

ANU Crawford - UPNG SBPP Partnership

2015 Report



Note: This is the first six-month progress report required under the grant agreement signed between the ANU and Palladium International Pty Ltd in August 2015. While this contract only requires a six-monthly M&E report, for clarity, and since this is the first such report, it includes partnership activities undertaken throughout the 2015 academic year. It follows the format specified in the contract.

This report was submitted on 1 February 2016.

Cover photograph: Economics students with Ministers at the launch of the Pacific Leadership and Governance Precinct initiative in Port Moresby, 6 November 2015.

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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
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
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-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 University of Papua New Guinea's School of Business and Public Policy and the Australian National University's Crawford School of Public Policy commenced in 2012. In its latest scaled-up manifestation, it follows the MOU drawn up between ANU and UPNG in March 2015, and the grant agreement between ANU and Palladium International Pty Ltd signed in August 2015 (Palladium is contractor for the Education Capacity Development Facility, which is funded through the Australian High Commission in Port Moresby). This agreement provides the funding to enhance cooperation between these national universities over the next three years, under the auspices of the Pacific Leadership and Governance Precinct, a new initiative between 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 help build teaching capacity in the school over time.
- Collaborative research and outreach builds research capacity among academics at SBPP and strengthens research capacity on PNG at the ANU, through the PNG Economics and Public Policy Project (PNG Project) in the Crawford School.
- Student and faculty exchanges are central to the efforts to strengthen faculty at SBPP and PNG-related research and outreach at SBPP and ANU under this scheme. This component includes workshops, scholarships, training and other visits all aimed at enhancing teaching and research capacity for SBPP students and faculty.
- 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

The Crawford ANU- SBPP UPNG Partnership was taken to a new level in 2015 with the signing of an MOU between the Vice-Chancellors of the two institutions, the finalisation of a grant agreement between ANU and Palladium, and the placement of two ANU-affiliated lecturers within UPNG SBPP.

The partnership made significant progress in all four of its components.

Faculty strengthening. In 2015, two ANU-affiliated lecturers joined the SBPP faculty at UPNG where they ran four third- and fourth-year economics courses, teaching a total of 37 female and 81 male students. They also assisted with guest lectures in other courses (reaching another 125 female and 184 male students) and received excellent student evaluations. Working with SBPP counterpart staff, they undertook a range of initiatives to improve the quality of teaching and research. Working with UPNG students, they implemented a number of measures to deepen engagement with students and to link students with employers.

Collaborative research and outreach was strengthened last year through a variety of partnership-supported activities including the ANU-UPNG co-hosted *PNG Update 2015*, a number of other seminars and research workshops, and the establishment of the PNG Economics and Public Policy Project at the ANU.

Faculty exchanges were frequent and varied in 2015. These included several high-level visits by the VC of UPNG and the Dean of SBPP to Australia and by the Dean of ANU's College of Asia and the Pacific to Papua New Guinea. ANU visiting researchers gave several workshops and seminars at SBPP during the year and two SBPP academics presented papers at a conference in Canberra in September 2015. The annual ANU economics exam was conducted in late August 2015 and resulted in ANU deciding to award its first scholarship to a student at UPNG under the partnership, establishing a precedent for further student exchange in 2016.

The **management of the partnership** was formalised through a new MOU between ANU and UPNG in early 2015 and strengthened through funding provided under a grant agreement between the ANU and ECDF (Palladium). A PNG-based Partnership Coordinator was appointed in March 2015 and an ANU-based Partnership Manager in December 2015. A worldwide recruitment drive resulted in the appointment of six new members of staff to the ANU in late 2015 and early 2016 (four to deploy immediately to UPNG).

Plans for 2016 are laid out in the Annual Partnership Plan, a companion document to this report.

3. Progress against key deliverables

The partnership has four key components: faculty strengthening, collaborative research and outreach, student and faculty exchanges and partnership management. The subsections below detail the progress under each component in 2015.

3.1 Faculty strengthening

As described in the sub-sections following, the two staff at UPNG in 2015 taught a number of courses, as well as implementing a range of initiatives to improve teaching and research quality, and to increase student engagement and link students with potential employers. Partnership staff will build on all these activities in 2016.

3.1.1 Visiting faculty

Two ANU-affiliated faculty, Mr Michael Cornish and Mr Rohan Fox, were based at UPNG SBPP for the 2015 academic year.

