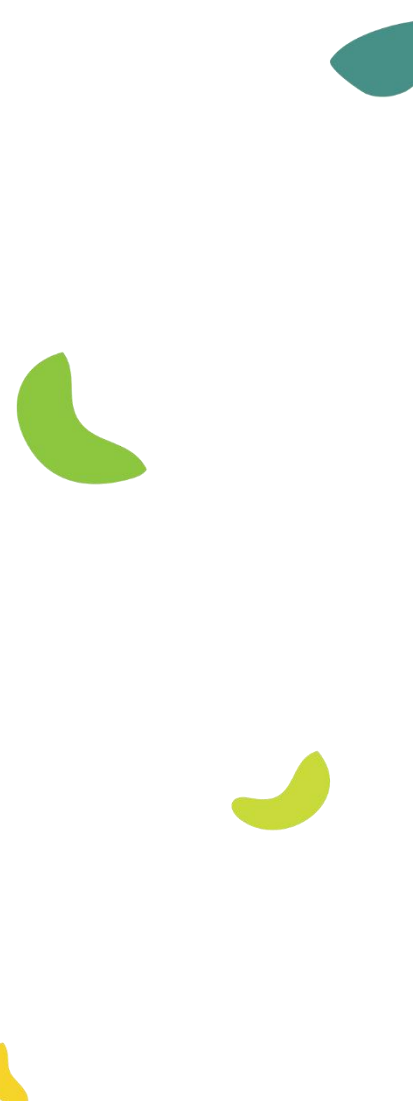




République de Vanuatu
Republic of Vanuatu
Ripablik blong Vanuatu

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

Annual Report – 2025

June 2026




Ripablik di Vanuatu
Republik vanuatu
Ripablik blong Vanuatu

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

Table of Contents

Acronyms	4
Foreword from the Vice-Chancellor	5
1 Overview	7
1.1 : Introduction.....	7
1.2 : Higher Education Needs & Challenges	8
1.3 : Our Programs.....	9
1.4 : Our Governance	11
1.5 : Our Structure.....	13
1.6 : Our People	15
1.7 : 2025 Facts & Figures.....	16
1.8 : 2025 Key Highlights	17
2 University Strategy	19
2.1 : Strategic Directions	19
2.2 : Challenges.....	20
2.3 : Achievements	23
3 Management & Performance	28
3.1 : Academic Development.....	28
3.2 : Student Enrolment & Performance	35
3.3 : Research & Conference	38
3.4 : External Engagement.....	48
3.5 : Human Resources	52
3.6 : Infrastructure.....	55
3.7 : Information Technology	56
3.8 : Finance	61

Appendix

Appendix 1: Auditor Finance Statement – 2025



Acronyms

AFD	Agence Française de Développement
COVID-19	Coronavirus disease of 2019
CRHA	Climate Resilience & Humanitarian Action
DiG4EL	Digital Inferential Grammar for Endangered Languages
FALAH	Family Farming, Lifestyle and Health
HR	Human Resources
ICT	Information & Communication Technology
IELTS	International English Language Testing System
IT	Information technology
MoET	Ministry of Education and Training
NUV	National University of Vanuatu
PhD	Doctor of Philosophy
PIURN	Pacific Islands Universities Research Network
PMC	Professional Micro-Credential
PPM	Project & Program Management
SASS	Student Academic and Support Services Department
SoE	School of Education
UNC	University of New Caledonia
UFP	University of French Polynesia
VAC	Vanuatu Agriculture College
VQA	Vanuatu Qualifications Authority
VUV	Vatu



Foreword from the Vice-Chancellor

As Vice-Chancellor, I am pleased to present the 2025 Annual Report of the National University of Vanuatu (NUV). Building upon the foundations strengthened in 2024, this year has been one of consolidation, strategic expansion, and purposeful alignment with national and regional priorities. NUV continues to evolve from a young institution into a confident, forward-looking University anchored in resilience, innovation, and service to the Republic of Vanuatu.

The devastating 7.3 magnitude earthquake that struck Port Vila on 17 December 2024 marked a defining moment for our nation. While the University's core infrastructure was fortunately spared from structural damage, the impact across Port Vila was severe, affecting homes, businesses, and public facilities. Our thoughts remain with all those who suffered loss and disruption. This event has reinforced the importance of resilient infrastructure, disaster preparedness, and the role of higher education institutions in supporting national recovery and long-term resilience planning. It also strengthened our resolve to ensure continuity of learning and institutional stability in times of crisis.

In 2025, our focus shifted from institutional resilience to institutional acceleration. Guided by our Strategic Plan 2021–2030, we initiated a structured review process to ensure that our priorities remain aligned with Vanuatu's development agenda, the 2050 Strategy for the Blue Pacific Continent, and the rapidly transforming global higher education landscape. Our ambition is clear: to position NUV as a regional centre of excellence grounded in Pacific values and globally connected in outlook.

Our student body has remained stable, reflecting continued national trust in the quality and relevance of our programs. Behind every enrolment figure is a story of aspiration, opportunity, and commitment to nation-building. This stability has been supported by sustained investment in academic recruitment, professional development, and digital infrastructure, ensuring that student support and teaching quality remain at the heart of our work.

A landmark moment in 2025 was the University's first and inaugural Graduation Ceremony, held on 16 May in Port Vila. This historic event celebrated the achievements of 391 graduates, marking a defining milestone in Vanuatu's higher education journey. Of these, 248 Ni-Vanuatu students received their qualifications directly from NUV, while a further 143 graduates were awarded Bachelor and Master Degrees from partner universities, having completed their programs at the NUV campus. The ceremony highlighted the success of programs delivered by the School of Education and the University's flagship Climate Resilience and Humanitarian Action (CRHA) initiatives. Beyond celebrating academic achievement, the graduation symbolised the growing maturity of NUV as a national institution dedicated to empowering Ni-Vanuatu students to contribute meaningfully to the development and resilience of the country.

In 2025, we further strengthened our research capacity and international engagement. Through new collaborations, including participation in regional knowledge exchanges and partnerships under global academic networks, NUV has deepened its contribution to climate resilience, Pacific knowledge systems and Information & Communication Technology (ICT). These efforts reflect our determination to produce research that is not only academically rigorous but also directly relevant to the well-being of our communities.

Our commitment to linguistic diversity and cultural leadership also advanced. The continued development of our Language Centre reinforces our belief that Vanuatu's multilingual heritage is a strategic asset. By promoting Bislama standardisation alongside English and French academic excellence, we affirm our role as guardians and innovators of Pacific knowledge systems.

Climate change and environmental vulnerability remain ever-present realities. However, 2025 has demonstrated that resilience is not merely a response mechanism – it is a strategic posture. Our investment in digital transformation, cloud-based systems, and adaptive infrastructure ensures continuity of learning and research even in the face of environmental disruptions. NUV continues to attract international recognition as a model for climate-adaptive higher education in small island developing states.



We are particularly proud of the steps taken toward the development of new academic programs tailored to Vanuatu's evolving needs, including initiatives in sustainable tourism, regenerative practices, and trade-related capacity building. These programs are designed to empower future leaders with practical skills, global awareness, and strong ethical foundations.

I extend my sincere gratitude to the Government of the Republic of Vanuatu for its unwavering support and growing financial commitment. I also thank our development partners, academic collaborators, research institutions, and industry stakeholders for their trust in NUV as a strategic partner in nation-building. Your support motivates our desire and capacity to educate, innovate, and lead.

Transparency, accountability, and good governance remain central to our institutional ethos. This report, including audited financial statements and environmental, social and governance-aligned disclosures, reflects our continued commitment to responsible stewardship of public and partner resources.

As we look ahead, NUV stands ready to deepen its impact – nurturing talent, advancing research, and contributing meaningfully to a resilient and prosperous Vanuatu.

I commend this 2025 Annual Report to you as a testament to progress, partnership, resilience, and purpose.

Yours faithfully,



Jean-Pierre NIRUA

Vice-Chancellor and Président



1 Overview

1.1 Introduction

Established under Parliament Act No. 34 of 2019, NUV was conceived as a strategic and historical pillar of development to commemorate the 40th Anniversary of the country's accession to Independence to support the development of its human capital.

The purpose of NUV, as stated in Article 3 of its own Act No. 34 of 2019, is *"to provide higher education advancement and lifelong learning through academic and professional excellence by way of training, teaching, and learning, in both the English and French official languages, research and international cooperation"*.

The enactment of the Law establishing and governing NUV (Act No. 34 of 2019) also paves the way for combining Post-School Education and Training institutions such as the Vanuatu Institute of Teacher Education, the Vanuatu Institute of Technology, the Vanuatu Agriculture College (VAC), the Vanuatu Maritime College, the Vanuatu College of Nursing Education, and the Vanuatu Police Training College under one single umbrella organisation – NUV – with different Schools.

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

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

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

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

Picture 1: The Main Campus of the National University of Vanuatu





1.2 Higher Education Needs & Challenges

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

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



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



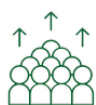
Multilingual education: NUV was created for the explicit purpose of providing “higher education advancement and lifelong learning through academic and professional excellence by way of training, teaching, and learning, in both the English and French official languages, research, and international cooperation.”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



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



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



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



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



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



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



1.3 Our Programs

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

In 2025, NUV has offered 13 programs: one (1) master, six (6) bachelors, three (3) diplomas, one (1) certificate and two (2) professional micro-credentials.

Table 1: NUV programs in 2025

Title of the program	Universities	Delivery mode	Teaching Language	Location	Duration
Master of Economics & Social Sciences	Université Toulouse Capitole	Online	Bilingual French 70% English 30%	Main Campus	Two years
Bachelor of Economics & Social Administration	Université Toulouse Capitole	Face-to-face Online	Bilingual French 70% English 30%	Main Campus	Three years
Bachelor of Tourism Management & Hospitality	Université de la Nouvelle-Calédonie Université Toulouse Jean-Jaurès Taylor's University (Malaysia) Victoria University of Wellington	Face-to-face	Bilingual French 50% English 50%	Main Campus	Three years
Bachelor of Environmental Sciences (years 2 & 3 only)	James Cook University Université de la Nouvelle-Calédonie	Blended	Bilingual French 30% English 70%	Main Campus	Three years
Bachelor of Education (Primary Teaching)	NUV Program	Blended	French and English	SoE Campus	Four years
Bachelor of Education (Secondary Teaching) 1. Language Second – History 2. Language Foreign – History 3. Mathematics – Physics 4. Biology – Chemistry 5. Biology – Earth Science Year 3	NUV Program	Blended	French and English	SoE Campus	Four years
Bachelor of Education in Inclusive Teaching (Primary) – Pre-Service	NUV Program	Blended	English	SoE Campus	Four years
Diploma in Training & Assessment	NUV Program	Blended	English	SoE Campus	One year
Diploma in Climate Resilience & Humanitarian Action (CRHA)	NUV Program	Face-to-face	English	Main Campus	One year



Title of the program	Universities	Delivery mode	Teaching Language	Location	Duration
Diploma in Information & Communication Technology (ICT)	NUV Program	Face-to-face	English	Main Campus	Two years
Diploma in Training & Assessment	NUV Program	Blended	English	SoE Campus	One year
Cert. IV in Education (Early Childhood Care & Teaching)	NUV Program	Blended	English	SoE Campus	One year
Professional Micro-Credential in Project & Program Management (PPM)	NUV program	Face-to-face Online	English Supports available in French	Main Campus	One semester
Professional Micro-Credential in Climate Resilience & Humanitarian Action (CRHA)	NUV program	Face-to-face	English Supports available in French	Main Campus	One semester



1.4 Our Governance

The governance of the University is safeguarded by the NUV Council and the NUV Senate. Find below the composition as of the end of December 2025:

The Council

The Council is the governing body of the University and is composed of nine (9) members¹:

- The Director General of the Ministry of Education and Training (MoET).
Mr Iati Bergmans, Chairperson (1 Jan 2025 – 10 Sep 2025)
Mrs Cherol Ala Iana, Chairperson (11 Sep 2025 – 21 Dec 2025)
- The Minister of Education and Training.
Hon Simil Johnson (1 Jan 2025 – 31 Dec 2025)
- The Minister of Finance and Economic Management.
Hon Johnny Koanapo (1 Jan 2025 – 31 Dec 2025)
- The Vice-Chancellor.
Mr Jean-Pierre Nirua
- Three (3) members nominated by Deans of Faculties and Heads of Schools of the University.
Not appointed in 2025
- Two (2) members representing two (2) partner universities appointed by their heads of institutions.
Prof Moussa Thioye, Member representing Université de Toulouse Capitole
Prof Matthias Chauchat, Member representing the University of New Caledonia (UNC), Deputy Chairperson

The Senate

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

- The Vice-Chancellor.
Mr Jean-Pierre Nirua, Chairperson
- Three (3) members nominated by the Deans of the Faculties and Heads of Schools.
Prof Pascal Michon, Deputy Vice-Chancellor, representing Deans of Faculties and Heads of Schools
Dr Deewakarsingh Authelsingh, representing the Deans of Faculties and Heads of Schools
- Two (2) members who are reputable academics from two (2) recognised universities and appointed by the Head of these universities to be members of the Senate.
Prof Jito Vanualailai, University of the South Pacific
Prof Jean-Marie Fotsing, UNC (1 Jan – 18 Nov)
Prof Virginie de Barnier, UNC (19 Nov – 31 Dec)
- A representative of the Ministry nominated by the Minister on the advice of the Director General.
Mr John Kaltau, Director of Tertiary Education, MoET

¹ Composition as the Council and Senate members as per 13 December 2023.



Throughout 2025, the governance bodies of NUV continued to play a central role in providing direction and guiding the institution's development and ensuring sound academic and administrative oversight. The University Council and Senate met regularly to review strategic priorities, academic programs, and institutional policies. These meetings provided an important forum for decision-making, accountability, alignment with national higher education objectives and good governance and management practice.

In parallel, the Management Committee convened periodically to coordinate operational matters and support the effective implementation of Council and Senate decisions.

The Vice-Chancellor recruitment process in 2025 led to the reappointment of Mr Jean-Pierre Nirua, ensuring continuity in institutional leadership and strategic direction.

Table 2: Details of the Governance Body's Meetings

Governance Body	Number of Meetings	Dates
University Council	3	16 Apr, 29 Aug, 19 Dec
Senate	3	4 Apr, 25 Aug, 8 Dec
Management Committee	3	27 Mar, 10 Jul, 17 Sep

The Academic and Assessment Board

The Academic & Assessment Board was created in 2024 to assume responsibility for the organisation of learning and teaching, research, academic standards and regulations, students and programs, as well as advising the University's higher authorities (Senate and Council) on academic matters.

In 2025, the Academic & Assessment Board held three meetings one or two weeks before the Senate meetings.

Some important matters were discussed for approval before their submission to the Senate:

- The Program Description Accreditation & Approval documents for newly developed programs: the Certificate in Pathways to Cybersecurity in the Pacific Islands (joint program between NUV and the International Telecommunication Union), the Diploma in Inclusive Teaching (Primary), the Professional Micro-Credential (PMC) in Resilience to Climate Change.
- Minor or more important revisions were made to the Program Description Accreditation & Approval documents for some of the existing programs: the Diploma in CRHA, the Graduate Diploma in Education (Adult & Vocational Training) with an exit point as a Diploma, the PMC in PPM and the Diploma in ICT.
- The end-of-semester results for the main campus homegrown programs (Diploma in CRHA, PMC PPM, Diploma in ICT), as well as the list of eligible students to graduate in May 2025 for the CRHA program.
- The Terms of Reference of the feasibility study for the new program, Bachelor of Integrated & Sustainable Tourism, that will be developed in 2026 to be offered in 2027.
- The newly developed NUV Academic Regulations.
- The list of Intended Academic Programs for 2026.
- The NUV 2026 Academic Calendar.

Other matters were considered for discussion only, among which:

- Recruitment process and update for the Director of Quality Assurance.
- Update on research activities (attendance at conference, new projects...).
- Update on the registration process with VQA.
- Update on the creation of the new NUV website.
- NUV Grading and Attendance Digitalisation Project.



1.5 Our Structure

The Structure of the University is determined by the provisions of the Vanuatu Parliament Act No. 34 of 2019, which identifies the roles and functions of the Vice-Chancellor, the Deputy Vice-Chancellor, and structures NUV with two (2) Faculties and 10 Schools, namely:

Faculty of Humanities

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

Faculty of Science and Technology

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

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

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

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

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

```

graph TD
    VC[Vice-Chancellor] --- EO[Executive Officer]
    VC --- MC[Management Committee]
    VC --- DVC[Deputy Vice-Chancellor]
    DVC --- Sec[Secretary]
    DVC --- DQ[Director Quality Assurance]
    DVC --- DPLA[Director Partnerships, Legal Affairs & Communication]
    DVC --- DO[Director Operations]
    DVC --- DCFLE[Director Contin. & Flexible Learning Education]
    DVC --- DCLC[Director Language Centre]
    DVC --- DHS[Dean of Humanities]
    DVC --- DSTR[Dean of Sciences & Technology]
    DPLA --- MCI[Manager Communication & Information]
    DPLA --- MPD[Manager Project Development]
    DO --- MF[Manager Facilities]
    DO --- MFin[Manager Finance]
    DO --- MHR[Manager Human Ressource]
    DO --- MICT[Manager ICT]
    DO --- MSASS[Manager SASS]
    DO --- MCC[Manager Campuses]
    DCFLE --- MCTPT[Manager Continuing & Professional training]
    DCFLE --- MSDE[Manager Skills Development & Entrepreneurship Development]
    DCFLE --- CL[Chief Librarian]
    DHS --- HSE[Head of school of Education]
    DHS --- CR[Committees]
    DHS --- SecH[Secretariat]
    HSE --- MS[Maths & Science]
    HSE --- ALH[Art, Language & Humanity]
    HSE --- ES[Education Studies]
    HSE --- DTE[Distance & Technical Education]
    HSE --- EnvS[Environmental sciences]
    MS --- PC[Primary Content Courses]
    MS --- SC[Secondary Content Courses]
    MS --- TMC[Teaching Methods Courses]
    ALH --- PC2[Primary Content Courses]
    ALH --- SC2[Secondary Content Courses]
    ALH --- TMC2[Teaching Methods Courses]
    ES --- EC[Education Courses]
    DTE --- IST[In-service Training]
    DTE --- WBT[Work-based Training]
    DTE --- VT[Vocational Training]
    DTE --- ROL[Recognition Of Learning]
    EnvS --- DTE2[Degree in Tropical Island Environment]
    EnvS --- CRHA[CRHA Program (Diploma & Micro-credentials)]
    EnvS --- DICT[Diploma in ICT]
    DSTR --- HS[Head of School of Science]
    DSTR --- HSA[Head of School of Agriculture]
    HS --- SecS[Secretary]
    HS --- CR2[Committees]
  
```

The organizational chart of the University of Mauritius is structured as follows:

- Vice-Chancellor**
 - Executive Officer
 - Management Committee
 - Deputy Vice-Chancellor**
 - Secretary
 - Director Quality Assurance**
 - Director Partnerships, Legal Affairs & Communication**
 - Manager Communication & Information
 - Manager Project Development
 - Director Operations**
 - Manager Facilities
 - Manager Finance
 - Manager Human Ressource
 - Manager ICT
 - Manager SASS
 - Manager Campuses
 - Director Contin. & Flexible Learning Education**
 - Manager Continuing & Professional training
 - Manager Skills Development & Entrepreneurship Development
 - Chief Librarian
 - Director Language Centre**
 - Dean of Humanities**
 - Head of school of Education
 - Maths & Science
 - Primary Content Courses
 - Secondary Content Courses
 - Teaching Methods Courses
 - Art, Language & Humanity
 - Primary Content Courses
 - Secondary Content Courses
 - Teaching Methods Courses
 - Education Studies
 - Education Courses
 - Distance & Technical Education
 - In-service Training
 - Work-based Training
 - Vocational Training
 - Recognition Of Learning
 - Environmental sciences
 - Degree in Tropical Island Environment
 - CRHA Program (Diploma & Micro-credentials)
 - Diploma in ICT
 - Committees
 - Secretariat
 - Dean of Sciences & Technology**
 - Head of School of Science
 - Secretary
 - Committees
 - Head of School of Agriculture



1.6 Our People

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

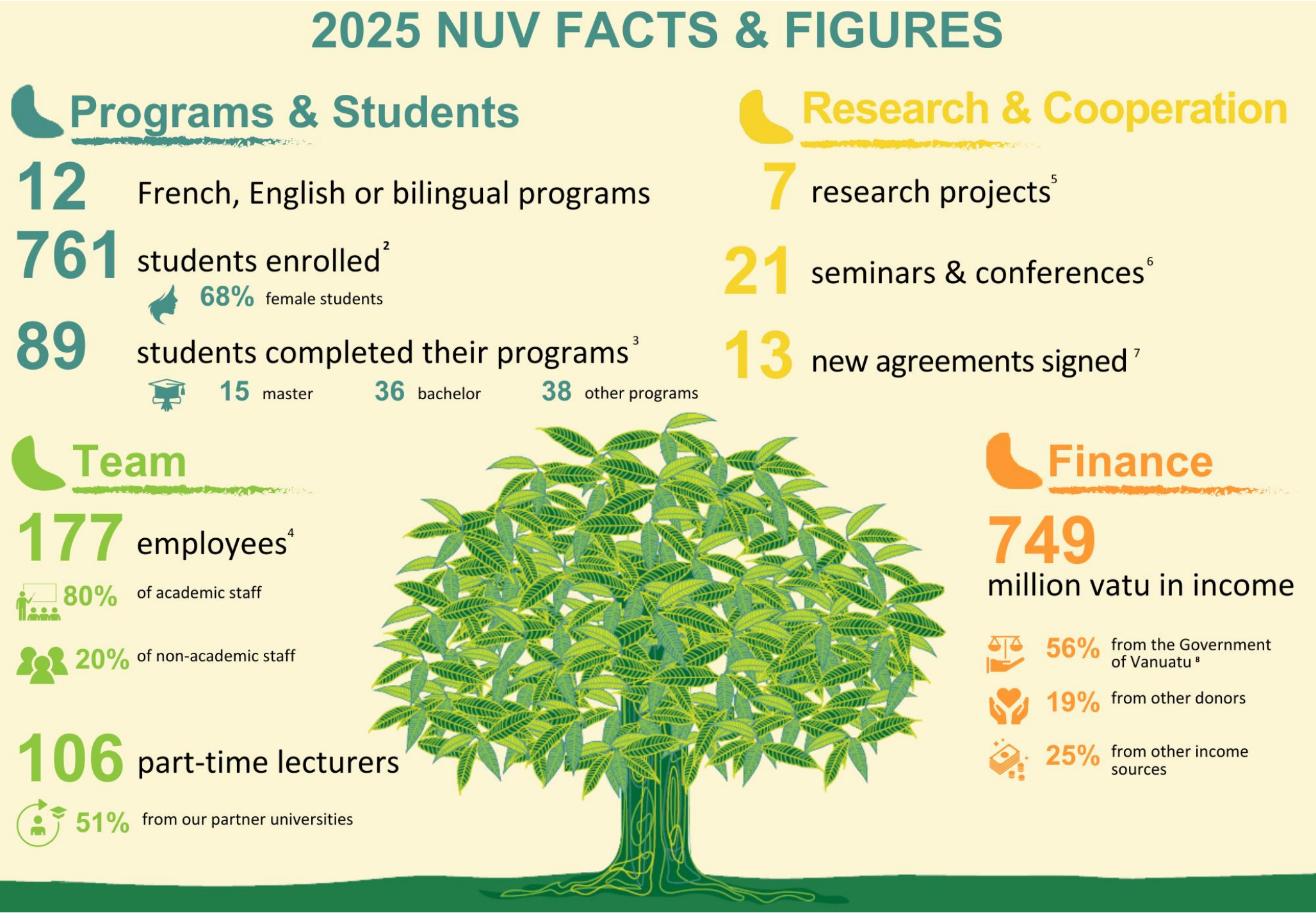
Figure 2: NUV's Management Team





1.7 2025 Facts & Figures

Figure 3: NUV’s 2025 Facts & Figures



² This figure, shown as “students enrolled”, reflects the number of final registered enrolments (students may be enrolled in several programs).
³ Number of students who completed and obtained a certificate, a professional micro-credential, a diploma, a bachelor or a master.
⁴ Number of employees who were on the payroll at least once during the year, working on the main campus and SoE, employed by NUV & the Government of Vanuatu.
⁵ Research projects with NUV involvement.
⁶ Seminars and conferences hosted or organised by NUV.
⁷ Conventions or agreements signed with partner universities, national partners and international development partners.
⁸ Vanuatu Government funding including operational & project budgets.



