

# **ANU Crawford - UPNG SBPP Partnership**

## **Annual Plan 2018**



Note: This is the third annual plan required under the grant agreement signed between the ANU and Palladium International Pty Ltd in August 2015, and novated to Abt Associates in September 2016.

This report was submitted on 1 March 2018.

*Cover photograph: Inaugural ANU-UPNG Summer School after a meeting with Senator Concetta Fierravanti-Wells, Minister for International Development and the Pacific, Parliament House, Canberra, 13 February 2018 (photo by Tatia Currie).*

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## Acronyms

ANU	Australian National University
BPW	Business and Professional Women's Association (PNG Chapter)
CHELT	Centre for Higher Education, Learning and Teaching (ANU)
CHRD	Centre for Human Resource Development (UPNG)
CSPP	Crawford School of Public Policy (or Crawford)
DFAT	Department of Foreign Affairs and Trade
ECDF	Education Capacity Development Facility
ECLRC	Early Career Lecturer and Researcher Committee
EFT	Equivalent Full-Time
ESS	Economics Students Society
HIES	Household Income Expenditure Survey
ICT	Internet and Communications Technology
LMS	Learning Management System
M&E	Monitoring and Evaluation
MOU	Memorandum of Understanding
NRI	National Research Institute
PNG	Papua New Guinea
PNG-GF	Papua New Guinea Governance Facility
PNG-IPA	Papua New Guinea Institute of Public Administration
SBPP	School of Business and Public Policy
UPNG	University of Papua New Guinea

## 1. Project description

The partnership between the School of Business and Public Policy of the University of Papua New Guinea and the Crawford School of Public Policy of the Australian National University commenced in 2012. An MOU between ANU and UPNG was signed in March 2015. The grant agreement between ANU and Palladium International signed in August 2015 and novated from Palladium to PGF/Abt Associates in September 2016 provides the funding to enhance cooperation between the two national universities over a three-year period. This support comes under the auspices of the Pacific Leadership and Governance Precinct, an initiative of the governments of Papua New Guinea and Australia that aims to strengthen leadership, governance and public sector capacity in PNG.

The partnership has four key components: faculty strengthening, collaborative research and outreach, student and faculty exchanges and partnership management.

- Faculty strengthening involves the deployment of ANU staff to assist with an immediate shortage of qualified staff in SBPP and to strengthen the school over time.
- Collaborative research is a key component of the project, with the flagship PNG Update and the Crawford School PNG Project.
- Student and faculty exchanges include the summer school, scholarships and visits.
- Effective management of the partnership includes: planning, monitoring, evaluating and reporting; the provision of administrative support to all staff; assistance with project-related activities; liaising across all stakeholder groups; and communication and promotion of the partnership and its activities and outputs.

Within the ANU Crawford School of Public Policy, the Development Policy Centre takes the lead on this project. Within the School of Business and Public Policy, there is a particular focus on the Economics and Public Policy Divisions, but all Divisions of the School have opportunities under – and are expected to benefit from – the partnership.

## 2. Executive Summary

After two years of build-up, and successfully overcoming the challenges associated with the 2016 student strikes, 2018 is the first year in which we will deliver the full range of activities envisaged under the ANU-UPNG MOU of 2015, and our contract with Palladium/Abt. This year also promises to be an exciting one, with the completion of new UPNG campus buildings. At the same time, the university continues to face major challenges in particular due to a fiscal crunch, and the ANU-UPNG partnership is more important than ever. We enter the year with confidence derived from patterns established and successful execution in earlier years.

This plan is written on the assumption that a no-cost extension is agreed on which allows the project to run to mid-2020. If not, the year will look very different. In principle agreement has been provided to the no-cost extension, and discussions are currently underway.

Overall, our aim in 2018 is to make a compelling case for a second phase of the project, which we would seek to negotiate in 2019.

Major goals for 2018 include the following:

### **Faculty strengthening**

- Maintain a full complement of staff at UPNG with four ANU Lecturers – two in economics and two in public policy – as well as a Project Coordinator/Associate Lecturer.
- Each ANU Lecturer to deliver three to four courses in the academic year to a mix of undergraduate and postgraduate UPNG students
- Assist UPNG to move into the second year of its new Masters of Economics and Public Policy by supporting both first and second year MEPP programs.
- Progress initiatives to improve the quality of learning and teaching in SBPP.
- Continue to develop student engagement and employer-linkage initiatives.