Mr **Michael Cornish** is a Visiting Fellow with the Development Policy Centre at the ANU. He was mobilised and employed via the ECDF (Palladium) and, under the supervision of the Development Policy Centre's Director, served as lecturer and Partnership Coordinator, based within the UPNG-SBPP Division of Economics in Port Moresby from March until late December 2015. Michael has a background in economics, law and international relations, and significant experience in the lecturing of economics at the University of Adelaide.

Mr **Rohan Fox** recently graduated from the ANU Crawford School of Public Policy with a Masters in International Development and Economics and is a Research Associate with the Development Policy Centre. He volunteered to be a lecturer and researcher at UPNG-SBPP within the Division of Economics last year, starting in late January and finishing in early December 2015. Funded by the Australian Aid program, Rohan was mobilised and supported by the Australia Volunteers for International Development (AVID) program through its managing contractor, Scope Global.

As well as these two staff in situ for 2015, at the end of 2015 and in early 2016, **recruitment for further faculty strengthening** positions was undertaken. This recruitment involved a global search, and resulted in over 120 applicants from many countries. So far four academics have been hired for 2016:

- Dr **Manoj Pandey** (currently at University of the South Pacific, Suva; commencing S1; economics)
- Dr **Lhawang Ugyel** (currently at the ANU's Crawford School, Canberra; commencing S2; public policy)
- Ms **Tatia Currie** (currently at University of Tasmania, Hobart; commencing S1; public policy)
- Mr **Michael Cornish** (continuing from 2015, but as a member of ANU's academic staff; S1 only; economics)

Two further candidates are under consideration for second semester. In addition, Mr Rohan Fox has been appointed Project Coordinator, based in Port Moresby, and will continue as a lecturer at UPNG.

3.1.2 Lecturing

Michael Cornish convened, lectured and tutored International Economics in first semester and Economic Development in second semester. Rohan Fox convened, lectured and tutored Quantitative Economics I in first semester, and Applied Economics and Business Statistics in second semester. Rohan guest-lectured 3 times to the students of Foundation Economics in first semester, and co-lectured Environmental Economics in second semester.

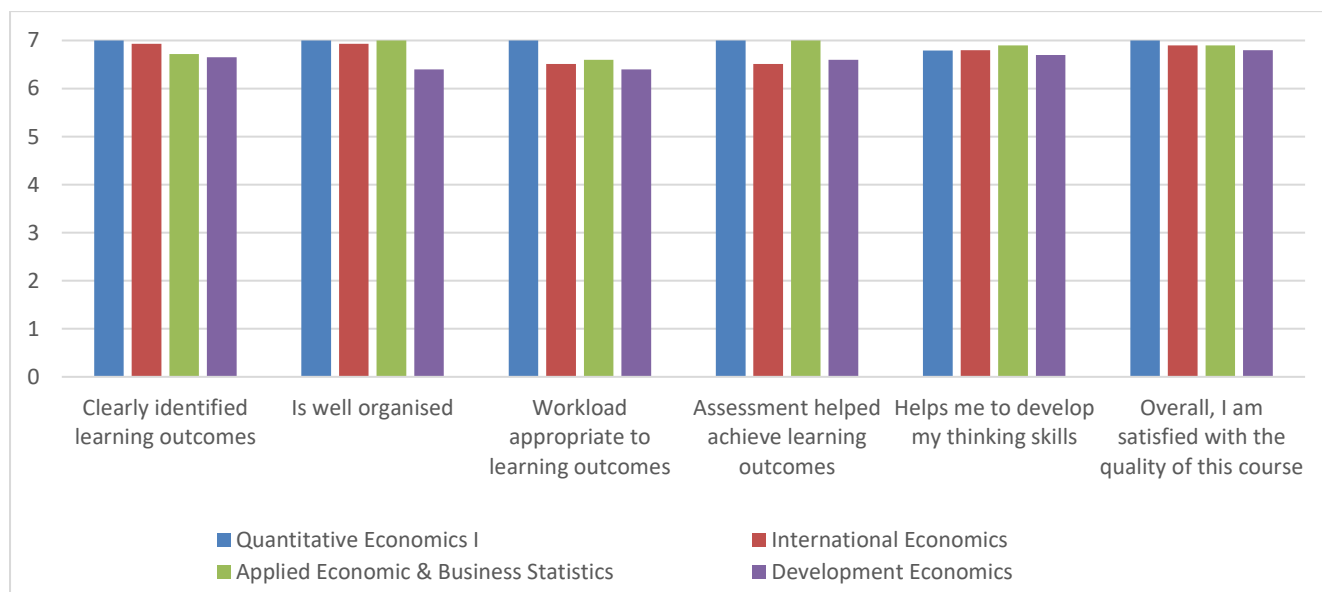
Summary of teaching by Michael Cornish and Rohan Fox in 2015

