continued to foster academic opportunity, cross-cultural exchange, and community dialogue in 2024. In March, representatives from the JENESYS Project visited the Campus to promote a fully funded cultural exchange programme to Japan. As a result, one student was selected to participate in the JENESYS Cultural Tour, gaining valuable international exposure.

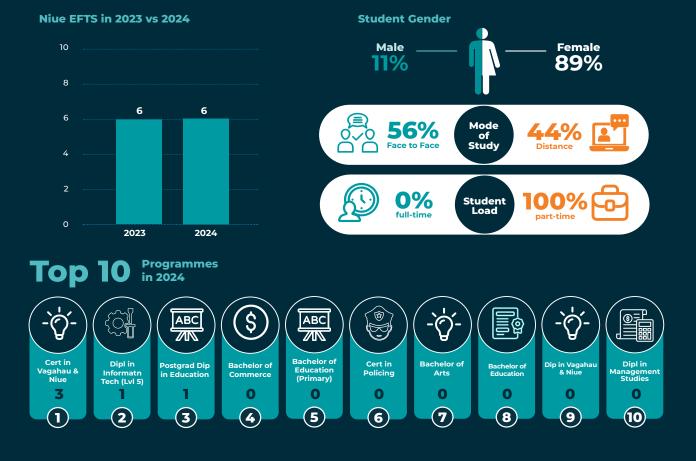
On 15 April, the Australian High Commission hosted an Information Session at the Campus to raise awareness about Australian Government scholarships and courses offered through the Australia Pacific Training Coalition (APTC). This event aligned with the Campus's goal to strengthen linkages with development partners and expand access to overseas learning opportunities.

The Niue Campus also supported public dialogue and national pride by collaborating with the USP Alumni Niue Chapter to host panel discussions commemorating Niue's 50th Constitution anniversary (1974–2024).

These discussions celebrated the country's political development and were an opportunity to showcase alumni leadership and civic engagement.



Students at Niue



Samoa

Bachelor of Agriculture

68

(1)

(2)

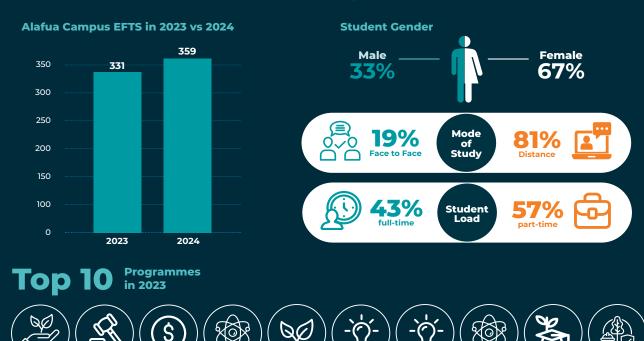
In May 2024, the USP Samoa Campus celebrated the graduation of 99 students across diverse disciplines. Of the graduates, 63 were women, and 22 earned Master's degrees — 21 by coursework and 1 by thesis — underscoring the Campus's role in advancing postgraduate education and gender equity.

The Campus deepened partnerships with the private sector and diplomatic missions. The YAZAKI Kizuna Foundation awarded five scholarships in science, commerce, education, and law, enhancing access to education for high-performing students. The British High Commission also donated water dispensers to support health and well-being at the Alafua Campus, benefiting staff, students, and visitors alike.

The Samoa Campus maintained its focus on inclusive, community-oriented learning. Its strong academic offerings, combined with philanthropic partnerships and strategic regional engagement, positioned it as a model of campus-led impact in the Pacific.



Students at Alafua Campus



17

(6)

Cert 4 in

18

(5)

Foundation Science

20

4

37

(3)

Bachelor of Arts

15

7

Unclassified Preliminary

12

8

12

(9)

9

(10)



Solomon Islands

The new Solomon Islands Campus was officially opened by His Excellency Reverend David Tiva Kapu on 3rd October.

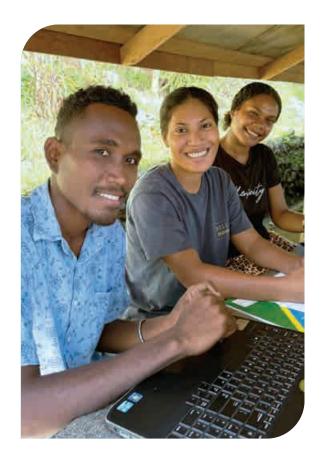
Students, staff and stakeholders in Honiara participated in a week-long celebration of USP's first green campus at King George,

commencing with the 2024 Open Day on 1st October and culminating with the Graduation Ceremony on 4th October. The new, modern,

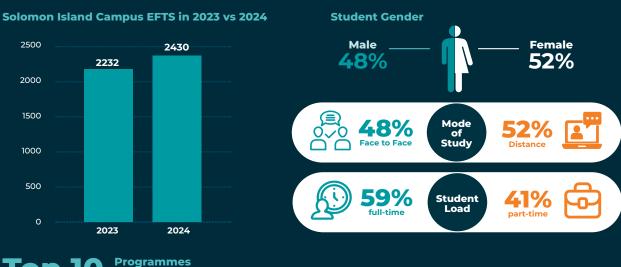
state of the art and disability friendly ADB funded facility offers multi-functional and collaborative spaces for Solomon Islands students to study, co-create, relax and socialize.

At the graduation ceremony on 4th October, 235 students were presented with pre-degree, undergraduate and postgraduate certificates.

Of the 31 postgraduate students, nine received Masters degrees. 111 graduates (47%) were females and 124 (53%) males.



Students at Solomon Island Campus









Tokelau

In April 2024, the Vice-Chancellor & President met with the Director of Education for Tokelau to discuss the operations and future of the USP Tokelau Campus. This high-level engagement reaffirmed USP's commitment to supporting Tokelau's unique educational needs and ensuring the Campus remains a critical access point for higher education in one of the region's most remote communities.

Further discussions are planned for 2025 to strengthen collaboration, improve student support services, and review the existing Memorandum of Understanding (MOU). These efforts aim to enhance USP's regional presence, ensure equity in service delivery, and create sustainable pathways for students in Tokelau.

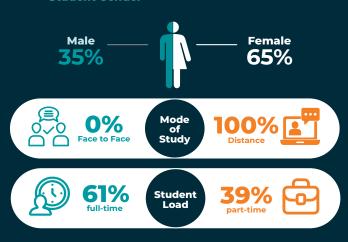


Students at Tokelau

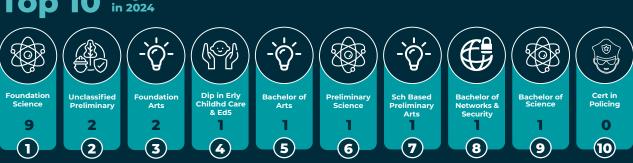
Tokelau Campus EFTS in 2023 vs 2024



Student Gender



Programmes Top 10 in 2024





Tonga

The Tonga Campus continued to promote civic engagement, digital innovation, and inclusive education throughout 2024. From 25–28 June, the Campus hosted a fourday workshop under the UNDP-funded Pacific Digital Governance Initiative (PDGI). The workshop brought together Tongan government ministries to strengthen capacity in:

- E-government systems
- E-participation tools
- Inclusive and rights-based digital governance

This regional initiative, also covering Fiji, Solomon Islands, and FSM, positioned Tonga Campus as a key platform for regional public sector innovation and digital transformation.

In addition, the Campus held a successful Open Day, attended by senior secondary

students from across Tongatapu. The event featured Hon. Dr. 'Uhilamoelangi Fasi, a USP alumnus and Member of Parliament, as guest of honour. The Open Day showcased academic programmes, student support services, and scholarship opportunities, reinforcing USP's relevance and accessibility in Tonga.

Tonga Campus students also participated in the UN Intergenerational Dialogue on Climate Action, hosted by the Tongan Parliament during the Pacific Islands Forum Leaders Meeting (F53) in Nukuʻalofa. The event featured keynote addresses from leaders, including UN Secretary-General Antonio Guterres, and provided students with a platform to contribute to discussions on climate resilience and intergenerational leadership.

Students at Tonga Campus Tonga Campus EFTS in 2023 vs 2024 **Student Gender** 743 700 700 Male 600 **26**% 500 400 300 Study 200 100 Student Load 2023 2024 **Programmes** Top 10 命 **XOX** X Bachelor of Commerce Sch Based Foundation Bachelor of Law Sch Based Foundation Unclassified Undergrad 108 54 63 62 43 30 30 25 22 **(2**) 4 5 6 **(8**) (9) (10) (1)3 **(7**)



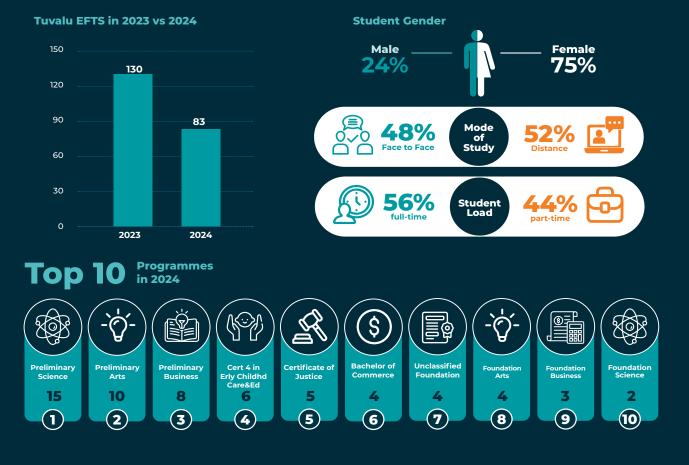
Tuvalu

In 2024, the Tuvalu Campus played a strategic role in developing local leadership and justice sector capabilities. In partnership with USP's Institute of Education and funded by the Tuvalu Government, the Campus delivered the Graduate Certificate in School Leadership to 23 participants. The programme focused on strengthening educational leadership, improving student outcomes, and enhancing school governance.

The Campus also successfully delivered the Certificate in Justice through online learning, supported by the New Zealand Government. Seven students completed the four-course programme, gaining foundational legal knowledge and skills relevant to community and national contexts. This initiative demonstrates the power of remote education in expanding access and addressing workforce gaps in small island developing states.



Students at Tuvalu





Vanuatu

The inaugural external review of the University by the Vanuatu Qualifications Authority was successfully conducted in May for the Santo, Tafea, Malampa and Torba Centres and in June for the Emalus Campus.

The University Council held its 97th meeting in Port Vila on 29th - 30th April.

The graduation ceremony that followed on 3rd May saw 399 students presented with pre-degree, undergraduate and postgraduate certificates.

Five of the 27 postgraduate students were presented with Masters Degrees. 95 students graduated in Pacific TAFE and other programmes.

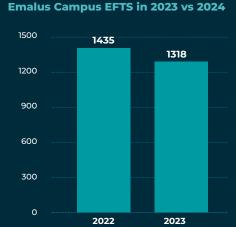
There were a total of 248 (62%) females and 151 (38%) male students presented.

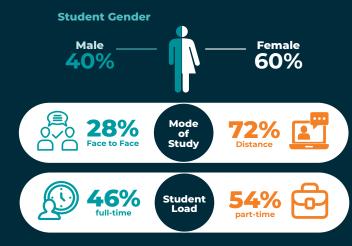
The Emalus Campus faced early closure following a 7.4 magnitude earthquake that struck Port Vila on 17th December 2024.



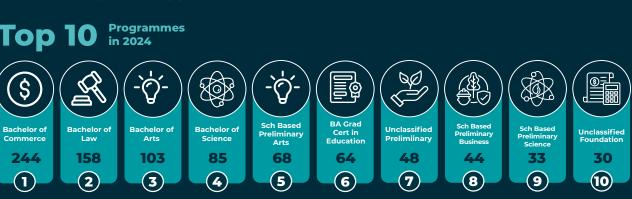
Whilst there were some minor structural damages at the campus, students and staff were not physically harmed.

Students at Emalus Campus





Top 10



USP Climbs 200 Places in Global University Rankings



The University of the South Pacific achieved a significant milestone in 2024, rising by 200 places in the 2025 Times Higher Education (THE) World University Rankings. USP is now ranked within the 801–1000 band, securing its position as the leading institution for higher education in the Pacific region.

Out of more than 20,000 universities listed globally, only about 8 percent qualify for inclusion in the THE rankings. USP was the only university from the Pacific region to be included in this elite group in 2025.

The rankings assessed 2,092 institutions across 115 countries, using performance indicators in teaching, research, knowledge transfer, and international outlook. USP's rise reflects its strengthened academic quality, regional impact, and global relevance.

Vice-Chancellor and President Professor Pal Ahluwalia said the achievement was a testament to the hard work and dedication of USP staff. He noted that such a rise in the rankings was no small feat, given the increasing competitiveness of the global higher education landscape. Professor Ahluwalia described the result as a regional success, made possible through the collective support of students, alumni, governments, and stakeholders. He encouraged the USP community to take pride in this international recognition of the University's quality and progress.

In addition to its performance in the Times Higher Education rankings, USP was also listed among the Top 300 Innovative Universities globally in the 2024 World University Rankings for Innovation (WURI). The University ranked 133rd overall and received notable placements in two key categories: 16th in Student Mobility and Openness and 35th in Crisis Management.

These results reflect USP's growing strength in delivering innovative education, expanding student mobility, and responding effectively to regional challenges.

USP's inclusion in these global rankings signals its emergence as a competitive, resilient, and high-impact university on the world stage.

International Office

Enhanced Internationalisation at USP

In 2024, the University of the South Pacific strengthened its international profile through strategic marketing, institutional partnerships, and a commitment to cross-cultural learning.

These efforts led to an 8% increase in international student headcounts and a 6% growth in Equivalent Full-Time Student (EFTS) numbers compared to 2023. Collaborative efforts among local and international stakeholders enhanced the student experience and contributed to intercampus cohesion, with positive financial and reputational outcomes for the University.

USP's participation in the NAFSA Conference (Association of International Educators) further deepened international collaboration. This engagement led to the launch of the UU204 Pacific Worlds short course with partner universities in Australia and the United States, and strengthened recruitment pipelines through the Association of Commonwealth Universities (ACU).

USP also welcomed scholars from Maldives through the Ocean Country Partnership Programme (OCPP), enriching the University community with diverse cultural and academic perspectives.

The Pacific Engagement and Cultural Immersion Programme (PECIP) continued its strong momentum, delivering 21 tailored experiences for international partner universities. These ranged from two-day cultural immersions to two-week engagements, attracting 661 students from Australia and the United States.

The Global Immersion Guarantee (GIG) programme, run in partnership with Monash University, expanded to Vanuatu and Samoa, coordinating seven projects and hosting 467 Monash students.

These initiatives promoted cultural exchange, global competencies, and created a valuable revenue stream for the University.



International Mobility Programmes:

Fostering Global Competencies

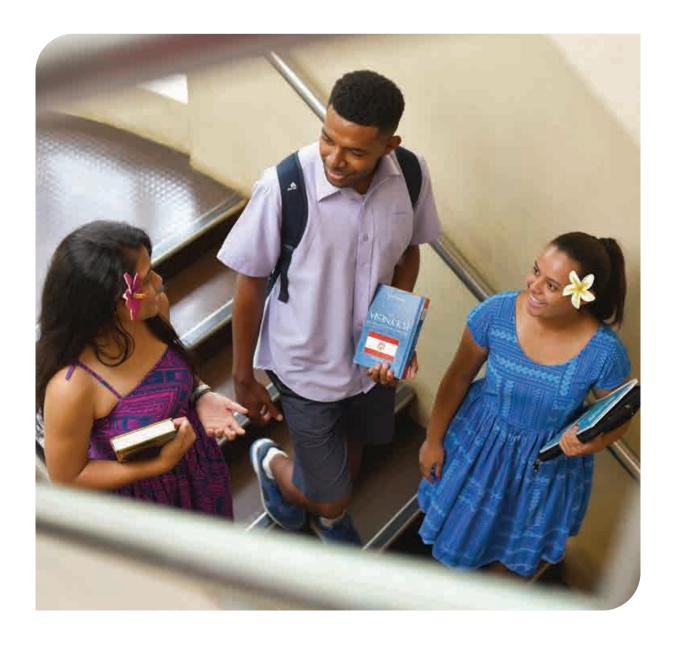
USP's international partnerships facilitated meaningful outbound mobility experiences for students and staff. Key initiatives included:

- **JENESYS 2023 Programme**: Provided 30 Pacific students with an eight-day cultural tour of Japan in January 2024
- Erasmus+ Programme: Enabled two students to study at the University of Palermo (Italy) and one staff member to visit AGH University (Poland)
- Student Exchange Agreements and Inter-Campus Mobility: Two USP students completed a semester at Macquarie University, while reciprocal exchanges between Laucala and Alafua Campuses fostered intra-regional collaboration

These programmes strengthened students' global competencies, cross-cultural awareness, and graduate employability. Staff mobility also fostered knowledge exchange, strengthened institutional partnerships, and supported professional development.