### **Collaborative research and outreach**

- Co-host a successful 2018 PNG Update (14-15 June) with SBPP UPNG.
- Build on our research achievements, and embark on a number of new collaborative research projects.
- Continue our in-depth coverage of PNG on the Devpolicy blog, with continued strong PNG participation.
- Continue with a range of workshops and other events at ANU and UPNG to disseminate research and build links.

### **Faculty and student exchange**

- Hold a successful ANU-UPNG Summer School program at ANU in Jan/Feb 2018, and plan for the next one in Jan/Feb 2019.
- Continue to promote two-way academic visits and talks.
- Host the annual ANU economics exam at UPNG.

- Continue with the ANU Scholarship in Economics program.

### **Partnership management**

- Complete a no-cost extension on the contract with PGF.
- Undertake planning and logistics, ensure compliance and oversee other issues related to project implementation and reporting.
- Liaise with all key stakeholders.
- Maintain our strong M&E system.

This report details these plans. It also sets out our M&E system, and highlights the main risks and challenges to effective project implementation.

## **3. Partnership plans**

The partnership has four key components: faculty strengthening, collaborative research and outreach, student and faculty exchanges and partnership management. The subsections following, detail the plans for each component in 2018.

### **3.1 Faculty strengthening**

Faculty strengthening in 2018 will involve a significant additional teaching and supervisory contribution by ANU staff as the 2017 cohort enrolled in the new Masters in Economics and Public Policy degree move into the second year of their studies, and commence their research projects.

#### **3.1.1 Lecturing**

Five ANU staff will be lecturing at UPNG during the 2018 academic year.

- **Dr Manoj Pandey** (Lecturer in economics)
- **Dr Bao Nguyen** (Lecturer in economics)
- **Dr Lhawang Ugyel** (Lecturer in public policy)
- **Dr Amanda Watson** (Lecturer in public policy)
- **Mr Dek Joe Sum** (Partnership Coordinator and Associate Lecturer in economics).

Dr Martin Davies, an Australian economist based in the US, will again join UPNG's faculty for several months mid-2018 (as he did in 2017) to assist with MEPP teaching and collaborative research. To overcome teaching shortages, and enable the MEPP to proceed, the partnership will provide supplementary payments to a small number of internationally qualified teaching staff to teach particular UPNG courses throughout 2018, as it did in 2017. Indicative list as follows:

- Dr Francis Odhuno (teaching first and third trimester MEPP courses)
- Assoc. Professor Martin Davies (teaching second trimester MEPP course)
- Assoc. Professor Eugene Ezebilo (teaching first trimester MEPP course)

### **3.1.2 Initiatives to improve teaching**

#### ***Curriculum development***

The consolidation of the second-year program of study for the new Masters in Economics and Public Policy program will include the elaboration of second-year MEPP courses and the shaping of the major research project component. ANU partnership counterparts will participate in further curriculum review and development as requested by the Dean SBPP.

#### ***Textbooks and student library***

The partnership will assist SBPP in 2018 by continuing to fund the new SBPP librarian. SBPP created this position in late 2017, and requested us, with DFAT support, to fund it with a particular view to supporting SBPP's postgraduate programs and ensure that the large volumes of books provided by DFAT to the SBPP are available for use by students.

#### ***Computer-based learning***

Partnership staff will continue to use and promote the use of computer labs. In 2018, partnership staff will work closely with SBPP and corporate stakeholders to regularise the donation of computers to SBPP/UPNG. This initiative builds off the partnership's success in 2016 of assisting the Lowy Institute with the donation of computers to SBPP, and a 2017 initiative by staff in the ANU's Crawford School to donate computers to Environmental Science and Geography at UPNG.

### **3.1.3 Engaging students and building links with employers**

Following on from the success of the 2017 program, Amanda Watson and Rohan Fox in 2018 will again coordinate the 'UPNG Inspired' film/discussion series. These events provide the opportunity for students and staff from across UPNG to watch films of economic and/or public policy relevance and engage in informed discussion about the issues raised. This helps students understand their disciplines (and themselves) in new ways.