1.8 2025 Key Highlights

Figure 4: NUV’s 2025 Key Highlights



NUV KEY HIGHLIGHTS 2025



1 AUG 2025

Official visit from the Institut de Recherche pour le Développement on NUV's campus



8 AUG 2025

Hosting of Vanuatu Research Update First Edition



22 AUG 2025

NUV Cultural Days



7 NOV 2025

Participation in the 2025 International Organisations and Global Governance Forum at Shanghai University of International Business and Economics



13 OCT 2025

Signing of the MoU with the Ministry of Agriculture, Livestock, Forestry & Biosecurity



18 SEPT 2025

First Alumni Network Event



11 SEPT 2025

Signing of four agreements with the UNC



14 NOV 2025

Announcement of the three successful candidates selected for the SMART Cable Scholarship



14 NOV 2025

Signing of a VUV200 million development partnership agreement with the Reserve Bank of Vanuatu



17 NOV 2025

Signing of the partnership with the University of French Polynesia to be part of the HéLiCéO project



22 NOV 2025

Signing of the memorandum of understanding with the Guangdong University of Foreign Studies in China



5 DEC 2025

Signing of the memorandum of understanding with the Department of Communications and Digital Transformation



5 DEC 2025

Graduation of the 15 graduates with the Certificate in Pathways to Cybersecurity in the Pacific Islands, delivered with International Telecommunication Union, APNIC, and the APNIC Foundation



27 NOV 2025

Signing of the memorandum of understanding with Wuyi University in China



27 NOV 2025

Visit of the Deputy Permanent Secretary for the Pacific at the Ministry for Europe and Foreign Affairs and signing of the "Campus Mobile Pacifique" program



2 University Strategy

2.1 Strategic Directions

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

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

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

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

GOAL 1 Build a dual-sector, tertiary education structure.

GOAL 2 Develop academic and professional excellence.

GOAL 3 Provide effective student support.

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

GOAL 4 Build the NUV structure and capacity.

GOAL 5 Develop NUV infrastructure and technology.

GOAL 6 Ensure financial viability and sustainability.

Strategic Priority 3 Nurture our uniqueness.

GOAL 7 Cultural affirmation, connectedness, and diversity.

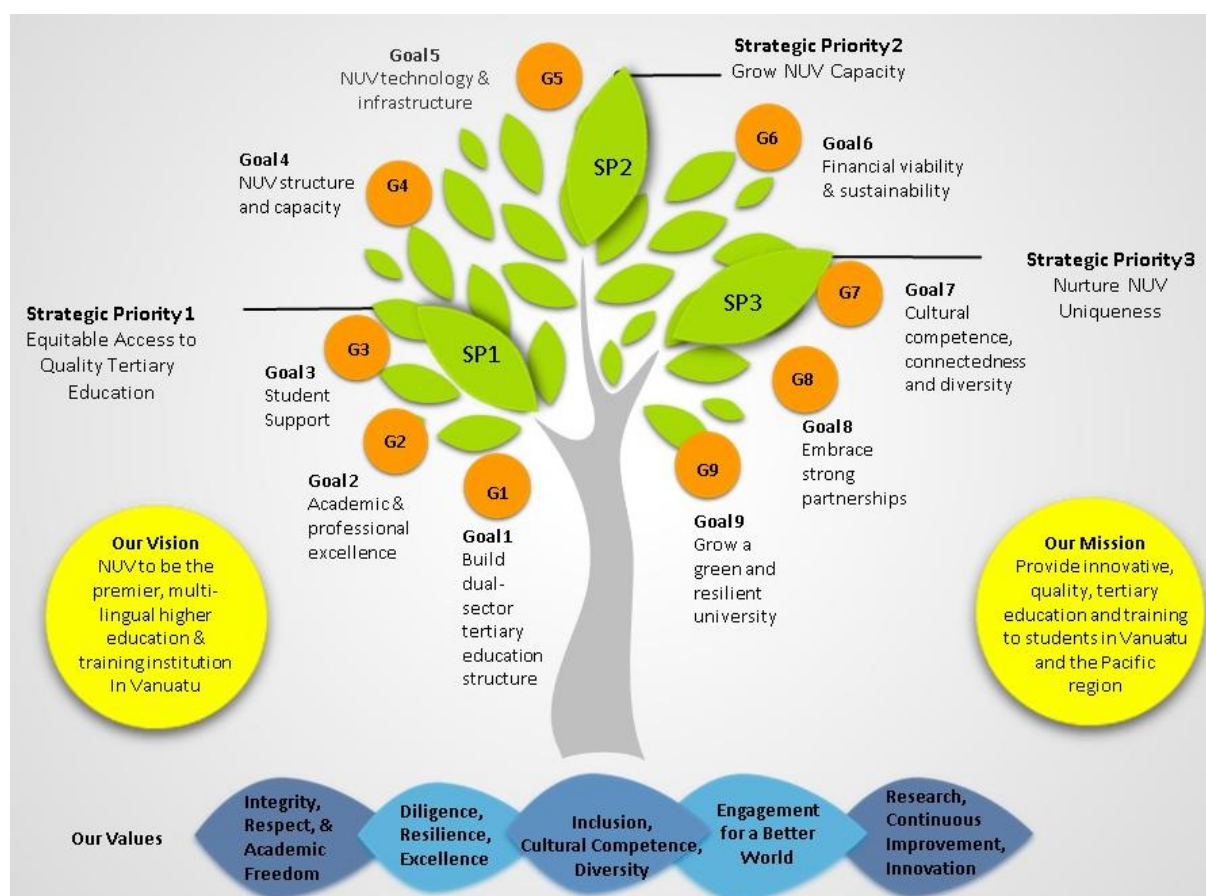
GOAL 8 Embrace strong partnerships.

GOAL 9 Grow a resilient, green, and blue University

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

⁹ Strategic plan of the National University of Vanuatu 201-2023:
www.univ.edu.vu/attachments/article/349/2021_12_Strategic-Plan-2021-2030-English.pdf

Figure 5: Visual summary of the key components of the NUV Strategic plan



2.2 Challenges

NATURAL DISASTERS – IMPACT OF THE 2024 EARTHQUAKE ON FACILITIES

Although the NUV did not experience major structural damage following the 7.4-magnitude earthquake that struck Port Vila on 17 December 2024, the event continued to affect operations throughout 2025. While the academic year commenced without significant delay, the earthquake exposed several infrastructure vulnerabilities requiring attention.

One immediate impact was damage to laboratory equipment at SoE, which disrupted the delivery of science practical courses. To ensure continuity, SoE arranged temporary access to external laboratory facilities. While effective in maintaining academic activities, this solution created logistical challenges. Refurbishment of the science laboratory and procurement of replacement equipment are planned for 2026.

The earthquake also highlighted electrical infrastructure constraints across both campuses. At the main campus, the Foundation Building experiences frequent power interruptions due to insufficient electrical capacity. Although a backup generator exists, it has never been commissioned and remains non-functional. This situation poses operational risks for teaching, administration, and digital services.

The SoE campus faces similar issues, with recurring outages caused by overloaded circuits and deficiencies in the original electrical installation. While partial remedial works have been undertaken, further improvements are required, including the commissioning of a backup generator and a technical feasibility study to assess the need for a transformer upgrade to support future development.



REGISTRATION & ACCREDITATION PROCEDURE

Following the completion of its institutional registration process with the VQA in 2024, NUV entered a critical implementation phase in 2025. The University received the status “Approved with Conditions” following the institutional evaluation conducted in September 2024.

To address the recommendations, NUV recruited a Director of Quality Assurance to oversee quality systems and complete registration requirements. The Director will update the rectification plan (version 2.0) and design a comprehensive submission for registration compliance and institutional unification. This blueprint outlines the University’s strategic approach to quality assurance, addresses the incorporation of the Vanuatu Institute of Teacher Education, and provides a model for integrating other institutions in the future.

The Director will also register the University with other regional quality assurance bodies, attend conferences to showcase NUV’s good practices, and contribute to attracting regional and international students. A full review of all existing courses is scheduled for 2026–2027 to ensure alignment with national, regional, and international standards.

INTEGRATION SoE – ICT

The integration of the SoE continued to represent a major institutional transformation in 2025. A key milestone was achieved through the successful ICT integration of the SoE during the second half of the year.

All SoE staff and students were provisioned with NUV digital accounts, creating a unified digital identity across campuses. Information systems were consolidated, allowing access to shared platforms such as the Learning Management System (Moodle), OpenSIS, Wi-Fi infrastructure, and network printing services.

This mutualisation significantly improved operational efficiency and user experience. However, the broader integration process remains ongoing and requires continued alignment across administrative, financial, and governance systems. The experience gained from this process will serve as a model for the integration of additional institutions under the national plan to bring ten schools into the NUV framework by 2030.

WORKFORCE CAPACITY AND HR CONSTRAINTS

The HR function faced several operational challenges throughout 2025. For much of the year, HR activities were managed by a single HR Officer and without an HR Manager, creating significant pressures in overseeing recruitment, staff administration, and workforce coordination during a period of rapid institutional growth. The University also continued to face difficulties in recruiting suitably qualified academic staff within the local labour market, requiring broader recruitment approaches and reliance on part-time and international academic staff to maintain program delivery. These constraints highlighted the importance of further strengthening HR capacity as the University continues to expand.

FINANCE – HEAVY RELIANCE ON STATE FUNDING

Inflationary pressures like rising cost of living have outpaced income growth, especially in tuition fees in 2025. Compared to 2024, 2025 has experienced a sharp increase in unpaid student balances that have remained outstanding past the due date, requiring extensive administrative resources to ensure student debts are paid on time. Common reasons attributed to rising student debt are students dropping out to pursue alternative studies elsewhere or engaging in seasonal work overseas.

In 2025 alone, bad debt increased more than fivefold compared to 2024. Globally, it is common for universities to face financial pressure, including rising bad debt due to a combination of inflation, declining enrolment and rising operational costs to maintain academic programs.



As countermeasures to control the rising bad debt, NUV Finance has developed payment plans that offer flexible instalment plans to help students to manage payments, which reduces the likelihood of default. Early reminders are also sent to students with outstanding balances to resolve the issues before they escalate.

Another challenge encountered in 2025 was the rising demand for services to meet the rising cost of integration of existing post-school education and training providers into NUV to create the Schools of Agriculture, Maritime and Fisheries, Science, Engineering, Technology, Tourism and Commerce. The high operating costs anticipated for the coming years until 2030, when the University is expected to be fully established, have resulted in the development of a VUV10 billion proposal to the Government to request funding for Infrastructure that will house all 10 schools under the Faculty of Science & Technology and the Faculty of Humanities. Negotiations are ongoing with the Government in 2026 to secure funding for this project.

The increasing reliance on State funding presents several risks for the institution, including the deferral of new programs to replace the existing franchise programs due to the phase-out in 2027 and the risk of staff layoffs when payroll budgets are not fully committed by the Government. For example, volatility in MoET's budget last year resulted in cuts of 38 per cent to SoE's 2025 academic payroll budget. In order to sustain staff employment without jeopardising the programs being offered at SoE and to guarantee continuity and the financial stability of the School, NUV had to subsidise some of the payroll costs in order to prevent staff layoffs.

NUV Finance's current priority in 2026 will be to reconsider the current financial model to rely more on private income sources by establishing its corporate arm to engage more in public and private partnerships to help mitigate budget shortfalls and expand philanthropic research initiatives to grow donor funding.

KEY OPERATIONAL CONSTRAINTS AFFECTING PROGRAM DELIVERY AND STUDENT SERVICES

Like every year, SASS undertook a wide range of activities in 2025 – both planned and unplanned – in addition to managing NUV and partner university academic programs. Although SASS officers went the extra mile in carrying out their responsibilities, and despite the full integration of the School of Education (SoE), the department remained understaffed, operating with only four officers.

In 2025, the Diploma in ICT was offered for the first time, which presented several challenges related to its structure. With the introduction of new NUV programs in 2023, SASS officers had become accustomed to managing programs composed of 15-credit courses and a relatively small number of courses per semester. By contrast, the Diploma in ICT program consisted of seven courses per semester, each with varying credit values. SASS therefore had to ensure that an appropriate balance between contact and non-contact hours was maintained for each course and that students were not overloaded.

SASS also faced challenges in conducting awareness sessions during 2025. The initial plan was to extend outreach activities to the provinces of Penama and Torba. However, due to the postponement of flights by Air Vanuatu, awareness teams were sometimes required to visit schools at times that did not align well with school calendars. The teachers' strike that occurred during the year also created significant difficulties. On several occasions, awareness teams arrived at schools to find that there were no students or teachers present, despite prior confirmations having been received.

Centralising student data remained another challenge throughout 2025. While the University's first graduation ceremony was a major highlight of the year, it also highlighted difficulties in obtaining accurate and consistent student data from both NUV campuses. SASS played a leading role in nearly all aspects of the ceremony, from logistics to the preparation and printing of certificates. However, in the absence of fully consolidated records, the department had to take additional precautions to ensure the accuracy of graduation data.



2.3 Achievements

The year 2025 marked an important milestone in the development of NUV, with significant progress achieved across the goals set out in the University's Strategic Plan. Throughout the year, the University continued to strengthen its academic programs, institutional structures, and partnerships, reflecting its growing role in supporting national development and expanding higher education opportunities for Ni-Vanuatu students.

GRADUATION

One of the most significant highlights of the year was the University's graduation ceremony, which represented a historic moment for NUV. A total of 391 students graduated from the University's main campus and the SoE campus, marking the first time that graduates from both campuses celebrated their achievements together.

The 2025 ceremony was particularly significant as it marked the first graduation of students from NUV's homegrown academic programs. It also celebrated the first cohort of students completing NUV's Bachelor programs from SoE, following the first intake of these programs in 2021. These milestones reflected the successful development and implementation of locally designed programs aligned with national priorities and the University's commitment to building a strong and sustainable higher education system in Vanuatu.

The ceremony was also notable for the strong national recognition it received. In a historic gesture of support, the National Parliament suspended its session to allow Members of Parliament to attend the graduation ceremony, demonstrating the importance placed on the University's role in national development and the training of future leaders.

Alongside NUV's own programs, the ceremony also celebrated the first graduates of the Bachelor of Environmental Sciences program delivered in partnership with James Cook University and the UNC, further highlighting the University's growing regional and international academic collaborations.

Finally, the 2025 ceremony marked another symbolic milestone, as it was the first NUV graduation at which graduates wore academic gowns, reinforcing the University's emerging traditions and sense of institutional identity.

HUMAN RESOURCES

In 2025, the HR function made significant progress in strengthening NUV's workforce and institutional capacity. The University successfully integrated 30 full-time academic staff into SoE at the Kawenu Campus, marking the largest academic staff integration undertaken by NUV to date. Several key strategic positions were also established and filled for the first time, including the Senior Procurement and Asset Management Officer, the Director of Quality Assurance, and the Head of School of Science. In addition, the University Council completed the recruitment process for the Vice-Chancellor, ensuring continuity of leadership. The recruitment of additional HR Officers towards the end of the year also strengthened the operational capacity of the HR function to support the University's growing workforce.

OPEN DAYS & AWARENESS CAMPAIGN

Each year, Open Days and NUV awareness activities are scheduled as separate events within the academic calendar. In July 2025, two-day Open Days were organised in Port Vila as part of a broader awareness strategy, serving as a preparatory activity for outreach sessions planned across the islands. This initiative provided secondary school students with the opportunity to experience a university environment and, most importantly, to gain a clearer understanding of the NUV.

Business houses from across Port Vila were also present to showcase their products. However, the highlight of the event was the participation of 13 government ministries and departments, which engaged staff members who are alumni of NUV. In addition to presenting their respective institutions, these former students actively



promoted the NUV programs that contributed to their professional journeys. Most senior secondary schools in Port Vila, including Port Vila International School, attended the event as organised groups.

Following the two-day Open Days, logistical arrangements were undertaken to deliver awareness sessions across the islands. The table below summarises the provinces, islands, and number of schools visited in 2025.

Table 3: Summary of the awareness sessions across the islands

Province	Island	Number of schools
Shefa	Efate	Six senior secondary schools
Sanma	Santo	Nine schools and two community awareness sessions
Malampa	Malekula	Eight schools
Penama	Ambae	Six schools, two community awareness sessions and two awareness sessions to Penama province headquarters
	Pentecost	Seven schools
Torba	Vanua Lava	Two schools and two community awareness sessions

The expansion of awareness activities to two new provinces in 2025 reflects a broader outreach, with more schools and communities becoming informed about NUV and its programs.

The key progresses and achievements aligned with each of NUV’s strategic goals are summarised in Table 4.



Table 4: Key progresses and achievements for each NUV's goal

Strategic Priority 1 Provide Equitable Access to Quality Higher Education and Training	
GOAL 1 Build an integrated dual-sector structure for tertiary education in Vanuatu	
Program Offerings –NUV delivered 13 programs, including one Master's, six Bachelor's, three Diplomas, one Certificate, and two professional micro-credentials. Research Engagement – NUV was involved in over 15 research projects at various stages of development (see section "Research and Conferences"). ICT Program – Launching of the new ICT Diploma.	Outreach Expansion – In 2025, awareness activities reached two new provinces, engaging more schools and communities with information about NUV and its programs. Upcoming Programs (2026–2027) – Four new programs are in development: Bachelor of Sustainable Tourism; PMC in Climate Change Resilience; Graduate Diploma in Education (Adult & Vocational Training); Diploma in Education (Inclusive Teaching – Primary).
GOAL 2 Promote Academic and Professional Excellence	
Academic Staff Expansion – Integration of 30 full-time academic staff based at SoE (Kawenu Campus). Quality Assurance Strengthening – Recruitment of a Director of Quality Assurance, enhancing the University's institutional quality framework.	Capacity Building and Professional Development – Ongoing investment in staff training and upskilling initiatives to strengthen teaching quality and support academic excellence across the University.
GOAL 3 Provide effective and inclusive student support	
Scholarship Awareness – In 2025, SASS conducted campaigns to inform students about scholarship application deadlines, encouraging timely submissions (see Open Days and Awareness Campaign, p.34).	Student Engagement and Outreach – Strengthened student engagement through awareness activities, open days, and targeted communication campaigns to ensure inclusive access to information and support services.
Strategic Priority 2 Strengthen the capacity of the NUV as an autonomous, efficient, effective, and sustainable institution of higher education	
GOAL 4 Develop the internal structure and capacity of the NUV	
IT Team Expansion – Recruitment of a second IT officer specialising in system and network administration. Professional Development – One IT officer completed modules of the new NUV ICT diploma with support from AFD professional development funding. Capacity Building – Three IT staff trained as Moodle trainers in partnership with the UNC. Academic Staff Integration – 30 full-time academic staff recruited from SoE (Kawenu Campus).	Vice-Chancellor Appointment – Completion of the Vice-Chancellor recruitment process with the re-appointment of Mr Nirua. Other Leadership and Key Appointments – Establishment and recruitment of Senior Procurement & Asset Management Officer, Director of Quality Assurance, and Head of School of Science. HR Expansion – Recruitment of two additional HR Officers.