Continued Growth and Global Recognition

With rising visibility and a growing reputation for excellence in teaching and research, USP anticipates continued growth in international student numbers and academic partnerships. Maintaining high service standards for international students remains a core priority as the University consolidates its global standing.





Alumni

In 2024, the Alumni Office focused on deepening engagement with graduates, expanding the alumni network, and showcasing the impact of USP alumni across the Pacific. Awareness-raising campaigns and community events built a stronger sense of belonging, purpose, and collaboration among alumni and the wider USP community. The Office hosted the annual Entrepreneurial Fair in April under the theme "Innovate to Elevate", featuring four alumni speakers, including a prominent entrepreneur from Tonga. These speakers shared insights into digital business growth, innovation, and leadership in the Pacific context.

In May, the Tonga Alumni Chapter hosted an information session on the Alumni Relationship Management System (ARMS), alumni benefits, and mentoring opportunities.

The event encouraged regional alumni to connect with their campuses and support initiatives in philanthropy, student mentoring, and professional development.

By year-end, ARMS had registered 966 new graduates (416 male, 550 female), bringing the total registered alumni to 1,870, a strong indication of growing engagement.

A collaboration with the Centre for Flexible Learning (CFL) resulted in the creation of a Moodle folder for 2024 graduates. Shared with 2,300 final-year students, the folder included:

- Graduation reminders
- Career planning resources
- Resume and interview tips
- Continuing education options
- Step-by-step guidance on ARMS registration

Digital outreach remained cost-effective and impactful. Through social media campaigns and targeted email marketing, the Alumni Office engaged over 2,900 graduating students.

Throughout the year, Pacific alumni stories were curated and shared through Spotlight features, promoting USP's regional footprint and the achievements of its graduates.

Future-Focused Investment Planning



In 2024, the University developed its next Triennial Investment Plan for 2025 to 2027, guided by the theme *Meeting Students Where They Are: Building a More Resilient USP*.

The plan responds to changes in student needs, financial pressures across the region, and the growing demand for flexible and digitally supported learning. By 2024, fewer than 45 percent of USP students were studying face-to-face, compared to 72 percent in 2010. This shift has required the University to review how it delivers education and support services across its campuses.

The plan is anchored in four strategic themes: Consolidation, Innovation, Transformation, and Sustainability. These provide a framework for addressing legacy challenges, improving operations, and guiding investment in areas that will ensure long-term institutional resilience.

Student-centred thinking is at the heart of the plan. It prioritises curriculum renewal, expanded student support, and

improvements to digital access and delivery. It also calls for the more efficient use of resources through operational consolidation and better alignment with strategic goals.

The Triennial Investment Plan was endorsed by the University Grants Committee and approved by the University Council. It provides the foundation for USP's planning and budgeting over the next three years and reflects the shared priorities of its member countries.

Aligned with the Strategic Action Plan 2025 to 2027 and the approved 2024 Annual Plan, the Investment Plan presents a coordinated roadmap for institutional renewal.

As always, USP remains committed to close collaboration with its regional partners. Through relevant academic programmes, impactful research, and targeted initiatives, the University will continue to contribute to national development goals and to the long-term resilience of the Pacific region.



Conclusion

In 2024, USP's Regional Campuses and Global Engagement portfolio delivered on its mission to bring higher education closer to communities, expand international opportunities, and deepen alumni connections.

From expanding access in remote island nations to hosting global immersion programmes, the University affirmed its role as a truly regional and globally connected institution.

With revitalised campuses, growing international partnerships, and a dynamic alumni network, USP



Highlights

Ambassador Michii impressed with JENESYS Programme spearheaded by USP

The JENESYS 2022 Phase II and 2023 Closing Event celebrated cultural exchanges between Japan and Pacific Islands, strengthening ties. Ambassador Michii thanked USP and stakeholders for supporting ongoing mutual understanding and friendships.



RMI Campus Developments

On June 6, the government of the Republic of Marshall Islands (RMI) renewed its Memorandum of Understanding with USP, a move that will boost and promote the delivery of higher education on the island nation. The MOU sees USP receive USD \$600,000 for teaching, and to support operational costs, and other expenses to continue the RMI-USP Joint Education Programme for the next three years, delivering Preliminary and Founda-



USP Co-hosts King Charles III and Participates in CHOGM



In October 2024, the University of the South Pacific co-hosted a side event in Samoa during the Commonwealth Heads of Government Meeting (CHOGM), welcoming **His Majesty King Charles III** for the launch of the King's Commonwealth Fellowship Programme (KCFP).

The fellowship is a new initiative that will support capacity building in education, health, and disaster resilience across the Pacific and Caribbean. Delivered in partnership with the Association of Commonwealth Universities, the Commonwealth Local Government Forum, and other regional partners, the programme will provide practical tools and expertise to local governments and civil service teams. USP and the University of the West Indies will serve as regional hubs for its delivery.

Vice-Chancellor and President Professor Pal Ahluwalia welcomed the fellowship's focus on empowering Small Island Developing States and building a network of future leaders to address shared development challenges.

USP played a prominent role across the CHOGM week. Staff and students from the University's 12 member countries participated in the opening ceremony and the Pacific and Commonwealth Universities Information Expo, while senior academics contributed to expert panel sessions.

Samoa Campus Director, Tootoooleaava Dr Fanaafi Aiono-Le Tagaloa and Ms Marica Tabualevu, contributed in a number of forums. Dr Rajni Chand, Director of Flexible Learning and PACFOLD, represented USP at a side event highlighting open and distance learning in the region.

The University also welcomed the inclusion of science and regional knowledge as part of CHOGM's broader agenda. The newly launched Pacific Academy of Sciences, announced during the meeting, offers an important opportunity to strengthen evidence-based research and policy collaboration across the Pacific. **Professor Jito Vanualailai**, Deputy Vice-Chancellor and Vice-President (Education), was named among the 12 Foundation Fellows.

USP's contributions to CHOGM reflect its ongoing commitment to regional leadership, collaboration, and innovation across the Pacific and the Commonwealth.



REGIONAL COOPERATION THROUGH THE CROP NETWORK

Introduction

Priority Area 4 of the USP Strategic Plan 2022–2024 focuses on deepening regional cooperation through strategic partnerships and international engagement. The University plays an active role within the Council of Regional Organisations of the Pacific (CROP) — a network of eight key intergovernmental agencies working together to advance Pacific development priorities.

USP also maintains close partnerships with its core funders, Australia and Aotearoa New Zealand, both of whom provide multi-year funding through formal agreements that support education, research, and innovation across the region.

The Development Cooperation Unit

The Development Cooperation Unit (DCU) plays a critical role in managing USP's donor and partner relationships. It provides strategic and technical support for securing and managing development assistance, ensuring that partnerships align with institutional goals and regional development priorities.

The Unit's responsibilities include:

- Assessing offers of development assistance
- Negotiating partnership agreements
- Coordinating signing processes and donor communications
- Monitoring implementation and compliance with agreed terms

DCU also provides policy advice and analysis to the Vice-Chancellor and President, supporting USP's engagement with regional and international stakeholders, including contributions to the 2050 Strategy for the Blue Pacific Continent through the CROP system.

In addition, DCU offers practical support to staff by:

 Overseeing implementation of the Strategic Partnerships and Development Assistance Policy

- Providing templates, guidance, and tools for securing funding and managing development projects
- Facilitating reporting and communication between USP and its development partners
- Ensuring projects are delivered on time, within scope, and according to compliance standards

Through this work, DCU supports the University's broader role as a regional institution serving all 18 Pacific Islands Forum member countries.

Regional Cooperation, Integration, and International Partnerships

Regional Cooperation and Integration

USP continues to lead regional integration efforts through its participation in the CROP Working Groups, especially in the areas of Information and Communications Technology (ICT) and Human Resource Development (HRD). Following the endorsement of the 2050 Blue Pacific Strategy (BPS) Implementation Plan in 2024, CROP Working Groups are expected to transition into Technical Advisory Groups (TAGs). This rebranding ensures better alignment with regional priorities and promotes structured, coordinated action among all CROP agencies.

In 2024, USP chaired multiple Regional Collective Actions (RCAs) and maintained leadership of both the CROP ICT WG and CROP HRD WG. These working groups played a vital role in progressing regional goals through dialogue with stakeholders, donors, and development partners.

The CROP HRD Working Group supported the implementation of the Pacific Regional Education Framework (PacREF) and contributed to the Global Partnership for Education (GPE) processes. Notably, the Working Group secured an eight-month extension to Phase 1 of PacREF, enabling continued progress through the end of 2024.



USP also participated in major regional meetings, including:

- Pacific Islands Forum Women Leaders Meeting
- Forum Economic Ministers Meeting
- Pacific Foreign Affairs Ministers Meeting
- Forum Officials Committee and Sub-Committee engagements

At the 53rd Pacific Islands Forum Leaders Meeting in Tonga, USP led discussions on education and health — which, for the first time, were elevated to the Leaders' agenda.

The University's regional leadership was acknowledged at the meeting, where Pacific Leaders commended USP as one of the best examples of regional cooperation in action.

CROP HRD Working Group

In 2024, USP, through the PacREF Facilitating Unit (PFU), initiated consultations with the Papua New Guinea Department of Education to begin preparations for the 2025 Conference of Pacific Education Ministers (CPEM).

The first planning meeting was held on 6–7 March in Nadi, where preliminary discussions were held on the conference theme and proposed dates.

The outcomes from this meeting were shared with the Pacific Heads of Education Systems (PHES) during their annual gathering from 13–15 March, also in Nadi.

PHES members provided feedback on Papua New Guinea's proposed agenda and helped shape the preparatory roadmap for the 2025 CPEM.

Several key issues were discussed during the March PHES meeting in relation to Phase 1 of PacREF:

- Alignment: Emphasised the importance of ensuring that the 16 regional goods under PacREF are clearly aligned with national education systems.
- Climate Change: Confirmed as an additional Regional Good for inclusion in Phase 2, recognising the direct link between climate resilience and education.
- Artificial Intelligence (AI): PHES endorsed further research into AI's applications, risks, and opportunities within Pacific education systems.
- Contextualisation: Highlighted the need for Pacific countries to lead in contextualising educational reforms, with active support from international partners.

Highlights

Pacific Region Disaster Risk Finance Workshop

The Pacific Region Disaster Risk Finance Workshop hosted at the Laucala Campus in Fiji focused on strengthening regional resilience through financial protection, climate adaptation, and collaboration among agencies.



USP reaffirms key role during 53rd Forum Leaders meeting

Leaders at the 53rd Pacific Islands Forum (PIF) meeting in Tonga were assured of USP's leading role in the social and economic transformation of the Blue Pacific through a skilled society by Vice-Chancellor and President, Professor Pal Ahluwalia.



Shark and Ray Workshop Builds Capacity in Species Identification and Conservation in Fiji

A diverse group of shark and ray enthusiasts gathered at USP's Statham Campus in Suva, Fiji, for a three-day workshop on Shark & Ray Identification and Capacity Building.



The Wansolwara platform — a country-to-country knowledge-sharing model — continued to gain momentum as part of PacREF's commitment to peer learning. In December 2024, the Fiji Ministry of Education, in partnership with UNESCO and the PFU, hosted a study tour for six Pacific countries focused on Education Management Information Systems (EMIS). Fiji showcased its Fiji Education Management Information System (FEMIS) as a replicable model, encouraging regional adoption of data-informed planning.

As Phase 1 of PacREF concludes, a seamless transition into Phase 2 is already underway. Consultations on the rolling implementation plan and resource mobilisation strategy took place in late 2024, with a transition phase planned for early 2025 and full implementation to follow later in the year.

International Partnerships

USP maintained and expanded international partnerships in 2024, aligning its strategic goals with global education, sustainability, and leadership agendas.

The University was an active participant in long-standing initiatives such as the Norway-Pacific Ocean Climate Scholarship Programme (N-POC) and PacREF, while also formalising new partnerships through

Memoranda of Understanding (MOUs) with universities around the world.

A major milestone occurred in October 2024 at the Commonwealth Heads of Government Meeting (CHOGM) in Samoa, where His Majesty King Charles III officially launched the King's Commonwealth Fellowship Programme (KCFP). USP was named the Pacific Hub for this prestigious initiative, which is designed to address the complex economic, social, and environmental challenges faced by Small Island Developing States (SIDS).

The KCFP's first academic pathway — a PhD programme — will commence in September 2025, focusing on building capacity in:

- Education and human capital development
- Health and disaster-resilient engineering
- Public sector resilience and leadership

In a parallel development, the New Zealand Ministry of Foreign Affairs and Trade (MFAT) approved a NZD \$15 million grant for USP in March 2024 to establish the Centre for Sustainable Futures (CSF). The agreement supports USP through to 2027, with implementation now underway — including staff recruitment, structural reorganisation, and the execution of priority activities agreed in the funding portfolio.



These high-impact international partnerships reflect USP's positioning as a trusted institution at the forefront of Pacific development and global cooperation.

Development Assistance

As of 31 December 2024, USP's Indicative Aid Budget stood at FJD \$9,440,020. These funds were sourced from a diverse portfolio of development partners and supported activities across:

- Education and research
- Innovation and student mobility
- Capacity building
- Strategic partnerships and institutional strengthening

Throughout the year, 85 formal agreements were signed, comprising:

- 56 MOUs and financial agreements valued at FJD \$9.4 million
- Additional non-financial agreements that supported institutional collaboration and capacity development

In addition, a major partnership between USP and the United States Government, initiated in 2023, delivered its first year of activity in 2024.

The US\$5 million grant supports the Resilience and Adaptation Fellowship for Rising Pacific Leaders, with the programme officially commencing in July 2024.

Two full-time staff were recruited, and preparations began for the announcement of the first PhD cohort call, scheduled to open in November 2024.

Aotearoa New Zealand and USP Partnership Agreement

In April 2023, USP and the Ministry of Foreign Affairs and Trade (MFAT) of Aotearoa New Zealand signed a landmark 10-year partnership agreement, extending until 2033.

This agreement is structured into two fiveyear funding arrangements. The first phase provides NZD \$38.5 million to support USP's strategic priorities and operational resilience.

In July 2024, high-level consultations were held in Wellington between USP and MFAT to review progress and begin preparations for:

 The mid-term partnership review, scheduled for 2025 A peer-to-peer learning exchange, aimed at refining the next phase of the funding partnership

This long-term commitment affirms New Zealand's strong support for regional tertiary education and positions USP as a key implementation partner for Pacific development.

Australia and USP Partnership Agreement

The 10th USP–Australia Partnership Group meeting was convened in April 2024 at Laucala Campus, reinforcing mutual commitments under the Australia–USP partnership.

In July, the USP delegation conducted highlevel meetings in Canberra and Sydney to review partnership achievements and explore strategic areas for future collaboration. During this visit, USP's leadership also met with Professor Brian Schmidt, Vice-Chancellor of the Australian National University, to discuss areas of mutual interest and deepen institutional ties.

To further strengthen trilateral collaboration, the USP-Australia-New Zealand Trilateral Dialogue was held in November 2024 on the margins of the USP Council Meeting in the Cook Islands. This event provided a unique opportunity to align priorities and ensure shared commitment to USP's long-term success.

Conclusion

In 2024, USP's role as a cornerstone of regional cooperation was reaffirmed through its leadership in CROP coordination, international partnerships, and targeted development assistance. As a respected regional institution serving 18 Pacific countries, USP strengthened its reputation as a trusted partner, strategic implementer, and knowledge hub.

Through initiatives such as PacREF, the King's Commonwealth Fellowship, and the Centre for Sustainable Futures, the University demonstrated its capacity to convene, lead, and deliver on complex regional priorities. With long-term funding partnerships in place and a growing profile in global fora, USP is well-positioned to support the Pacific region's journey toward resilience, sustainability, and inclusive development.