In 2018, the partnership will again allocate up to 5,000 Kina per semester for student-led learning and outreach initiatives in economics and public policy. Funding to the Economics Student Society (ESS) and the Public Policy Association (PPA) will require the submission of a formal budget to partnership staff and the approval of the Dean SBPP.

Staff will continue to provide final-year students with written references for employment on request. They will also continue inviting guest speakers into their courses, thereby increasing exposure of undergrad students to leading PNG public and private sector actors and strengthening the professional networks of postgrad students enrolled in the MEPP program.



Manoj Pandey, ANU-UPNG Lecturer in Economics will complete data processing and analysis on results from the second UPNG economics graduates exit survey (conducted in November 2017) and publish these results. Rohan Fox will complete analysis of his graduate follow-up survey (from late 2017) and publish these results. As part of the partnership’s effort to maintain contact with UPNG Alumni, Mr Fox will also continue to expand the partnership’s Facebook page for recent graduates in 2018.

## 3.2 Collaborative research and outreach

### 3.2.1 PNG Update

The PNG Update is the signature event of the ANU-UPNG partnership. This year’s update will be on 14-15 June 2018, at UPNG’s Waigani Campus with the theme “PNG in the Year of APEC”. The call for papers has been open since early November 2017 and closes 23 February 2018. Confirmed keynote speakers for this year’s Update include Sir Charles Lepani, Dame Meg Taylor and Mr Tony Shepherd while other invited speakers include Ambassador Giogkarakis-Argyropoulos (Head EU delegation in PNG), Treasurer Charles Abel, The Hon Allan Bird, The Hon Bryan Kramer, and the Governor of the Bank of Papua New Guinea.

The PNG Update is firmly established as the premier forum for the discussion of research and analysis related to contemporary economic and social issues in PNG. This year we aim to build off the excellent feedback provided on the 2017 Update to run another successful event in 2018.

### 3.2.2 Research workshops and training

We aim to run the following workshops in 2018 (please note that this is an indicative list only). We aim to bolster the research of SBPP academics through these workshops. Where practicable, these training sessions will be open to participants from other UPNG faculties and PNG institutions:

Training Title	Date
PNG Update – Media Workshop	June 2018
Blog Writing Workshop	July 2018 (TBC)
Policy Impact Evaluation Workshop	S2 2017 (TBC)
Urbanisation workshop	June 2018
Methods and ethical considerations for researching gendered violence in PNG	July 2018 (TBC)

Mr Rohan Fox will run a **PNG Update Media Workshop** in advance of the Update to ensure widespread media coverage of the event.

Dr Michelle Rooney will convene a **Blog Writing Workshop** at UPNG in first semester 2018. A new scheme will link blog posts to modest financial incentives for UPNG staff and students.

Dr Michelle Rooney will jointly run an **Urbanisation workshop** with other ANU staff and UPNG Department for Environmental Science and Geography Staff in June 2018. The workshop will bring together UPNG staff and policy makers working in the urban space to examine current international and regional trends in research and scholarship and research gaps in PNG.

Dr Michelle Rooney will jointly run a workshop with the UPNG Social Work Department on **Methods and Ethical Considerations for conducting research on gender violence in PNG**.

Dr Lhawang Ugyel may convene a **Policy Impact Evaluation Workshop** – using data to answer policy questions and evaluate policy – in second semester of 2018 (this workshop was deferred last year). This workshop will be open to participants from across the SBPP, relevant PNG government agencies and staff of the National Research Institute (NRI).

### 3.2.3 Seminars

A number of ANU research staff in the Crawford School plan to give seminars at UPNG in 2018. We expect some SBPP academics to participate in conferences outside of PNG in 2018, including the Pacific Update at the University of the South Pacific and the ANU's annual State of the Pacific (SoTP).

### 3.2.4 The PNG Project

The PNG Project provides the framework for ANU to maintain and strengthen its PNG research. Funding for the Project comes from a variety of sources. Faculty hired under this project saw some change in the second half of 2017 with two half-time staff moving onto other jobs (Swan to Geneva; Dornan to the Pacific Research Program). Fortunately, we have been able to find excellent, world-leading replacements (Walton and Wood). In addition, Tara Davda a part-time research officer resigned. Key faculty funded by this project for 2018 are:

- Dr Michelle Rooney (1.0 FTE, Research Fellow)
- Dr Grant Walton (0.5 FTE, Fellow)
- Dr Terence Wood (0.5 FTE, Research Fellow)
- Mr Rohan Fox (1.0 FTE, Research Officer)

From time to time, the partnership provides short-term contracts to fund particular pieces of research.