GOAL 5 Develop NUV infrastructure and technology

- **IT Infrastructure Strengthening** – Contract signed with Engineering Business Services to support infrastructure and network improvements; full audit of the main campus completed and key applications and servers migrated to the new NUV data centre.
- **Connectivity Enhancement** – Installation of Starlink as a backup internet line to improve reliability.
- **Student Information System – Phase 1** – Launched to establish a unified student database across NUV.
- **Student Information System Development – Phase 2** – Phase 1 implemented and Phase 2 designed to enable full tracking of the student academic journey.

GOAL 6 Ensure financial viability and sustainability

- **Government Funding Secured** – VUV236 million secured (out of VUV627 million requested under the New Policy Proposal) to support the recruitment of 66 academic staff as part of the integration of 10 schools into NUV by 2030.
- **Reserve Bank Partnership** – VUV200 million funding agreement secured with the Reserve Bank of Vanuatu for the development of Diploma and Bachelor programs in Financial Management and Accounting; VUV50 million received in 2025 as the first tranche of a four-year commitment.
- **Payroll Integration Support** – VUV83 million transferred from the Teachers Service Commission payroll budget to NUV to support the integration of SoE academic staff.
- **Consolidation of accounts**, resulting in a single consolidated audited financial statement (2024) and eliminating the need for separate Vanuatu Institute of Teacher Education audits.
- **Financial Consolidation** – Vanuatu Institute of Teacher Education accounts closed in 2025, with VUV106 million transferred to a dedicated SoE subsidiary account within NUV.
- **Unified Financial System** – Successful integration of SoE accounts into NUV's chart.

Strategic Priority 3 Nurture the uniqueness of the NUV

GOAL 7 Foster cultural affirmation, connectedness, and diversity

- **Research Seminars at NUV** – A total of 10 seminars were organised to promote research across various topics and provide a platform for students and staff to engage in academic dialogue.
- **NUV Cultural Day 2025** – First combined cultural event between the main campus and SoE, bringing together students, leaders, and dignitaries to celebrate traditional practices, strengthen cultural identity, and promote unity across Vanuatu's diverse provinces.
- **Inaugural Vanuatu Research Update 2025** – First symposium hosted at NUV in Port Vila, showcasing emerging research by Vanuatu scholars under the theme *"Wanem yumi save naolia: Emerging and New Research from Vanuatu."*
- **Rorongo podcast** – Rorongo is a series of radio chronicles produced by third-year Bachelor in Tourism Management & Hospitality students to strengthen French communication skills and promote multilingualism. The project, supported by the Agence Universitaire de la Francophonie and the French Embassy, was recorded with Wan Smol Bag and broadcast on Radio Vanuatu.



GOAL 8 Embrace strong partnerships

- **Expanded Institutional Network** – Between December 2024 and December 2025, NUV signed 13 new agreements with universities, national institutions, and international development partners, strengthening academic cooperation, student mobility, research collaboration, and program development.
- **Regional and International University Collaboration** – Key agreements included partnerships with the UNC, Université de Toulouse Jean Jaurès, Liaocheng University (China), Guangdong University of Foreign Studies, and Wuyi University, supporting joint research, academic mobility, and specialised program development.
- **National Partnerships for Development** – NUV deepened collaboration with Vanuatu institutions such as the Vanuatu Bureau of Statistics, Reserve Bank of Vanuatu, Ministry of Agriculture, Livestock, Forestry and Biosecurity, and the Department of Communications and Digital Transformation, enhancing research, training, and national capacity-building initiatives.
- **World Trade Organisation Chairs Program** – In June 2025, NUV became the first Pacific representative to join the World Trade Organisation Chairs Program.
- **Regional Engagement** – NUV participated in the Sixth Pacific Islands Universities Research Network (PIURN) Conference, strengthening collaboration with regional universities.

GOAL 9 Grow a green and resilient University

Environment Week 2025 – NUV celebrated with the theme “**Stop Plastic Pollution**”, organising activities throughout the week:

- Monday: Songwriting workshop with local musicians.
- Tuesday: Tree planting and greener campus initiatives, in collaboration with the Forestry Department.
- Students participated in quizzes, made pledges, and joined educational activities; screening of Wol la Nomo from Wan Smol Bag.
- June 5: Collaboration with Mamas cooking on the roadside – exchanging plastic for banana leaves and compostable boxes, encouraging the community to use reusable containers.
- Week finale: Poster workshop preparing for **World Ocean Day 2025** – “Catalysing Action for Our Ocean & Climate”.



3 Management & Performance

3.1 Academic Development

The academic philosophy of NUV remains deeply rooted in the realities of Vanuatu, a nation defined by its rich cultural diversity and its extreme vulnerability as a Small Island Developing State. In 2025, the University continued to advance a curriculum designed as a crucible where traditional knowledge and modern scientific inquiry intersect, preparing students to become leaders equipped with both global competencies and a deep understanding of the local context.

Programs such as the Bachelor of Environmental Sciences and the Diploma in Climate Resilience and Humanitarian Action directly addressed the pressing challenges of climate change and natural disasters, while the multilingual and locally contextualised approach to teacher education ensured the preservation and promotion of Vanuatu's unique linguistic and cultural heritage. The year also saw the first graduations from NUV's homegrown programs, reflecting the University's ongoing commitment to producing graduates who are both globally competent and locally grounded.

STRENGTHENING FOUNDATIONS: VQA REGISTRATION AND QUALITY ENHANCEMENT

2024 marked a pivotal year for NUV with the successful completion of its institutional registration process with the VQA. This significant achievement laid a robust foundation for NUV's future. Building on this momentum, 2025 initiated a dynamic implementation phase, during which the University received the constructive status of "Approved with Conditions" following a comprehensive institutional evaluation in September 2024. This outcome reflects a commitment to continuous improvement and provides a clear roadmap for enhancing NUV's educational offerings and operational excellence.

In a strategic move to champion this quality enhancement journey, NUV proudly welcomed a dedicated Director of Quality Assurance. This key appointment underscores the University's proactive approach to not only meeting but exceeding national and regional educational standards. The Director is currently spearheading the development of an updated rectification plan (version 2.0), transforming it into a comprehensive blueprint for sustained quality and institutional unification. This forward-thinking strategy is meticulously designed to ensure full registration compliance while seamlessly integrating the Vanuatu Institute of Teacher Education, thereby establishing an exemplary model for future institutional partnerships and expansion.

EXPANDING HORIZONS: REGIONAL ENGAGEMENT AND GLOBAL RECOGNITION

NUV's commitment to excellence extends beyond national borders. The Director of Quality Assurance will actively engage with prominent regional quality assurance bodies, further solidifying NUV's reputation and fostering collaborative relationships across the Pacific. This proactive outreach will be complemented by NUV's participation in key international conferences, providing invaluable platforms to showcase the University's innovative practices and significant achievements. Such engagements are crucial for attracting a diverse cohort of regional and international students, enriching NUV's academic community and global footprint.

Looking ahead, a comprehensive review of all existing courses is strategically planned for the 2026–2027 academic years. This rigorous process will ensure that NUV's curriculum remains at the forefront of educational innovation, aligning seamlessly with evolving national, regional, and international standards. This initiative reaffirms NUV's unwavering dedication to delivering high-quality, relevant, and globally recognised education, preparing its students to thrive in an interconnected world.



PROGRAMS

Bachelor of Environmental Sciences – Since 2021, this program has been jointly delivered by Australia’s James Cook University and UNC.

The Bachelor of Environmental Sciences is specially tailored to address development priority areas of the Vanuatu People’s Plan 2030 and the HR gaps highlighted in the National Human Resources Development Plan. Ni-Vanuatu professionals and scientific experts contributed to the program's content structure to ensure the relevance and employability of graduates as “competent local managers and science-conscious officials” in Vanuatu's particularly vulnerable context. In particular, the course is identified as addressing “element 3” (Climate and Disaster Resilience), “element 4” (Natural Resource Management), and “element 5” (Ecosystems and Biodiversity) of the Environment Pillar of the Vanuatu People’s Plan. Each subject is taught with a focus on building the Small Island Developing States context into the courses and programs.

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

In 2025, only the second and third years of the bachelor's degree were offered to students. Thus, in 2026, the last cohort will graduate and, in 2027, a new bachelor's degree in tropical island environments will, in principle, be offered to students.

ICT Program – The ICT Diploma program is a new program launched in 2025. It is a home-grown program aligned with the national interest. It is delivered face-to-face in English, designed to build new IT professionals ready to contribute practically and professionally in the IT industry. The program meets industry gaps in the areas of IT support, networking, full-stack development, database and cybersecurity. The classes are designed to be up to 70 per cent practical, allowing students to have more hands-on experience in class. The program is two years, with the final semester delivered as an internship. The students are expected to solve real-world problems at the end of the program, having acquired the necessary technical skills to configure, install, troubleshoot, code, secure and monitor. The students can also benefit from an optional internship program after the two semesters undertaken in 2025.

Climate Resilience & Humanitarian Action (CRHA) Program – The CRHA program is a national initiative delivered face-to-face in English, designed to equip working professionals with advanced skills in climate resilience and disaster response. In 2025, the program included:

- **Two Professional Micro-Credentials (PMCs):**
 - **PMC in CRHA** – four courses focused on climate resilience and humanitarian action.
 - **PMC in PPM** – three courses aimed at strengthening project implementation skills.
- **One-Year Diploma in CRHA** – Comprising four core CRHA courses and four academic skills courses in writing, numeracy, research, and language.

Looking ahead, two additional specialisation PMCs are planned, which will lead to their respective Advanced Diplomas. These will follow the same stackable structure as the first Advanced Diploma, allowing students to progressively build expertise while addressing national priorities in climate resilience and disaster management.

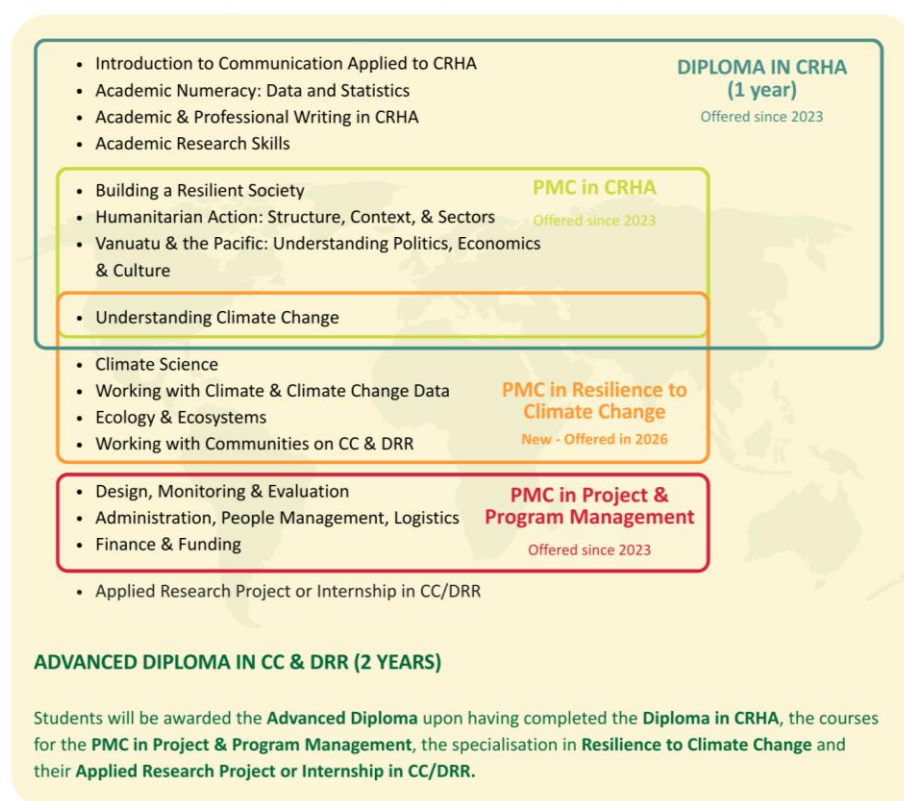
Table 5: Professional Micro-Credentials and Advanced Diplomas

Professional Micro-Credentials	Advanced Diplomas
Humanitarian Action	Humanitarian Action
Climate Resilience Policy & Administration	Climate Resilience Policy & Administration



Figure 6: Climate Resilience & Humanitarian Action Program Pathway

Option: Climate Change (CC) & Disaster Response & Recovery (DDR)



CC: Climate Change
CRHA: Climate Resilience & Humanitarian Action
DDR: Disaster Response & Recovery
PMC: Professional Micro-credential

Important notice:

- All **Professional Micro-credentials** can be taken separately and lead to a specific and standalone award.
- To graduate from either the **Professional Micro-Credentials**, the **Diploma** or the **Advanced Diploma**, students need to pass all the courses corresponding to these respective training programs.
- Students who have already passed all courses for the **Diploma in CRHA**, the **PMC in Project & Program Management** and the specialisation in **Resilience to Climate Change** can liaise with the **CRHA coordinator** for the last step (**Research Project or Internship in CC/DDR**) towards obtaining the **Advanced Diploma in Climate Change & DRR**.

Bachelor of Economic & Social Sciences – This franchised program is offered in face-to-face and remote learning (dematerialised program), allowing more flexibility to the students and offering options for people outside of Port Vila.

Bachelor of Education (Primary and Secondary Teaching) – The programs were accredited in 2020 by VQA and first delivered in 2021. The programs were specifically designed to train primary and secondary teachers. The programs comprise four main training areas: (i) the content knowledge, (ii) the pedagogical content knowledge, (iii) the education studies skills and (iv) the practicum, which is a major component of the program. First intakes of the program graduated in May 2025 with the Bachelor of Education in Primary Teaching and the Bachelor of Education in Secondary Teaching (Mathematics, Physics, Biology, Chemistry, Earth Science, History, English/French Second Language, English/French Foreign Language). The accreditation period of the programs elapsed in November 2025, and it has since gone through the review and redesign following the NUV accreditation documentation.

Bachelor of Education Inclusive Teaching (Primary) – The program was accredited by the NUV Senate in 2024 and first delivered in 2025. The program focuses on the training of primary teachers in the field of inclusive education. The MoET Barriers to Education Report (2018) highlighted the urgent need to address access to education of the most marginalised children in Vanuatu, mainly disabled children and therefore, with the



support of the Global Partnership for Education and MoET, SoE was identified to design the program with the support of an international expert, Professor Lincoln Hlatywayo. The program has a duration of four years and includes mainly education courses in relation to inclusive education in primary classrooms.

Diploma in Training & Assessment – The program was accredited by the NUV Senate in 2024 and first delivered in 2025. The program was developed by local expertise, based on the review of Certificate IV in Education Vocational Education and Training Teaching. The current program offers courses in Vocational Education and Training Teaching and assessment and targets particularly Vocational Education and Training institutions and professionals. This is a one-year program.

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

Certificate in Pathways to Cybersecurity in the Pacific Islands – The program was accredited by the NUV Senate in 2025. This program was developed as part of the International Telecommunication Union's Pathways to Cybersecurity in the Pacific project. It was implemented in collaboration with the Asia Pacific Network Information Centre, Asia Pacific Network Information Centre Foundation, and NUV. It responds to the needs of the IT industry in terms of cybersecurity.

The program was offered as a pilot program for 2025 and was intended to become a permanent, stand-alone program for NUV in the coming years. This single-course program could also be integrated into a future ICT program (bachelor's and master's degrees) as a specialisation in cybersecurity.

PROGRAMS IN DEVELOPMENT

Creating new academic programs is essential for expanding enrolments, ensuring the curriculum remains relevant, and reinforcing the University's distinct identity. In 2025, NUV continued to advance several program development initiatives designed to address both national priorities and emerging regional and global opportunities.

Bachelor of Sustainable Tourism

In 2025, NUV commissioned and initiated a comprehensive feasibility study to guide the development of a new Bachelor of Sustainable Tourism, designed to replace the current Bachelor of Tourism and Hospitality program as it is progressively phased out. The study, conducted through extensive benchmarking of regional and international tourism programs and consultations with government agencies, private sector operators, non-governmental organisations, and NUV staff, confirmed strong national demand for a locally designed tourism degree aligned with Vanuatu's development priorities. The proposed program will combine core business and management skills with sustainability principles, community-based tourism, cultural heritage protection, and climate resilience. Particular emphasis will be placed on work-integrated learning, industry partnerships, and entrepreneurship pathways to ensure graduates are well prepared for the realities of Vanuatu's tourism sector. The program also aims to support national strategies such as the Vanuatu 2030 People's Plan and the Sustainable Tourism Policy, while strengthening NUV's role in building a skilled workforce capable of supporting a more resilient and sustainable tourism industry.

Professional Micro-Credential in Resilience to Climate Change

NUV developed a **Professional Micro-Credential (PMC) in Resilience to Climate Change**. This PMC is closely aligned with the Advanced Diploma in Climate Change & Disaster Response and Recovery. Four courses within the PMC also form part of the specialisation required for the Advanced Diploma. Students completing the Diploma in CRHA, the Project & Program Management courses, the Resilience to Climate Change specialisation, and their Applied Research Project or Internship in Climate Change/Disaster Response and Recovery will be awarded the Advanced Diploma. This flexible, stackable design allows students to progressively build expertise in climate resilience while addressing urgent national and regional challenges.



Graduate Diploma in Education – Adult & Vocational Training

The **Graduate Diploma in Education – Adult & Vocational Training** is a one-year NUV-accredited postgraduate program designed for professionals working in industry and Vocational Education and Training institutions. Its purpose is to equip participants with the pedagogical knowledge, practical skills, and professional values required to teach, train, and lead effectively in adult and vocational learning environments. Built in consultation with industry stakeholders and Vocational Education and Training providers, the program integrates adult learning theory, competency-based training approaches, curriculum design, and workplace pedagogy. It balances theoretical foundations with applied practice to ensure relevance to real training contexts. Delivery is typically blended (face-to-face workshops plus online learning) to accommodate working professionals.

Diploma in Education – Inclusive Teaching Primary

The **Diploma in Education – Inclusive Teaching for Primary Teachers** is a specialised and NUV-accredited one-year program designed to equip primary school teachers with the knowledge, skills, and values required to create inclusive classrooms that meet the diverse needs of learners. It focuses on preparing teachers to support children with varied abilities, backgrounds, and learning styles, ensuring equitable access to quality education. The program was developed in response to the growing demand for inclusive education practices in primary schools. It integrates international frameworks on inclusive teaching, national education priorities, and evidence-based strategies for supporting learners with special educational needs, cultural diversity, and socio-economic challenges. Curriculum design emphasises both theoretical foundations and practical classroom applications. The program is embedded in the Bachelor of Education – Inclusive Teaching Primary and also serves as an exit point to that program.

LANGUAGE CENTRE

Mission

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

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

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

Events and Activities organised in 2025

- Placement Tests

Placement tests were organised on the main campus at the beginning of the year in collaboration with SASS. A total of 263 tests were conducted in both French and English, but corrections were outsourced.

- *La Voix des Campus*

The workshops for *La Voix des Campus* were successfully organised. Students and journalists from both New Caledonia and Vanuatu took part, and the activity was fully realised. Building on this achievement, future editions may involve Vanuatu Broadcasting and Television Corporation journalists and include coaching on writing and layout, in collaboration with Fany Tore, an independent journalist based in New Caledonia.



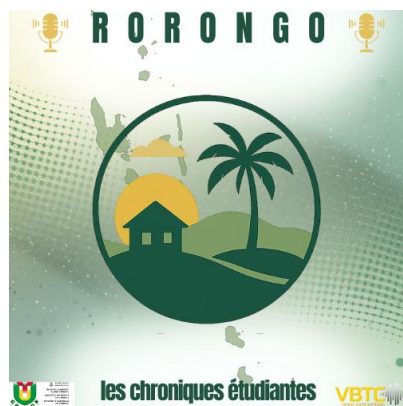
Figure 7: La Voix des Campus – Numero 6 – April 2025



- **Rorongo Podcast**

Rorongo is a series of radio chronicles produced by third-year Bachelor students in Tourism and Hospitality as part of their Language and Communication course under the supervision of their French lecturer, Emma Decamps. Building on the success of the Journalism Club, the project aimed to strengthen students' communication skills in French while promoting multilingual expression, including vernacular languages and Bislama. The initiative was supported by the Agence universitaire de la Francophonie and the French Embassy through the Fonds de solidarité pour les projets innovants. With guidance from media professionals and technical collaboration with Wan Smol Bag, the chronicles were recorded with Wan Smol Bag and broadcast on Radio Vanuatu. They will also be available online via the Vanuatu Broadcasting and Television Corporation and NUV websites.

Figure 8: Rorongo Les Chroniques Étudiantes



- **French course for staff**

French courses for staff were externalised to the Alliance Française. Despite interest shown, only one staff member completed a placement test. The very limited participation points to the need for a new approach and possible incentives to encourage greater involvement.

- **English Course for staff**

In collaboration with the United States Embassy to Vanuatu, NUV Language Centre offered English courses from 23 November to 5 December, partnering to offer English training and courses for all staff – both academic and administrative. Only a few expressions of interest have been received so far. Anyone looking to improve their English skills – including academic writing, fluency, tenses in context, prepositions, and collocations – is welcome to join.

- Movie Club

The Movie Club screens one film per month from February to November. Attendance was limited at first but has since stabilised. The activity benefits both students and staff, who sometimes attend with their families after work.

Pictures 2: Screening of *Yumi The Whole World* Screening in NUV's Auditorium



- Chess Club

The Language Centre introduced a new activity in 2025 to encourage students to practise French and English while playing chess. Led by Marc Delrieu, a part-time instructor involved in various NUV programs, the club was very successful from the start.

Figures 9: Chess Club poster and pictures of an initiation session



- Îles Lettrées

First-year Bachelor's students in Administration, Economics and Social Sciences participated in a regional contest under the supervision of Emma Decamps, Lecturer in French as a Second Language. Five (5) of them were awarded prizes and won the competition for their short novel. NUV students were awarded joint first, second, and third prizes, as well as the Prix coup de cœur (special jury prize).