USP Hosts Global Development Conference



In November 2024, the University of the South Pacific co-hosted the Global Development Conference (GDC) in partnership with the Global Development Network (GDN) and the Government of Fiji.

Held at the Laucala Campus in Suva, the hybrid event brought together over 200 in-person and 500 virtual participants from nearly 100 countries. The conference theme was Global Synergies: Climate Resilience Strategies for a Sustainable Tomorrow.

The three-day event featured students, researchers, policymakers, climate experts, and civil society groups. Sessions focused on climate resilience, sustainable development, and innovation, with special attention to Pacific-specific challenges and opportunities. Capacity-building workshops and expert panels emphasised evidence-based policymaking and regional collaboration.

Vice-Chancellor and President Professor Pal Ahluwalia highlighted USP's role as a regional hub for research and innovation. He described the conference as a platform to bring governments and regional organisations together to address shared challenges such as climate change and economic resilience.

Fiji's Deputy Prime Minister and Minister of Finance, Honourable Professor Biman Prasad, delivered the closing address. He described the conference as a milestone for the Blue Pacific and called for continued research collaboration to build long-term regional resilience. He encouraged stronger links between evidence, policy, and action in responding to global uncertainty.

GDN President Jean-Louis Arcand

acknowledged USP's leadership and the importance of global cooperation. He thanked both USP and the Fiji Government for their support and expressed interest in building long-term partnerships.

USP students played an active role supporting logistics, note-taking, ushering, and IT services. Their contribution was recognised as a key part of the conference's successful delivery.

The Global Development Conference reinforced USP's leadership in climate-focused research and policy dialogue and strengthened its position as a convener of global and regional collaboration.



GOVERNANCE AND INTELLIGENT USE OF RESOURCES

Introduction

The University remains firmly committed to good governance, ethical conduct, and efficient resource management to support its academic mission and drive institutional sustainability. In 2024, the University of the South Pacific (USP) made major strides in infrastructure, ICT, financial sustainability, and marketing while upholding high standards of integrity and accountability.

Upgrades were completed at Samoa Campus, Vanuatu student accommodations, and the new Solomon Islands Campus at King George, which was officially opened in October 2024. The University also launched innovative ICT initiatives and modernised key systems, ensuring a more connected, efficient, and secure academic environment.

USP's Marketing and Communications team significantly strengthened brand visibility through data-driven campaigns, regional outreach, and digital engagement. The "Our People, Our Stories" campaign alone reached over 8.3 million Facebook accounts, reinforcing USP's regional identity and influence.

The University also prioritised strategic recruitment, staff welfare, and diversity and inclusion. Job evaluation training, gender consultations, and enhanced employee relations highlighted USP's commitment to professional excellence and a positive workplace culture.

Human Resources

In 2024, the Human Resources (HR)
Department played a central role in
delivering the University's strategic goals
through targeted recruitment, improved
employee relations, policy reform, and staff
development. The focus was on institutional
resilience and fostering an inclusive, highperforming work environment.

Strategic Recruitment Efforts

Recruitment focused on critical academic and professional roles essential to business continuity. Key appointments included a Professor in Law, University Librarian, Director of Strategic Projects & Initiatives, and Director for the Oceania Centre for Arts, Culture and Pacific Studies (OCACPS).

Ten professorial roles across Schools and five additional professorial positions within the Centre for Sustainable Futures (CSF) were advertised to strengthen capacity under the 2025 strategy.

Staff Salary Adjustments

After a hold on staff increments and bonuses from 2019 to 2023 due to COVID-19, the University reached an agreement in June 2024 with the Association of USP Staff (AUSPS) and USP Staff Union (USPSU) on salary adjustments. A one-off salary payment was made in recognition of staff contributions, in addition to the cumulative 6% pay increase over 2022–2024. This outcome reflected USP's commitment to fostering goodwill and employee satisfaction.

Employee Relations and Collective Agreements

USP maintained active engagement with staff unions, managing industrial action in Fiji while ensuring continuity of services. Constructive negotiations continued with staff unions across Tonga, Samoa, Solomon Islands, and Fiji, with several Collective Agreements nearing finalisation.

HR Policy Updates and Compliance Enhancements

Key policy updates were made to the Sexual Harassment Policy and Leave Policy, ensuring alignment with evolving regulatory standards and best practices, particularly in areas relating to safeguarding and workplace safety.

Job Evaluation (JE) Training

HR delivered five Job Evaluation Training sessions for professional, administrative, and support staff in 2024. The JE Committee is scheduled to meet in early 2025 to finalise evaluations — part of the broader effort to clarify role alignment and strengthen job classification systems.

Advancing Diversity, Equity, and Inclusion (DEI)

In partnership with the Department of Foreign Affairs and Trade (DFAT) and gender technical experts, USP conducted a Gender Analysis Consultation in November 2024. This work will inform a comprehensive Gender Framework, advancing inclusive practices and equity across all campuses.

Council Governance

In 2024, the University Council fulfilled its role in ensuring accountability, strategic oversight, and effective governance. Four Council meetings were convened:

- Special Meeting (28 March)
- Governance Committee and Council Meeting (16–19 May, Port Vila)
- Special Meeting (8 September)
- Council and Council Committees (22–24 November, Cook Islands)

Key achievements during the year included:

- Approval of the USP Strategic Plan 2025–2027
- Approval of University Triennial Investment Plan 2025-2027
- Endorsement of the Centre for Sustainable Futures (CSF)

The November 2024 Council Meeting in Rarotonga was held in conjunction with the USP–Australia–New Zealand Trilateral Dialogue, further highlighting the University's role in regional collaboration and policy influence.

Council Governance

In 2024, the Council continued to fulfil its governance and oversight responsibilities with diligence, integrity, and a strong sense of trusteeship. This included four formal meetings and the endorsement of several key institutional developments, including the USP Strategic Action Plan 2025–2027 and the University Triennial Investment Plan 2025–2027.

The Council also exercised its custodial role in responding to a period of industrial action and public calls for the Vice-Chancellor's resignation. These matters were addressed through the appropriate governance channels, reaffirming Council's role as the ultimate decision-making body of the University. Council members acknowledged that in a diverse and dynamic regional university, differences of opinion are both expected and legitimate. What matters most is that all engagement occurs within the framework of shared governance, respectful dialogue, and the long-term stewardship of the institution.

Council's work in 2024 reflects a deep commitment to the principles of transparency, institutional independence, and collective responsibility in service to the Pacific region.



Assurance and Compliance

In 2024, the University enhanced its quality assurance, audit, and risk management systems. The Vice-Chancellor's Assurance and Compliance Group (VCACG) continued to support enterprise-wide assurance through monitoring of:

- Risk and fraud management
- Internal audit processes
- Occupational health and safety compliance
- Business continuity planning
- Legal and policy oversight

The University received an unqualified audit opinion for the 2023 financial year, reaffirming strong internal controls and financial discipline.

The Internal Audit Unit conducted key audits in areas including procurement, ICT, academic delivery, student services, and physical asset management — ensuring continuous improvement and risk mitigation across the institution.

Financial Sustainability

Despite ongoing fiscal constraints, the University continued to implement costsaving measures and streamline operations. Budget strategies were guided by the principle of "fit-for-purpose" resourcing to support academic excellence and institutional sustainability.

Highlights included:

- Restructuring of service delivery to eliminate duplication and enhance centralisation
- Investment in digital systems to increase efficiency and reduce manual processes
- Improvements in financial planning and forecasting, supported by external reviews and internal capacity building

The University also worked with its major development partners to ensure predictable funding flows and alignment of external assistance with priority areas, including the Centre for Sustainable Futures, student mobility, and ICT transformation.

Infrastructure and Capital Works

In 2024, USP made significant progress in delivering major infrastructure upgrades across its campuses. These improvements were aimed at enhancing student experience, academic delivery, and long-term sustainability.

Key achievements included:

- Completion of student accommodation renovations at Emalus Campus (Vanuatu)
- Finalisation and official opening of the new Solomon Islands Campus at King George
- Completion of renovation works at Samoa Campus, improving learning and teaching spaces
- Implementation of health and safety upgrades across several sites to improve compliance and resilience
- Initiation of the USP Green Energy Transition Plan, including scoping studies for solar energy and water efficiency
- Final stages of planning for upgrades at Labasa and Lautoka Campuses as part of the Regional Campus Renewal Strategy

These investments reflect the University's long-term vision to develop campuses that are modern, inclusive, and environmentally sustainable.

ICT Services

The Information Technology Services (ITS) team continued to lead digital transformation efforts, ensuring that academic, research, and administrative services remained accessible, secure, and efficient.

Notable initiatives in 2024 included:

- Launch of STARLINK connectivity at Cook Islands, Nauru, and Tuvalu Campuses, vastly improving access to online learning and communication tools
- Strengthening of the University's cybersecurity framework, including enhanced firewalls, real-time threat detection, and regular audits
- Deployment of the Digital Document Management System, reducing paperbased workflows and improving data governance
- Implementation of online exam submission and feedback systems to support blended learning and assessment
- Completion of the ITS Strategic Plan 2024– 2027, setting a roadmap for inclusive digital access, systems integration, and service reliability

The ITS team also expanded technical support and infrastructure for USP's growing international mobility and online programme offerings.



Marketing and Communications

In 2024, the Marketing and Communications Office (MCO) delivered targeted, multiplatform campaigns to increase student enrolment, raise institutional visibility, and engage stakeholders regionally and globally.

Highlights included:

- A new campaign concept, "Our People, Our Stories", featuring students, staff, and alumni from across the region. The campaign reached:
 - 8.3 million Facebook accounts
 - 1.5 million Instagram accounts
 - Achieving over 107,000 direct engagements
- Regional outreach across all 12 member countries, including roadshows, expos, and school visits
- Digital refresh of programme brochures, videos, and prospectuses, with a focus on regional pathways and international recognition
- Support for major institutional events, including Graduations, Open Days, Careers Fairs, and the launch of the Strategic Plan 2025–2027
- Establishment of the USP Newsroom, a centralised portal for media releases, public announcements, and brand resources

MCO's integrated campaigns enhanced the University's public profile and supported recruitment, partnerships, and community engagement.

Conclusion

In 2024, the University of the South Pacific continued to demonstrate strong institutional stewardship through sound governance, digital innovation, sustainable infrastructure investment, and strategic resource management. These efforts enabled USP to remain agile and responsive in a challenging global and regional environment.

With a renewed focus on intelligent systems, ethical leadership, and people-centered strategies, USP is well-positioned to enter the next triennium as a stronger, more resilient institution. These achievements, delivered through collaboration and shared purpose, will support the delivery of quality education and research for all Pacific peoples.

Highlights

USP acknowledges Samoa's support as Vice-Chancellor and President relocates to Fiji

In October, Samoa Campus hosted a reception to thank the Government and people of Samoa for their support and hospitality during the Vice-Chancellor's term based in Samoa.



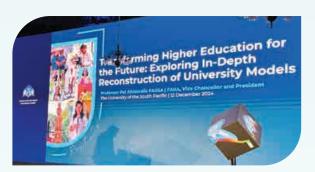
Appointment of the Pro-Chancellor and Chair of Council

The Acting Pro-Chancellor and Chair of Council, Emeritus Professor Pat Walsh announced the appointment of Mr Siosiua Tuitalukua Tupou Utoikamanu to the Office of the Pro-Chancellor and Chair of Council.



USP shares insights at the 2024 Global MOOC and Online Education Conference

Vice-Chancellor and President, Professor Pal Ahluwalia shared insights on USP's journey in remodelling its service delivery model during his keynote presentation at the 2024 Global MOOC and Online Education Conference in London in



Centre for Sustainable Futures



The Centre for Sustainable Futures (CSF) was officially launched in August 2024, reinforcing the University of the South Pacific's commitment to climate leadership, sustainability research, and regional collaboration. The Centre represents a strategic investment in addressing one of the Pacific's most urgent development challenges.

Supported by Aotearoa New Zealand through its International Climate Finance Strategy, the Centre is designed to deliver long-term impact. Its structure enables sustainable operations and the ability to respond to the evolving needs of Pacific Island countries.

The CSF consolidates several of USP's key environment and marine science units: the Pacific Centre for Environment and Sustainable Development (PACE-SD), the Institute of Marine Resources (IMR), the Institute of Applied Sciences (IAS), and the Discipline of Marine Studies. This integration reflects a shift toward interdisciplinary approaches and whole-of-system solutions to climate and sustainability issues.

The Centre's work is guided by five core areas:

- Innovative science and engineering for scalable solutions
- Sustainable stewardship of blue economies
- Pacific leadership for sustainable communities
- Risk-informed strategic development planning
- Integrated finance for sustainable futures

To deliver on its mandate, the Centre will appoint leaders and research staff across each of these areas. It also aims to strengthen partnerships with governments, regional

bodies, and global institutions to expand its reach in teaching, research, and applied development.

A signature initiative of the CSF is the planned **Pacific Sustainability Data Source (PSD**S). This open-access repository will begin with USP-generated research and expand to include regional datasets. It is intended to support evidence-based policymaking and contribute to platforms such as the Pacific Community's (SPC) data hub.

The Centre will play a central role in building the next generation of Pacific climate researchers, policy professionals, and advocates. Through academic programmes, capacity-building, and applied research, the CSF will help strengthen regional resilience and accelerate climate-informed development.

Vice-Chancellor and President Professor Pal Ahluwalia described climate change as the greatest challenge facing the region and highlighted the Centre as a key institutional response. He noted that the CSF would lead a multidimensional approach to climate action, grounded in Pacific realities and informed by both scientific research and policy engagement.

Professor Ahluwalia also emphasised that the Centre strengthens USP's identity as a regional university grounded in its public mission. The CSF will support knowledge creation through teaching, research, and community outreach, while also providing space for innovation and long-term thinking on sustainable futures.

The Centre for Sustainable Futures is scheduled to be fully operational in 2025.

2024 FINANCIAL OVERVIEW

The University of the South Pacific sustained a strong and stable financial position in 2024, despite ongoing global and regional economic pressures that continued to affect major revenue streams and operating costs. The University's prudent financial management and continued focus on institutional efficiency enabled it to deliver on its commitments while maintaining resilience.

Surplus for the year **\$27.5m** (2023 \$58.4m) 52.9% **↓**

Total income **\$210.9m** (2023 \$213.0m) 1.0%

Total expenditure \$183.4m (2023 \$154.7m) 18.6%

Net Assets **\$291.8m** (2023 \$263.8m) 10.6% **↑**

Total assets **\$498.5m** (2023 \$453.7m) 9.9% ↑

Total liabilities **\$206.7m** (2022 \$189.9m) 8.8% ↑

Major Movements in Income and Expenses

↑ Increase in government contribution income	\$15.6m
↑ Increase in development assistance income	\$1.7m
↑ Increase in student tuition fees income	\$6.1m
◆ Decrease in commercial income	\$0.7m
◆ Decrease in other income	\$22.9m
↑ Increase in staff costs	\$11.0m
↑ Increase in operating costs	\$9.6m
↑ Increase in receivable provision	\$3.5m

Major Movements in Assets and Liabilities

↑ Increase in cash & equivalents	\$37.4m
↑ Increase in trade and other receivables	\$7.2 m
Decrease in property, plant, and equipment	\$1.3m
↑ Increase in work-in-progress	\$2.0m
↑ Increase in creditors and accruals	\$5.4m
↑ Increase in development assistance liability	\$10.4m
↑ Increase in borrowing	\$3.4m

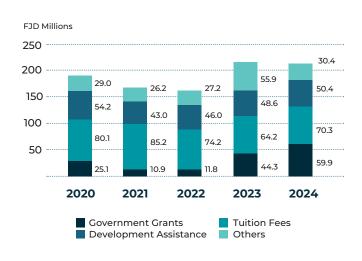
(excluding fair value valuation)

Income

The University recorded total income of \$210.9m and was 0.1% lower than 2023. After excluding income from insurance proceeds last year of \$19.5m, the revenue was higher by \$17.5 million or 9%. This was driven mostly by receipt of grant arrears from Fiji and increase in student fees due to higher enrolment. There was also increase in development assistance revenue from project activities and higher returns from investments.

Income from tuition fees continues to be the largest source of revenue for the University. Its share of revenue increased to 33.3% in 2024 from 30.2% in 2023. Development assistance increased from 22.8% in 2023 to 23.9% in 2024. Government contributions accounted for 28.4% (20.8% in 2023), and all other incomes contributed 14.4% (15.1% in 2023).