Our research program has grown as we have successfully encouraged various colleagues to engage on PNG, thereby leveraging our resources. Research plans in 2018 are detailed below. (An asterisk indicates staff costs paid for by the Partnership).

With the growth over time of this research program, the research is now divided into four themes: economics; politics and governance; service delivery; and gender.

## A. ECONOMICS

- **Macro and fiscal analysis.** Work under this component will involve Bao Nguyen\*, Rohan Fox\*, Martin Davies, Marcel Schröder and Stephen Howes and will include, in collaboration with UPNG staff: the joint ANU-UPNG research paper for the 2018 PNG Update; economic commentary; and research on the impact of resource booms on exports, and the balance of trade. We will update the PNG budget database in collaboration with UPNG staff.
- **Industrial policy.** Grant Walton\* with ANU colleague Imelda Deinla (Regnet) and UPNG counterparts, including Maholopa Laveil, will undertake research on the promotion of domestic industries. Walton and Deinla will focus their research on the politics of PNG's rice trade. With PNG and the Philippines recently agreeing to developing PNG's rice industry, they will examine the way economic and political actors have shaped rice policy and what this means for food security in both countries. This will involve fieldwork, starting in July 2018, with key stakeholders in both PNG and the Philippines. Findings from this research will be written up in blogs and a Devpolicy discussion paper. Walton and Deinla will also present on this research at the University of Papua New Guinea. Maholopa Laveil with collaboration from Rohan Fox is undertaking research into milk production and incentives.
- **Economic modelling.** Martin Davies and Marcel Schröder will continue to develop their new economic model of small, resource-dependent economies (such as PNG) and plan to present it at Oxford University and the IMF.
- **Savings.** Martin Davies and his collaborators will commence new research on savings behaviour in PNG using a new data set, involving UPNG graduate students.
- **Drought and food security.** The partnership will support the publication of a new monograph edited by Dr Mike Bourke and PNG collaborators on drought and food shortages in PNG. This publication relates to the fora hosted by the partnership in 2016 and 2017 at UPNG and ANU on drought and famine relief and will be co-published with PNG INA.

## B. POLITICS AND GOVERNANCE

- **Corruption.** Grant Walton\* will pursue perceptions of corruption in PNG with new collaborative research with Amanda Watson\* in collaboration with UPNG postgraduate students. This will involve conducting research, commencing in April 2018, with public officials across four provinces, as well as with those working for the national government of PNG. Research will highlight the ways in which PNG public servants perceive corruption and how that relates to broader perceptions of corruption and governance across the country. Fieldwork will involve three UPNG Masters students who will be involved in survey design, testing, interviewing, and write up (which will form a part of their theses). Research findings will be written up as Devpolicy blogs, a discussion paper and possibly a journal article. Dr Walton and Husnia Hushang will also present their analysis of anti-corruption spending in the PNG budget to the PNG Update; they will also conduct further analysis on anti-corruption spending in November 2018. Anthony Swan

and Fiona Yap will write up and present their research with UPNG students on attitudes to corruption.

- **Governance.** Lhawang Ugyel\* will continue his research with Dr Lawrence Sause and Mr Emmanuel Gorea on institutions and governance in PNG and the Pacific. This includes research on approaches integrating formal and informal institutions in public service delivery.
- **Electoral Politics** Terence Wood\* will continue his work on electoral politics and the drivers of electoral quality in PNG. This year, this work will focus on the following areas. He will update the PNG election results database (<http://devpolicy.org/pngelections/>). If the PNG Electoral Commission share results data, this update will be a comprehensive update of all election results for all constituencies. If full data are not available, the update will include all possible information from other sources, including candidate numbers, candidate gender, and election winners. In the wake of the update, he will write a discussion paper on the 2017 elections. This paper will contain analysis of results patterns, party geography, and issues with electoral quality. Terence will also continue his research on electoral quality, submitting a journal article on the systematic forces contributing to electoral issues in Papua New Guinea. In addition, he will work with other academics on an ongoing project studying the historical, social and economic drivers of variation in electoral outcomes in different parts of Papua New Guinea. Terence will also continue work on political clientelism and its effects on governance in Papua New Guinea. As in previous years, longer academic outputs will be accompanied by blog posts. Terence will continue to brief DFAT and Australian politicians on PNG politics as needed.