- NUV Seminars

The seminar series achieved its objectives, with ten sessions organised between February and November (see research section for more details). This regular activity has become a solid platform for exchange and discussion, and there is potential to broaden the scope of topics in the future.

Pictures 3: NUV Seminars in 2025

Several events were organised throughout the 2025 academic year to involve students in campus life while providing opportunities to practise English and/or French. Cultural events formed an important part of the year's program. For instance, during Francophonie Day, a storytelling performance was offered by Sylvain Lorgnier, a New Caledonian storyteller. Two songwriting workshops were also organised in collaboration with local musicians. Another successful initiative on International Day of Sign Languages was the introduction to sign language workshop organised in collaboration with SoE, which was a great success among students.

Pictures 4: Francophonie Day and songwriting workshops organised by the Language Centre

These events attracted strong participation and enhanced the visibility of the Language Centre.

Language Centre Growth & Revenue

In 2025, the Language Centre organised 14 International English Language Testing System (IELTS) test sessions throughout the year. This followed the partnership agreement signed with IELTS on 9 September 2024. The use of NUV facilities for these sessions generated an income of at least VUV840,000 for the University.

The Language Centre also completed Bislama–English translation work for the University of Sydney, generating an additional VUV36,000 in revenue.

3.2 | Student Enrolment & Performance

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

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

- Promoting NUV partner university courses and NUV local programs.
- Managing all components of partner university programs and local programs by liaising between partner universities and students.



- Informing and advising students about technical and administrative matters, including easily accessible online library services.
- Giving clear and up-to-date information and advice about courses to enable students to make informed choices.
- Providing academic counselling to enable students to succeed in their studies.

STUDENT ENROLMENT

The tables and figures below show the main data on enrolment in NUV's programs delivered at NUV's main campus and SoE in 2025.

Here are the main outcomes of the 2025 enrolment

In 2025, 761 students were enrolled in a program at the main campus, including SoE:

- 79 per cent of the students enrolled were in a bachelor program, the remaining 21 per cent were distributed between master, diploma, certificate, and professional micro-credential.
- Out of the total enrolment in bachelor programs, 59 per cent of the students were enrolled in a degree in Education, 28 per cent in Economics & Social Administration, 4.3 per cent in Environmental Sciences and 8.2 per cent in Tourism Management & Hospitality.
- Female students represented 68 per cent of the total student enrolment.

Figure 10: Distribution of students enrolled by discipline in 2025

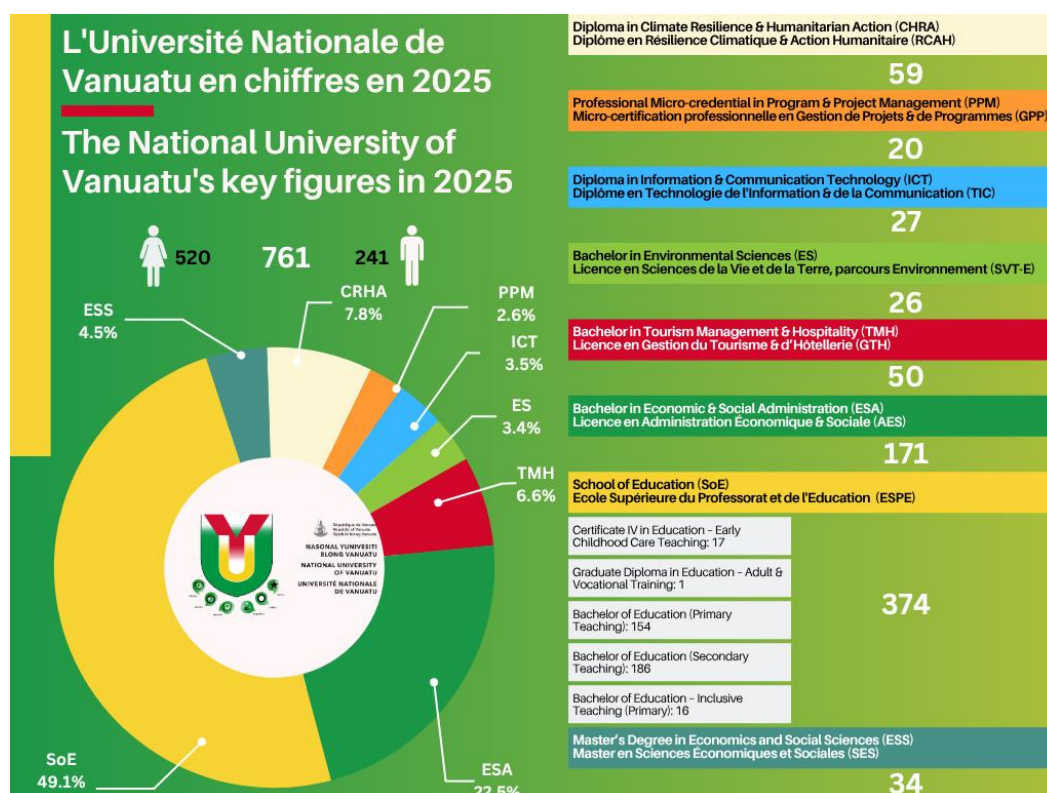


Table 6: Distribution of students depending on the level of qualification

Level of qualification	Total number of students
Master	34
Bachelor	603
Diploma	87
Professional Micro-Credential	20
Certificate	17



Table 7: Total number of students enrolled compared to the number of students with a scholarship per discipline

Discipline	Total students	Students with scholarships
Climate Resilience & Humanitarian Action (CRHA)	59	34
Information and Communication Technology (ICT)	27	4
Program and Project Management	20	0
Education – vocational training	1	0
Environmental Sciences	26	19
Tourism Management & Hospitality	50	29
Economic & Social Administration	171	84
Economic & Social Sciences	34	7
Education - Primary Teaching	154	No data
Education- Secondary Teaching	186	No data
Education – Inclusive Teaching	16	No data
Education – Early Childhood Care and Teaching	17	0
Total	761	177

Table 8: Total number of students enrolled in gender per discipline

Discipline	Total students	Males	Females
Climate Resilience & Humanitarian Action (CRHA)	59	25	34
Information and Communication Technology (ICT)	27	19	8
Program and Project Management	20	10	10
Education – vocational training	1	0	1
Environmental Sciences	26	10	16
Tourism Management & Hospitality	50	20	30
Economic & Social Administration	171	71	100
Economic & Social Sciences	34	15	19
Education - Primary Teaching	154	26	128
Education- Secondary Teaching	186	48	138
Education – Inclusive Teaching	16	4	12
Education – Early Childhood Care and Teaching	17	0	17
Total	761	248	513

Table 8 indicates that 68 per cent of the total enrolment in 2025 comprises female students. This trend is observed across most programs, except for the Diploma in ICT, where male students are in the majority. Overall, it can be concluded that female students represent the majority of enrolments across NUV campuses.

STUDENT PERFORMANCE

Out of the 761 students enrolled in 2025, 249 completed their studies, representing a completion rate of 33 per cent. This is largely explained by the program structure, as only a limited number of programs had final-year cohorts during the year. For instance, within the SoE, final-year (Year 4) students were enrolled in the Bachelor of Education (Primary Teaching) and the Bachelor of Education (Secondary Teaching). In the latter, only specific subject combinations – namely Language & History and Mathematics & Physics – had students at Year 4 level.

Beyond program structure, student progression and completion are also influenced by a range of factors, including social, academic, and financial challenges. These may affect students' ability to continue their studies or complete their programs within the expected timeframe.



3.3 | Research & Conference

UNIVERSITY RESEARCH

Research at NUV continues to grow as an integral pillar of the University's mission to contribute to national development, knowledge creation, and regional collaboration. In 2025, NUV researchers and partners were engaged in a range of projects addressing key priorities for Vanuatu and the Pacific region, including climate resilience, indigenous knowledge, urban development, sustainable agriculture and tourism, and linguistic heritage. These initiatives reflect the University's commitment to interdisciplinary research, international partnerships, and the integration of local knowledge systems into academic inquiry.

Here are some highlights of 2025

Family Farming, Lifestyle and Health (FALAH)

Between 18 November and 15 December 2025, a postdoctoral research mission was conducted by Dr Pierre Metsan in New Caledonia and France in connection with the FALAH project. The mission aimed to consolidate doctoral research on the integration of Indigenous knowledge and cultural practices, particularly sand drawing, into mathematics education in Vanuatu, while strengthening international research collaborations and disseminating findings. This secondment also provided the opportunity to participate in scientific and collaborative meetings with researchers from the UNC and Solomon Islands National University for the preparation of joint scientific publications under the framework of the SPAR project, focussing on the theme "Indigenous knowledge and practices among university students in New Caledonia, Vanuatu, Fiji, Solomons Islands, and Papua New Guinea during the Coronavirus disease of 2019 (COVID-19) pandemic".

SMART Subsea Cables: Implementing for Geophysics, Early Warning and Oceans, Vanuatu-New Caledonia to Global

NUV is concerned by one component of this project to monitor the attribution of **SMART Cable Scholarships**, funded by the Gordon and Betty Moore Foundation in partnership with the University of Hawai'i at Mānoa, to Ni-Vanuatu students to pursue their studies (Master) in the field of environmental science or data science to respond to the needs for manpower in Vanuatu (mainly the [Vanuatu National Disaster Management Office](#)) that will enable them to use the data provided by the SMART cable sensors.

Following a competitive process that attracted 32 applications, three Ni-Vanuatu students have been awarded the SMART Cable Scholarships. Two successful awardees were selected for their professional engagement with the Department of Volcanology and Seismology or with the Vanuatu Meteorology & Geo-hazards Department. The third awardee was selected for her strong academic performance in her Bachelor of Environmental Science offered at NUV in collaboration with James Cook University and the UNC (2024).

The selected candidates will commence their Master's degrees in early 2026 at James Cook University, Australia (one Master of Data Science – Professional and two Master of Science – Professional).

Picture 5: SMART Cable Scholarship laureates with NUV's Vice-Chancellor (Mr Jean-Pierre Nirua, left) and the Deputy Vice-Chancellor (Prof. Pascal Michon, right)





SITI Project: Dynamics of informal settlements in the Pacific Islands cities

The Pacific islands are urbanising at an unprecedented rate, particularly in Melanesia, home to around 90 per cent of the Pacific region's total population. In fact, cities are facing a major challenge from urban growth that is neither planned nor regulated by public authorities and is therefore considered informal, a widespread notion to characterise what escapes bureaucratic control and urban planning.

It is estimated that 20-45 per cent of the urban population lives in these areas, an underestimated figure that could rise to 30-65 per cent in the foreseeable future. This rapid expansion is currently a challenge for local governments, bringing about various changes in terms of spatial organisation as well as in the lifestyles of their residents, dimensions integrated into the challenges of globalisation.

From this perspective, this significant "informal" urban growth is seen as a socio-cultural spatial process. The project integrates the cultural heritage of Melanesian lifestyles and those of other communities who have recently arrived in these areas (Indo-Fijians and Asian communities), the particularities of colonial domination of the Pacific and the specificity of these islands as geostrategic territories. NUV contributes to this project through a Pacific Fund obtained to give a focus on linguistic practices in Vanuatu.

Research Project status in 2025:

From 8 to 13 December 2025, Dr Marc Despinoy, a researcher at the Institut de Recherche pour le Développement, came to Vanuatu to conduct fieldwork along with Dr Leslie Vandeputte in two urban areas of Port Vila (Cocorico and Olhen Mataso).

SPAR – Pacific project: Indigenous knowledge, practices and resilience in the Pacific Islands

The SPAR-Pacific project is a research initiative that explores the role of indigenous knowledge and practices in building resilience across Pacific Island communities. It focuses on young university students in New Caledonia, Vanuatu, Fiji, Solomon Islands, and Papua New Guinea to ensure this knowledge continues to thrive.

The project has three main goals:

- **Preservation and Activation:** Ensure indigenous knowledge and practices are maintained and shared among younger generations.
- **Perceptions and Intangible Aspects:** Understand how young people perceive this knowledge, especially its cultural and non-material importance.
- **Post-Pandemic Dynamics:** Study how indigenous knowledge develops, is expressed, and is transmitted in the context of the COVID-19 pandemic and ongoing socio-economic and environmental changes (Sustainable Development Goals N°3: Good Health and Well-Being; N°4: Quality Education and N°10: Reduced Inequalities).

Research Project status in 2025:

- Data collection completed
- The methods protocol was recently published in Open Research Europe (online journal) with eight NUV co-authors (*Galy O, Dotte AL, Albanese V et al. Indigenous knowledges, practices and resilience in Pacific university students before and during COVID-19 pandemic: protocol for an interdisciplinary and mixed methods [version 1; peer review: 2 approved with reservations]. Open Res Europe 2025, 5:183 (<https://doi.org/10.12688/openreseurope.19229.1>).*

Dr Olivier Galy has invited all collaborators on the project, including researchers from NUV, to use the large dataset to contribute to several publications

Agri Tour: The Agriculture –Tourism Alliance

The Agriculture –Tourism Alliance is an Erasmus+ Capacity Building in Higher Education project that connects universities from the European Union and Pacific Island Countries to foster sustainable development through innovation in education, research, and regional cooperation.



Figure 11: Logo of the Agri Tour Project



The project supports the implementation of the European Green Deal and Farm to Fork strategy in Pacific contexts by promoting agri-tourism as a tool for climate resilience, food sovereignty, and sustainable livelihoods.

Agri Tour strengthens academic capacities through the co-design of new curricula, practical training, and international mobility, while building long-term institutional bridges between the European Union and Pacific higher education institutions. With a diverse partnership of universities, small and medium-sized enterprises, and non-governmental organisations from Slovakia, Italy, Samoa, Fiji, and Vanuatu, the project is committed to empowering students, educators, and local communities through knowledge sharing and cross-cultural collaboration.

Research Project Status in 2025:

In October 2025, the Vice-Chancellor and Dr Leslie Vandeputte participated in capacity-building activities in Fiji (from 30 September to 5 October for the Vice-Chancellor) and in Samoa (from 6 to 15 October for Dr Leslie Vandeputte). During these missions, they met with the project team and gained valuable insights into agri-tourism practices implemented in other regions.

The project has now entered its research phase, during which all partners are collecting data. In May 2026, all partners will gather in Port Vila for a project meeting scheduled from 25 to 31 May.

HELICEO

In November 2025, NUV signed a memorandum of understanding with the University of French Polynesia (UFP) to formally officialise NUV's involvement in the HÉLiCéO project. HÉLiCéO project ("Héritages Linguistiques, Cultures orales et Éducation en Océanie") is an ambitious five-year project (2025-2029) and initiative dedicated to protecting and better understanding the linguistic and cultural heritage of the Pacific region, which is funded by the French National Centre of Research and conducted with three other French laboratories (Lattice, Laboratoire de sciences cognitives et psycholinguistique and Unité de Recherches Migrations et Société). NUV and UFP partnered to contribute to capacity building at NUV by offering technical expertise, financial support to encourage scientific mobility, and dedicated assistance for research activities conducted in Vanuatu as part of the HÉLiCéO project.

Figure 12: Logo of the HÉLiCéO project





HéLiCéo project has five components:

- **Axis 1: Description and Analysis of Oceanic Languages**
How can we describe and measure the internal diversity of Oceanic languages?
- **Axis 2: Historical and Comparative Linguistics**
How can we situate these languages within the context of the Pacific and the world?
- **Axis 3: Oral and Mythological Heritage**
Do we find recurring motifs in the oral literatures of the Pacific?
- **Axis 4: Language Acquisition in Multilingual Contexts**
How do children acquire multiple languages so early?
- **Axis 5: Language and Educational Policies in Overseas Territories**
What educational policies can combine multilingualism and academic success?

For its part, NUV will actively contribute to the HéLiCéo project (more specifically, axes 4 and 5) by organising workshops and academic activities, collecting linguistic and cultural data essential to the research, identifying speakers of Vanuatu's many vernacular languages, and supporting ongoing fieldwork led by researchers working throughout the archipelago. It began on 29 October with the organisation of the Digital Inferential Grammar for Endangered Languages (DiG4EL) workshop, facilitated by Prof Jacques Vernaudo and Sébastien Christian, which brought together key stakeholders from the language sector in Port Vila.

ELDP Endangered Languages Documentation Program – Sowa and Ske languages (Pentecost)

In February 2025, the Language Centre continued its collaboration with Chief Isaiah Tabi and Mr Andrew Gray to conduct research and organise a workshop on Sowa and Ske languages in Central Pentecost. The project is supported by the Endangered Languages Documentation Program. Sowa was traditionally spoken in the areas of Lebati, Vanmelang, Labung, Lalpurerep and Verenam, but like many indigenous languages of Vanuatu, it fell into disuse in the late 20th century, following the impact of European diseases and cultural disruptions. It was gradually replaced by Apma, a neighbouring language, though some words and phrases have persisted in community memory. This project is a one-year-long language documentation and revitalisation project. In 2025, two workshops on the Sowa and Ske languages were organised in collaboration with the respective communities. The workshops were very successful and generated strong engagement among participants. They sparked significant interest in these languages and highlighted the importance of their documentation, revitalisation, and preservation for future generations.

CONFERENCES

Here are some highlights of 2025

Conference organised by NUV

- **Vanuatu Research Update Symposium (8 August 2025)**

The inaugural 2025 Vanuatu Research Update was held at NUV in Port Vila. As the first symposium dedicated to showcasing research from Vanuatu scholars, the event was held under the theme “Wanem yumi save naolia: Emerging and New Research from Vanuatu.”

Hopefully, this successful first edition laid the foundation for an annual event and the premier forum for the discussion of research and analysis relating to contemporary social, cultural, political, economic, and environmental issues in Vanuatu.

The first edition of the Vanuatu Research Update welcomed 23 Ni-Vanuatu researchers representing a range of universities, including the Swiss Business School, the Australian National University, the University of Otago, James Cook University, the University of the South Pacific, Université de la Nouvelle-Calédonie, and Université Paul Valéry Montpellier. The event also attracted presenters from development agencies such as the International Organisation for Migration and Balance of Power, as well as from government entities including the Vanuatu Meteorology and Geohazards Department. Notably, nine of the speakers were members of the NUV academic staff.

Pictures 6: Vanuatu Research Update Symposium



- **Conference sur la Norme (14-15 May 2025)**

On 14–15 May 2025, NUV hosted the International Multidisciplinary Colloquium on Norms at the NUV Auditorium in Port Vila. This event brought together scholars and practitioners from a range of disciplines to examine the concept of norms from legal, cultural, linguistic, social, political, and philosophical perspectives. The colloquium was organised by a Scientific Committee led by Professor Moussa Thioye, Dean of the Faculty of Administration and Communication at the University of Toulouse Capitole, and Dr Leslie Vandeputte, Director of the Language Centre at NUV. The event was held in partnership with the Agence Universitaire de la Francophonie and the Embassy of France in Vanuatu and the Solomon Islands.

Over the two days, participants engaged with a diverse program of presentations delivered by both local and international experts. Topics explored included international relations, legal theory, linguistic norms, customary law, and broader social and ethical frameworks.

The colloquium provided an important platform for interdisciplinary dialogue, addressing themes ranging from indigenous knowledge systems and environmental law to the evolving norms shaping digital and global societies. By bringing together perspectives from different academic traditions and cultural contexts, the event fostered critical reflection on how norms are constructed, interpreted, and negotiated in contemporary societies.

Pictures 7: Sessions during the International Multidisciplinary Colloquium on Norms





- **DiG4EL Workshop (29 October 2025, Port Vila)**

As part of the HÉLiCéO Project, a new free software system – DIG4EL – has been developed to bridge language documentation and revitalisation. A key outcome of endangered language documentation is the creation of teaching materials that can be directly used by communities as a central tool for revitalisation. DIG4EL supports linguists and speakers in documenting their language and automatically transforms this documentation into structured grammar lessons that teachers can use and adapt.

On 29 October, a workshop was facilitated by Prof Jacques Vernaudon, Lecturer in linguistics at the UFP, and Mr Sébastien Christian, Doctor of Philosophy (PhD) candidate in linguistics at UFP. The event brought together participants with interests in education and language from various institutions, including the Vanuatu Christian Council, the Summer Institute of Linguistics, the Linguistics Service in the Office of the Prime Minister, the NUV SoE, and the Vanuatu Kaljoral Senta. A total of 18 participants attended and received hands-on training in how to use DIG4EL.

Picture 8: Participants who received the training on DIG4EL



External Conferences attended by NUV staff

- **Mission to Samoa – Sino-Pacific Symposium on Higher Education and Climate Change Dialogue (23-24 June 2025, Samoa)**

In June 2025, the Vice-Chancellor and an adviser undertook a short mission to Apia, Samoa, to participate in the **Sino-Pacific Symposium on Higher Education** and the **2025 Climate Change Dialogue** hosted by the National University of Samoa. During the symposium, held in the presence of the Prime Minister of Samoa, the Vice-Chancellor presented NUV and signed a memorandum of understanding with Liaocheng University (China), opening new opportunities for research collaboration and cultural exchange. The mission also provided an opportunity to initiate discussions with the National University of Samoa and Tonga National University regarding potential institutional partnerships. Through meetings with regional and international university leaders, the mission strengthened NUV's regional engagement and laid the groundwork for future academic cooperation and strategic partnerships.

- **Sixth Pacific Islands Universities Research Network (1-3 July 2025 - Papua New Guinea University of Technology, Lae, Papua New Guinea)**

NUV participated in the **Sixth Pacific Islands Universities Research Network (PIURN) Conference**, hosted by the Papua New Guinea University of Technology. The NUV delegation included the Vice-Chancellor, the Deputy Vice-Chancellor, the Director of the Language Centre, seven lecturers, a volunteer affiliated with NUV, and a former student (see Table 9).