Graph 1: Incomes 2020 - 2024

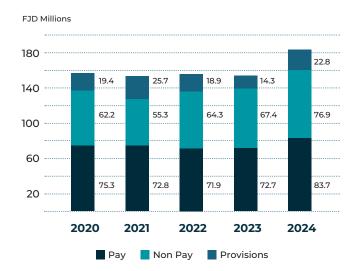


Expenditure

Total expenditure (including other comprehensive expense) was \$183.4m compared to \$154.7m in 2023. Staff cost increased by 15% during the year and remains the largest component of expenditure, it comprises 45.6% of total expenditure, compared to 47.1% in 2023. Operating cost increased by 14% and comprised 41.9% of total expenditure compared to 42.9% in 2023. The remaining costs are for depreciation and amortisation and comprise 12.5% of expenditure.

Staff costs increased due to salary back pay while operating costs increased as retrained spending were released during the year.

Graph 2: Expenditures 2020 - 2024



Cash Flow and Financing

The University generated \$51.4m of net cash flow from operating activities, compared to \$55.7m in 2023. Overall, the cash and cash equivalents position showed a net decrease of \$8.8m, compared to a net decrease of \$8.0m achieved in 2023. The decrease in liquid cash balance was by driven by increase in long term investments of cash during the year.

The cash reserve at the end of the year was adequate to operate the University for 20 weeks above the required period of 12 weeks. The higher cash reserve was due to slower spending on maintenance and capital projects.

Financial Position

The University's net assets totalled \$291.8m, an increase of \$28m from 2023 or 11%. The increase was driven by growth in assets of 11% offset by increase of 9% in liabilities. The increase in assets were driven by additional cash received from grant and fees and slower spending of maintenance and capital projects while increase in liabilities were due to higher accruals, trade creditors and unexpended project funds.

Future Outlook

Despite broader economic pressures, the University's financial position remains stable, and the financial statements continue to be prepared on a going concern basis. However, in an environment of tightening revenues and rising operational costs, the University remains vigilant and fiscally prudent, conscious of the challenging economic conditions in which it operates.

Kolinio Boila Executive Director Finance

THE UNIVERSITY OF THE SOUTH PACIFIC

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2024

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THE UNIVERSITY OF THE SOUTH PACIFIC

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2024

STATEMENT BY APPOINTED OFFICERS

In our opinion the accompanying Financial Statements give a true and fair view of the financial position of The University of the South Pacific as at 31 December 2024 and of its financial performance, its changes in funds and reserves and its cash flows for the year then ended.

We are not aware of any circumstances that would render any particulars included in the Financial Statements misleading or inaccurate.

Professor Pal Ahluwalia Vice Chancellor & President

Mrs. Saoleitiiti Maeva Natacha Betham-Vaai Chair – Finance and Resource Committee Mr. Kolinio Boila Executive Director Finance

INDEPENDENT AUDITOR'S REPORT

To the Council of The University of the South Pacific

Report on the Financial Statements



Independent Auditor's Report

To the Council of the University of the South Pacific

Opinion

We have audited the financial statements of The University of the South Pacific ("the University"), which comprise the statement of financial position as at 31 December 2024, the statements of profit or loss and other comprehensive income, changes in funds and reserves and cash flows for the year then ended, and notes, comprising material accounting policies and other explanatory information.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the University as at 31 December 2024, and of its financial performance and its cash flows for the year then ended in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board (IFRS Accounting Standards).

Basis of opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the University in accordance with International Ethics Standards Board for Accountants International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code) together with the ethical requirements that are relevant to our audit of the financial statements in Fiji and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other information

Management is responsible for other information. The other information comprises the information included in the Statement by Appointed Officers but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements 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 statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements 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.

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INDEPENDENT AUDITOR'S REPORT

To the Council of The University of the South Pacific

Report on the Financial Statements



Responsibilities of Management and Those charged with Governance for the Financial Statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with IFRS Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Those charged with governance are responsible for overseeing the University's financial reporting process.

Auditors' Responsibilities for the Audit of the financial statements

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 auditors' 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 ISAs 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 ISAs, 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, 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 management.
- Conclude on the appropriateness of 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 auditors' 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 auditors' report. However, future events or conditions may cause the University to cease to continue as a going concern.

INDEPENDENT AUDITOR'S REPORT

To the Council of The University of the South Pacific

Report on the Financial Statements



Auditors' Responsibilities for the Audit of the financial statements

Evaluate the overall presentation, structure and content of the financial statements, including the
disclosures, and whether the financial statements represent the underlying transactions and events in
a manner that achieves fair presentation.

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.

KPMG.

Chartered Accountants

Suva Fiji

24 April, 2025

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2024

	Notes	2024	2023
		\$	\$
Revenue and income			
Government contributions	4	59,874,234	44,288,394
Student tuition fees	5	70,285,543	64,218,714
Development assistance	6	50,367,075	48,619,094
Commercial income	7(a)	10,607,786	11,308,288
Consultancy income	7(b)	1,084,408	1,924,973
Other income	8	9,310,419	32,212,590
Deferred income - donated assets	9	4,024,366	3,953,034
Interest income		5,373,594	2,105,036
Unrealised exchange gain		-	1,336,322
Reversal of impairment loss on trade and other receivable	3(i)	-	3,002,034
Total revenue and income		210,927,425	212,968,479
Expenses			
Personnel costs	10	83,663,904	72,690,161
Operating expenses	11	75,489,644	66,181,155
Interest expense		1,452,606	1,186,372
Depreciation and amortisation	17,18,19(a)	13,985,852	14,014,880
Impairment loss on trade and other receivables	3(i)	3,501,311	-
Write down of inventories	12	559,972	266,058
Unrealised exchange loss		5,122,857	-
Loss on disposal of property, plant and equipment		3,672	708
Total expenses		183,779,818	154,339,334
Surplus for the year		27,147,607	58,629,145
Other comprehensive income			
Item that will be reclassified subsequently to profit			
or loss:			
Foreign currency translation reserve movement		333,756	(272,470)
Total comprehensive income for the year		27,481,363	58,356,675

STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2024

	Notes	2024	202
		\$:
Current assets			
Cash and cash equivalents	15	93,512,790	102,351,840
Investment in financial assets	15	122,003,513	75,776,35
Trade and other receivables	13	31,281,133	24,100,640
Inventories	12	1,676,164	1,779,669
Prepayments	14	4,966,718	3,602,69
		253,440,318	207,611,19
Non-current assets			
Property, plant and equipment	17	241,377,700	242,718,30
Right-of-use assets	19(a)	3,435,766	2,912,38
Intangible assets	18	291,224	507,69
		245,104,690	246,138,38
Total assets		498,545,008	453,749,57
Current liabilities			
Creditors and accruals	22	25,630,766	20,191,21
Development assistance (projects) unexpended	23	51,639,435	41,202,80
Lease liabilities	19(b)	1,429,668	1,581,29
Provisions	24	2,060,095	2,102,17
Deferred income – donated assets	25	4,024,366	3,953,03
Borrowings	21	1,732,618	1,401,42
		86,516,948	70,431,94
Non-current liabilities			
Provisions	24	3,957,384	2,544,63
Deferred income – donated assets	25	84,787,223	88,232,16
Lease liabilities	19(b)	2,178,164	1,494,19
Borrowings	21	29,260,104	27,238,41
		120,182,874	119,509,40
Total liabilities		206,699,823	189,941,35
Net assets		291,845,184	263,808,220
Represented by:			
Funds and reserves			
Other contributed equity	26(a)	27,109,533	26,953,83
Endowment capital	15(c)	6,245,878	5,845,97
Retained earnings		266,558,503	239,410,89
Foreign currency translation reserve	26(b)	(8,068,729)	(8,402,485
-		291,845,184	263,808,22

STATEMENT OF CHANGES IN FUNDS AND RESERVES FOR THE YEAR ENDED 31 DECEMBER 2024

	2024	2023	
	\$	\$	
Retained earnings			
Balance at 1 January	239,410,896	180,781,751	
Surplus for the year	27,147,607	58,629,145	
Balance at 31 December	266,558,503	239,410,896	
Endowment capital			
Balance at 1 January	5,845,976	5,815,444	
Foreign exchange gain for the year	399,902_	30,532	
Balance at 31 December	6,245,878	5,845,976	
Analysed as:			
Endowments – general	94,133	94,133	
Endowments – specific	6,151,745	5,751,843	
Total endowment capital	6,245,878	5,845,976	
Other contributed equity			
Balance at 1 January	26,953,839	26,944,762	
Other contributed equity	155,694	9,077	
Balance at 31 December	27,109,533	26,953,839	
Foreign currency translation reserve			
Balance at 1 January	(8,402,485)	(8,130,015)	
Other comprehensive loss / (gain)	333,756	(272,470)	
Balance at 31 December	(8,068,729)	(8,402,485)	

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 DECEMBER 2024

	Notes	2024	2023
		\$	\$
Operating activities			
Development assistance	30	60,931,437	49,178,738
Government contributions		56,663,989	38,191,474
Interest received		5,373,594	2,105,036
Student tuition fees		66,672,995	67,445,471
Trading activities		6,763,625	14,120,130
Other receipts		6,172,744	27,615,031
Staff expenses	30	(83,204,446)	(73,869,969)
Other operating expenses	30	(67,511,431)	(68,139,709)
Interest paid		(446,437)	(936,054)
Net cash provided by operating activities	16	51,416,070	55,710,148
		(651,977) (3,332,947)	(1,021,787
Payment for property plant and equipment - ADB		(3,332,947)	
(les control out in) also et tours also soits		// C 2271C1\	(52 702 725
	_	(46,227,161)	
Net cash (used in) / investing activities	-	(46,227,161) (57,552,516)	
Net cash (used in) / investing activities Financing activities	-	(57,552,516)	(61,234,812)
Net cash (used in) / investing activities Financing activities Principal repayments of borrowings	<u>-</u>	(57,552,516) (4,359,230)	(61,234,812)
Net cash (used in) / investing activities Financing activities Principal repayments of borrowings Financing from ADB Loan	-	(57,552,516) (4,359,230) 3,332,947	(61,234,812) (685,802)
Net cash (used in) / investing activities Financing activities Principal repayments of borrowings Financing from ADB Loan Repayment of principal lease liabilities	-	(4,359,230) 3,332,947 (1,676,322)	(61,234,812) (685,802) (1,828,820)
Net cash (used in) / investing activities Financing activities Principal repayments of borrowings Financing from ADB Loan Repayment of principal lease liabilities	- - - -	(57,552,516) (4,359,230) 3,332,947	(52,302,725) (61,234,812) (685,802) (1,828,820) 2,514,622
Net cash (used in) / investing activities Financing activities Principal repayments of borrowings Financing from ADB Loan Repayment of principal lease liabilities Net cash (used in) / financing activities	-	(4,359,230) 3,332,947 (1,676,322)	(61,234,812) (685,802) (1,828,820) 2,514,622
(Investment in) short term deposits Net cash (used in) / investing activities Financing activities Principal repayments of borrowings Financing from ADB Loan Repayment of principal lease liabilities Net cash (used in) / financing activities Net (decrease)/increase in cash and cash equivalents Cash and cash equivalents at beginning of year	- - -	(4,359,230) 3,332,947 (1,676,322) (2,702,605)	(61,234,812) (685,802) (1,828,820)

1. REPORTING ENTITY

The University of the South Pacific was established by Royal Charter of the University in 1970. It is a non-profit educational institution providing higher education to member regional countries, with its main operations domiciled in Fiji. The registered office is at Laucala Bay Campus, Suva, Fiji.

The University is the provider of tertiary education in the Pacific region and an international centre of excellence for teaching, research and consulting on all aspects of Pacific life.

These financial statements were authorised for issue by the Finance and Resource Committee on 24 April, 2025.

2. MATERIAL ACCOUNTING POLICIES

The summary of material accounting policies adopted in the preparation of the financial statements are set out below. These policies have been consistently applied to the periods presented unless otherwise stated.

(a) Reporting period

The financial statements are reported for the twelve months from 1 January to 31 December 2024.

(b) Basis of measurement

The financial statements are prepared on the basis of historical costs and do not take into account changing money values or current valuation of non-current assets.

The concepts of accrual method and going concern basis of accounting are applied. The Finance and Resources Committee and officers of the University are of the opinion that the basis for preparation of the accounts is appropriate and that the University will be able to continue its normal operations in the next 12 months. The Committee and the officers resolved that the classification and carrying amounts of assets and liabilities included in these accounts are appropriate.

The University have not early adopted any standards, interpretations or amendments that have been issued that are not yet effective.

(c) Functional and presentation currency

The financial statements are presented in Fiji dollars which is the University's functional currency and rounded to the nearest dollar. Foreign currency amounts in respect of all overseas regional campuses of the University have been converted to Fiji dollars based on note 2(j)(i).

(d) Statement of compliance

The financial statements have been prepared in accordance with International Financial Reporting Standards ("IFRS") and their interpretations issued by the International Accounting Standards Board ("IASB").

(e) New standards adopted by the University

There are no new or amended standards or interpretations that have been released and not yet adopted that are expected to have a significant impact on the University.

FOR THE YEAR ENDED 31 DECEMBER 2024

2. MATERIAL ACCOUNTING POLICIES (continued)

(f) Basis of consolidation

The financial statements of the overseas regional campuses and the book centre are consolidated in the University's financial statements. Inter-entity transactions, balances and gains/losses on the transactions between the University entities are eliminated.

(g) Use of estimates and judgments

The preparation of the financial statements in conformity with IFRS require management to make judgments, estimates and assumptions that affect the application of accounting policies and the reported assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected. In particular significant areas of estimation uncertainty and critical judgments relate to the following:

- Note 2(j)(iii) impairment of financial assets
- Note 2(q) impairment of non-financial assets

(h) Revenue recognition

Revenue is measured based on the consideration specified in a contract with a customer. The University recognises revenue when it transfers control over a product or service to a customer. Revenue is presented net of value added tax, rebates and discounts.

Revenue is recognised in the financial statements for the major activities as follows:

Revenue type	Nature, timing of satisfaction of performance obligations and significant payment terms (if any)
Government contributions	The University treats operating grants received from government contributions as revenue in the year of receipt or when entitlement to the grant is established. Government grants in respect of capital expenditure are recognised initially as deferred revenue when there is reasonable assurance that it will be received and the University will comply with the conditions associated with the grant. It is then recognised in profit or loss as income on a systematic basis over the useful life of the acquired asset. Revenue is measured at the transaction prices (government grants) agreed under the government grants agreements.
Student tuition fees	This consists of tuition fees for various courses offered by the University. The fees are dependent on the type of the courses and the level of study. The University recognises student tuition fees as income over the course of a semester during which tuition services are provided. Revenue is measured at the transaction prices as per University fees manual. Payment term is 30 days.

2. MATERIAL ACCOUNTING POLICIES (continued)

(h) Revenue recognition (continued)

Development assistance

Development assistance received for recurrent funding is recognised on the due date while development assistance received with specific end purposes is recognised as revenue when the conditions attached to the assistance have been met and performance obligation is satisfied. Until those conditions are met, receipt of development assistance funds in advance is accounted for as deferred revenue and recognised as a liability.

Revenue is measured at the transaction prices (donor grants) agreed under the development assistance agreements.

Commercial activities

Commercial activities represents revenue from book centre, computer shop, residential rentals, fitness centre, bar and ITC car park rentals. Revenue from commercial operations is recognised at the point of sale for goods, or as the service is performed. Services provided relate to student accommodation and is recognised over the period of the Semester as time passes.

An invoice is raised once the sale is completed or services rendered. Revenue is measured at the transaction prices as per the invoice. Payment term is 30 days.

Consultancy

Consultancy revenue is recognised as the output activity specified in the agreement is met. Consultancy services represent revenue earned from provision of professional services and project consultancy by summarised professionals for other organisations.

Revenue is measured at the transaction prices agreed under the consultancy agreement. Payment term is 30 days.

Other income

Other income represents income earned from lab hires, reprint of transcripts, reprint of ID cards and other similar services.

Other income is recognised on receipt except where a department of the University has arranged for a University invoice to be raised to a third party; the revenue associated with these invoices is recognised when the goods/services have been provided.

Revenue is measured at the transaction prices as per University fees manual. Payment term is 30 days.