### C. SERVICE DELIVERY

- **Urban services.** Michelle Rooney\* will advance her research in urban livelihoods and social safety nets submitting two academic journal articles. She will jointly organise an urbanisation workshop with other ANU academics and the UPNG (Department for Environment Science and Geography) in June 2018. The workshop will bring together researchers and policy actors working in the urban space to share research, discuss international and regional trends in urbanisation and identify research needs to enhance policy making as well as teaching at UPNG. She will also share research through blog posts on urban issues. Michelle will continue to provide inputs, participate in briefings and present guest lectures at the ANU to support teaching and outreach for DFAT staff and ANU students interested in urbanisation in PNG.
- **Health and education.** Grant Walton\*, Colin Wiltshire and Amanda Watson\*, together with counterparts at UPNG will conclude their research on education and their expenditure case-study on health. Dr Walton will – with colleagues – write up findings from analysis of PNG grade eight data for a Devpolicy blog. Dr Walton will also lead efforts to turn research findings on PNG's education reforms into a peer-reviewed journal article. Amanda Watson will continue her research on mobile applications in health in partnership with Ralph Kaule from Public Policy, SBPP.
- **Palliative care.** Joanne Spratt of the ANU will undertake new research into palliative care in PNG. She is currently seeking PNG including UPNG collaborators.

## D. GENDER

- **Family and sexual violence in urban contexts.** Michelle Rooney\* and ANU colleagues will undertake collaborative research with UPNG, UNITECH, and Femili PNG to consider strategies that address Family and Sexual Violence, including how to minimise the impact on children's school attendance, and the effectiveness of IPOs. Presentations will be made to stakeholders in Papua New Guinea and Australia. Michelle will also continue to share research in this area through blog posts. Michelle will continue to provide inputs, participate in briefings and present guest lectures at the ANU to support teaching and outreach for DFAT staff and ANU students interested in gender based violence in PNG.
- **Gender, financial inclusion and employment.** Rohan Fox\* and Chris Hoy conduct quantitative research on the factors that affect female responsibility and participation in household financial decision making in PNG using data from two randomised control trials conducted separately of 3000 households in remote and urban East Sepik and 680 households in Morobe Province. They will present their findings at UPNG and the PNG Update, to DFAT PNG/Pacific branch and submit their research to the Policy Partnership on Women and the Economy Working Group at APEC. The research is intended as a baseline against which the effects of subsequent interventions (such as GESI) may be compared.

### 3.2.5 Outreach

**Devpolicy.org** is the online portal for public outreach for the Development Policy Centre at the ANU. The portal is used for communicating and discussing much of the development, economic and public policy research relating to PNG undertaken by the ANU. We expect blog posts on PNG in 2018 to meet our 2015-2017 average of 5-6 posts per month, and we will trial a scheme to incentivize blog posts from UPNG students. PNG related blog posts will also be converted in to regular **Facebook updates**, that can be read 'in Facebook', an important way of disseminating PNG related analysis to those in PNG who rarely use data on their phones, but for whom Facebook is free.

**Devpolicy's PNG Newsletter** will continue to provide regular PNG-partnership related news with its newsletter, issued every four weeks. The newsletter is coordinated by Rohan Fox and covers Devpolicy-related research, blogs and updates about the ANU-UPNG Partnership. The newsletter now has over 1200 subscribers.

As part of our ongoing commitment to outreach on PNG and PNG-related research, in 2018 we will continue to provide opportunities for visits to and presentations at the ANU by a range of UPNG and PNG academics and policy thinkers and makers.

### **3.3 Student and faculty exchanges**

In 2018, the partnership will promote a variety of student and faculty exchanges, including visits by senior administrators, short and long-term visits by academic staff, attendance and/or presentations by staff in workshops and conferences, student scholarships and the ANU-UPNG Summer School.