**Table 9: Participants in the Sixth Pacific Island University Regional Network**

First Name	Last Name	Position	Title of presentation	Discipline
Jean-Pierre	NIRUA	Vice-Chancellor	N/A	
Pascal	MICHON	Deputy Vice-Chancellor	Chaired the session on <i>Tropical, Communicable Diseases and Health Management</i>	
Leslie	VANDEPUTTE	Director of the Language Centre	<i>Urban Challenges, Digital Opportunities: Language Transmission in Port-Vila's urban settlements</i>	Sociolinguistics, Linguistic Anthropology
Robson	TIGONA	Lecturer, School of Sciences	<i>Impacts of a significant earthquake on food systems during the emergency period: a case study for Port Vila, 17 December 2024 earthquake</i>	Earth Science Geography
Annette	THEOPHILE	Lecturer, SoE	<i>In search of an indigenous knowledge framework on climate change education in the Vanuatu education system</i>	Education
Kevin Smith	HINGE	Lecturer, SoE	<i>The Internet Penetration Challenges in Smaller Island States</i>	Education, Policy and Governance
Effrel	MORRIS	Lecturer, SoE	<i>A culturally responsive technology-enabled learning platform for Vanuatu primary school in-service teachers.</i>	Social Development, Gender Equality & Education
Lina	VUTIALA	Lecturer, SoE	<i>Pacific short stories on traditional agriculture and sustainable development in the Pacific</i>	Literature
Marie Elsie	TIMOTHY	Lecturer, SoE	<i>Virtual Nakamal: A Digital Storytelling Hub for Teaching Comprehension Skills Through Vanuatu's Indigenous Knowledge Systems to Junior High School students.</i>	Language, Literature, Literacy Education,
Rosalie	TUDAL	Volunteer, VAC	<i>Traditional child medicine in the South Pacific: New Caledonia, Vanuatu and French Polynesia</i>	Health & Traditional Medicine
Berry	PALAUD	Former Student	<i>Traditional child medicine in the South Pacific: New Caledonia, Vanuatu and French Polynesia</i>	Health & Traditional Medicine

On 3 July, the Vice-Chancellor and Deputy Vice-Chancellor also attended the PIURN Board meeting, while the wider delegation took part in the conference sessions and activities.

- **Agence Universitaire de la Francophonie General Assembly and fifth edition of World Scientific Francophonie Week (3 to 5 November 2025, Dakar, Senegal)**

NUV's Vice-Chancellor participated in the 19th General Assembly of the Agence Universitaire de la Francophonie, held from 3 to 5 November in Dakar, Senegal. As the head of an Agence Universitaire de la Francophonie member institution, he took part in the vote to elect a new Board of Directors.

The mission also provided an opportunity to take part in the fifth edition of the World Scientific Francophonie Week, the Agence Universitaire de la Francophonie's major annual event. The event was held under the patronage of His Excellency the President of the Republic of Senegal, Mr Bassirou Diomaye Faye, and brought together more than 25 Ministers responsible for higher education and research across the Francophone world.

- **International Organisations and Global Governance Forum (7 November 2025, Shanghai, China)**

NUV's Deputy Vice-Chancellor, Prof Pascal Michon, represented the University through the World Trade Organisation Chair Program in the 2025 Forum in Shanghai.



This global event brought together leaders in education, trade, and sustainable development. NUV is a partner of the World Trade Organisation and is also collaborating on developing the Bachelor of Integrated & Sustainable Tourism.

Picture 9: NUV Deputy Vice Chancellor at the International Organisations and Global Governance Forum



- **Nārua Pacific Universities Biennial (17-19 November 2025, Papeete, French Polynesia)**

Through the Nārua project – supported by the French Government through the France 2030 program – the UFP is developing a new dynamic of cooperation with its academic and institutional partners across the Pacific (Australia, New Zealand, Hawai'i), focused on the common challenges of island territories.

Figure 13: Pacific Universities Biennial Banner



In this spirit, the UFP has launched and hosted the first Pacific Universities Biennial, held from 17 to 19 November 2025, in Tahiti. This event brought together delegations from UFP's partner universities in Australia, New Zealand, and Hawai'i, as well as from Pacific Island states – including representatives from the universities of Samoa, Vanuatu, and Solomon Islands.

Guided by Matarī'i i nī'a – the season of renewal in Polynesian cultures – this Biennial aimed to encourage moments of academic, scientific, and cultural cooperation across the region.

For three days, participants worked together to strengthen regional collaboration through major academic initiatives, foster student mobility and scientific interdisciplinary studies, and collectively outline a shared roadmap for the future in response to key regional challenges. Rooted in the multilateral framework agreement signed by the founding members of the Nārua project, this collaborative process invited all partners and delegations to contribute to a collective and enduring vision for a Pacific academic community.



- **Forum A Blue Future Together: Pacific Islands Sustainable Development Cooperation (21 November, Guangzhou, China)**

On 21 November, NUV's Vice-Chancellor, together with the Director of the Language Centre, participated in the **A Blue Future Together: Pacific Islands Sustainable Development Cooperation Forum** organised by Guangdong University of Foreign Studies. Guangdong University of Foreign Studies invited NUV to take part in this forum alongside other Pacific universities and representatives, including the National University of Samoa, the University of the South Pacific, and Tonga National University.

The visit also provided an opportunity for participants to join the celebrations of the University's 60th anniversary on 22 November 2025.

One of the major achievements of the event was the official establishment of the Guangdong – Pacific Island Countries University Alliance, jointly initiated by universities in Guangdong and leading higher education institutions across the Pacific region. This collaborative platform reflects a shared commitment to institutionalised academic cooperation, talent development, and knowledge exchange. The Alliance will help create long-term, stable pathways for future joint research, capacity building, and strengthened educational collaboration.

Pictures 10: NUV's Vice-Chancellor in the A Blue Future Together: Pacific Islands Sustainable Development Cooperation Forum (left) and the Guangdong University of Foreign Studies' 60th anniversary



- **Oceania Comparative and International Education Society, 2025 Symposium (23-26 November 2025, Christchurch, New Zealand)**

The 53rd Annual Conference of the Oceania Comparative and International Education Society was hosted by Te Whare Wānanga o Waitaha, University of Canterbury, in Otautahi/Christchurch in Aotearoa, New Zealand. It was held from 23 to 26 November 2025, and the theme was "Education, Knowledge and Power in the Asia-Pacific". Five NUV lecturers attended the conference.

- **PIURN Summer Institute Program (24-28 November 2025, Suva, Fiji)**

From 24 to 28 November 2025, PIURN organised a Summer Institute Program at the Centre for Sustainable Futures, the University of the South Pacific, in Suva. The general theme was "Climate Change in the Pacific". The goal of the training is to offer a foundation in interdisciplinary climate change research, to build capacity for Pacific research, to encourage regional collaboration and research networking, and to create a true community of practice among the early career researchers of the region. Dr Gayleen, as a supervisor, and Mrs Annette Theophile, as a PhD candidate, both attended this workshop.



Picture 11: NUV's Vice-Chancellor in the A Blue Future Together: Pacific Islands Sustainable Development Cooperation Forum



Monthly NUV Seminar

In 2025, NUV hosted a total of 10 seminars (eight in English and two in Bislama).

Table 10: NUV seminars in 2025

Seminars	Speakers	Date
Vanuatu at the world high court: Why the ICJ AO still matters and where we are?	Arnold Kiel Loughman, Vepaiamele Trief, Ralph Regenvanu, Brittien Yosef	26 February 2025
Aid effectiveness in small island developing states: the case of Vanuatu	Morgane Rosier	27 March 2025
Médecine traditionnelle infantile dans le Pacifique Sud	François Chassagne, Rosalie Tudal, Berry Palaud	10 April 2025
Pem Graon: Customary tenants in the case of Tebakor	Willy Missack	22 May 2025
Mutual intelligibility studies – Adapting to the Vanuatu context	Noémie Severin	16 June 2025
Yumi - The Whole World (documentary)	Felix Golenko and Mark Szilagyi	17 July 2025
Innovative tools for monitoring coral reefs' resilience	Dr Federica Maggiono, William Roman, Sebastian Guillermin	4 August 2025
Epistemic violence and coloniality of climate finance: evidence from research in Vanuatu Geographies of New Caledonia-Kanaky (book presentation)	Johanna Tunn Prof Matthias Kowash	4 September 2025
Heliceo: Transforming language research into community-driven language teaching resources	Sébastien Christian, Jacques Vernaoudon	30 October 2025
The December 2024 earthquake: a puzzling event in the context of the Vanuatu Subduction Zone	Virginie Durand, Dan Tari	13 November 2025



3.4 External Engagement

NATIONAL, INTERNATIONAL ENGAGEMENT & COMMUNITY OUTREACH

Since its establishment, the development of the NUV has been anchored in the ambition to build strong institutional partnerships across the public and private sectors, both nationally and internationally. The University's Strategic Plan 2021–2030 recognises partnerships as a key driver of institutional growth and innovation, highlighting the importance of collaboration to strengthen teaching, research, and capacity development.

NUV recognises the importance of embracing a global perspective in today's interconnected world. The University therefore actively develops its international relations through participation in regional and international forums, collaboration on research initiatives, and the establishment of partnerships with universities, international organisations, and national institutions. These engagements enhance learning and research opportunities for students and faculty while contributing to the exchange of knowledge, cultural understanding, and innovation. Through these efforts, NUV continues to strengthen its position as an emerging higher education institution within the Pacific region and beyond.

Partnerships Development in 2025

Between 6 December 2024 and 5 December 2025, NUV significantly expanded its network of institutional partnerships, with 13 agreements signed with universities, national institutions, and international development partners. These agreements reflect the University's commitment to strengthening academic cooperation, supporting national development priorities, and expanding opportunities for student mobility, research collaboration, and program development.

- **Partner Universities**

NUV strengthened its academic collaboration with regional and international universities through several agreements aimed at promoting research cooperation, academic mobility, and joint program development.

A key milestone was the signing of a new agreement on 11 June 2025 between NUV, the UNC, the Université de Toulouse Jean Jaurès, and the MoET to offer a university-level program in tourism, hospitality, and hotel management in Port Vila. This agreement builds upon previous cooperation and supports the development of specialised training aligned with Vanuatu's tourism sector.

In September 2025, NUV and UNC further strengthened their collaboration through a memorandum of understanding on academic cooperation, complemented by a Student Mobility Agreement enabling exchanges, thematic mobility programs, and internships between both institutions. An additional agreement formalised the hosting of international volunteer missions at NUV, supporting knowledge transfer and institutional capacity building.

- **National Partnerships**

NUV continued to strengthen its collaboration with key national institutions to support research, training, and policy development aligned with Vanuatu's national priorities.

A memorandum of understanding with the Vanuatu Bureau of Statistics, signed in February 2025, provides NUV with access to national datasets to support teaching and research. The partnership also promotes training in data analysis using software and supports the development of new courses related to wellbeing measurement based on Melanesian values.

In July 2025, NUV signed an agreement with the Reserve Bank of Vanuatu to support institutional strengthening and the development of new academic programs in areas such as economics, finance, business



development, and sustainable development. This collaboration contributes to the development of skills aligned with national economic priorities.

Another significant partnership was signed in October 2025 with the Ministry of Agriculture, Livestock, Forestry and Biosecurity. The agreement establishes cooperation in agricultural education, research, and innovation and supports the long-term integration of VAC as a future school within NUV, in line with the NUV Act.

In December 2025, an additional agreement with the Department of Communications and Digital Transformation strengthened cooperation in the fields of IT and cybersecurity.

- **Partnerships with International Universities**

NUV also expanded its academic engagement with international universities, particularly in Asia.

In June 2025, NUV signed a memorandum of understanding with Liaocheng University (China) to promote academic exchange, joint research – particularly on climate change – and cultural collaboration.

This was followed in November 2025 by additional agreements with Guangdong University of Foreign Studies and Wuyi University. These partnerships aim to promote cooperation in areas including business, law, linguistics, cultural studies, and vocational training, while also facilitating faculty and student exchanges and joint research initiatives related to the South Pacific region.

- **International Development Partnerships**

NUV also continued to develop partnerships with international organisations and development partners supporting program development and research activities.

In June 2025, NUV joined the World Trade Organisation Chairs Program, which supports the development of a Bachelor's Degree in integrated and Sustainable Tourism. This initiative strengthens NUV's capacity to develop academic programs aligned with global trade and sustainable development challenges.

In November 2025, the Ministry for Europe and Foreign Affairs of France, through the French Embassy in Vanuatu, supported the implementation of the new Campus Mobile Pacifique program. This initiative provides mobility opportunities for NUV students to discover research at the Institut de Recherche pour le Développement and UNC and enables researchers from the Institut de Recherche pour le Développement to deliver short courses within the Climate Resilience and Humanitarian Action program.

Consolidation of Existing Partnerships

In addition to the new agreements signed in 2025, NUV continued to implement partnerships established in previous years, including collaborations with the Food and Agriculture Organisation, Western Sydney University, the University of Wollongong, the French Embassy through the Fonds de solidarité pour les projets innovants program, IELTS Australia, and the Canadian High Commission supporting cybersecurity training.

These ongoing partnerships continue to contribute to program development, institutional capacity building, and the expansion of academic and professional opportunities for NUV students and staff.

The expansion of NUV's partnership network offers significant opportunities for the University. These collaborations enhance access to international expertise, research funding, and mobility opportunities for students and faculty. They also support the development of new academic programs aligned with national priorities and strengthen NUV's position within regional and global academic networks.

However, the increasing number of partnerships also requires strong coordination and institutional capacity to ensure effective implementation. Some agreements rely on external funding, highlighting the importance of sustainable financial planning and clear prioritisation of activities aligned with NUV's strategic objectives.



BRANDING & COMMUNICATION

In 2025, the University saw a substantial increase in visibility throughout Vanuatu, leveraging media, social media, networking, and word of mouth. Furthermore, NUV strengthened its relationships with media outlets, government institutions, partners, the private sector, and civil society organisations, enhancing its overall influence and reach.

Here are some highlights of 2025

Communication plan – NUV Communication Strategy is aligned with the Strategic Plan 2021-2030. NUV communication strategy 2022-2030 was validated by the Council on 15 June 2023. NUV continued to apply this communication strategy with the two (2) communication objectives defined for NUV:

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

The following key messages guide NUV communications activities:

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

Website – The new NUV's website was launched in November 2025. The new design of NUV's website is more user-friendly, and it is easier to update. It is available in English and French. The visitors can access general information about NUV, the opportunities (vacancies and tenders), official documents, programs, news and student services.

Facebook – The NUV Facebook page was created on 17 March 2020. At the end of 2025, NUV's Facebook page counted 17,486 followers, so a net increase of 23 per cent year-on-year in the number of followers. 63.80 per cent of the followers are under 35 years old, which is similar to the data collected in 2024. NUV Facebook page followers remain mainly women (57.8 per cent of the followers) as in previous years. Most of the followers (88 per cent, like in 2024) remain in Vanuatu, followed by Australia with 3.7 per cent of the followers (vs 3.4 per cent the previous year), New Caledonia with 2.2 per cent of the followers (same as in 2024) and New Zealand with 1.3 per cent of the followers (vs less than 1 per cent in 2024).

In 2025, 172 posts were published on NUV's Facebook page, representing an increase of 54 per cent year-on-year. These posts reached over **9.8 million views in 2025**. The Facebook posts on the page received **99,900 content interactions in 2025, a 111 per cent increase vs 2024**. The year 2025 is the most spectacular in terms of engagement, reach and content growth.

LinkedIn – NUV's LinkedIn account was created in January 2023. In 2025, the page gained 282 followers, increasing its number of followers by 19 per cent. NUV's content generated more than 40,000 impressions in 2025.



Figure 14: Top five (5) Facebook posts in terms of reach in 2025



Press releases – In 2025, 56 press releases were shared with the media (radio, newspaper, magazine, TV, and online news websites) and covered. It is a 27 per cent increase vs 2024. NUV is strengthening its relationship with local and regional media.

Figure 15: Examples of articles in local media



Pre-Enrolment Campaign – NUV launched its pre-enrolment campaign for the 2026 academic year using digital platforms only this year – social media and website. The campaign was very well received. The most successful post on the pre-enrolment campaign was in the top three of 2025 posts with 366,955 views and 1,450 interactions.

Figure 16: Examples of posts for the pre-enrolment campaign





3.5 Human Resources

The HR function at NUV continued to play a critical role in supporting institutional growth and operational stability throughout 2025. As the University expands its academic capacity and strengthens its national role in higher education, the HR function has focused on workforce development, strategic recruitment, and ensuring that staffing capacity keeps pace with institutional priorities.

During the year under review, NUV experienced significant staff growth, particularly within the academic workforce at both the Main Campus and Kawenu Campus. The integration of new academic personnel, the recruitment of key senior leadership positions, and the establishment of new administrative roles marked important milestones in the University's continued institutional development.

At the same time, the HR function operated under capacity constraints for the better part of the year, with only one HR Officer managing the full scope of recruitment, staff administration, and workforce support across campuses. Despite these limitations, the HR department successfully facilitated several major recruitments and supported the onboarding of a substantial number of staff.

WORKFORCE COMPOSITION

At the end of 2025, NUV employed a total of 177 staff members across its two campuses.

Table 11: Total Workforce Distribution

Staff Category	Total
Academic Staff (Full-Time)	35
Academic Staff (Part-Time)	106
Non-Academic Staff	36
Total Workforce	177

Academic staff represent the majority of the University's workforce, reflecting NUV's core mandate of delivering higher education programs and academic services.

Table 12: Staff Distribution by Campus

Campus	Academic F/T	Academic P/T	Non-Academic F/T	Total
Main Campus	05	88	24	117
Kawenu Campus	30	18	12	60
Total	35	106	36	177

The Main Campus hosts the majority of part-time academic staff due to the delivery of Bachelor's and Master programs in collaboration with international partner institutions.

The Kawenu Campus, home to the SoE, has the largest concentration of full-time academic staff supporting teacher education programs.

**Table 13: Academic Staff Breakdown – Main Campus**

Category	Total
Full-Time Academic Staff	05
Part-Time Academic (ICT & CRHA Diploma)	11
Part-Time Academic – International (Masters & Bachelors)	54
Part-Time Academic – Local (Masters & Bachelors)	23
Total Academic Staff (Main Campus)	93

Part-time international academic staff play an important role in supporting the delivery of internationally partnered Bachelor's and Master programs.

Table 14: Academic Staff Breakdown – Kawenu Campus

Category	Total
Full-Time Academic Staff	30
Part-Time Academic Staff	18
Total Academic Staff (Kawenu Campus)	48

The Kawenu Campus continues to serve as the primary academic hub for teachers' education through SoE.

Table 15: Non-Academic Staff

Campus	Total
Main Campus	24
Kawenu Campus	12
Total of Non-Academic Staff	36

Non-academic staff continue to provide essential support across administration, student services, finance, procurement, facilities management, and institutional operations.

Table 16: Management Staff

Unit/Department	Role
Vice Chancellor's Office	1. Vice-Chancellor 2. Deputy Vice-Chancellor
Language Centre	3. Director of the Language Centre
Quality Assurance	4. Director of Quality Assurance
Finance Department	5. Senior Manager Finance & Administration
SASS Department	6. Senior Manager SASS
HR Department	7. HR Manager
Facilities Department	8. Facilities Manager
IT Department	9. IT Manager
International Team Unit	10. International Team Leader



Management staff provide strategic leadership and operational oversight across key academic and administrative units/departments of the University. These roles are central to governance, institutional coordination, and the effective implementation of NUV's strategic priorities.

KEY HR ACHIEVEMENTS IN 2025

The year 2025 marked several important milestones in strengthening the University's HR capacity. Several key positions were successfully recruited for the first time in NUV's history, reflecting the continued growth of the University's governance and academic structures.

February 2025

On 17 February 2025, NUV successfully integrated 30 full-time academic staff into SoE at the Kawenu Campus. This recruitment marks the largest and first academic staff integration undertaken by the University and significantly strengthens its capacity to deliver teacher education and support national education development.

April 2025

On 28 April 2025, NUV successfully recruited its first Senior Procurement and Asset Management Officer. The establishment of this role represents an important step toward strengthening financial governance, procurement compliance, and institutional asset management.

September 2025

In September 2025, the University Council completed the recruitment of the Vice-Chancellor, with the appointment finalised on 1 September 2025 following an international recruitment process conducted through Link Personnel Services. The Vice-Chancellor, Mr Jean-Pierre Nirua, was awarded a new contract, reaffirming continuity in leadership and the University's strategic direction and institutional governance.

October 2025

On 30 October 2025, the University successfully recruited its first Director of Quality Assurance, a role designed to strengthen academic quality oversight, program accreditation processes, and institutional compliance with higher education standards.

November 2025

Recognising the growing administrative demands associated with a rapidly expanding workforce, NUV recruited two additional HR Officers.

- The first HR Officer commenced duties on 24 November 2025
- The second HR Officer commenced duties on 5 January 2026.

These recruitments significantly strengthened the capacity of the HR function to support recruitment processes, staff administration, and workforce management.

December 2025

On 9 December 2025, NUV successfully recruited its first Head of School of Science, with the position scheduled to commence on 26 January 2026. This appointment supports the continued development and expansion of science programs within the University.

HR CHALLENGES

While the University made significant progress in workforce expansion during 2025, several challenges were encountered in the recruitment and management of HR.

HR Staffing Capacity

For a significant portion of the year, the HR function operated with only one HR Officer and without an HR Manager. This created operational pressures in managing recruitment processes, staff administration, and workforce coordination during a period of significant institutional expansion.



Despite these constraints, recruitment activities were successfully carried out, and several major appointments were completed.

Recruitment Challenges in the Academic Labour Market

NUV continues to experience limited availability of qualified academic candidates within the local labour market. Many academic positions require advanced qualifications and specialised expertise that are not always readily accessible domestically.

As a result, recruitment processes sometimes require broader searches or the engagement of candidates who partially meet the full requirements of the position descriptions in order to maintain program delivery and institutional continuity.

Reliance on Part-Time Academic Staff

The University continues to rely on a significant number of part-time academic staff, including international lecturers supporting Bachelor's and Master's programs. While this model allows access to specialised expertise and supports program delivery, it also requires careful coordination and workforce planning.