Course	Year	Female students	Male students	Total students	Face-to-face teaching*
International Economics	3 rd	13	28	41	52
Economic Development	4 th	12	23	35	52
Quantitative Economics I	3 rd	0	5	5	39
Applied Economic & Business Statistics	3 rd	12	25	37	52
Foundation Economics	1 st	120	180	300	3
Environmental Economics	4 th	5	4	9	7
TOTAL		162	265	437	205

** In hours. Does not include student consultation, preparation, marking, or administration.*

The ANU-affiliated lecturers undertook and received excellent student evaluations for the four major courses that they ran. They can be found below in *Annex 1: Student evaluations*. The following graph summarises student feedback on courses (against a graduated scale of 1 (very poor) to 7 (excellent)).

Summary of feedback for the four courses run by partnership staff in 2015



3.1.3 Initiatives to improve teaching

Following a reform matrix agreed on with the Economics Division in 2015, the ANU-affiliated staff and their UPNG colleagues worked on a range of initiatives to improve teaching that will benefit not only the Division but also the School more broadly.

Curriculum development. ANU lecturers worked with the Division of Economics at UPNG to analyse the current curriculum. After consultation with internal and external stakeholders, two extra courses were added: History of Global Economic Thought and Monetary Economics. Subject to resource constraints, these courses will come in to effect in 2017.

Textbooks. The two staff assisted with the mobilisation of UPNG resources to purchase class sets of ten textbooks for all sixteen economics courses on offer by the School. Prior to 2015, very few contemporary economics textbooks were available to staff or students at the university. As a result of this initiative, courses in Business Statistics, Microeconomics and Macroeconomics all now have class sets, with more textbooks expected to arrive soon. A number of individual textbooks ordered on behalf of SBPP have also now arrived at UPNG. All book orders were made through the UPNG Bookshop to support this important UPNG-based institution.

A small **student and staff library** of more than fifty textbooks has been set up in Michael Cornish and Rohan Fox's shared office. A desk and computer have been set up in the office for students who wish to read books in this collection. Textbooks are not yet available for students to borrow from the library, but may be in the future. In addition to the hardcopy books, an electronic library has been established (consisting of PDF versions of textbooks and other academic resources). The electronic library has proven to be particularly popular. It has been updated, and is growing in size.

Computer-based learning. The SBPP houses a computer lab with approximately 28 working laptops. Prior to 2015, economics students made little use of the computer lab. Rohan Fox used Excel and STATA extensively in the course Applied Economic and Business Statistics. Ninety percent of classes in this course were held in the computer lab, and half of those classes were practical (with students solving problems during class using Excel and STATA). Most students had very little understanding of Excel, and all students were new to STATA. In the feedback for the course, some of the most consistent comments were that students enjoyed learning to use Excel and STATA, that they wished tutorials went for longer, and that they appreciated the practicality of using computers in class. Topics covered included single and multiple-regressions, interpreting regression output in STATA, and OLS regression calculations in Excel. Rohan ensured that STATA was available for use on all the laptops in the SBPP computer lab.

Early Career Lecturer and Researcher Committee. Rohan Fox proposed the idea of having an early career lecturer and researcher group in SBPP. This idea was taken up by SBPP Dean Pillai and early career staff themselves, through a committee facilitated by Ani Rova and Michael Cornish of the Economics Division. Dean Pillai facilitated the first workshop that resulted in the creation of the ECLRC, which met on six occasions in 2015 and put forward a list of recommendations to management. The School Transition Coordinator, Linda McKellar, has looked through the recommendations, and has agreed to work with the group to put in place a mentorship plan.

The Committee also suggested involving the services of the under-utilised UPNG Centre for Human Resources Development (CHRD) to increase staff capacity. Under the recommendations, CHRD will provide three sets of courses on: 1) Internet Communications Technology (ICT); 2) teaching and learning, facilitation of small groups, designing university courses; and, 3) management, time management, business communication and ethics.