Rental income

Rental income from operating leases is recognised as the services (rentals) are provided on a straight line basis over the lease term when they fall due and represents income earned from renting out the various properties held by the University, and is stated net of value added tax.

Revenue is measured at the transaction price agreed under the lease agreement. Payment term is 30 days.

Interest income

Interest income represents interest income earned on the term deposits based on the maturity and the interest rate and is recognised as income as it is accrued.

Liabilities also includes fees received in advance for tuition fees to be applied upon next enrolment or overpayments of tuition fees to be refunded.

2. MATERIAL ACCOUNTING POLICIES (continued)

(i) Foreign currency transactions

All foreign currency transactions during the period have been translated to Fijian currency using the exchange rate in effect at the dates of the transactions. Foreign currency monetary assets and liabilities in foreign currencies at balance date are translated at the exchange rate existing at that date.

Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at period end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in profit or loss in the financial period in which they arise.

Regional campuses

The assets and liabilities of regional campuses are translated to Fijian dollars using the exchange rate as at year end. The income and expenses of regional campuses are translated to Fijian dollars at average exchange rates. Foreign currency differences are recognised directly in equity in the foreign currency translation reserve. The functional currencies of the regional campuses are those of their respective countries.

(j) Financial Instruments

Financial assets

(i) Classification

The university classifies its financial assets in the following measurement categories:

- those to be measured subsequently at fair value (either through profit or loss or through OCI), and
- those to be measured at amortised cost.

The classification depends on the University's business model for managing the financial statements and the contractual terms of the cash flows. The University's financial assets measured at amortised cost consist of cash and cash equivalents, investment financial assets and trade and other receivables.

(iii) Recognition and measurement

Regular purchases and sales of financial assets are summarised on trade-date – the date on which the University commits to purchase or sell the asset. Financial assets are summarised when the rights to receive cash flows from them have expired or where they have been transferred and the University has also transferred substantially all risks and rewards of ownership.

A financial asset is measured at amortised cost if it meets both of the following conditions and is not designated as at fair value through profit or loss:

• it is held within a business model whose objective is to hold assets to collect contractual cash flows; and

2. MATERIAL ACCOUNTING POLICIES (continued)

(j) Financial Instruments (continued)

Financial assets (continued)

(ii) Recognition and measurement (continued)

• its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets are subsequently measured at amortised cost using the effective interest method. The amortised cost is reduced by any impairment losses. Interest income, gains/(losses) arising from derecognition, foreign exchange gains/(losses) and impairment losses are summarised in profit or loss.

(iii) Impairment of financial assets

The University recognises loss allowances for expected credit losses (ECLs) on financial assets measured at amortised cost.

The University measures loss allowances at an amount equal to lifetime ECL, except for cash and cash equivalents and investment financial assets for which credit risk (i.e. the risk of default occurring over the expected life of the financial instrument) has not increased significantly since initial recognition are measured as 12-month ECL.

Loss allowances for trade and other receivables are always measured at an amount equal to lifetime ECL.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating ECL, the University considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the University's historical experience and informed credit assessment and including forward-looking information.

The University assumes that the credit risk on a financial asset has increased significantly if it is more than 30 days past due.

The University considers a financial asset to be in default when:

- the borrower is unlikely to pay its credit obligations to the University in full, without re course by the University to actions such as realising security (if any is held); or
- the financial asset is more than 90 days past due.

The University considers a financial instrument to have low credit risk when its credit risk rating is equivalent to the globally understood definition of 'investment grade'. The University considers this to be B3 or higher per rating agency Moody's or BBB- or higher per rating agency Standard & Poor's.

Lifetime ECLs are the ECLs that result from all possible default events over the expected life of a financial instrument 12-month ECLs are the portion of ECLs that result from default events that are possible within the 12 months after the reporting date (or a shorter period if the expected life of the instrument is less than 12 months).

The maximum period considered when estimating ECLs is the maximum contractual period over which the University is exposed to credit risk.

2. MATERIAL ACCOUNTING POLICIES (continued)

(j) Financial Instruments (continued)

Financial assets (continued)

(iii) Impairment of financial assets (continued)

Measurement of ECLs

ECLs are a probability-weighted estimate of credit losses. They are measured as follows:

- financial assets that are not credit-impaired at the reporting date: as the present value of all cash shortfalls (i.e. the difference between the cash flows due to the entity in accordance with the contract and the cash flows that the University expects to receive);
- financial assets that are credit-impaired at the reporting date: as the difference between the gross carrying amount and the present value of estimated future cash flows.

ECLs are discounted at the effective interest rate of the financial asset.

At balance date, the University assesses whether financial assets carried at amortised cost are credit-impaired. A financial asset is 'credit-impaired' when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred.

Evidence that a financial asset is credit-impaired includes the following observable data:

- the borrower is unlikely to pay its credit obligations to the University in full, without recourse by the University to actions such as realising security (if any is held); or
- the financial asset is more than 90 days past due.

Loss allowances for ECL for financial assets measured at amortised cost are presented in the statement of financial position as a deduction from the gross carrying amount of the assets. The related impairment provision (reversal of impairment provision) is presented in a separate line item in the profit or loss.

The gross carrying amount of a financial asset is written off (either partially or in full) to the extent that there is no realistic prospect of recovery. This is generally the case when the University determines that the debtor does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off. However, financial assets that are written off could still be subject to enforcement activities in order to comply with the University's procedures for recovery of amounts due.

Financial liabilities

(i) Classification and subsequent measurement

Financial liabilities are classified as subsequently measured at amortised costs, except for:

- Financial liabilities arising from the transfer of financial assets which did not qualify for derecognition, whereby a financial liability is summarised for the consideration received for the transfer. In subsequent periods, the university summarised any expense incurred on the financial liability; and
- Financial guarantee contracts and loan commitments

FOR THE YEAR ENDED 31 DECEMBER 2024

2. MATERIAL ACCOUNTING POLICIES (continued)

(j) Financial Instruments (continued)

Financial assets (continued)

(ii) De-recognition

Financial liabilities are summarised when they are extinguished (i.e. when the obligation specified in the contract is discharged, cancelled or expired). The University also summarises a financial liability when its terms are modified and the cash flows of the modified liability are substantially different, in which case a new financial liability based on the modified terms is summarised at fair value. On de-recognition of a financial liability, the difference between the carrying amount extinguished and the consideration paid (including any non-cash assets transferred or liabilities assumed) is summarised in profit or loss.

(k) Statement of cash flows

The following are the definitions of the terms used in the statement of cash flows:

Cash and cash equivalents

Cash and cash equivalents comprise cash on hand, deposits held with banks, deposits held at call with banks, other short-term deposits with original terms of three months or less and are subject to an insignificant risk of change in value, and bank overdrafts.

(i) Operating activities

Operating activities include all transactions and other events that are not investing or financing activities

(ii) Investing activities

Investing activities are those relating to the acquisition, holding and disposal of property, plant and equipment and investments. Investments can include securities not falling within the definition of cash and cash equivalents.

(iii) Financing activities

Financing activities are those that result in changes in the size and composition of the capital structure. This includes both equity and debt not falling within the definition of cash and cash equivalents.

(I) Short term deposits

Term deposits with fixed or determinable payments and fixed maturities of more than three months up to twelve months are classified short term deposits. After initial measurement, these assets are measured at amortised cost. Interest earned from these assets is recognised on an accrual basis.

FOR THE YEAR ENDED 31 DECEMBER 2024

2. MATERIAL ACCOUNTING POLICIES (continued)

(m) Trade and other receivables

Trade receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less allowance for impairment losses.

(n) Inventories

Inventories are valued at the lower of cost and net realisable value. Cost is determined on the first-in, first-out basis of valuation. Only inventories which are purchased and controlled centrally have been reported within the financial statements. Consumables purchased by the University for Departmental Use and held under the control of individual departments have been expensed in profit or loss at the time of purchase.

(o) Property, plant and equipment

The policy of the University is not to revalue its property, plant and equipment. In view of the specialised nature and wide geographical distribution of much of the University's property and equipment, it is considered that the costs of any revaluation to reflect current values would outweigh the benefits to the users of these financial statements.

Items of property, plant and equipment, costing \$2,000 or more are recognised as assets except for computers and air conditioners which are capitalised if valued at \$1,000 or more. Items of property, plant and equipment costing less than \$2,000 and computers and air conditioners less than \$1,000 are expensed directly to profit or loss.

(i) Depreciation

Property, plant and equipment, including buildings are recorded at cost and depreciated on a straight line basis over their estimated useful lives commencing from the time the asset is held and ready for use. The estimated useful lives are as follows:

- Used Motor vehicles and vessels 5 years.
- New Motor Vehicles 10 years.
- Buildings 50 years.
- Equipment, furniture and fittings 10 years.
- Freehold land is not depreciated.

The depreciation applicable to donated assets is offset by a transfer from deferred income to profit or loss.

(ii) Deferred income

Property, plant and equipment acquired with the aid of specific grants are capitalised and depreciated in accordance with the above policy, with the related grant being credited to deferred income as a liability and released to profit or loss over the expected useful economic life of the related property, plant and equipment.

(p) Intangible assets

IT software

IT software which is purchased, developed, or implemented, is recorded at historical cost and is amortised over its estimated useful life as follows:

Computer software 5 years

FOR THE YEAR ENDED 31 DECEMBER 2024

2. MATERIAL ACCOUNTING POLICIES (continued)

(q) Impairment of non-financial assets

The carrying amounts of the University's non-financial assets, other than inventories, are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated.

The recoverable amount of an asset or cash-generating unit is the greater of its value in use and its fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For the purpose of impairment testing, assets that cannot be tested individually are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or groups of assets (the "cash-generating unit, or CGU").

An impairment loss is recognised if the carrying amount of an asset or its CGU exceeds its estimated recoverable amount. Impairment losses are recognised in profit or loss. Impairment losses recognised in respect of CGUs are allocated first to reduce the carrying amount of any goodwill allocated to the units, and then to reduce the carrying amounts of the other assets in the unit (group of units) on a pro rata basis.

(r) Trade creditors and accruals

Liabilities for trade payables and other amounts are carried at amortised cost (inclusive of VAT/GST where applicable) which is the fair value of the consideration to be paid in the future for goods and services received whether or not billed to the University. The University's repayment term in respect of its creditors is 30 days.

(s) Employee benefits

(i) Short term benefits

Provision is made for employee entitlements in respect of salaries and wages, annual leave, severance allowance and superannuation where the University has a legal or contractual obligation and is calculated as the amount unpaid as at reporting date at future expected pay rates. All employee benefit related provisions, except for severance allowance of selected senior managers, are classified as a current liability. Accrued leave is expected to be utilised in the following period.

(ii) Superannuation benefits

The University contributes to a number of defined contribution superannuation schemes. Contributions are made by employees and by the University as a percentage of salary or specified amounts as required by relevant agreements. The cost to the University is charged as an expense to profit or loss. The University's obligation is limited to these contributions.

(iiI) Termination benefits

Termination benefits are employee benefits that are payable as a result of an employee's decision to accept voluntary redundancy in exchange for those benefits. This is recognised as an expense in profit or loss as the obligation arises.

(t) Leases

As a lessee

The University recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received.

FOR THE YEAR ENDED 31 DECEMBER 2024

2. MATERIAL ACCOUNTING POLICIES (continued)

(t) Leases (continued)

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain re-measurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the University's incremental borrowing rate. Generally, the University uses its incremental borrowing rate as the discount rate.

Assets and liabilities arising from a lease are initially measured on a present value basis.

Lease liabilities include the net present value of the following lease payments:

- fixed payments (including in-substance fixed payments), less any lease incentives receivable
- variable lease payment that are based on an index or a rate
- the exercise price of a purchase option if the lessee is reasonably certain to exercise that option, and
- payments of penalties for terminating the lease, if the lease term reflects the lessee exercising that option.

The University does not have leases which contain the amounts expected to be payable by the lessee under residual value guarantees.

The lease payments are discounted using the interest rate implicit in the lease, if that rate can be determined, or the University's incremental borrowing rate. Right-of-use assets are measured at cost comprising the following:

- the amount of the initial measurement of lease liability
- any lease payments made at or before the commencement date less any lease incentives received
- any initial direct costs, and
- restoration costs.

Payments associated with short-term leases and leases of low-value assets are recognised on a straight-line basis as an expense in profit or loss. Short-term leases are leases with a lease term of 12 months or less.

Cash payments for the principal portion of the lease liabilities are presented as cash flows from financing activities. Cash payments for the interest portion are presented as cash flows from operating activities, consistent with presentation of other interest payments. Short-term lease payments, payments for leases of low-value assets and variable lease payments that are not included in the measurement of the lease liabilities are presented as cash flows from operating activities.

Critical judgements in determining rates for discounting future lease payments.

Management applied judgment in selecting an appropriate rate to discount the remaining future lease payments when determining lease liabilities under IFRS 16.

Lease liabilities were measured at the present value of the remaining lease payments, discounted using the University's incremental borrowing rate as at 31 December 2024. The incremental borrowing rate is the rate of interest that the University would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of similar value to the right-of-use asset in a similar economic environment.

FOR THE YEAR ENDED 31 DECEMBER 2024

2. MATERIAL ACCOUNTING POLICIES (continued)

(t) Leases (continued)

As a lessor

When the University acts as a lessor, it determines at lease inception whether each lease is finance lease or an operating lease.

To classify each lease, the University makes an overall assessment of whether the lease transfers substantially all of the risks and rewards incidental to ownership of the underlying asset. If this is the case, then the lease is a finance lease; If not, then it is an operating lease.

As part of this assessment, the University considers certain indicators such as whether the lease is for the major part of the economic life of the asset.

If an arrangement contains lease and non-lease components, the University applies IFRS 15 to allocate the consideration in the contract.

Lease income from operating leases where the University is a lessor is recognised in rental income on a straight-line basis over the lease term. The respective leased assets are included in the statement of financial position based on their nature.

(u) Borrowings

The University classifies non-derivative financial liabilities into borrowings. Such financial liabilities are recognised initially at fair value less any directly attributable transaction costs. Subsequent to initial recognition, these financial liabilities are measured at amortised cost using the effective interest method. Other financial liabilities comprise loans and borrowings, bank overdrafts, and trade and other payables.

Finance costs comprise interest expense on borrowings. Borrowing costs that are not directly attributable to the acquisition, construction or production of a qualifying asset are recognised in profit or loss using the effective interest method.

(v) Endowment funds

The University has established endowment funds for specific purposes. The capital amount of such funds is maintained at its original nominal value. The revenue generated through the investment of the capital is used in accordance with any conditions imposed by the Council, deed, gift or by the terms of the endowments or bequests. Endowment funds are transferred to profit or loss only when it is no longer required for the purpose for which the fund was originally established.

(w) Income tax

The University is exempt from income tax in accordance with the provision of Section 17 of the Fiji Income Tax Act.

(x) Value Added Tax (VAT)/Goods and Services Tax (GST)

Revenue, expenses and assets are recognised net of the amount of associated VAT/GST, unless VAT/GST incurred is not recoverable from the tax authority. In this case it is recognised as part of the cost of acquisition of the asset or part of the expense.

Receivables and payables are stated inclusive of the amount of VAT/GST, receivable or payable. The net amount of VAT/GST recoverable from, or payable to, the Tax Authority is included in other receivables or payables in the statement of financial position.

Amounts charged to the provision account are written off when there is no expectation of recovery.

FOR THE YEAR ENDED 31 DECEMBER 2024

2. MATERIAL ACCOUNTING POLICIES (continued)

(y) Comparative amounts

Where the presentation or classification of items in the financial statements is amended/reclassified, comparable amounts shall also be reclassified unless reclassification is impracticable.

3. FINANCIAL RISK MANAGEMENT

The University has exposure to the following risks:

- (i) Credit risk
- (ii) Liquidity risk and
- (iii) Market risk

The overarching policies and objectives of the University's treasury management activities are defined as being the "management and control of its cash flows, banking, and investment transactions; the effective control of risks associated with those activities; and the pursuit of optimum performance consistent with those risks".

The Finance and Investments Committee reviews and approves policies for managing each of these risks, which are summarised below.

(i) Credit risk

The maximum exposure to credit risk at balance date to recognised financial assets, is the carrying amount, net of any provisions for impairment of these assets, as disclosed in the statement of financial position and notes to the financial statements.