OUTLOOK FOR 2026

Looking ahead, the HR function will continue to focus on strengthening recruitment, supporting the professional development of both academic and administrative staff and ensuring that the University maintains the HR capacity required to support its academic programs and institutional objectives.

In 2026, the University will also undertake the recruitment of an HR Manager to further strengthen the capacity, leadership, and effectiveness of the HR department.

With the recent expansion of the HR team and the continued recruitment of key academic leadership positions, NUV is well positioned to further strengthen its human capital and support the University's strategic ambition of becoming a leading centre of bilingual higher education in the Pacific region.

The HR team remains committed to supporting the University's staff, fostering a productive and inclusive workplace, and ensuring that the institution has the human capacity required to achieve its long-term strategic goals.

3.6 Infrastructure

In 2025, NUV undertook significant infrastructure upgrades and institutional strengthening initiatives across its Main Campus and SoE Campus to improve safety, capacity, and operational efficiency.

INFRASTRUCTURE AND SAFETY IMPROVEMENTS

- **Earthquake fence repairs (Main Campus):** The damaged concrete boundary wall was repaired to eliminate safety risks posed to students and the general public.
- **Ex-VQA building renovation:** The building underwent a full roof structure replacement and external cladding upgrade, along with procurement of new furniture. It now accommodates the SASS, IT and HR departments, resolving previous overcrowding in office spaces.
- **Transformer installation (Main Campus):** A new transformer was installed to meet increasing electricity demand and improve power reliability.
- **Construction of campus stage (Main Campus):** A stage was built to support official ceremonies, events, and student activities.
- **Conversion of boys' dormitory (SoE Campus):** The former dormitory was converted into four classrooms, increasing teaching capacity by approximately 100 students.
- **Demolition of old staff houses and workshop (SoE Campus):** Unsafe and deteriorated structures were removed to improve safety and allow for future development.



- **Geotechnical investigation (Main Campus):** A geotechnical survey, funded by AFD, was conducted to inform planning and design for future infrastructure expansion.
- **Finalisation of cultural complex design:** Completion of the design phase enables NUV to proceed to tender for construction in 2026.

INSTITUTIONAL STRENGTHENING AND GOVERNANCE

- **Recruitment of procurement and asset management officer:** This appointment strengthens procurement oversight and supports infrastructure project implementation.
- **Streamlining of procurement processes:** Improvements were introduced to enhance efficiency, transparency, and accountability.
- **Contracting of security agency:** A professional security service was engaged for both campuses to enhance campus safety and asset protection.

Overall, 2025 marked a year of consolidation and growth for NUV, with major strides in infrastructure safety, expanded teaching capacity, improved electrical reliability, and strengthened institutional systems – positioning the University for continued development in 2026 and beyond.

Alongside these developments, regular facilities operations – such as campus security, grass cutting, and building maintenance – continued to ensure a safe, clean, and functional environment for students and staff.

3.7 Information Technology

NUV is committed to building a robust and secure IT environment while implementing comprehensive digital solutions to enhance teaching, learning, and administration.

Continuous collaboration is maintained with all departments across the University. The IT team plays a proactive role in supporting and advising academic and administrative departments to ensure that technological solutions align with operational needs and strategic objectives.

The IT strategy is guided by five (5) key pillars:

1. **Professionalising and Reinforcing Internal Capacity**
Strengthening the internal capacity of the IT team by supporting continuous professional development and enhancing technical expertise in alignment with the four strategic pillars.
2. **Strengthening Infrastructure and Security**
Continuously maintaining and enhancing the University's network, systems, and infrastructure while implementing best-practice cybersecurity measures to ensure reliability, data protection, and operational resilience.
3. **Delivering High-Quality Daily Service**
Providing dedicated, responsive, and user-focused support to all University members, alongside targeted training to ensure effective and confident use of digital tools and systems.
4. **Digitalising Internal Processes**
Supporting academic and administrative teams in the selection, deployment, and technical administration of software solutions to digitalise and optimise workflows, improve data accuracy, and increase institutional efficiency.
5. **Enabling Quick Wins**
Identifying and implementing targeted improvements that rapidly address operational bottlenecks, delivering immediate and visible value to the University community.



In 2025, the IT Department played a central role in supporting the University's institutional expansion and operational integration across campuses. Major efforts focused on strengthening infrastructure reliability, improving user support services, integrating digital systems across newly merged units, and advancing the digitalisation of academic and administrative processes.

PROFESSIONALISING AND REINFORCING INTERNAL CAPACITY

Recruitment

In March 2025, the University finally recruited a second IT officer, Daniel MALAU, to join the team. Mr Malau has brought his experience and expertise in network and system infrastructure to strengthen this team in this important area.

NUV has also welcomed two interns in December from the NUV ICT diploma. It was an opportunity for them to discover the work of the IT team and to take a first step in the professional world.

Single IT team for both campuses

With the integration of SoE, a unified IT team was established with a presence on both campuses. Regular follow-up meetings and task coordination were progressively implemented toward the end of the year to strengthen collaboration and efficiency.

The IT team is composed of two IT officers, Eddy Niko and Daniel Malau, based on the main campus; one IT officer, Kalsin Lawi and one IT assistant, Manu Kamsen, based on the SoE campus; along with the IT Manager.

NUV and UNC Strengthen Their Partnership Through Moodle Training in Nouméa – Co-funded by the Réseau Régional Collaboratif d'Ingénierie pour la Formation & l'Enseignement (RECIFE) and AFD, three members of the NUV IT team participated in a one-week "Moodle Training of Trainers" program at UNC in Nouméa.

The sessions were led by the UNC *Développement des Usages du Numérique pour l'Enseignement* team, whose core mission is to empower all UNC stakeholders to make the most of their digital learning tools – especially their Learning Management System, Moodle.

Moodle has been used at NUV for several years and will soon be at the heart of the student journey in the 2026 academic year. This training plays a key role in expanding and improving its use across the University. Its main goal was to enable NUV trainers to deliver hands-on support and comprehensive training for teachers, while also exchanging ideas and approaches with regional partners. UNC also generously shared multiple reusable training resources that NUV will adapt to support upcoming staff training sessions.

More than just a technical training, it was a week rich in collaboration, reflection, and shared experiences – strengthening not only digital skills but also the human connections that help both universities grow together.

Pictures 12: "Moodle Training of Trainers" program at the UNC





IT officers attending the International Telecommunication Union training

The two IT officers of the main campus have been selected to follow the Certificate in Pathways to Cybersecurity in the Pacific Islands training co-organised by NUV and the International Telecommunication Union. That was a great opportunity for the Team to strengthen their capacity in cybersecurity to be applied within the University, being one of the pillars of the IT department.

STRENGTHENING INFRASTRUCTURE AND SECURITY

IT support provided by Engineering Business Services

Following the request for consultation launched at the end of 2024 for IT support, the University signed a two-year contract in May 2025 with the company Engineering Business Services to support the IT team in strengthening its network and infrastructure and building internal competencies in these areas.

During the first six months, Engineering Business Services has conducted and documented a clear and comprehensive audit of NUV's IT infrastructure. Most of the applications and servers hosted in the old room server have been migrated to the new NUV data centre.

Starlink internet backup installation on the main campus and Kawenu campus

Following the 2024 earthquake in December and the stopping of telecommunication services, except for Starlink, the University has identified Starlink as a robust internet backup solution to be installed. This has been done in the middle of the year on both campuses, following the end of the previous backup contract.

The two fibres (main and backup) of the University had been cut for more than one month due to damage on the route near Menzies Flat. The continuity of the service has been possible thanks to the Starlink backup.

Exchange on the development of the Cybersecurity module

NUV had received support from the Government of Canada to develop a Cybersecurity module to be mandatory for all NUV's students and staff.

A workshop has been organised in August 2025 with the Department of Communications and Digital Transformation, as well as the private IT sector, to define the way forward. Following that consultation, it has been decided to create a module in continuation of what has been developed in the PACSON group, in which the Department of Communications and Digital Transformation is an active member. This module will be a digital module of around 10 minutes underlying the key messages for students on cybersecurity and good practises.

Single Sign On authentication

All IT services of the University are accessible through a single NUV account. Every University user has their own NUV account, which allows them to access Moodle (learning management system), the campus Wi-Fi network, the OpenSIS Student Information System and the Microsoft 365 suite.

This Single Sign-On system strengthens the security of access to all NUV digital services while simplifying the user experience, as users only need to sign in once with their NUV credentials to access multiple systems.

DELIVERING HIGH-QUALITY DAILY SERVICE

Enhancement of Office 365 within the University

2025 marked an important step for the University in strengthening and expanding the use of the Office 365 collaborative suite. While administrative staff and students already had NUV accounts, access was extended to all lecturers, including part-time teachers from partner universities. This ensured that all members of the academic community could benefit from a unified digital environment.

The IT team supported all University stakeholders in maximising the use of these collaborative tools. Training and guidance were provided to demonstrate how staff can work simultaneously on the same documents,



reducing the need to circulate multiple versions of files by email. The creation of thematic workgroups also allowed teams to share and manage documents more efficiently.

These improvements have strengthened collaboration and information sharing across departments, while also improving document management through clearer and more secure file-sharing rules. In addition, the use of other tools within the Office 365 suite has expanded, particularly Microsoft Forms, which is used for surveys, data collection, and internal processes.

Microsoft Teams has also been established as the University's standard platform for video conferencing, meetings, and online courses. This standardisation simplifies the organisation of virtual meetings and online learning sessions for all members of the University community.

Use of Spotlight for Financial Management

In 2025, the Finance Department adopted **Spotlight Reporting** to improve financial reporting and forecasting. The choice was made by the Finance Department with the technical advice of the IT department. The software allows for consolidation of financial data across multiple entities into unified NUV reports and provides advanced forecasting and benchmarking tools. This supports stronger budget management and financial planning, which are essential for the University as a recipient of public and donor funding.

Integration of SoE in NUV IT

As previously mentioned, 2025 was the year of the IT integration of SoE. As a result, by the end of 2025, both campuses shared the same core systems with a unified digital identity. The registration for 2026 will be the first time the two campuses will use the same systems and processes.

Strengthening of the helpdesk

To improve the management and resolution of IT issues and requests, the IT team has encouraged all users to submit their requests through the helpdesk system. By sending an email to the helpdesk address, a ticket is automatically created in the GLPI tool, which is used by the IT team to track and manage support activities. This system provides better visibility for all requests and helps the IT team prioritise and resolve issues more efficiently.

New NUV Website

NUV launched its new website in late November 2025. This new website was needed for a long time to:

- Provide an updated, modern, and comprehensive representation of NUV's activities, priorities, and achievements.
- Strengthen the University's visibility and credibility as the national University and a leading University in the Pacific.
- Utilise a user-friendly platform enabling future communication staff to manage and update content independently.

ICT laboratories

With the support of the IT team and Engineering Business Services, the University established its first ICT laboratory using equipment donated by Bred Bank in 2024. This lab allows students to practise in real conditions using professional equipment. For security purposes, the laboratory is fully isolated from the University network, which also makes it possible to conduct cybersecurity training by safely simulating attacks on servers and systems.



Pictures 13: NUV ICT laboratory



Support VAC

In 2024, NUV, with financial support from AFD, established a computer laboratory at VAC. To expand its use by students and ensure secure access, VAC needed to be connected to an Office 365 tenant. NUV therefore integrated VAC members into its own tenant, providing them with dedicated accounts in the format name.surname.vac@univ.edu.vu.

A NUV IT officer travelled to Santo to support the VAC team with the necessary configuration and provide training, enabling them to manage the VAC accounts independently. This initiative also allowed VAC members to begin using the Office 365 suite while preparing for the future integration of VAC into NUV's digital environment.

DIGITALISING INTERNAL PROCESSES

Implementation of a HR Information System

With the support of AFD, NUV acquired the HR system ELMO to streamline and digitalise its HR processes.

After an initial phase focused on implementing the core functions, the absence of the HR Manager slowed further deployment. The review of the HR manual, which began at the end of 2025, will support the University in defining a clear plan for the full adoption and effective use of the software.

Phase 1 of OpenSIS project

In July 2023, NUV installed the OpenSIS software on-premises and developed integrations to connect it with existing systems, including Office 365 and Moodle. In 2025, the University used OpenSIS for the first time to register all students and establish a centralised student database.

Although it was not yet fully used for course enrolment, the system allowed the University to monitor student numbers and automate processes such as the deactivation of accounts for students who withdraw, as well as for departing teachers and staff.

Phase 2 OpenSIS: Initialisation and development of the NUV Grading and Attendance Digitalisation project

The objective of the Student Information System is to ensure full tracking of students throughout their academic journey, from registration to graduation, including the generation of official transcripts. To achieve this, it was necessary to clearly define the complete academic workflow and its integration with the Learning Management System.

In 2025, the **NUV Grading and Attendance Digitalisation** project was launched to support this objective and prepare the systems for operational use at the start of 2026. All the grades and attendance will be recorded in the Learning Management System Moodle, and that information will be sent back to the Student Information System for final records and transcript edition. This project represents the last step toward the full implementation of a complete Student Information System across the University.



ENABLING QUICK WINS

The IT team also works to identify and implement targeted quick-win solutions that resolve operational bottlenecks and provide immediate benefits to the University community.

Single Sign On for the research portal

Students, lecturers, and staff can now access the NUV Research Portal directly using their NUV accounts, replacing the old manual email request process.

Auditorium booking system

NUV offers its auditorium for rent to external organisations for events. Previously, this process was managed manually, making it difficult for the different teams in charge to have clear visibility of the auditorium’s availability and to communicate event schedules across departments.

Using the existing tools available in the Office 365 suite and their integration with room calendars, the IT team developed a fully integrated booking system using Microsoft Forms and Power Automate. This system allows both external and internal users to request auditorium bookings while ensuring better coordination and smoother management of this important University asset.

3.8 Finance

REVENUE

The University ended fiscal year 2025 with an operating deficit of VUV160 million on an operating revenue base of VUV749 million, which represents -21 per cent in operating margin. Within this total, expenditure rose by 41 per cent from fiscal year 2024, and overall net assets fell by 29 per cent, a decrease from fiscal year 2024.

NUV’s revenue structure is heavily reliant on Government grants and scholarships, making up more than half of its revenue base. In fiscal year 2025, across two campuses, NUV enrolled 761 students with a total revenue in tuition fees comprising 18 per cent of total revenues (undergraduate, graduate and professional).

Approximately 35 per cent of these tuition fees were funded by Government and private donor scholarships, which pay an average of VUV255,000 in tuition fees per year per undergraduate for those studying degree programs in Economic and Social Administration, Tourism Management and Hospitality and Environmental Science. Since NUV’s establishment in 2021, the Government has awarded more than VUV318 million in scholarship funds. 2025 experienced a significant decrease in Government scholarships, by 33 per cent from the 2024 fiscal year, due to realignment of national priorities after the earthquake, which resulted in constrained financial ceilings for the National Scholarship and Training Unit.

Figure 17: Income Contribution from 2020 to 2025

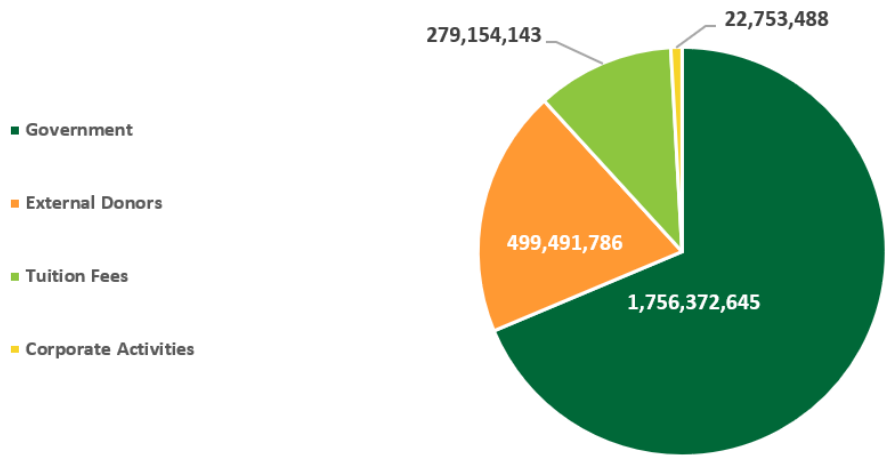
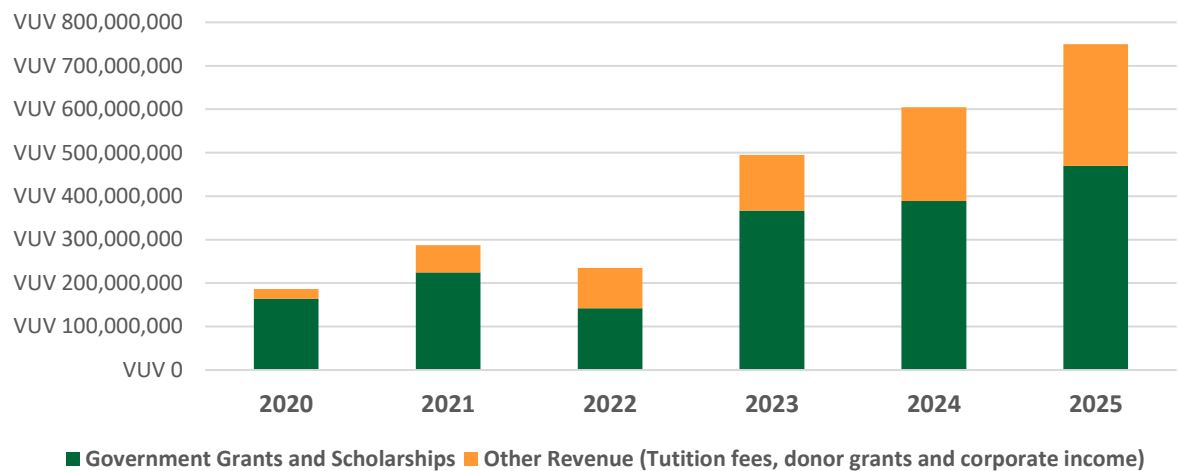




Figure 18: Government Subsidy as a Percentage of Total Revenue over Time



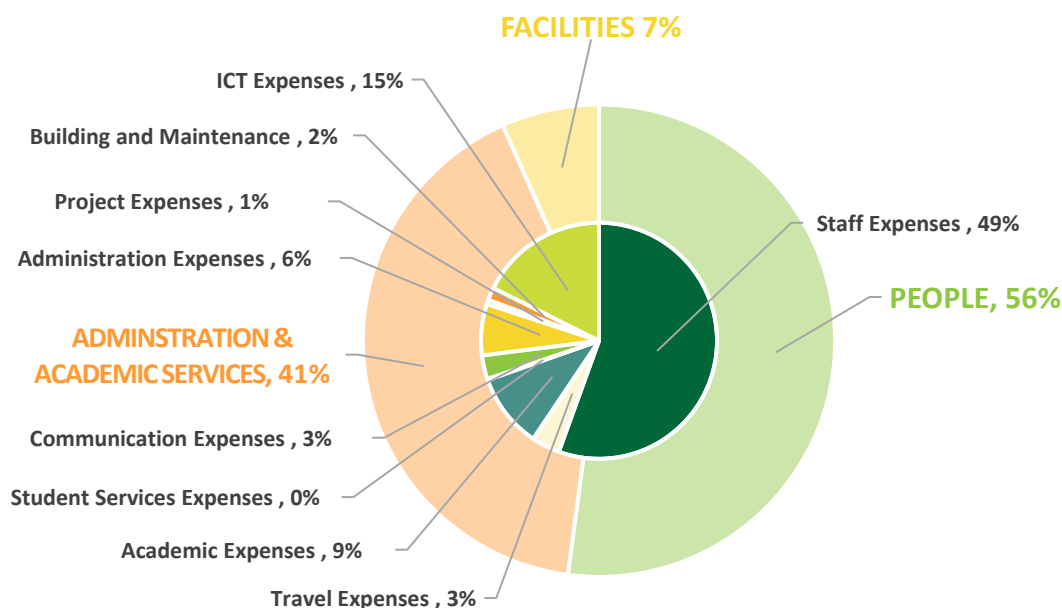
Research is a partnership between NUV and various institutions, including international foundations, dedicated towards philanthropic purposes. In fiscal year 2025, NUV signed five funding agreements geared towards supporting program development and research activities in Climate resilience, disaster risk management, strengthening the financial service sector and Sustainable Tourism. The University's expenditures toward research exceeded VUV15 million. The activities were funded by the Government of Canada, the French Embassy and the European Union.

Funding from external sponsors to support research made up three per cent of revenues. The 2025 fiscal year experienced a decrease of two per cent in research grants compared to 2024, due to one project being recalled due to budgetary constraints and changes in the sponsoring agency's priorities. However, the University also received VUV50 million in the same year in federal support from the Reserve Bank of Vanuatu to sponsor research and program development in the financial services sector and an additional USD500,000 by an external donor committed to fund research in oceanic seismic activities. The 'new' research funding initiatives illustrate how the University is using research as a powerful driver of economic growth and climate resilience to support the Government's key pillars of the People's Plan by 2030.



EXPENSES

Figure 19: Operating Expenses in the 2025 Fiscal Year



In 2025, the University's operating expenses rose by VUV337 million from fiscal year 2024 of VUV572 million.

HR, or people expenses including salaries, wages and benefits, accounted for 39 per cent of the University's total operating costs in 2025, with salaries and wages increasing by 220 per cent from VUV194 million to VUV432 million. This growth is attributed to wage increases and investments in existing and new faculty staff from SoE, Science and Agriculture and operational staff at the Main Campus, with targeted expansion in the IT, HR, Student Services and Facilities departments.

2025 also saw an increase in student debt due to a combination of inflation and rising dropout rates due to students pursuing alternative studies overseas. Space or facility-related expenses grew by 21 per cent or VUV131 million, driven by demolition works and post-earthquake reparation works of classrooms and renovation of office buildings across both campuses, associated with campus development plans.