Course websites. At the beginning of the year, SBPP management signalled an interest in providing a web-based Learning Management System (LMS) to be used by lecturers to release notes and lectures to their students. Rohan also undertook research and found a cost-free Google product for this purpose. He then ran a two day workshop (on 1 and 3 September) to teach staff how to create their own course websites; enabling them to upload documents and lecture notes and send out announcements to students cost free. (In Australia, universities typically purchase LMS software, but this is not realistic in PNG, nor really necessary.) As a result, six SBPP lecturers are now using their own LMS website in their classes, and have noted the following benefits: it saves them time, it saves students' time, it is more convenient, and it saves resources by reducing the amount of printing that has to be done. Follow-up materials created in response to feedback from this workshop include a UPNG template to make it even easier for lecturers to upload documents and an illustrated guide to assist SBPP staff in using this LMS.

SBPP recruitment. The two ANU-affiliated lecturers assisted the Division of Economics to screen applicants for an academic position in the school starting in 2016. Six applicants applied for the position of lecturer in the Division, of which three were selected for interview, and one was offered a position and is scheduled to begin in 2016.

3.1.4 Engaging students and building links with employers

The ANU-affiliated staff worked hard to increase the level of engagement with students and to strengthen links with potential employers.

UPNG Economics Students Society. Michael Cornish worked closely with the Executive of the Economics Students Society (ESS). ANU-affiliated staff participated in several ESS events, such as the Student-Lecturers' Forum (where students were given the opportunity to ask questions of the economics faculty) and the Economics Fun Day. Michael helped the Economics Division respond at length to an ESS 'Submission of Issues' paper, to formally address some of the queries and concerns of the economics students.

Careers outreach. The project ran a set of careers sessions for students, including:

- *Economics Students Careers Session, 31 August 2015.* Held as a half-day event in the Arts Lecture Theatre during the mid-semester break (Consolidation Week), speakers from a range of organisations (NRI, ADB, KPMG, Australian Awards, ANZ, BPNG) talked to economics and other SBPP students about their personal experiences and/or about their organisation's graduate development programs; the ESS executive gave the welcome speech, a vote of thanks to speakers, and provided refreshments

- *‘Work-ready’ sessions.* In addition to informal sessions at the end of the International Economics and Economic Development courses, two sets of formal sessions were held for all third-year and all fourth-year economics students entitled, respectively: “How to write a good CV” and “Cover letters and interviews”.

Work experience and internships. A partnership was forged between partnership staff at UPNG and the senior management of the ANZ in Papua New Guinea to arrange work experience placements over the 2015-2016 study break (11 November 2015-19 February 2016). Four third-year economics students (two women and two men) were selected in order of merit from their final scores in *International Economics*, and placed in four different work units within the ANZ Head Office for PNG at Konedobu in Port Moresby. A written understanding has been drafted between the ANZ and the SBPP to formalise this arrangement for 2016.

Through a competitive application process, partnership staff took on Mr Methuselah Wabiria (a second-year economics student) as a summer research intern (November – December 2015). Methuselah is continuing with third-year economics in 2016 and has been spearheading small research projects in SBPP.

Ms. Camilla Burkot, a Research Officer at the Development Policy Centre, liaised with Michael Cornish to offer two work placement opportunities to economics students with Oil Search, to transcribe and translate interviews given in Tok Pisin into English.

Finally, the project helped arrange work placements for two further students, one for a third-year student to do vacation work with the Bank of PNG, and another for a graduating student to do six-month’s research work with the Asian Development Bank’s PNG country economist.

Scholarships. The Port Moresby-based Business and Professional Women’s Association ([BPW](#)) is a not-for-profit organisation affiliated with BPW International. One of their primary aims is “*to encourage women and girls to further their education at every level*”. Michael Cornish liaised with BPW to arrange scholarships for two female economics students who were struggling to pay their fees, and also undertook follow-up with the UPNG accounts department to ensure that all monies were properly allocated to all of the UPNG BPW Scholarship recipients.

‘Economics Inspired’. Many students from UPNG are from remote villages, and even those who are from urban centres have little access to documentary videos or intellectual discourse from outside PNG. In conversation, many people familiar with PNG say that as a result, when provided with a world-class lecture, captivating idea or exciting documentary, minds are opened to a world of possibilities. Rohan Fox and Michael Cornish started a weekly series of videos entitled ‘Economics Inspired’ to do just this, drawing from a pool of TED Talks, economics-related videos and PNG documentaries.