#### **3.3.1 Staff visits**

In March, we hope to host a high-level delegation from UPNG to sign a new MOU between the two universities. Other opportunities for presentations at ANU and in the region revolve around the regional Pacific Update (USP Suva) in mid-2018, the Australasian Aid Conference in February of each year, and the ANU State of the Pacific (SoTP) conference which was not held last year but will be held this year in September 2018.

ANU staff members plan a series of visits to UPNG (see Section 3.2.2 for an indicative list) with a focus around the 2018 PNG Update.

#### **3.3.3 ANU-UPNG Summer School**

The ANU-UPNG Summer School aims to inspire students by exposing them to new intellectual challenges and networks, strengthen their critical thinking and academic skills, help them imagine pathways to higher degree studies, and offer these students new opportunities for engaging with a wider intellectual world. In the first two months of 2018, we ran our inaugural ANU-UPNG Summer School. This intensive program of study seemed to go well and, subject to a positive evaluation, will be run again in 2019 summer school (assuming a contract extension).

#### **3.3.4 ANU economics Masters scholarships**

The partnership has a long-term ANU scholarship program to support the most promising UPNG graduates in economics through post-graduate study of a Masters in International and Development Economics (IDEC) at ANU. This scholarship program is intended to provide a pathway for the top economics graduate from UPNG each year to complete postgraduate study at the ANU and then return to a faculty position at the School of Business and Public Policy. Economics is prioritized because of the acute shortage of staff in that department.

The 2015 and 2016 recipients of this scholarship, Mr Maholopa Laveil and Mr Ani Rova, will complete their studies at ANU in 2018. Mr Kelly Samof, 2017 recipient of this scholarship, will commence his studies at ANU in 2018, and Ms Jollanda Mathew, our latest scholarship awardee, will commence work as a tutor at UPNG in 2018 before commencing her studies at ANU in 2019, conditional on her good performance as a tutor and commitment to an academic career.

At this stage, there are no plans for further scholarship awardees under the current funding agreement.

### 3.4 Partnership management

The project will provide two six-monthly progress and financial reports in the coming year, as well as contribute to the fortnightly Precinct reports. Adequate financial management arrangements will be maintained, and the fixed assets register maintained. Operational agreements with PGF are now in place and appear to be satisfactory to both ANU and PGF. Partnership management is eager to maintain effective liaison between the various stakeholders in the project; to keep channels of communication open and to promote transparent and early dialogue in relation to any emerging issues.

ABT have indicated that they want our project to submit to an audit. This and the no-cost extension will be management priorities. We have also been asked to develop a child protection policy.

As the project progresses, staff turnover can be expected to continue. Regular recruitment exercises and comprehensive filing and documentation will minimize the disruption.

#### 3.4.1 Management staff

Our Partnership Manager, Dr Michael Cookson, and Partnership Coordinator/Associate Lecturer, Ms Tatia Currie have announced their departure from the project in March 2018. Our proposed management structure going forward in 2018 is as follows

##### **Canberra**

- Project Director: Stephen Howes
- Partnership Officer: TBD
- Partnership Management, Administration and Outreach: 40% Centre Manager (Ashlee Betteridge), 50% Program Officer (Shannon Young); 10% Blog Editor (Sachini Muller)\*\*

##### **POM**

- Team Leader: Manoj Pandey
- Partnership Coordinator: Dek Joe Sum

This is a slightly different and less expensive set up than the arrangements so far, and will need to be approved by PGF.

#### 3.4.2 Budget

The estimated budget for our third full year is 2.4 million dollars. This is up from 1.8 million in 2017, but still well below the original budget estimate of 3.16 million, indicating ongoing cost savings.

## **4. Monitoring and evaluation**

### **4.4.1 Performance data**

The partnership uses a number of key datasets to monitor and evaluate project performance. These include:

- Course evaluations – reported every semester for each course and lecturer
- Economics exam (every year) - The ANU-UPNG Economics Exam has been run every year since 2013 with the aims of identifying the top students, and assessing overall progress in economics learning. In 2018, we will return to a single exam (in 2017 we had to run two exams on account of the compressed 2016/17 academic year).
- PNG Update feedback (every year) – This feedback assists us with logistical and program planning for successive Updates.
- Summer School evaluation (every year).
- Student survey (every two years) – this survey provides useful feedback on ANU lecturers, teaching materials and modes of delivery. The survey also enables students to offer their thoughts on the research collaboration and outreach opportunities afforded UPNG under the partnership. It was first run in 2017.
- Staff survey (every two years) – this survey, run by SBPP, will provide invaluable information about the way staff in SBPP view their school and their collaboration with ANU under the partnership. The survey was run at the end of 2017, and will be reported in 2018 once finalized.