Movement in the allowance for impairment losses on trade and other receivables is summarized as follows:

	\$
Beginning balance at 1 January 2023	37,738,540
Reversal of Impairment loss	(3,002,034)
Write-offs	
Balance at year ended 31 December 2023	34,736,506
Impairment loss	3,501,311
Write-offs	
Balance at year end 31 December 2024	38,237,817

While cash and cash equivalents and held-to-maturity financial assets are also subject to impairment requirements of IFRS 9, any impairment loss is deemed immaterial.

The University applies the IFRS 9 simplified approach to measure expected credit losses for receivables.

3. FINANCIAL RISK MANAGEMENT (continued)

(i) Credit risk (continued)

To measure the expected credit losses, receivables have been grouped based on shared risk characteristics and the days past due. The University uses the 'net flow rate' model based on the probability of receivables following the movement of cash outstanding from payment status of current through all delinquency buckets until write off. Loss rates are based on historical credit losses experienced within this year. These rates are then adjusted to reflect current and forward-looking information based on macroeconomic factors and the University's internal evaluation of receivables over their expected lives.

Trade receivables in relation to contributions due from governments have been assessed individually, and any impairment loss is deemed immaterial due to short term nature and historical lack of default from respective governments.

The following table provides analysis about the exposure to credit risk and expected credit losses for trade and other receivables except contributions due from governments:

-		31 December	r 2024	4 31 December 202		
	Expected weighted average loss rate	Gross carrying amount	Loss allowance	Expected weighted average loss rate	Gross carrying amount	Loss allowance
		\$	\$		\$	\$
(a) Trade debtors						
1 to 90 days	5%	4,318,514	219,249	9%	645,377	56,309
91 to 180 days	100%	137,652	137,652	100%	218,683	218,683
181 to 365 days	100%	183,524	183,524	100%	69,992	69,992
More than 365 days	100%	937,104	937,104	100%	798,582	798,582
Total		5,576,794	1,477,529		1,732,634	1,143,566

3. FINANCIAL RISK MANAGEMENT (continued)

	31	December 20	24	31 December 2023			
	Expected weighted average loss rate	Gross carrying amount	Loss allowance	Expected weighted average loss rate	Gross carrying amount	Loss allowance	
		\$	\$		\$	\$	
(b) Student debtors							
Collective Assessment							
1 to 90 days	27%	1,577,233	433,661	28%	1,047,035	294,039	
91 to 180 days	95%	3,483,358	3,318,333	98%	3,890,470	3,815,537	
181 to 365 days	100%	3,264,030	3,264,030	100%	3,003,962	3,003,962	
More than 365 days	100%	21,957,021	21,957,021	100%	19,804,090	19,804,090	
	-	30,281,642	28,973,045		27,745,557	26,917,628	
Individual Assessment							
Add Governmen Sponsored	t	5,114,975	-		3,932,936	-	
Less unidentified	d deposits	(1,089,549)	-		(1,047,778)	-	
Total	_	34,307,068	28,973,045		30,630,715	26,917,628	

3. FINANCIAL RISK MANAGEMENT (continued)

	31 D	ecember 20)24	31 D	ecember 2023	
	Expected weighted average loss rate	Gross carrying amount	Loss allowance	Expected weighted average loss rate	Gross carrying amount	Loss allowance
		\$	\$		\$	\$
(c) Staff debtors						
l to 90 days	-	3,588	-	-	3,853	-
91 to 180 days	50%	6,324	3,162	50%	1,969	984
181 to 365 days	100%	38,075	38,075	100%	13,503	13,503
More than 365 days	100%	31,575	31,575	100%	48,238	48,238
Total	_	79,562	72,812		67,563	62,725

3. FINANCIAL RISK MANAGEMENT (continued)

		31 Dece	ember 2024		31 Dece	ember 2023
	Expected weighted average loss rate	Gross carrying amount	Loss allowance	Expected weighted average loss rate	Gross carrying amount	Loss allowance
		\$	\$		\$	\$
(d) VAT/GST receivable						
1 to 90 days	-	-	-	-	3,591	
91 to 180 days	50%	-	-	50%	9,700	4,850
181 to 365 days	100%	-	-	100%	48,959	48,959
More than 365 days	100%	3,733,193	3,733,193	100%	3,650,865	3,650,865
Total		3,733,193	3,733,193	_	3,713,115	3,704,674

3. FINANCIAL RISK MANAGEMENT (continued)

		31 December	2024		31 December 2	2023
	Expected weighted average loss rate	Gross carrying amount	Loss allow- ance	Expected weighted average loss rate	Gross carrying amount	Loss allow- ance
		\$	\$		\$	\$
(e) Other debtors						
1 to 90 days	19%	4,835,487	941,383	8%	5,232,384	444,164
91 to 180 days	100%	815,820	815,820	100%	203,997	203,997
181 to 365 days	100%	605,370	605,370	100%	162,389	162,389
More than 365 days	100%	1,618,665	1,618,665	100%	2,097,363	2,097,363
Individual As- sessment		7,875,342	3,981,238		7,696,133	2,907,912
1 to 90 days		4,402,601	-		4,662,841	-
Total	_	12,277,943	3,981,238		12,358,974	2,907,912

3. FINANCIAL RISK MANAGEMENT (continued)

(ii) Liquidity Risk

Liquidity risk refers to the risk of financial loss to the University as a result of insufficient funds being available to meet its short and long term liabilities. The University has creditors and accruals which are all short term and hence have been classified as current liabilities in the statement of financial position.

The University manages liquidity risk by maintaining adequate cash and cash equivalent balances and borrowing facilities by continuously monitoring forecast and actual cash flows and matching the maturity profiles of financial assets and liabilities.

Subventions within campuses or from the main Laucala campus to other campuses are carried out in order to maintain sufficient cash balances in all campuses for the funding of day-to-day operations.

The table below summarises the maturity profile of the university's financial liabilities based on contractual undiscounted payments (principal plus any future interest payments).

		• • •	7			
31 December 2024	Carrying Amount	1 to 3 months	3 to 12 months	1 to 5 years	> 5 years	Total
	\$	\$	\$	\$	\$	\$
Creditors and accruals	25,630,766	12,997,043	12,633,723	-	-	25,630,766
Borrowings	30,992,722	-	1,819,249	7,276,997	21,896,476	30,992,722
Lease liabilities	3,607,832	317,464	952,395	2,409,983	808,082	4,487,924
31 December 2023	Carrying Amount	1 to 3 months	3 to 12 months	1 to 5 years	> 5 years	Total
	\$	\$	\$	\$	\$	\$
Creditors and accruals	20,191,215	10,459,502	9,731,713	-	-	20,191,215
Borrowings	28,639,840	106,993	1,326,073	11,945,471	16,833,945	30,212,482
Lease liabilities	3,075,487	315,794	947,382	1,969,983	821,221	4,054,380

FINANCIAL RISK MANAGEMENT (continued)

(iii) Market Risk

Foreign currency risk

Foreign currency risk refers to risk that the value of a financial commitment, recognized asset or liability will fluctuate due to changes in foreign currency rates. The University's foreign currency exchange risk arises primarily from cash and cash equivalents, held-to-maturity financial assets, and trade and other receivables balances denominated in foreign currencies and transactions for receipts and payments settled in foreign currencies or with prices dependent on foreign currencies as well as transactions for regional campuses in various currency denominations.

The University manages this risk by maintaining off-shore bank accounts in its efforts to provide a natural hedge against currency exposures.

The following table demonstrates the sensitivity analysis to a reasonably possible change in the Australian dollar (AUD), New Zealand dollar (NZD), Japanese Yen (JPY), `Tongan Pa'anga (TOP) and United States Dollar (USD) exchange rates on the University's surplus, with all other variables held constant:

Increase / (de in foreign exc			Ептест	t on surplus (\$)		
rates		AUD	NZD	USD	JPY	ТОР
71 Dan 27	10%	8,868,571	3,078,094	558,610	208,810	1,604
31-Dec-24	-10%	(8,868,571)	(3,078,094)	(558,610)	(208,810)	(1,604)
31-Dec-23	10%	6,194,525	1,161,106	458,458	185,341	1,543
31-Dec-23	-10%	(6,194,525)	(1,161,106)	(458,458)	(185,341)	(1,543)

Interest Rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates.

The University's exposure to the changes in market interest rates relates primarily to the investment of surplus cash into a call or held-to-maturity financial assets as well as through utilization of bank overdrafts and borrowings.

Investment financial assets are either rolled over at maturity at interest rates applicable on rollover dates, or converted to operational use if the need arises at the time of maturity. Interest on bank overdrafts is subject to changes in market interest rates. All the borrowings of the University are at fixed rates of interest but are exposed to re-pricing due to fair value movements.

Long-term investments are not feasible due to the nature of operations within the University, therefore, avoiding the risk of a cash flow mismatch or a liquidity shortfall.

3. FINANCIAL RISK MANAGEMENT (continued)

(iii) Market Risk (continued)

Lending Facilities - Debt, Refinancing and Granting Security

The University ensures that its borrowing, private financing and partnership arrangements are negotiated, structured, documented and the maturity profile of the raised monies managed, with a view to obtaining competitive and favourable terms in light of market conditions prevailing at the time.

Prior to entering into or negotiating for any agreement to increase lending facilities (including leases) or re-finance the University's current borrowing arrangements, approval from the Finance and Resources Committee (FRC) must be obtained.

In raising capital finance, those with delegated authority will take account of:

- (i) the University's powers and rules and, in particular the University's Charter, Statutes, Regulations and Scheme of Financial Delegations;
- (ii) any legal or fiscal statutory restrictions; and
- (iii) the terms and covenants of borrowing

The following table demonstrates the sensitivity analysis to a reasonably possible change in the interest rates on the University's surplus, with all other variables held constant:

		Effect on	Surplus
	Increase/ (Decrease) in	31 December 2024	31 December 2023
	interest rates	\$	\$
Financial Assets	1%	433,245	263,199
Term deposits	-1%	(433,245)	(263,199)
Financial Liabilities	1%	4,649	4,279
Borrowings	-1%	(4,649)	(4,279)

4. GOVERNMENT CONTRIBUTIONS

	2024	2023
	\$	\$
Cook Islands	166,178	137,106
Fiji	46,968,542	32,304,167
Kiribati	1,931,760	1,598,966
Marshall Islands	259,868	309,070
Nauru	112,576	155,449
Niue	47,467	58,789
Samoa	1,595,122	1,216,741
Solomon Islands	3,028,235	2,806,442
Tokelau	21,944	23,353
Tonga	1,765,156	1,588,599
Tuvalu	425,806	419,470
Vanuatu	3,551,580	3,670,242
	59,874,234	44,288,394

	2	024	20)23
GOVERNMENT CONTRIBUTIONS	Student Grant	Campus Grant	Student Grant	Campus Grant
BY CATEGORY	\$	\$	\$	\$
Cook Islands	32,871	133,307	23,749	113,357
Fiji	21,135,844	25,832,698	16,113,652	16,190,515
Kiribati	1,751,687	180,073	1,381,263	217,703
Marshall Islands	52,096	207,772	58,047	251,023
Nauru	34,947	77,629	34,948	120,501
Niue	15,194	32,273	10,840	47,949
Samoa	405,963	1,189,159	391,134	825,607
Solomon Islands	2,084,076	944,159	2,129,535	676,907
Tokelau	21,944	-	23,353	-
Tonga	1,209,889	555,267	1,212,351	376,248
Tuvalu	336,434	89,372	336,197	83,273
Vanuatu	2,187,907	1,363,673	2,307,856	1,362,386
	29,268,852	30,605,382	24,022,925	20,265,469

Total Government contributions for student and campus grant totalled \$59,874,234 (2023: \$44,288,394). The grant includes grant arrears of \$20m (2023: \$10m) received from Fiji during the year.

5. STUDENT TUITION FEES

5.	STUDENT TUITION FEES		
		2024	2023
		\$	\$
	Regional students	54,532,791	49,461,143
	International students	1,771,250	1,389,610
		56,304,041	50,850,753
	Pacific TAFE	11,524,460	11,538,953
	Republic of Marshall Islands (RMI)	160,218	211,412
	Master of Business Administration	1,750,950	1,324,237
	Others	545,874	293,359
		70,285,543	64,218,714
5(a)	STUDENT TUITION FEES BY SPONSORS		
	Private students	31,946,377	20,788,021
	Private sponsored	2,257,793	2,261,496
	Government sponsored	33,144,389	37,983,463
	USP sponsored	2,936,984	3,185,734
		70,285,543	64,218,714
6.	DEVELOPMENT ASSISTANCE		
	Learning and Teaching Support	29,260,763	32,404,911
	Project Funding Support	16,835,117	10,900,903
	Research Income	4,271,195	5,313,280
		50,367,075	48,619,094
6(a)	DEVELOPMENT ASSISTANCE SOURCES		
	Australia	24,922,680	27,331,236
	New Zealand	10,488,404	10,981,421
	European Union	2,749,527	2,164,191
	Japan	1,704,150	1,188,544
	Other partners	10,502,314	6,953,702
		50,367,075	48,619,094

7(a) COMMERCIAL INCOME

Other income

Publication sales

Insurance proceeds

Remeasurement gain on ADB loan

		2024	2023
		\$	\$
	Book centre and computer shop	4,944,225	4,746,758
	Desidential/Herminen mantal harrane		
	Residential/Housing rental Income	/ 225.061	E 010 177
	-Laucala	4,225,061	5,010,177
	-Emalus -Alafua	20,545	141,709
	-Alatua	288,686	355,388
		9,478,517	10,254,032
	Gymnasium and Community Recreation Centre	756,539	795,268
	Rental Income	241,734	213,602
	Others	130,996	45,386
		10,607,786	11,308,288
7(b)	CONSULTANCY INCOME		
	Professional services and project consultancies	894,054	1,857,026
	Training and teaching	101,375	21,196
	Others	88,979	46,751
		1,084,408	1,924,973
8.	OTHER INCOME		
	Administration cost recovery	363,843	725,175
	Course material and text book sales	257,953	150,661
	Faculty and support units' income	1,765,691	1,928,436
	ITS domain name registration	176,790	192,221
	Laboratory income	1,462,319	1,571,091
	Miscellaneous student activities	1,116,536	966,939

3,973,010

194,277

9,310,419

2,367,750

19,513,240 *

32,212,590

206,710 4,590,367

^{*} The Communication buildings that was destroyed by fire in November 2018 was insured for \$20m. \$2m was received by the University on 2021 for operations. The final payout of \$19.5m was received in October 2023 from QBE Insurance (Fiji) Limited.