All other expenses, including cost of supplies and administration services, increased by 33 per cent or VUV104 million, driven primarily by recruitment costs and continued investment in upgrading campus infrastructure to accommodate growing student enrolment, digital transformation of academic resources and recruitment of new faculty staff. These expenditure increases reflect the broader plan to integrate all 10 schools into the Faculties of Science and Humanities by 2030.

BALANCE SHEET

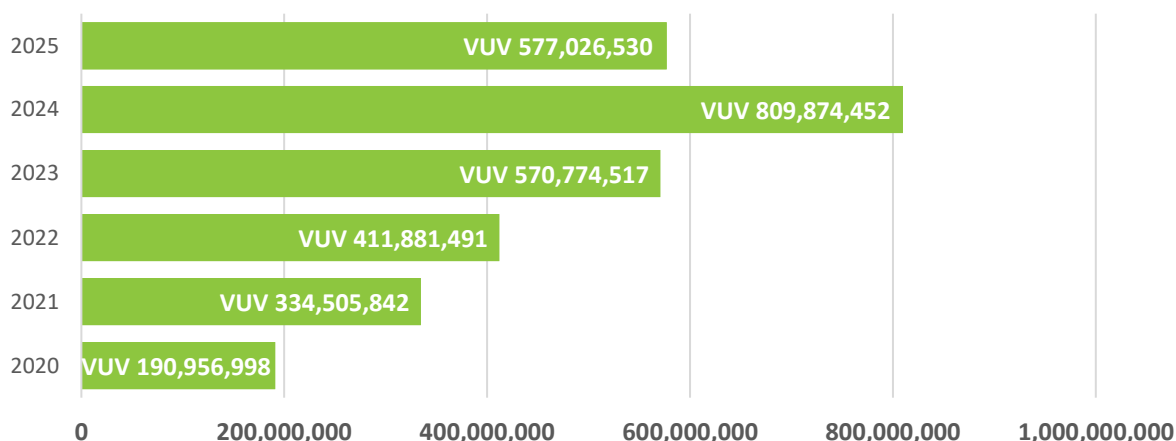
The return on investment in fiscal year 2025 was -5 per cent, indicating high initial costs of investment in program development and campus infrastructure that will pay off in future, when the degree programs become fully operational.

Non-current assets decreased by 23 per cent from 2024 to 2025 due to high depreciation expense and demolition costs of old SoE buildings. It is worthy to note that since SoE's integration into NUV's Chart of Accounts in 2025, the University has had to manage a larger asset portfolio of academic buildings, dormitories, and offices, causing depreciation expense to rise to VUV74 million in 2025, driven by high capitalised costs being depreciated annually.



In 2026, high depreciation costs will be mitigated by investing in an Asset Management System that will help to register and track assets, shifting space utilisation to optimise and extend the life of existing facilities across multiple campuses.

Figure 20: NUV's Total Assets over the Last Five Years



Unspent funds, including general operating surpluses from Government and donor agencies, decreased by 33 per cent from fiscal year 2024. This was deliberately driven by strategic choices to spend accumulated reserves on NUV's institutional growth, such as recruitment of new faculty staff abroad and within the country, upgrading ICT technology and building new facilities. Cash at bank in the University accounts at the end of fiscal year 2025 was VUV324.6 million, a drop of 26 per cent compared to the previous year.

Figure 21: NUV Budget vs Actual Expenditure in 2025

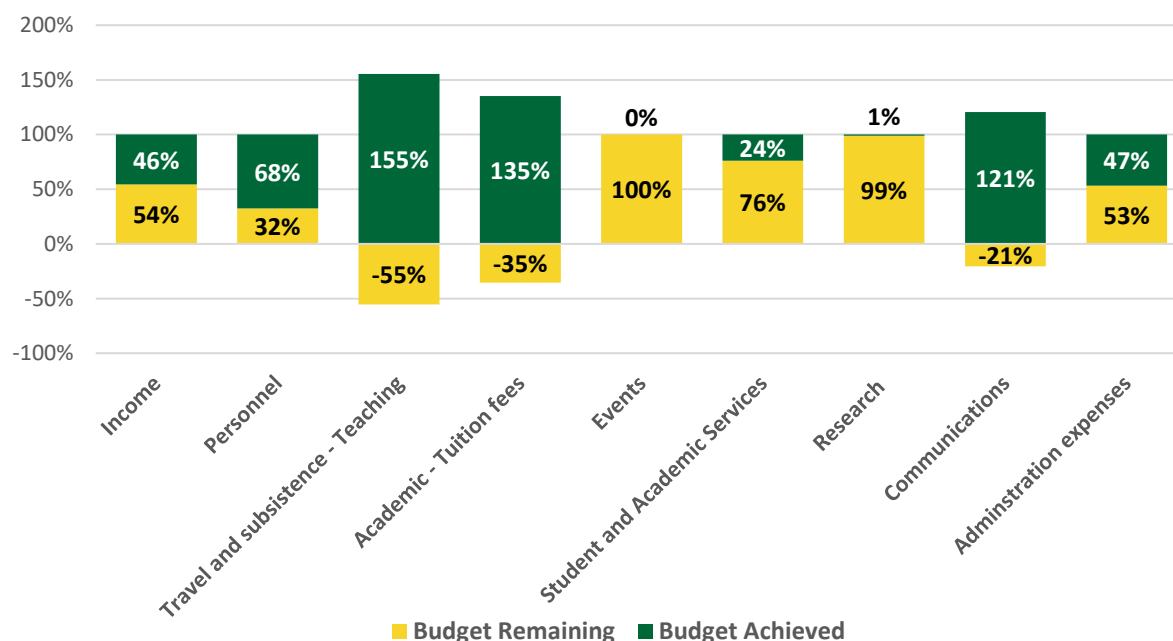




Figure 22: NUV’s Cash Reserves from 2020 to 2025

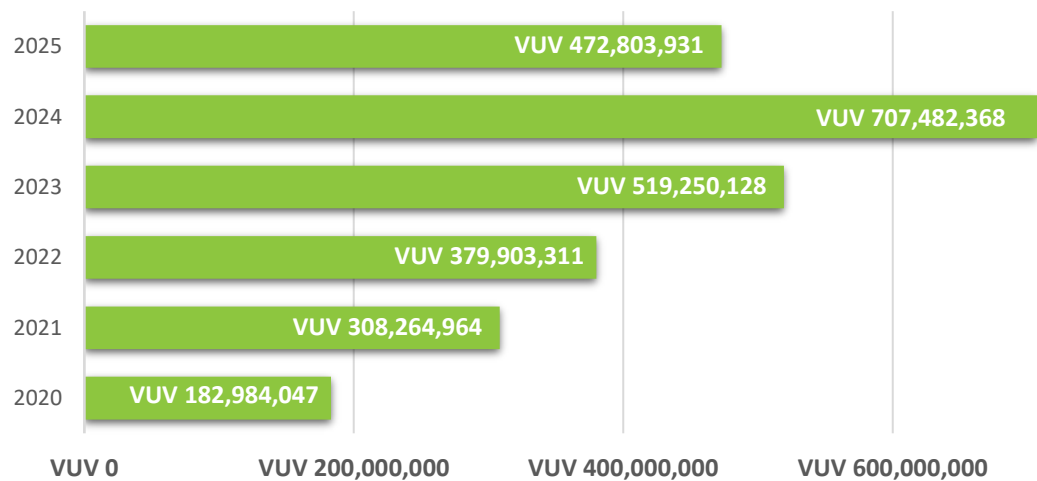


Figure 23: NUV’s Bank Accounts

BANK ACCOUNTS
VUV 324,627,975
ACCOUNTS TOTAL DEC 2025

- NBV NUV - Operations
- BRED NUV - AFD EDU
- NBV NUV - Projects
- NBV NUV - School of Education
- Other

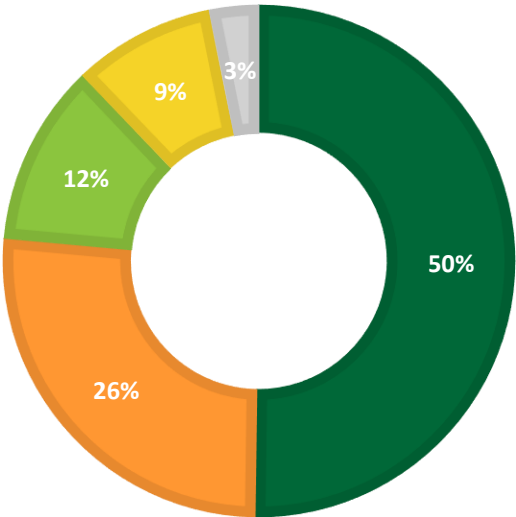




Figure 24: NUV Budget vs Actuals in 2025

	2025 BUDGET	2025 ACTUALS	Actual Vs Budget Var
INCOME			
Government Grant	694,073,520.00	287,326,888.00	
Other Donors	550,612,948.00	140,761,829.00	
Government Scholarships	30,360,000.00	21,060,000.00	
Other Scholarships		-	
Student Fees	69,390,000.00	51,911,728.00	
SOE Government Grant	35,925,000.00	112,566,830.00	
SOE Scholarship	53,852,209.00	48,824,739.00	
SOE Tuition fees	105,665,300.00	80,428,272.00	
Other Income	105,726,980.00	6,635,087.00	
TOTAL REVENUE	1,645,605,957.00	749,515,373.00	54%
EXPENSES			
Personnel			
Academic payroll-SOE	133,468,080.00	191,581,247.00	
Adminstration payroll - SOE	11,605,920.00	16,664,243.00	
Teaching staff wages and salaries	55,344,000.00	4,320,280.00	
Partner Univ-Lecturers and Tutors	302,556,000.00	22,334,609.00	
Admin wages and salaries	132,859,744.00	117,361,108.00	
Academic staff-School of Science		20,229,505.00	
VNPF	7,070,390.00	9,869,300.00	
Allowances	1,000,000.00		
DPE- Save the Children (Bachelor of IE)		1,570,152.00	
Professional Development	1,500,000.00	-	
Service Contractors		10,635,225.00	
Severence expense	10,000,000.00	48,594,924.00	
Staff Uniform	500,000.00		
	655,904,134.00	443,160,593.00	32%
Travel and subsistence - Teaching			
Perdiems			
International travel	20,000,000.00	31,070,791.00	
	20,000,000.00	31,070,791.00	-55%
Academic - Tuition fees			
Refund Tuitionfees			
Partner Uni fees	60,000,000.00	81,218,614.00	
Scholarship allowances			
Scholarship registration			
Scholarship research			
	60,000,000.00	81,218,614.00	-35%
Events			
Local workshop	2,300,000.00		
Official entertainments			
	2,300,000.00		100%
Student and Academic Services			
Academic Services	35,800,000.00	1,144,200.00	
Academic Services (SOE)	5,000,000.00	1,482,760.00	
Graduation expenses	4,000,000.00	8,345,150.00	
Bank fee and General student supplies		14,970.00	
Exam Facilities and Supervision	300,000.00	408,630.00	
General academic supplies	25,000.00	-	
Student services	1,200,000.00	953,080.00	
Student services (SOE)	61,119,620.00	13,324,658.00	
Insurance - students	2,000,000.00	338,112.00	
	109,444,620.00	26,011,560.00	76%



Research			
Research and Development	117,749,200.00	1,249,425.00	99%
Communications			
Advertising costs	1,500,000.00	1,767,053.00	
Internet and Satellites expenses		-	
Telephone landline	10,000,000.00	12,105,194.00	
Transaltion costs		-	
Postage		-	
Printing		-	
	11,500,000.00	13,872,247.00	-21%
Adminstration expenses			
Accounting fees			
Administration expenses	74,140,000.00	9,560,931.00	
VITE Administration expenses	17,812,540.00	15,926,004.00	
Audit fees	1,000,000.00	2,853,381.00	
Bank charges	600,000.00	1,717,887.00	
Bad debts		18,797,672.00	
Bookshop expenses	500,000.00	73,900.00	
Building repair and maintenance	24,670,000.00	12,496,095.00	
VITE Building repair and maintenance	68,434,530.00	14,054,853.00	
Consultancy services	8,730,000.00	172,500.00	
Council sitting allowances			
Contingency	1,500,000.00		
Shipping and Freight		344,917.00	
Staff rent VITE Writeoff		4,840,216.00	
Graduation			
CO-VID SUPPLIES			
Depreciation expesnes		74,578,328.00	
Dues and Subscriptions			
Events (Symposium, official events)		1,776,980.00	
Facilities hire	400,000.00 -	205,000.00	
Forex Gain	20,000.00 -	34,323.00	
Vehicle hire	182,280.00	89,445.00	
Vehicle fuel	554,905.00	830,100.00	
Cleaning expenses	3,400,000.00	3,813,471.00	
Landscaping		71,000.00	
Office materials and supplies	1,800,000.00	6,104,532.00	
School materials and supplies			
VQA Registration fees	300,000.00		
Insurance		144,699.00	
Equipment repairs and maintenance	2,500,000.00	1,621,756.00	
ICT Equipment and computer expenses	35,000,000.00	4,710,320.00	
Entertainment-food supplies			
Printing	1,500,000.00		
Local travel costs	4,000,000.00	8,702,941.00	
Electricity expenses	7,000,000.00	4,493,713.00	
SOE Electricity expenses		11,037,462.00	
Water expenses	300,000.00	738,438.00	
Staff Development			
Equipment and computer expenses			
Office furniture expenses			
Security expenses	3,500,000.00	2,212,888.00	
Project expenses	410,863,748.00	111,990,538.00	
	668,708,003.00	313,515,644.00	53%
Total Expenses	1,645,605,957.00	910,098,874.00	45%
Surplus for the year	-	160,583,501.00	



Appendix 1

Auditor Finance Statement – 2025

NATIONAL UNIVERSITY OF VANUATU
CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2025



National University of Vanuatu
Contents
For the year ended 31 December 2025

	Page
University Council Members' Report	3-4
Statement by the University Council members	5
Independent Auditors' Report	6-8
Statement of Comprehensive Income	9
Statement of Financial Position	10
Statement of Movements in Funds	11
Statement of Cash Flows	12
Notes to the Consolidated Financial Statements	13-20
Detailed Income Statement – Disclaimer	21
Detailed Income Statement	22-23

**National University of Vanuatu
University Council Members' Report
For the year ended 31 December 2025**

The University Council presents its report together with the audited consolidated financial statements for the year ended 31 December 2025. These consolidated financial statements comprise the financial information of the National University of Vanuatu and the Vanuatu Institute of Teacher Education for the year ended 31 December 2025.

University Council members

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

Council members

		Appointed	Term end
Ms. Cherol Ala (DG MOET)	Chairperson	11.09.2025	
Prof. Mathias Chauchat (University of New Caledonia Rep)	Deputy Chairperson	08.10.2023	
Bergman Iati (DG MOET)		13.02.2020	11.09.2025
Hon. John Salong (Minister of Fin. & Econ. Management)		21.11.2022	14.01.2025
Hon. Johnny Rasou Koanapo (Minister of Fin. & Econ. Management)		11.02.2025	
Hon. Anatole Hymak (Minister of Education)		06.10.2023	14.02.2025
Hon. Simil Johnson Yousse (Minister of Education)		11.02.2025	
Prof. Moussa Thioye (University of Toulouse Rep)		08.10.2023	
Mr. Jean-Pierre NIRUA (Vice Chancellor)		01.09.2020	

Principal Activities

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

The principal activities of the Vanuatu Institute of Teacher Education are to provide education and professional development for primary and secondary teachers in Vanuatu. This includes delivering teacher training programs, issuing nationally recognized qualifications, maintaining curricula and teaching resources, promoting educational research, and supporting government policies to strengthen the national education system.

Results

The net consolidated deficit for the year was VT 160,583,501 (2024 – consolidated surplus of VT 32,117,322).

University Council members' benefits

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

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

**National University of Vanuatu
University Council Members' Report
For the year ended 31 December 2025**

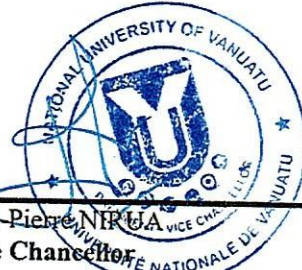
State of affairs

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

Dated this 28 day ^{of} May, 2026

Signed in accordance with a resolution of the University Council:


Cherol ALA – DG MoET
Chairperson


Jean-Pierre NIPUA
Vice Chancellor

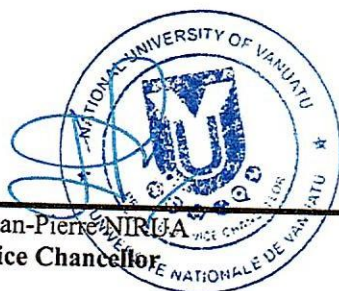
National University of Vanuatu
Statement by the University Council members
For the year ended 31 December 2025

In the opinion of the Council of the National University of Vanuatu;

- a) the accompanying Statement of Comprehensive Income is drawn up so as to give a true and fair view of the results of the University for the year ended 31 December 2025;
- b) the accompanying Statement of Movements in Funds and Statement of Financial Position of the University are drawn up so as to give a true and fair view of the state of affairs of the University for the year ended 31 December 2025;
- c) the accompanying Statement of Cash Flows is drawn up so as to give a true and fair view of the cash flows of the University for the year ended 31 December 2025;
- d) at the date of these statements, there are reasonable grounds to believe that the University will be able to pay its debts as and when they fall due; and
- e) all related party transactions have been adequately recorded in the books of the University.

Dated this 28 day of May, 2026


Cherol ALA – DG MoET
Chairperson


Jean-Pierre NIRIA
Vice Chancellor

National University of Vanuatu

Independent Auditors' Report To The University Council Members

Audit Opinion

We have audited the consolidated financial statements of **National University of Vanuatu** (herein referred to as the "University") for the year ended **31st December 2025** as set out on pages 9 to 20 comprising Statement of Comprehensive Income, Statement of Movements in Funds, Statement of Financial Position, Statement of Cash Flows and the Notes to the consolidated financial statements.

In our opinion:

- (a) the consolidated financial statements of **National University of Vanuatu** have been properly drawn up:
 - (i) so as to give a true and fair view of the state of affairs of **National University of Vanuatu** as at 31st December 2025 and of its results for the year ended on that date; and
 - (ii) to comply with regulations of the Article 3 NUV Act No.34 of 2019;
 - (iii) in accordance with International Financial Reporting Standards;
- (b) we have been provided with all information and explanations required
- (c) proper accounting records have been kept by the University.

Basis for Opinion

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

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

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

Other Information

The University council is responsible for the other information. The other information comprises the information in the University's annual report for the year ended 31st December 2025, but does not include the financial report and the auditor's report thereon.

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

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based

Making it happen



on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibility of Management and University Council for the Consolidated Financial Statements

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

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

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

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

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

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



- obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the University to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the University audit. We remain solely responsible for our audit opinion.

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

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

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

Melanie Spann

Engagement Partner

Port Vila, 29th May, 2026

Barrett & Partners

Chartered Accountants

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

National University of Vanuatu
Statement of Comprehensive Income
For the year ended 31 December 2025

	Notes	2025 VUV	2024 VUV
Income	3	749,515,373	605,020,821
Expenses			
Administrative expenses		(362,594,436)	(243,693,665)
Academic services & supplies		(85,503,629)	(81,250,395)
Operations & maintenance		(6,499,471)	(6,548,669)
Student services		(22,975,970)	(22,390,917)
Staff expenses		<u>(432,525,368)</u>	<u>(219,019,853)</u>
		<u>(910,098,874)</u>	<u>(572,903,498)</u>
(Deficit) Surplus for the year		<u>(160,583,501)</u>	<u>32,117,322</u>

The statement of comprehensive income is to be read in conjunction with the notes to and forming part of the consolidated financial statements set out on pages 13 to 20.

National University of Vanuatu
Statement of Financial Position
For the year ended 31 December 2025

	Notes	2025 VUV	2024 VUV
Assets			
Current Assets			
Cash and cash equivalents	6	324,629,000	440,807,083
Trade receivables	7	26,423,746	92,167,076
Other Assets	8	5,569,584	9,368,342
Total current assets		356,622,330	542,342,501
Non-current assets			
Property, plant and equipment	9	220,404,200	267,531,951
Total non-current assets		220,404,200	267,531,951
Total assets		577,026,530	809,874,452
Liabilities and Funds			
Current liabilities			
Trade payables		50,597,602	86,534,426
Other payables	10	7,463,160	6,028,990
Provision for employee benefits	11	46,161,837	9,828,668
Total current liabilities		104,222,599	102,392,084
Total liabilities		104,222,599	102,392,084
Funds			
Deferred Government grants	12	48,791,941	48,791,941
Deferred other donor grants	13	194,543,676	272,143,237
Deferred scholarship grants	14	5,633,526	5,633,526
		248,969,143	326,568,704
Retained surplus		223,834,788	380,913,664
Total funds		472,803,931	707,482,368
Total liabilities and funds		577,026,530	809,874,452


Cheryl ALA – DG MoET
Chairperson

Date:


Jean-Pierre NIRUA
Vice Chancellor
Date :

The statement of financial position is to be read in conjunction with the notes to and forming part of the consolidated financial statements set out on pages 13 to 20.

National University of Vanuatu
Statement of Movements in Funds
For the year ended 31 December 2025

	Notes	Government Contribution VUV	Donor Contribution VUV	Retained Surplus VUV	Total VUV
2024					
Balance at beginning of the year		50,900,310	345,629,871	348,796,342	745,326,523
Contributions	12, 13	226,419,650	68,993,023	-	295,412,673
Transfer to income	12, 13	(228,528,019)	(136,846,132)	-	(365,374,151)
Surplus for the year		-	-	32,117,322	32,117,322
Balance at end of the year		48,791,941	277,776,763	380,913,664	707,482,368
2025					
Balance at beginning of the year		48,791,941	277,776,763	380,913,664	707,482,368
Contributions	12, 13	399,893,718	63,162,268	-	463,055,986
Transfer to income	12, 13, 14	(399,893,718)	(140,761,829)	-	(540,655,547)
Prior year adjustments		-	-	3,504,625	3,504,625
Surplus for the year		-	-	(160,583,501)	(160,583,501)
Balance at end of the year		48,791,941	200,177,202	223,834,788	472,803,931

The statement of movements in funds is to be read in conjunction with the notes to and forming part of the consolidated financial statements set out on pages 13 to 20.