References. Written references are very important in Papua New Guinea, and can make a big difference to the chances of eventual employment for graduating students; they also take some time to write. Over the year, Michael Cornish wrote 37 references and Rohan Fox wrote 14 references for students in the final years of their economics degrees.

3.2 Collaborative research and outreach

The collaborative research and outreach component of the project made significant progress in the course of 2015 through a number of conferences, seminars and workshops, and the commencement of the *PNG Economics and Public Policy Project* at Crawford.

3.2.1 Research workshops

A range of workshops and training sessions were held in 2015 to bolster the research capacity of UPNG-SBPP academics, and external researchers, as summarized below.

Training Title	Date	Participants	
		M	F
The PNG Update Writers' Workshop	1 May 2015	11	7
Quantitative Methods in Research Workshop	28-29 Jul 2015	16	13
Online Research Methods and Data Collection	6 Aug 2015	10	5

The **PNG Update Writers' Workshop** was held on 1 May 2015, prior to the PNG Update, to help presenters to prepare better abstracts and to improve their research and writing for papers given at the Update. The workshop was held over one full day, with Prof. Stephen Howes and Mr Bob Warner from the Crawford School of Public Policy acting as co-convenors. The workshop covered general and specific principles of research, and advice was provided on how to improve research presentations. Each author also practiced presenting their paper and fielding a Q&A session, with each receiving specific constructive criticism from their peers and the co-convenors.



ANU Visiting Fellow Bob Warner listening in at the Writers' Workshop, and one of the presenters.

Written and verbal feedback from attendees at the workshop after the PNG Update was that they believed that the workshop significantly improved their presentations, significantly increased their understanding of research methodology, and improved the quality of their abstracts.

The **Quantitative Methods Workshop** was held over 29-30 July 2015. Dr Anthony Swan of the Development Policy Centre convened this workshop with additional lab assistance provided by Mr Rohan Fox. UPNG-SBPP staff were surveyed about their level of knowledge of quantitative research prior to the workshop, to ensure that it was pitched at the appropriate level. A total of 29 participants attended from across the SBPP, the PNG Department of Education, National Statistics Office, the Bank of PNG, and the National Research Institute (NRI).



Dr Anthony Swan in-session

Over two full days, the workshop discussed the objectives of quantitative research and approaches to design, implementation, and analysis. It covered foundational concepts in statistics, and provided a hands-on approach to conducting statistical analysis, using cross-section survey data relevant to PNG. Workshop participants used Excel and STATA software to create and run their own statistical analysis programs.

A summary of the very positive evaluations for this workshop can be found in Annex 2.

Online Research Methods and Data Collection was held over a single day on 6 August 2015. At the time of writing, UPNG does not pay for access to the journals of any major academic publisher. As a result, researchers struggle to access appropriate resources to complete necessary literature reviews for their own research. However, they were also – in many cases – unaware of the many sources of open-access research and data online. Rohan Fox gave a workshop to 15 staff members on easy ways to search for and access academic research and online databases. After the workshop, Rohan developed and shared a [customised Google search](#) with UPNG academics to enable them to easily search and access freely relevant economics research.

3.2.2 Conferences and seminars

The **PNG Update** is the premier forum for the discussion of research and analysis relating to contemporary economic and public policy issues in Papua New Guinea. It is a good example of what the ANU-UPNG Partnership can achieve in terms of research, collaboration, public outreach, and dialogue on public policy in PNG. Organisation of the event in 2015 was shared between the ANU's Crawford School

and UPNG's SBPP. DFAT provided financial support for catering of the event and met the travel costs of ANU academics and international speakers attending the Update.

After a gap of some years, the PNG Update returned to Port Moresby in 2014, and was held again in 2015 over two days (18-19 June). More than sixty speakers (11 from ANU) presented to the theme of *Development challenges in the LNG era* to an estimated 400 participants from across the public sector, private sector, academia, students, civil society organisations, and general members of the public. The Update received over 80 abstracts for research papers, of which 50 were accepted.

The following individuals gave keynote addresses to plenary sessions at the Update:

Name	Title
Jim Adams	Former Vice-President for East Asia and the Pacific, World Bank
Glenn Banks	Associate Professor, Massey University
Gae Kauzi	Assistant Governor of the Bank of PNG
James Marape	PNG Minister of Finance
Albert Mellam	Vice-Chancellor of UPNG
Deborah Stokes	Australian High Commissioner
Veronica Taylor	Dean of the College of Asia and the Pacific, ANU
Michael Uiari	General Manager, Oil Search Ltd

There was also a keynote presentation of collaborative research by the UPNG Division of Economics (Dr Albert Prabhakar, Win Nicholas, Ani Rova, Michael Cornish, Rohan Fox) and ANU's Crawford School (Prof. Stephen Howes), based on their co-authored paper (see 3.2.3).