9. **DEFERRED INCOME - DONATED ASSETS**

	2024	2023
	\$	\$
Depreciation and amortisation charge for the year	13,985,852	14,014,880
Less: charge on items acquired through normal operating activities	(9,961,486)	(10,061,846)
Release of deferred revenue liability – depreciation	4,024,366	3,953,034

10. PERSONNEL COSTS

Academic and professional staff	54,342,708	48,180,988
Intermediate and junior staff	26,194,596	21,908,61
Provision for annual leave entitlement	(42,083)	(220,407
Senior management	3,168,683	2,820,969
	83,663,904	72,690,16
Staff numbers (including part-time staff) by cat	regory	
Academic and professional	788	63
Intermediate and junior staff	736	79'
Senior management	9	10
	1,533	1,438
Annualised taxable emoluments for staff paid \$	5100,000 or more	
Annualised taxable emoluments for staff paid \$	5100,000 or more	
Annualised taxable emoluments for staff paid \$	56	58
\$100,000 - \$119,999 \$120,000 - \$139,999	56 36	3:
\$100,000 - \$119,999 \$120,000 - \$139,999 \$140,000 - \$159,999	56	3:
\$100,000 - \$119,999 \$120,000 - \$139,999 \$140,000 - \$159,999 \$160,000 - \$179,999	56 36	3:
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\$100,000 - \$119,999 \$120,000 - \$139,999 \$140,000 - \$159,999 \$160,000 - \$179,999 \$180,000 - \$199,999	56 36 27 23 7 3 6	3. 20 1:

11. OPERATING EXPENSES

	2024	202
	\$:
Cost of sales	3,936,311	4,186,28
Travel and related expenses – University related	3,610,292	2,556,64
Travel and related expenses - Projects related	3,581,191	2,828,590
Student – research related expenses	9,735,300	7,096,96
Student – support related expenses	3,248,416	3,515,65
Grounds and maintenance	10,054,262	5,609,59
Consultancy expenses	3,203,294	4,466,24
Utilities	4,611,921	4,486,17
Telecommunications	4,418,476	5,578,80
Library books	2,225,739	2,189,43
Staff recruitment and passages	442,804	622,91
Printing and stationery	1,089,131	1,212,43
Insurance premiums	4,468,355	3,453,48
Computer software and hardware	5,902,425	3,488,12
Workshop expenses	1,340,486	859,16
Advertising	1,148,676	939,70
Hospitality / expenditure on meetings	943,873	678,74
Teaching materials	1,894,958	1,594,52
Medical premiums	2,483,006	2,649,62
Rent expense – low value and short term leases	1,431,108	1,543,01
Equipment purchase	375,144	875,23
Other items of expenses	3,240,868	3,717,11
Freight and courier charges	345,102	564,68
Remeasurement loss on ADB loan	1,491,732	
Academic gown written-off (Refer Note 12)		1,097,99
Sub-total	75,222,870	65,811,16
Audit Fees:		
External audit - audit of financial statements	90,505	108,20
- audit of projects	38,157	43,76
Internal audit - audit	33,147	105,00
Honorarium:		
Council	35,649	53,56
Audit and Risk Committee	28,456	21,73
Finance and Resource Committee	40,860	37,72
Total operating expenses	75,489,644	66,181,15

12. INVENTORIES

	Goods and Publication	Academic Gowns	Catering and Domestic	Tota
	\$	\$	\$	
Balance at 1 January 2023	1,692,295	1,223,934	4,043	2,920,27
Purchases	2,599,158	-	3,447	2,602,60
Cost of sales / expensed	(2,243,878)	(130,917)	(4,358)	(2,379,153
Impairment expense	(271,038)	4,980	-	(266,058
Write-off		(1,097,997)		(1,097,997
Balance as at 31 December 2023	1,776,537	-	3,132	1,779,66
Purchases	2,548,311	-	2,757	2,551,06
Cost of sales / expensed	(2,091,154)	_	(3,447)	(2,094,60
Impairment expense	(559,972)		<u> </u>	(559,972
Balance as at 31 December 2024	1,673,722		2,442	1,676,16
Total cost of inventories			1,968,844	2,632,32
Less: provision for obsolescence			(292,680)	
	er			(852,652)
Less: provision for obsolescence			(292,680)	(852,652)
Less: provision for obsolescence Cost or valuation at 31 Decemb			(292,680)	(852,652)
Less: provision for obsolescence Cost or valuation at 31 Decemb Analysis of goods and publicat			(292,680) 1,676,164	1,779,669
Less: provision for obsolescence Cost or valuation at 31 Decemb Analysis of goods and publicat Book centre – inventory Convenient store - Laucala			(292,680) 1,676,164 963,530	(852,652) 1,779,669
Less: provision for obsolescence Cost or valuation at 31 Decemb Analysis of goods and publicat Book centre – inventory			(292,680) 1,676,164 963,530 52,721	903,597 66,090
Less: provision for obsolescence Cost or valuation at 31 Decemb Analysis of goods and publicat Book centre – inventory Convenient store - Laucala TS goods	ions:		963,530 52,721	903,597 66,090
Less: provision for obsolescence Cost or valuation at 31 Decemb Analysis of goods and publicat Book centre – inventory Convenient store - Laucala TS goods Regional campuses – books	ions:		963,530 52,721 158 372,919	903,597 66,090 193
Less: provision for obsolescence Cost or valuation at 31 Decembe Analysis of goods and publicat Book centre – inventory Convenient store - Laucala TS goods Regional campuses – books Regional campuses - course ma	ions: terials	ure	963,530 52,721 158 372,919 411,481	903,597 66,090 193 513,023
Less: provision for obsolescence Cost or valuation at 31 Decembe Analysis of goods and publicat Book centre – inventory Convenient store - Laucala TS goods Regional campuses – books Regional campuses - course man	ions: terials	ure	963,530 52,721 158 372,919 411,481 94,254	903,597 66,090 193 513,023 1,005,080 80,90
Less: provision for obsolescence Cost or valuation at 31 Decembe Analysis of goods and publicat Book centre – inventory Convenient store - Laucala TS goods Regional campuses – books Regional campuses - course man	ions: terials	ure	963,530 52,721 158 372,919 411,481 94,254 55,180	903,597 66,090 193 513,023 1,005,080 80,90 44,146

13.	TRADE AND OTHER RECEIVABLES	Notes	2024	2023
			\$	\$
	Government contributions	13(a)	13,544,390	10,334,145
	Trade debtors	13(b)	5,576,794	1,732,634
	Student debtors	13(c)	34,307,068	30,630,715
	Staff debtors	13(d)	79,562	67,563
	VAT / GST receivable	13(e)	3,733,193	3,713,115
	Other debtors	13(f)	12,277,943	12,358,974
			69,518,950	58,837,146
	Less: allowance for impairment losses	3(i)	(38,237,817)	(34,736,506)
		_	31,281,133	24,100,640
13(a)	Contribution due from governments:			
	Tonga		93,866	397,150
	Fiji		6,297,083	4,921,666
	Vanuatu		5,950,134	4,956,540
	Niue		47,467	58,789
	Samoa		398,781	-
	Solomon Islands		757,059	-
		_	13,544,390	10,334,145

Overpayments by member countries are classified as payables, refer note (22). Contributions from Fiji were on hold from August 2020 to July 2023. The normal grant contribution was restored from August 2023 while the government agreed to pay the arrears in instalments. The University had received \$31.8m towards the arrears, with the outstanding balance of \$84m as at 31 December 2024. The arrears are not recorded as income and receivable until the commitments are made by the government as part of its annual budget.

13(b) Trade Debtors			
Alafua campus		60,233	60,715
Emalus campus and book centre		92,323	146,430
Tonga campus (IOE)		2,240	1,650
Laucala campus:			
- Commercial		302,385	109,684
- Consultancies, Lab Analysis & Venue Hire		5,119,613	1,414,155
		5,576,794	1,732,634
Less: allowance for impairment losses	3(i)	(1,477,529)	(1,143,566)
		4,099,265	589,068

13. TRADE AND OTHER RECEIVABLES (continued)

3(c)	(i)Student Debtors	Notes	2024	2023
			\$	\$
	Alafua		1,817,126	1,872,039
	Emalus		5,978,335	3,813,997
	Laucala		16,453,793	15,662,349
	Other regional campuses		11,147,363	10,330,108
	Less unidentified credits		(1,089,549)	(1,047,778)
			34,307,068	30,630,715
	Less: allowance for impairment losses	3(i)	(28,973,045)	(26,917,628)
			5,334,023	3,713,087
	(ii)Student Debtors			
	Private students		24,131,336	22,293,047
	Sponsored students		10,175,732	8,337,668
		_	34,307,068	30,630,715
3(d)	Staff debtors			
	Laucala		28,484	-
	Regional campuses		51,078	67,563
			79,562	67,563
	Less: allowance for impairment losses	3(i)	(72,812)	(62,725)
			6,750	4,838
3(e)	VAT/GST receivable			
	Alafua book centre		1,032,835	1,012,757
	Laucala book centre		2,700,358	2,700,358
			3,733,193	3,713,115
	Less: allowance for impairment losses	3(i)	(3,733,193)	(3,704,674)
		_	<u>-</u>	8,441
3(f)	Other debtors			
	Development assistance partners (projects)		4,326,345	3,460,176
	Development assistance partners (recurrent)		4,402,601	4,662,841
	Interest receivable		2,777,843	1,280,109
	Other debtors (bonds and security deposits)		771,154	2,955,848
	acposits)	_	12,277,943	12,358,974
	Less: allowance for impairment losses	3(i)	(3,981,238)	(2,907,912)
			8,296,705	9,451,062

14. PREPAYMENTS

	2024	2023
	\$	\$
Laucala campus	4,937,170	3,460,685
Laucala book centre	8,314	21,492
Other regional campus	21,234	120,515
	4,966,718	3,602,692

Prepayments relates to payments done in advance (usually annually) for services to be provided later, such as staff medical insurance, building insurance and software licenses.

15. CASH AND CASH EQUIVALENTS AND INVESTMENT IN FINANCIAL ASSETS

Cash and cash equivalents		
- Current accounts	69,130,381	66,189,585
 Short term deposits (term deposits 3 months or less) 	24,331,511	36,113,928
- Cash on hand and petty cash	50,898	48,327
	93,512,790	102,351,840
Investment in financial assets (term deposits between 3 to 12 months)	122,003,513	75,776,352
_	215,516,303	178,128,192
(a) Where held:		
In Fiji	49,759,299	65,749,760
With other regional banks	42,844,528	50,813,877
In other overseas accounts	122,912,476	61,564,555
_	215,516,303	178,128,192
(b) The following term deposits are denominated in the fo Fijian dollars:	J	
Fijian dollars	15,671,684	31,880,506
Australian dollars	88,685,712	61,945,257
New Zealand dollars	30,780,946	11,611,082
Linited States Dellaws	5,586,092	4,584,597
United States Dollars	2,088,098	1,853,409
Japanese yen	, ,	
	16,033	15,429

15. CASH AND CASH EQUIVALENTS AND INVESTMENT IN FINANCIAL ASSETS (continued)

15(c)	Comprising:	2024	202
		\$	9
	University fund	157,630,990	131,079,416
	Development assistance (projects) unexpended	51,639,435	41,202,800
	Endowment funds	6,245,878	5,845,976
		215,516,303	178,128,192

Development assistance (projects) and Endowment funds are restricted and are not available for the University's recurrent expenditure.

16. Reconciliation of net cash from operating activities to the statement of profit or loss and other comprehensive income

	2024	2023
	\$	9
Surplus for the year	27,147,607	58,629,14
Adjustments to income and expenditure:		
Release of deferred revenue	(4,024,366)	(3,953,034
Depreciation and amortisation	13,985,852	14,014,880
Impairment on trade and other receivables/(reversal of impairment)	3,501,311	(3,002,034
Provision for leave entitlement	(42,083)	(220,407
Write down of inventories	559,972	266,05
Net cash from operating activities before changes in assets and liabilities	41,128,293	65,734,60
Change in inventories	(456,467)	874,54
Change in accounts receivable	(10,681,804)	(12,400,692
Change in prepayments	(1,364,026)	(433,974
Change in development assistance (projects)	10,436,635	4,613,08
Change in creditors	12,019,683	(2,404,950
Change in foreign currency translation reserve	333,756	(272,470
Net cash provided by operating activities	51,416,070	55,710,148

17. PROPERTY, PLANT AND EQUIPMENT

	Property	Equipment and Furniture	Vehicles and Vessels	Work in Progress	Tota
Cost	\$	\$	\$	\$:
Deemed cost at 1 January 2023	267,638,316	100,954,700	4,003,459	16,915,070	389,511,54
Additions	12,810,987	4,329,715	175,835	3,382,196	20,698,73
Disposals	(73,875)	(7,080)	-	-	(80,955
Transfers between asset classes	18,059,668	774,872		(19,313,443)	(478,903
Deemed cost at 31 December 2023	298,435,096	106,052,207	4,179,294	983,823	409,650,42
Additions	6,554,343	1,828,805	347,563	2,594,644	11,325,35
Disposals	-	(33,013)	(47,649)	-	(80,662
Transfers between asset classes	167,355	81,298		(579,045)	(330,392
Deemed cost at 31 December 2024	305,156,794	107,929,297	4,479,208	2,999,422	420,564,72
January 2023	70,100,070	75,617,10	3,273, 131		10 1,771, 10
depreciation at 1 January 2023	78,480,876	73,017,104	3,273,451	-	154,771,43
Depreciation charge for the year	5,602,067	6,478,395	130,060	-	12,210,52
Disposals	(43,463)	(6,373)			(49,836
		79,489,126	3,403,511	-	166,932,11
Accumulated depreciation at 31 December 2023	84,039,480	75,405,120	, , .		
depreciation at 31	84,039,480 6,239,527	5,937,201	154,018	-	12,330,74
depreciation at 31 December 2023 Depreciation charge				- 	
depreciation at 31 December 2023 Depreciation charge for the year		5,937,201	154,018		12,330,74 (75,842 179,187,02
December 2023 Depreciation charge for the year Disposals Accumulated depreciation at 31	6,239,527 	5,937,201	154,018 (47,649)		(75,842
depreciation at 31 December 2023 Depreciation charge for the year Disposals Accumulated depreciation at 31	6,239,527 - 90,279,007	5,937,201 (28,193) 85,398,134	154,018 (47,649) 3,509,880	16,915,070	(75,842 179,187,02

17. PROPERTY, PLANT AND EQUIPMENT (continued)

Work in progress

Work in progress relates to costs for property-related projects where the project has not been completed. The costs will be transferred into respective asset class once all major items of expenditure, other than the payment of retention monies, have been incurred and the asset is put into service.

Carrying amount of work in progress projects	2024	2023
	\$	\$
Continuing from prior years		
Improve campus infrastructure and developments	2,964,452	976,230
Lab equipment installation	34,970	7,593
	2,999,422	983,823

Reconciliation of fixed assets to related accounts

Carrying amount of property, plant and equipment	241,377,700	242,718,303
Funded by:		
Development assistance	88,811,589	92,185,196
Other contributed equity	27,109,533	26,953,840
Carrying amount of properties acquired directly or through loans:		
Statham street campus	3,018,709	3,102,609
Services complex	59,040	63,360
Residential block	496,000	520,000
Student Accommodation (11th Hall)	6,424,844	6,604,096
Kiribati Campus	6,731,934	6,909,117
New Solomon Islands Campus	34,772,216	31,805,856
Carrying amount of assets funded from operating activities	73,953,835	74,574,229
	241,377,700	242,718,303

18. INTANGIBLE ASSETS

	•
Cost	
Deemed cost at 1 January 2023	3,726,499
Additions	316,200
Deemed cost at 31 December 2023	4,042,699
Additions	
Deemed cost at 31 December 2024	4,042,699
Amortisation and impairment	
Accumulated amortisation at 1 January 2023	3,276,18
Amortisation	258,819
Accumulated amortisation at 31 December 2023	3,535,000
Amortisation	216,475
Accumulated amortisation at 31 December 2024	3,751,475
Net carrying amount at 31 December 2023	507,699
Net carrying amount at 31 December 2024	291,224

19. LEASES

The University leases land and building for its operations and the term of each land and building lease is between five to ninety-nine years. The University also leases photocopiers and printers with lease terms of up to five years.

Information about leases for which the University is a lessee is presented below.

(a) Right-of-use assets

The statement of financial position shows the following amounts relating to right-of-use assets:

	Land	Building	Equipment	Total
	\$	\$	\$	\$
As at 1 January 2023	203,723	2,974,286	333,457	3,511,466
Additions	580,389	347,033	19,035	946,457
Depreciation charge for the year	(92,164)	(1,286,137)	(167,238)	(1,545,539)
As at 31 December 2023	691,948	2,035,182	185,254	2,912,384
Additions	-	1,889,889	72,124	1,962,013
Depreciation charge for the year	(113,050)	(1,122,950)	(202,631)	(1,438,631)
Balance as at 31 December 2024	578,898	2,802,121	54,747	3,435,766

FOR THE YEAR ENDED 31 DECEMBER 2024

19. LEASES (continued)

(b) Lease liabilities

Lease liabilities included in the statement of financial position as of period ended consist of:

	2024	2023
	\$	\$
Current	1,429,668	1,581,297
Non-current	2,178,164	1,494,190
Total lease liabilities	3,607,832	3,075,487

The statement of comprehensive income shows the following amounts relating to leases

Depreciation charge of right-of-use assets	1,438,631	1,545,539
Interest expense (included in interest expense)	246,654	247,523
Expense relating to short-term leases (included in operating costs)	1,431,106	1,543,010

The statement of cash flows shows the following amount relating to leases:

Repayment of principal lease liabilities (including interest)	1,676,322	1,828,820

Maturity analysis - contractual undiscounted cash flows

Total undiscounted lease commitments	4,487,924	4,054,380
Later than five years	808,082	821,221
Later than one year but not later than five years	2,409,983	1,969,983
Not later than one year	1,269,859	1,263,176
Not later than and year	1,200,000	

20. FINANCING FACILITIES

The University has access to overdraft facilities of \$5,000,000 (December 2023: \$5,000,000) with various banks across the region for which all conditions precedent has been met. As at 31 December 2024: nil (December 2023: nil) was utilised.