National University of Vanuatu
Statement of Cash Flows
For the year ended 31 December 2025

	Note	2025 VUV	2024 VUV
Surplus (Deficit) for the year		(160,583,501)	32,117,322
Operating activities			
<i>Adjustments for non-cash items</i>			
Movement in bad debts provision		18,997,672	1,940,734
Depreciation expense		74,578,328	67,889,203
Grant income recognized		(610,540,286)	(525,882,511)
Prior year adjustment		3,504,625	-
		<u>(674,043,162)</u>	<u>(423,935,252)</u>
<i>Changes in operating assets and liabilities</i>			
Decrease (increase) in trade receivables		46,745,658	(51,156,988)
Decrease (increase) in other assets		3,798,758	1,424,014
Increase (decrease) in trade payables		(35,936,825)	54,731,052
Increase (decrease) in other payables		1,434,170	(6,011,898)
Increase (decrease) in provisions		36,333,169	2,478,542
Net cash from (used in) operating activities		<u>(621,668,232)</u>	<u>(422,470,529)</u>
Investing activities			
Purchase of property, plant and equipment	9	(27,450,576)	(59,165,148)
Financing activities			
Grants received	12, 13	532,940,725	457,660,816
Net increase in cash and cash equivalents		(116,178,083)	(23,974,861)
Cash and cash equivalents at the beginning of the year		440,807,083	464,781,944
Cash and cash equivalents at the end of the year	6	<u>324,629,000</u>	<u>440,807,083</u>

The statement of cash flows is to be read in conjunction with the notes to and forming part of the financial consolidated statements set out on pages 13 to 20.

National University of Vanuatu
Notes to the Consolidated Financial Statements
For the year ended 31 December 2025
(Expressed in Vatu)

1. General information

The National University of Vanuatu (NUV) is domiciled in Port Vila, Vanuatu, and was established by an Act of Parliament on 17th December 2019 and Gazetted on 24 January 2020 (Official Gazette No.5 of 2020).

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

Vanuatu Institute of Teacher Education (VITE) is a Public Benefit Entity administered by the Director of the Tertiary Education and Training Division within the Government of Vanuatu Ministry of Education and Training. The Vanuatu Institute of Teacher Education is governed by the VITE Act 2001 which outlines the governance and operational terms of the Institute, and the Education Act 2013.

2. Summary of significant accounting policies

The significant policies which are adopted in the preparation of the consolidated financial statements are set out below. These policies have been consistently applied unless otherwise stated.

(a) Statement of compliance

The consolidated financial statements of the University are prepared in accordance with International Financial Reporting Standards (IFRS's and IFRIC interpretations) issued by the International Accounting Standards Board (IASB), interpretations issued by the Standing Interpretations Committee of the IASB and requirements of the National University of Vanuatu Act No.34 of 2019.

(b) Basis of Preparation

The consolidated financial statements are presented in Vanuatu currency (VATU). They are prepared on the basis of historical costs and do not take into account changing money values or, except where stated, current valuations of non-current assets.

The accounting policies are consistently applied except where there is a change in accounting policy.

(c) Property, Plant and equipment

i) Property, Plant and equipment

Items of property, plant and equipment are recorded at cost, less accumulated depreciation. The carrying amounts of all non-current assets are reviewed to determine whether they are in excess of their recoverable amount at the balance date. If the carrying amount of a non-current asset exceeds the recoverable amount, the asset is written down to the lower amount.

ii) Disposal of assets

The gain or loss on disposal of assets is calculated at the difference between the carrying amount of the asset at the time of disposal and the proceeds on disposal, and is included in the results in the year of the disposal.

iii) Depreciation

Depreciation is calculated on a straight line basis to recognise the consumption of economic benefits of an asset over its useful life. The estimated useful lives of property, plant and equipment are as follows:

National University of Vanuatu
Notes to the Consolidated Financial Statements
For the year ended 31 December 2025
(Expressed in Vatu)

2. Summary of significant accounting policies (continued)

(c) Property, Plant and equipment (continued)

Furniture's & equipment	4 years
Furniture's & equipment – Students	4 years
ICT equipment	3 years
Vehicles	10 years
Buildings improvements	4 years
Buildings	40 years

(d) Accounts receivables

Accounts receivables are recorded at their estimated realisable value after providing for doubtful and uncollectable debts.

(e) Employee benefits

i) Annual leave

Annual leave is calculated on employee leave entitlement at balance date, at the current rate of remuneration.

ii) Severance allowance

Severance allowance is calculated at the rate of two month's salary for each year of service. It is assumed that employees will remain in the University's employment for the period necessary to qualify for the respective entitlements.

iii) Vanuatu National Provident Fund (VNPF)

Contributions to the VNPF are expensed as incurred.

(f) Provisions

A provision is recognised in the statement of financial position when the University has a legal or constructive obligation as a result of a past event, and it is probable that an outflow of economic benefits will be required to settle the obligation.

(g) Accounts payables

Payables are stated at their cost.

(h) Revenue

(i) Operating revenue

Operating revenue comprises the sale of services and other items and is recognised as revenue when the services are rendered.

National University of Vanuatu
Notes to the Consolidated Financial Statements
For the year ended 31 December 2025
(Expressed in Vatu)

2. Summary of significant accounting policies (continued)

(h) Revenue (continued)

(ii) Grant revenue

Grants relating to costs are deferred as unearned income (unspent grants) under Funds and then recognised in the income statement over the period necessary to match them with the costs that they are intended to compensate.

(i) Value Added Tax (VAT)

The University is not registered for VAT. All components of the statement of comprehensive income and statement of financial position are stated inclusive of VAT.

(j) Foreign currency

Foreign currency transactions are translated to Vatu at the rate of exchange ruling at the dates of the transactions. Amounts receivable and payable in foreign currencies as at balance date are translated at the rates of exchange ruling on that date.

Exchange differences relating to amounts payable and receivable in foreign currencies are brought to account in the profit and loss account in the financial period in which the exchange rates change.

(k) Income tax

There is no income tax levied in Vanuatu.

(l) Going concern

The financial statements of the University have been prepared on a going concern basis which assumes continuity of normal business activities and the settlement of liabilities in the ordinary course of operations. The University Council consider the going concern principle to be applicable in the preparation of these financial statements given the University is able to pay its debts as and when they become due and payable. However, the continuing operations of National University of Vanuatu are contingent upon the ongoing financial support of the Vanuatu Government and donors and it is assumed that this support will continue.

National University of Vanuatu
Notes to the Consolidated Financial Statements
For the year ended 31 December 2025
(Expressed in Vatu)

3. Income	Notes	2025	2024
NUV - Government grants	12	287,326,888	228,528,019
NUV - Other donor grants	13	140,761,829	136,846,132
NUV - Scholarship grants		21,060,000	31,595,000
NUV - Tuition Fees		51,911,728	22,706,167
VITE - Government grants	12	112,566,830	59,836,060
VITE - Scholarship grants		48,824,739	69,077,300
VITE - Tuition fees		80,428,272	51,195,069
Other income		6,635,087	5,237,074
		<u>749,515,373</u>	<u>605,020,821</u>
4. Auditor's remuneration		2025	2024
Audit fees		<u>736,575</u>	<u>1,469,900</u>
5. Project expenses		2025	2024
Support for the structuring of Higher Education - CCR 2019 GNC		443,077	-
France Volontaires - Fonds Pacifique.		1,693,560	-
FSPI - Embassy of France		13,106,186	5,879,285
Launch of the Digital for Development hub(AFD800k EUR)		1,304,261	3,088,636
Support for the Development of UNV (AFD 3M EUR)		49,937,578	18,117,765
MED. Traditional Infor.		1,357,630	60,000
FSPI N# 2023-2024 UNI STANAP		30,655,175	17,877,562
WTO Chairs Program		697,842	-
RERIPA Project		-	4,330,971
RERIPA CHANCES CALL 3 Project		8,236,989	4,829,142
AUF_Voix Des Etudiants		-	321,011
NERE NAHAL		7,500	962,568
NERE NAHAL FLAIR 2		1,464,476	1,047,350
Language Dynamics		486,496	-
ELDP Project		287,620	280,128
UNDP AIS Project		-	280,790
CFLI Cybersecurity Education Project		1,628,126	-
AGRITOUR		583,603	-
SITI Project		100,420	-
		<u>111,990,538</u>	<u>57,075,208</u>
6. Cash and cash equivalents		2025	2024
Cash on hand		324,623,975	440,791,208
Cash at bank		5,025	15,875
		<u>324,629,000</u>	<u>440,807,083</u>

National University of Vanuatu
Notes to the Consolidated Financial Statements
For the year ended 31 December 2025
(Expressed in Vatu)

7. Trade receivables

	2025	2024
Trade receivables	48,630,098	95,375,756
Less: provision for doubtful debts	(22,206,352)	(3,208,680)
	<u>26,423,746</u>	<u>92,167,076</u>

8. Other assets

	2025	2024
Prepayments	4,449,771	3,164,342
Other receivables	1,119,813	6,204,000
	<u>5,569,584</u>	<u>9,368,342</u>

9. Property, plant and equipment

2025

	Cost	Accu. Dep.	Net Book Value
Furniture & fixture	81,497,291	(45,805,302)	35,691,989
ICT equipment	131,463,804	(90,674,127)	40,789,677
Motor vehicles	8,200,000	(3,220,016)	4,979,984
Buildings & improvements	49,358,930	(21,669,256)	27,689,674
Buildings at cost	124,367,066	(13,114,190)	111,252,876
	<u>394,887,091</u>	<u>(174,482,891)</u>	<u>220,404,200</u>

2024

	Cost	Accu. Dep.	Net Book Value
Furniture & fixture	77,515,310	(26,920,761)	50,594,549
ICT equipment	126,014,539	(50,055,359)	75,959,180
Motor vehicles	8,200,000	(2,400,008)	5,799,992
Buildings & improvements	31,339,600	(13,496,281)	17,843,319
Buildings at cost	124,367,066	(7,032,155)	117,334,911
	<u>367,436,515</u>	<u>(99,904,564)</u>	<u>267,531,951</u>

Reconciliation of property, plant and equipment

	2025	2024
Opening net book value	267,531,951	276,256,006
Additions	27,450,576	59,165,148
Depreciation	(74,578,327)	(67,889,203)
Ending net book value	<u>220,404,200</u>	<u>267,531,951</u>

Leasehold land and buildings

The title to the land and building on which the University is located is held by the Vanuatu Government. The land and building will be accounted for in the University books once the title is transferred by the Government.

National University of Vanuatu
Notes to the Consolidated Financial Statements
For the year ended 31 December 2025
(Expressed in Vatu)

10. Other payables	2025	2024
Accrued charges	4,684,763	1,300,851
VNPF payable	27,433	2,582,464
Tuition fee advances received	<u>2,750,964</u>	<u>2,145,675</u>
	<u><u>7,463,160</u></u>	<u><u>6,028,990</u></u>
11. Provisions – employee benefits	2025	2024
Annual leave provision	12,761,443	(973,629)
Severance provision	<u>33,400,394</u>	<u>10,802,297</u>
	<u><u>46,161,837</u></u>	<u><u>9,828,668</u></u>
12. Deferred Government grants	2025	2024
Vanuatu Govt- FICOL Proj.- Furniture, ICT equip	3,371,652	3,371,652
Vanuatu Govt- FICOL Proj.- Fibre Cable Connection	1,077,457	1,077,457
Vanuatu Govt- FICOL Proj.- Electrical Connection	1,500,000	1,500,000
Vanuatu Govt- NUV Campus-Elect. Transformer	19,684,825	19,684,825
Vanuatu Govt- Cleaning & storage Facility	4,517,000	4,517,000
Vanuatu Govt- Farea & Cafeteria Construction	9,925,000	9,925,000
Vanuatu Govt- NUV Campus Masterplan	4,758,500	4,758,500
Vanuatu Govt-Upgrade facilities -Special need	<u>3,957,507</u>	<u>3,957,507</u>
	<u><u>48,791,941</u></u>	<u><u>48,791,941</u></u>

Movement in government grants

	2025	2024
Opening balance	48,791,941	50,900,310
Total grants received	399,893,718	226,419,650
Grant income recognized	<u>(399,893,718)</u>	<u>(228,528,019)</u>
Closing balance – unspent grant	<u><u>48,791,941</u></u>	<u><u>48,791,941</u></u>

The University receives quarterly grants from the Vanuatu Government for operating and investment (capital) expenses. The amounts received for operations are treated as revenue for the year.

Grants that have been received to purchase plant and equipment and for investment projects for the University are treated as deferred grants. Such grants received to purchase plant and equipment are amortized and recognized as revenue over the useful lives of the depreciable assets.

National University of Vanuatu
Notes to the Consolidated Financial Statements
For the year ended 31 December 2025
(Expressed in Vatu)

13. Deferred donor grants/contributions	2025	2024
France Volunteers - Pacific Fund.	-	2,347,397
FSPI - French Embassy.	10,454,518	18,089,405
Launch of the Digital for Development hub (AFD 800k EUR)	50,066,232	83,168,113
Support for the Development of UNV (AFD 3M EUR)	60,096,169	110,033,747
Méd trad Inf	-	2,702,119
MACFEST	525,430	525,430
FSPI N# 2023-2024 UNI STANAP	-	28,717,608
FAO CBIT Project	3,428,280	3,428,280
EXP RERIPA CHANCES CALL 3 Project	282,993	8,534,175
AUF Voix Des Etudiants	180,736	286,194
NERE NAHAL	385,230	-
NERE NAHAL FLAIR 2	(809,373)	655,103
Language Dynamics	1,406,354	1,892,850
ELDP Project	187,407	475,027
WTO Chairs Program	921,249	-
UNDP AIS Project	900,748	687,018
CFLI Cyber Security Education Project	1,710,100	1,589,761
New Caledonia - Plabiova	7,218,036	9,011,009
AGRITOUR	1,524,783	-
Campus mobile Pacifique: Pasifik wokbaot	6,064,784	-
RBV Project	50,000,000	-
	<u>194,543,676</u>	<u>272,143,237</u>

Movement in donor grants

	2025	2024
Opening balance	272,143,237	339,996,345
Total grants received	63,162,268	70,732,806
Adjustment between grants	-	(1,739,783)
Grant income recognized	(140,761,829)	(136,846,132)
Closing balance – unspent grant	<u>194,543,675</u>	<u>272,143,237</u>

14. Deferred Scholarship Grant	2025	2024
Deferred Scholarship grant	<u>5,633,526</u>	<u>5,633,526</u>

Movement in scholarship grants

	2025	2024
Opening balance	5,633,526	5,633,526
Total grants received	-	-
Grant income recognized	-	-
Closing balance – deferred grant	<u>5,633,526</u>	<u>5,633,526</u>

National University of Vanuatu
Notes to the Consolidated Financial Statements
For the year ended 31 December 2025
(Expressed in Vatu)

15. Control of the University

The University's ultimate parent agency is the Government of the Republic of Vanuatu.

16. Financial Instruments

Credit risk

The University does not require collateral in respect of financial assets. Management has a credit policy in place and the exposure to credit risk is monitored on an ongoing basis.

Credit risk on financial assets is minimised by dealing with recognised monetary institutions with accepted credit ratings.

At balance sheet date there were no significant concentrations of credit risk. The maximum exposure to credit risk is represented by the carrying amount of each financial asset in the balance sheet.

Interest rate risk

The University's exposure to interest rates and the effective interest rates of financial assets and liabilities at the balance date are as follows:-

Bank trading account and deposit attracts interest at commercial rates. All other financial assets or financial liabilities are non-interest bearing.

Foreign currency risk

The University incurs foreign currency risk on holdings of financial assets (principally cash) that are denominated in a currency other than Vatu. The currencies giving rise to this risk are primarily Euro and Australian Dollar.

The company does not hedge its exposure to exchange fluctuations in these currencies.

Fair values of financial assets and liabilities

The aggregate net fair values of financial assets and financial liabilities at the balance date approximate the carrying values.

17. Subsequent events

No events have occurred since the balance sheet date, which would require any adjustments to or disclosure in the accounts.

18. Comparative information

Certain comparative information has been reclassified to conform with the presentation of the current year financial statements.

Detailed Income Statement - Disclaimer

National University of Vanuatu
For the year ended 31 December 2025

The additional financial data presented on the following pages is in accordance with the books and records of National University of Vanuatu, which have been subjected to the auditing procedures applied in our audit of the University for the year ended 31st December 2025. It will be appreciated that our audit did not cover all details of the additional financial data. Accordingly, we do not express an opinion on such financial data and no warranty of accuracy or reliability is given.

The additional financial data has been prepared at the request of and exclusively for the use and benefit of the University only, and neither the firm nor any employee of the firm accept any responsibility whatsoever to any other party.



Melanie Spann
Engagement Partner



Barrett & Partners
Chartered Accountants
Qualified auditors under Section 130
of the Companies Act No.25 of 2012

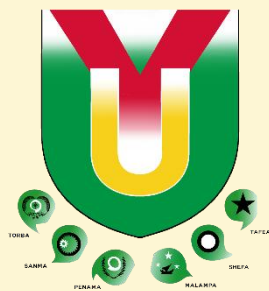
Port Vila, 29th May, 2026.

National University of Vanuatu
Detailed Income Statement
For the year ended 31 December 2025
(Expressed in Vatu)

	Note	2025	2024
Income			
NUV - Government grants	12	287,326,888	228,528,019
NUV - Other donor grants	13	140,761,829	136,846,132
NUV - Scholarship grants	14	21,060,000	31,595,000
NUV - Tuition Fees		51,911,728	22,706,167
VITE - Government Grant		112,566,830	59,836,060
VITE - Scholarship		48,824,739	69,077,300
VITE - Tuition fees		80,428,272	51,195,069
Other income		6,635,087	5,237,074
		<u>749,515,373</u>	<u>605,020,821</u>
Expenses			
Administration:			
Administration costs		9,560,931	2,754,178
Administration costs-VITE		15,926,004	11,276,904
Audit fees		2,853,381	1,299,202
Bad debts		18,797,672	2,789,234
Bank charges		1,717,887	569,640
Bookshop expenses		73,900	2,269,575
Building repair and maintenance		12,496,095	5,574,644
Building repair and maintenance-VITE		14,054,853	13,622,298
Communications		12,105,194	9,130,906
Consultancy fees		172,500	90,000
Depreciation expenses		74,578,328	67,889,203
Electricity expenses-NUV		4,493,713	7,074,669
Electricity expenses-SOE		11,037,462	9,902,061
Event expenses		1,776,980	4,673,451
Facilities hire		(205,000)	181,500
Forex loss/(gain)		(34,323)	(6,141)
ICT Equipment & computer expenses		4,710,320	2,703,913
Landscaping		71,000	7,200
Marketing and Advertising		1,767,053	1,969,682
Office materials & supplies		6,104,532	3,805,295
Project (Other Donors)- expenses	5	111,990,538	57,075,208
Security expense		2,212,888	2,264,600
Service contract & Professional fees		10,635,225	6,098,000
Shipping and Freight		344,917	-
Staff rent receivable write off-VITE		4,840,216	-
Travel - International Lecturers		31,070,791	25,459,781
Travel - NUV Staff		8,702,941	3,411,793
Vanuatu Government-Project expenses		-	1,583,075
Water expenses		738,438	223,794
		<u>362,594,436</u>	<u>243,693,665</u>

National University of Vanuatu
Detailed Income Statement
For the year ended 31 December 2025
(Expressed in Vatu)

	2025	2024
Academic Services & supplies:		
Admin fees-Partner Universities	81,218,614	74,278,821
Exam facilities & supervision	408,630	798,522
VQA Registration fees	-	40,000
Academic Services-NUV	1,144,200	1,101,065
Academic Services-VITE	1,482,760	1,843,958
Research & development	1,249,425	3,188,029
	<u>85,503,629</u>	<u>81,250,395</u>
Operations & Maintenance:		
Cleaning supplies & costs	3,813,471	3,510,401
Contingency expense	-	1,401,997
Equipment-Repair & maintenance	1,621,756	962,155
Vehicle insurance	144,699	94,990
Vehicle hire	89,445	1,900
Vehicle fuel & maintenance	830,100	577,226
	<u>6,499,471</u>	<u>6,548,669</u>
Student Services:		
Bank fee & General student supplies	14,970	24,240
Insurance-students	338,112	642,243
Graduation expenses	8,345,150	-
Student Services-NUV	953,080	1,112,931
Student Services-VITE	13,324,658	20,611,503
	<u>22,975,970</u>	<u>22,390,917</u>
Staff expenses:		
Allowances	1,570,152	1,021,163
Admin wages & salaries	117,361,108	93,754,542
Academic staff salaries	22,334,609	7,640,113
Contract salaries - VITE	4,320,280	-
Partner University - Lecturers & Tutors	20,229,505	15,828,416
VNPF expense-NUV	9,869,300	3,051,300
Severance expense	48,594,924	12,900,529
Staff uniform	-	2,134,896
Staff Professional Development	-	1,005,334
DP GPE-Save the Children	-	21,830,278
Academic Payroll - VITE	191,581,247	42,673,777
Administration Payroll-VITE	16,664,243	17,179,505
	<u>432,525,368</u>	<u>219,019,853</u>
Total expenses	<u>910,098,874</u>	<u>572,903,498</u>
(Deficit) Surplus for the year	<u>(160,583,501)</u>	<u>32,117,322</u>



République de Vanuatu
Republic of Vanuatu
Ripablik blong Vanuatu

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