UPNG's Main Lecture Theatre during the Update

One of the most memorable moments of the Update was Minister Marape’s resounding statement that “LNG is a myth”, in which he sought to highlight the gap between inflated expectations in PNG society and the increasing constraints of government budget realities; his statement made headlines in all the major Papua New Guinean newspapers, local television, and online newsfeeds.

After opening keynotes on each day, the Update then split into five parallel sessions, covering the following themes:

PNG Update Session Themes
Agricultural development
Agriculture and forests
Corruption and governance
Development issues
Education and human development
Gender
IT and development
Land
Macroeconomic issues
Migration: domestic and international
Mining and development
Politics and decentralisation
Private sector development
Public-private partnerships
Urban development

The majority of presentations, including audio recordings of the keynote speeches and related ANU Development Policy Centre blog posts, may be found on the Development Policy Centre [website](#). A photographic exhibition celebrating the history of collaboration between ANU and UPNG, curated by the Pacific Manuscripts Bureau at the ANU, was also launched at the PNG Update 2015.



Minister James Marape in person and in print, and the photographic exhibition



SBPP students were an integral part of the success of the Update, prior to and during the event as both helpers and participants

Two academics from the SBPP Economics Division, Mr Ani Rova, and Mr Win Nicholas, travelled to Canberra for ANU's ***State of the Pacific Conference*** in September 2015. In the 'Papua New Guinea at 40' session entitled 'PNG: Fiscal and Macro Challenges', they presented the findings of the ANU-UPNG co-authored discussion paper, "PNG survey of recent developments, 2014-15". The Dean of the SBPP also accompanied them to ANU and chaired this session of the conference.

Lectures. In addition to the PNG Update – the partnership's major outreach event – and the DevPolicy Blog, the partnership also supported the following lectures at UPNG:

- Guest-lecture by Mr **Paul Flanagan** at UPNG on the topic of "Current challenges facing PNG in the international economy" in March 2015 to SBPP staff and third-year International Economics students.
- Seminar presentation by Dr **Matthew Dornan** to SBPP staff and students on "Road Management Reform: The Papua New Guinea Road Fund and National Roads Authority" in October 2015.

3.2.3 The ANU PNG Economics and Public Policy Project (PNG Project)

The concept design for the Precinct project and subsequently the agreement with Palladium requires the ANU to establish the PNG Economics and Public Policy Project (PNG Project for short). The rationale for this is to enable ANU to be an active PNG-research partner. The ANU PNG Project has started to take shape and currently has the components described below. It includes a variety of research activities, some of which ANU is taking the lead on, some of which are being done through collaborative research, and some of which ANU is playing a supporting role to other institutions. Funding for the research below comes from a variety of sources, and involves a number of partnerships.

1. **Macro and fiscal analysis.** Work under this component includes the joint ANU-UPNG research paper ([*PNG survey of recent developments, 2014-15*](#), by Michael Cornish, Rohan Fox, Stephen Howes, Win Nicholas, Albert Prabhakar and Ani Rova), and a number of blogs by Rohan Fox, Paul

Flanagan, and Stephen Howes. This work was also presented at the 2015 PNG Update in June and in September by UPNG staff at the State of the Pacific Conference (with travel and accommodation supported under the Palladium/ECDF grant agreement).

2. **Infrastructure.** As part of the ANU-NRI Research Partnership, Matthew Dornan wrote an NRI Issues Paper “Road Management Reform: The Papua New Guinea Road Fund and National Roads Authority”. Dr Dornan’s research since August 2015 has been supported (0.5 FTE) under the Palladium/ECDF grant agreement.
3. **Health and education** Grant Walton commenced a case-studies project with UPNG on education and health expenditure. Anthony Swan and Grant Walton continued their research on the determinants of educational outcomes. Dr Swan’s research since August 2015 has been supported (0.5 FTE) under the Palladium/ECDF grant agreement.
4. **Corruption and governance.** Grant Walton and Ainsley Jones are conducting research on collective action and corruption in PNG. Terence Wood continues with his research on PNG elections and compiling a database of election results in PNG.
5. **Labour markets and migration.** Dr Carmen Voigt-Graf, Development Policy Centre Fellow, based at the National Research Institute, researched the evolving role of the foreign labour force in PNG, and inward travel to PNG, research she presented in a number of blogs and at the 2015 PNG Update.
6. **Gender-based violence.** We support research into identifying effective measures to respond to family and sexual violence in PNG. The project site is Lae, where we collaborate with an NGO, Femili PNG, which runs a case management centre that provides support to women and children. Dr Kamalini Lokuge of the National Centre for Epidemiology and Public Health leads this research.