Cash at bank earns interest at floating rates based on daily bank deposit rates. The carrying amount of cash and cash equivalents as at 31 December 2024 is \$93,512,790 (December 2023: \$102,351,840). Investment financial assets as at 31 December 2024 is \$122,003,513 (December 2023: \$75,776,352).

21. BORROWINGS

	Note	2024	2023
		\$	\$
Fiji National Provident Fund Loan (FNPF)	21(ii)	-	3,328,317
Asian Development Bank Loan (ADB)	21(i) _	30,992,722	25,311,523
	_	30,992,722	28,639,840
<u>Disclosed in the statement of financial position as</u> <u>follows:</u>			
Current		1,732,618	1,401,425
Non-current	_	29,260,104	27,238,415
	-	30,992,722	28,639,840
21 (i) Asian Development Bank Loan			
Balance as at 1 January		25,311,523	17,669,519
Proceeds from loans and borrowings		3,332,947	11,766,646
Repayment of borrowings		(1,030,913)	(291,432)
The effect of changes in foreign exchange rates		1,154,333	145,558
The effect of interest expense of discounting		1,491,732	(4,590,367)
Interest expense		1,110,711	748,962
Interest paid		(377,611)	(137,363)
Balance at 31 December	_	30,992,722	25,311,523
Balance as at 31 December		35,708,816	32,252,449
The effect of interest expense of discounting	_	(4,716,094)	(6,940,926)
		30,992,722	25,311,523

On 19 June 2012, the University entered into a loan agreement with ADB of SDR 2,336,000 to construct the Kiribati Campus. The loan is to be paid off between December 2020 and May 2046 with the applicable interest rate being 1% during the grace period which expired on 1 December 2020 and 1.5% thereafter. In satisfaction of the conditions to effectiveness of this loan agreement, Republic of Kiribati entered into sovereign guarantee agreement with ADB to guarantee the performance of the University's obligations. As of 31 December 2024, SDR 1,887,999 (December 2023: SDR 1,982,107) had been utilised.

On 3 November 2016, the University entered into another loan agreement with ADB of SDR 10,973,000 to construct the Solomon Islands Campus. The loan is to be paid off between December 2024 and June 2048 with the applicable interest rate being 1% during the grace period due to expire on 1 December 2024 and 1.5% thereafter. As of 31 December 2024, SDR 9,540,969 (December 2023: SDR 8,671,992) had been utilised. The University is in compliance with loan covenants.

FOR THE YEAR ENDED 31 DECEMBER 2024

21. BORROWINGS (continued)

21 (i) Asian Development Bank Loan (continued)

The borrowings from ADB have been remeasured at fair value on initial recognition, being the present value of the expected future cash flows, discounted using market interest rate of 3.3% (December 2023: 3.3%) per annum. The difference between the revaluation balance and the nominal value of the amount payable has been credited to other income (Refer to Note 8). Subsequently, the loan has been measured at amortised cost using the effective interest rate method over the term of the loan.

21 (ii) Fiji National Provident Fund Loan

	2024 \$	2023 \$
Balance as at 1 January	3,328,317	3,722,687
Repayment of borrowings	(3,328,317)	(394,370)
Interest expense	68,826	187,395
Interest paid	(68,826)	(187,395)
Balance at 31 December	- -	3,328,317

The University entered into a loan agreement of \$7.0m with FNPF to construct the 11th Hall for student accommodation at the Laucala Campus. The loan was to be repaid within 15 years of the first drawdown. However, in April 2024, the University fully paid off the loan with FNPF.

22. CREDITORS AND ACCRUALS

	2024	2023
	\$	\$
Government contributions received in advance	-	80,230
Other creditors and accruals	3,926,746	2,267,811
Research funds	5,684,359	6,006,626
Payroll creditors	6,416,548	2,953,357
Student creditors	-	216,254
Student fees received in advance	4,489,868	3,930,562
Trade creditors	5,113,245	4,952,629
	25,630,766	20,191,215

23. DEVELOPMENT ASSISTANCE (PROJECTS) UNEXPENDED

	51,639,435	41,202,800
Research Income	5,899,364	12,080,184
Development Assistance	45,740,071	29,122,616

23. DEVELOPMENT ASSISTANCE (PROJECTS) UNEXPENDED (continued) 23(a) DEVELOPMENT ASSISTANCE (PROJECTS) SOURCES

Australia	8,753,616	9,469,860
NZ	17,366,244	3,899,238
EU	2,986,667	5,400,634
Japan	1,841,338	2,465,199
Others	20,691,570	19,967,869
	51,639,435	41,202,800

Development assistance (projects) unexpended funds are from development partners and are appropriated for a variety of purposes ranging from research, scholarship, community outreach and capital developments.

24. PROVISIONS

Balance at 31 December	2,060,095	2,102,178
Movement during the year	(42,083)	(220,408)
Balance at 1 January	2,102,178	2,322,586
Provision for annual leave		
Current		

Annual leave liabilities have been classified as current as there is no unconditional right to defer settlement for at least 12 months after reporting date.

Non-current		
Provision for severance allowance		
Balance at 1 January	2,544,637	3,709,028
Movement during the year	1,412,747	(1,164,391)
Balance at 31 December	3,957,384	2,544,637

25. DEFERRED INCOME - DONATED ASSETS

Balance at 1 January Additions during the year Release during the year – depreciation Release during the year - disposals	92,185,196 646,635 (4,024,366) 4,124	92,061,203 4,033,564 (3,953,034) 43,463
Balance at 31 December	88,811,589	92,185,196
(i) <u>Disclosed in the statement of financial position as follows:</u>		
Current	4,024,366	3,953,034
Non-current	84,787,223	88,232,162
	88,811,589	92,185,196

FOR THE YEAR ENDED 31 DECEMBER 2024

26. CAPITAL AND RESERVES

(a) Other contributed equity

The amount reflects the cost of assets donated by member countries in its capacity as the owners of the University.

(b) Foreign currency translation reserve

This reserve represents the resultant exchange gain/loss arising from the translation of all overseas campus balances on consolidation

27. COMMITMENTS

In addition to the amounts reported in the financial statements, the University has capital commitments of \$19,880,929 as at 31 December 2024 (31 December 2023: \$16,466,204) for various projects not yet started and asset purchases for which the items had not been received or paid for. This balance has not been recognised as a liability at balance date.

28. CONTINGENT ASSETS AND LIABILITIES		
	2024	2023
Contingent liabilities	\$	\$
	150.055	150.055
Fiji Electricity Authority - guarantees given	158,857	158,857
FRCA - customs bond - guarantees given	31,000	31,000
Government Tender Board	16,598	16,598
Ministry of Infrastructure and Transport - guarantees given	743,963	743,963
Ministry of Fisheries and Forest - guarantees given	151,956	151,956
VAT on contributions received from Fijian government		
(1992 - 2007) (a)	39,802,087	39,802,087
_	40,904,461	40,904,461
Contingent assets		
VAT on Fijian government contributions (1992 - 2007)	39,802,087	39,802,087
_	39,802,087	39,802,087

(a) The Fiji Revenue Customs Services (FRCS) advised in a letter dated June 2007 that the University may be liable to pay VAT on contributions received from the Government of Fiji since 1992. The University had made an effort recently in 2024 to close the matter but has not received a formal response from the FRCS. Accordingly, no provision for liability has been made in the financial statements.

The University claims Government contributions on a VAT exclusive basis. In the event that the tax liability is considered probable, the University would make a claim for the short fall in payment of contributions and recognise a receivable amount to the value of the potential tax liability.

FOR THE YEAR ENDED 31 DECEMBER 2024

28. CONTINGENT ASSETS AND LIABILITIES (continued)

Legal claim contingency

There are various legal claims and trade disputes pending against the University as at balance date. The University considers these claims, arising in the normal course of business, to be immaterial and mostly spurious except for cases of defamation that may still continue due to the leak of special BDO audit report in the social media. No amounts have been provided in relation to any of these matters as the University or the solicitors at this stage are unable to estimate related costs or settlement value (if applicable).

29. RELATED PARTIES

The University is controlled by 12 member countries comprising Fiji, Tuvalu, Tonga, Solomon Islands, Samoa, Republic of Marshall Islands, Nauru, Niue, Cook Islands, Vanuatu, Kiribati and Tokelau. Details of grant received, grant receivable and grant received in advance during the period is tabulated.

	2024 2023 \$		23
	4	\$	
Government contribution income (Note 4)	59,874,234	44,288,394	
Government contribution receivable (Note 13)	13,544,390	10,334,145	
Government contributions received in advance (Note 22)		80,230	

Key management personnel disclosures

(a) Names of responsible persons and senior management team

The following were responsible persons and the senior management team of the University during the period and as at the date of this report.

All members of the University council were appointed or elected under the provisions of the University Charter. Council members include the University employees who may be ex-official members or elected staff members.

(i) University Council Members

Hon. Dr. Hilda C. Heine replaced by Mr. Siosiua Tuitalukua Tupou Utoikamanu, as Pro-Chancellor & Chair of Council

Professor Pat Walsh, Deputy Pro-Chancellor & Deputy Chair of Council and Government Representative, New Zealand (Acting Pro-Chancellor & Chair of Council)

Professor Pal Ahluwalia, Vice-Chancellor & President

Hon Vaine Mokoroa, Minister for Education, Cook Islands

Hon. Wilbur Heine, Minister for Education, Sports & Training, Marshall Islands - replaced by Hon. Joe Bejang, Minister for Education, Sports & Training, Marshall Islands

Hon. Lionel Aingimea, Minister for Foreign Affairs and Trade, and Special Envoy to USP, Nauru

Hon. Sonya Talagi, Minister of Social Services responsible for Education, Niue

Hon. Elehi Kelihiano Kalolo, Minister for Education, Tokelau

Hon. Lanelle Tanangada, Minister for Education & Human Resources Development, Solomon Islands replaced by Hon. Tozen Leokana, Minister for Education & Human Resources Development, Solomon Islands

FOR THE YEAR ENDED 31 DECEMBER 2024

29. RELATED PARTIES (continued)

Key management personnel disclosures (continued)

- (a) Names of responsible persons and senior management team (continued)
- (i) University Council Members (continued)

Hon. Alexander Teabo, Minister for Education, Kiribati

Hon. Bruno Leingkone, Minister for Education & Training, Vanuatu replaced by **Hon. Anatole Hymak**, Minister for Education & Training, Vanuatu

Hon. Timi Melei, Minister for Education, Youth and Sports, Tuvalu replaced by **Hon. Hamoa Holona**, Minister for Education and Human Resources Development, Tuvalu

Hon. Siaosi 'Ofa Ki Vahafolau Sovaleni, Prime Minister and Minister for Education & Training, Tonga replaced by Hon. Hu'akavameiliku Minister for Education & Training, Kingdom of Tonga

Hon. Seu'ula Ioane, Minister for Education, Sports & Culture, Samoa

Mrs. Saoleitiiti Maeva Natacha Betham-Vaai, Chair of the Finance & Resources Committee and Chief Executive Officer, Ministry of Finance, Samoa

Hon. Aseri Radrodro, Minister for Education, Fiji

Ms. Selina Kuruleca Permanent Secretary for Education, Fiji replaced by Mr. Ratu Meli Nacuva, Acting Permanent Secretary for Education, Republic of Fiji

Mr. Shiri Gounder, Permanent Secretary for Economy, Fiji

Ms Fay Yee, Government Representative, Fiji replaced by Ms. Ofa Swann, Republic of Fiji, Representative

Professor Steven Ratuva, Government Representative, Fiji

Professor Caroline McMillen, Government Rep and Interim Chair of the Audit & Risk Committee, Australia

Esala Nayasi, Deputy Secretary-General, Pacific Islands Forum Secretariat replaced by **Mr. Baron Waqa**, Secretary-General, Pacific Islands Forum Secretariat

Professor Elisabeth Holland, Senate Rep replaced by Professor Gurmeet Singh, Senate Representative

Professor Sushil Kumar, Senate Representative replaced by Professor Bibhya Sharma, Senate Rep Ms. Rosalia Fatiaki, USP Staff Representative

Ms. Tarisi Vacala, USP Staff Representative

Mr. Christopher Siliva, USPSA, Student Rep replaced by **Mr. Manasa Navara**, USP Student Assoc Rep

Ms. Adi Salote Duaibe, USPSA, Student Rep replaced by **Simote Ta'ai**, USP Students Association Rep

Mr. Semi Tukana, Fiji, Co-opted member

(ii) Senior management team

Professor Pal Ahluwalia, Vice-Chancellor and President

Dr. Giulio Paunga, Deputy Vice-Chancellor and Vice-President (Regional Campuses and Global Engagement) – ended 06 June 2024

Professor Pal Ahluwalia, Deputy Vice-Chancellor and Vice-President (Regional Campuses and Global Engagement) – effective 07 June 2024

Professor Jito Vanualailai, Deputy Vice-Chancellor and Vice-President (Education)

Professor Gurmeet Singh, Acting Deputy Vice-Chancellor and Vice-President (Research and Innovation), Head of School of Business and Management (SBM)

Mr. Walter Fraser, Chief Operating Officer

Dr. Rup Singh, Acting Head of School of Accounting, Finance & Economics (SAFE)

Professor Bibhya Sharma, Head of School of Information Technology, Engineering, Mathematics & Physics (STEMP)

Professor Surendra Prasad, Head of School of Agriculture, Geography, Environment, Ocean & Natural Sciences (SAGEONS)

Associate Professor Sandra Tarte, Acting Head of School of Law and Social Sciences (SoLaSS)

Dr. Matthew Hayward, Acting Head of School of Pacific Arts, Communication and Education (SPACE)

29. RELATED PARTIES (continued)

Key management personnel disclosures (continued)

(b) Remuneration of Council Members and Senior Management Team

	2024	2023
Annual remuneration of Council members		
\$10,000 - \$19,999	3	3
\$20,000 - \$29,999	1	1
Annual remuneration of Senior management team		
\$120,000 - \$139,999	-	1
\$140,000 - \$159,999	-	-
\$160,000 - \$179,999	2	3
\$180,000 - \$199,999	1	-
\$200,000 - \$219,999	1	-
\$220,000 - \$239,999	1	1
\$240,000 - \$259,999	-	1
\$260,000 - \$279,999	-	-
Above \$300,000	4	4
	9	10

Council members paid by the University are in the form of honorarium only.

The above number of Senior Management Team includes those that have either joined or left the University (or Senior Management Team) during the year and their expected total annual remuneration for the respective period exceeds \$100,000.

The University is not aware of any material transactions that may have been conducted with Council members of the University.

(c) Key management personnel compensation

	2024	2023
	\$	\$
Short term employee benefits	2,983,018	2,726,224
Post-retirement benefits – superannuation	185,665	115,619
	3,168,683	2,841,843

30. BREAKDOWN OF RECURRENT AND PROJECT ACTIVITIES

31 December 2024			
	Recurrent	Project	Tota
	\$	\$	
Development assistance	29,521,003	31,410,434	60,931,43
Staff expenses	(78,861,299)	(4,343,147)	(83,204,446
Other operating expenses	(50,692,008)	(16,819,424)	(67,511,43
31 December 2023			
	Recurrent	Project	Tota
	\$	\$	
Development assistance	27,742,520	21,436,218	49,178,73
Staff expenses	(70,034,718)	(3,835,251)	(73,869,969
Other operating expenses	(55,061,630)	(13,078,079)	(68,139,709

31. IMPACT OF EXTERNAL EVENTUALITIES

The region continues to feel the negative economic impacts of COVID-19 and are affecting the University's revenues from fees, grants and development assistance. Fiji Government still owes the University significant outstanding grants while changes to US donor funding policies has some financial implications. The University has developed and is implementing a number of strategies and tactical approaches to respond to these challenges to ensure sustainability. These are being factored in its current and future plans and are underpinned by four (4) cross-cutting themes; 1. Consolidation 2. Innovation 3. Transformation and 4. Sustainability.

Despite the economic challenges the University's financial position remains strong. The University therefore continues to adopt the going concern basis in preparing the financial statements. But in an environment of declining revenue from core business and increasing operational cost, the University remains vigilant given the continuing difficult economic environment within which it is operating.

32. EVENTS SUBSEQUENT TO YEAR END

There has not arisen in the interval between the end of the year and the date of this report any item, transaction or event of a material and unusual nature likely to affect significantly the operations of the University, the results of those operations or the state of affairs of the University in subsequent periods.



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