### **4.4.2 Performance monitoring and evaluation**

Based on these and other data, the following indicators will be used to assess the success of the ANU-UPNG partnership in 2018. These are a modified version of the list used in 2017. Our two 2018 half-yearly reports will report on progress against these indicators using a traffic-light system, as was done in 2017.

#### **Faculty strengthening**

- ANU lecturers in place and teaching at UPNG
- Positive student evaluations of courses taught by ANU-funded lecturers
- Masters in Economics and Public Policy established, with last year's cohort able to complete their second (final) year of this program
- Improved teaching: increased use of course websites; improved availability of textbooks and/or notes to students; increased use by students of computers in the course of learning; increased use of evaluations
- ANU-UPNG annual exam in economics shows increased number of students doing well
- Opportunities for students to link with employers
- Increased number of SPBB staffing positions filled
- Greater emphasis in courses on critical thinking, development of problem solving skills, and PNG-related content, as appropriate.



### **Research and outreach**

- Number of Discussion Papers and blogs produced on PNG
- Extent of participation by UPNG staff in partnership research activities and output
- Number of papers and attendance at PNG Update
- Number of seminars/workshops at UPNG
- Presentations relating to PNG at ANU
- Number of UPNG staff presenting at PNG Update.

### **Staff and student exchange**

- Number of ANU staff visits to UPNG
- Number of UPNG visits to ANU and USP
- Progress of Masters students
- Successful 2018 summer school and planning for 2019.

### **Program management**

- Timely and comprehensive M&E and reporting
- Project able to acquit and report expenditure on a timely basis
- Visas and all logistics managed in a timely basis to visiting faculty (short- and long-term)
- All required hiring undertaken in a timely manner, and staff turnover managed without excessive disruption
- Strong filing and documentation to reduce risks associated with staff turnover
- Completion of no-cost extension to mid-2020.

## **5. Risks and challenges**

The list below identifies what we believe to be the key risks this year to the successful implementation of this project.

### ***University reforms***

For SBPP performance to improve, university wide reforms are needed. For example, the university should mandate regular course evaluations, should ensure staff discipline is enforced with a “zero tolerance” policy, should fix the university’s internet problems, relax financial constraints by leveraging the university’s enormously valuable land assets, and submit accounts for auditing. University reform lost momentum with the student strikes of 2016, and is yet to recover. The ANU will continue to raise these issues with counterparts at UPNG, as well as with PGF and AHC.

### *Political uncertainty*

This year, for the first time, the university has taken the step of insisting that all students pay their tuition and accommodation fees upfront, even if they are on scholarship. This action was deemed necessary as many student sponsors are in arrears or have defaulted completely on payment of their 2017 commitments to the university. Students who cannot secure their scholarship support upfront from their sponsors will be forced to seek funds from their families or communities - some will struggle to meet this requirement. There is a resulting risk of political unrest at UPNG, although the University has stepped back from its earlier position of increasing fees.

### *Tight budgetary position*

Student fees notwithstanding, UPNG is largely dependent on the PNG Government for funding. A lack of funding has made it impossible for SBPP to hire over the last year, leading to shortages in economics in particular. We are not anticipating further hiring in 2018, but we hope that with the return of students from ANU at the end of 2018, they will be taken on board, and thereby build capacity. We also will provide supplementation fees to individual expatriate staff to ensure that the MEPP is fully staffed.

### *Sustainability*

Obtaining a no-cost extension and then negotiating a second phase will be critical to the sustainability of the project, and it is a top priority.

## **6. Conclusion**

This annual plan reflects a growing confidence and maturity in the program of collaborative activity under the ANU-UPNG partnership. Partnership staff members now have clear evidence from past years that their efforts are bringing a lasting benefit to students at UPNG, and we begin 2018 with the belief that the partnership can continue to have a very positive impact on SBPP going forward. We aim in 2018 to make a compelling case for a second phase of the project, which we would seek to negotiate in 2019.