3.2.4 The Devpolicy Blog

DevPolicy.org is the online public outreach portal 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. Devpolicy.org published some 60 blog articles related to PNG in 2015 (see Annex 3). These are widely read in PNG, and often picked up by the PNG media.

3.2.5 Faculty recruitment for collaborative research and outreach

The project has provision for the hire of two EFT research fellows and one research officer.

The project has recruited one new research fellow, **Michelle Rooney**. Michelle, who is originally from PNG, is currently completing her PhD thesis at ANU on Port Moresby’s urban settlements, and will commence work in February 2016. The second research fellow position has been split to fund PNG Project-related research by two existing Crawford academics, Dr **Anthony Swan** and Dr **Matthew Dornan**. This is on the grounds of their existing links with and expertise on PNG. The project has paid half of their salaries since September 2015. For the work they are engaged on, see the sections on the PNG Project, training, workshops, and the annual ANU-UPNG economics exam. A candidate for the position of Research Officer has been identified and recruitment of this individual should be complete by the end of February 2016.

3.3 Student and faculty exchanges

The partnership seeks to promote a variety of student and faculty exchanges, including visits by senior administrators from both institutions, short and long-term reciprocal visits by academic staff, attendance by staff and students in workshops and conferences, student scholarships and other exchanges.

There were significant staff visits and exchanges in 2015 between ANU and UPNG. Progress was also made in building student exchanges, and in sharing knowledge on teaching methods.

3.3.1 Staff exchanges – UPNG

Prof. **Albert Mellam**, Vice Chancellor of UPNG and the Prof. Pillai, Dean of UPNG's SBPP both came to the ANU to sign the partnership MOU between ANU and UPNG on 31 March 2015. During this visit, he and Prof. Pillai were able to meet with a range of senior ANU staff, including the Vice Chancellor, the Dean of the College of Asia and the Pacific, and the Director of the Research School of Economics.

Prof. **L.N. Pillai**, Dean of SBPP, also made two other partnership-related trips to ANU during 2015, to chair a session in the ANU's State of the Pacific Conference (September 2015) and to be involved in the recruitment of the new ANU staff to be seconded to UPNG in 2016. Professor Pillai was made a [Visiting Fellow](#) of the Crawford School in 2015.

Mr **Ani Rova** and Mr **Win Nicholas** travelled to Canberra to present a version of their collaborative ANU-UPNG research paper at the ANU's *State of the Pacific Conference* (September 2015).



Mr Ani Rova presenting at ANU's State of the Pacific Conference

3.3.2 Staff exchanges – ANU

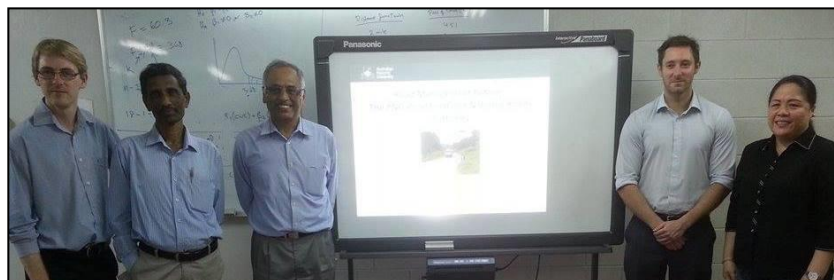
Prof. **Veronica Taylor**, Dean of the ANU College of Asia and the Pacific, attended and presented the welcome speech from the ANU at the PNG Update, and also gave the after-dinner speech at the Update Dinner.

Prof. **Stephen Howes**, the Director of the Development Policy Centre at the ANU, has made regular visits to UPNG since 2012. In 2015, he gave presentations at the PNG Update 2015 and guest lectures and seminars to UPNG Masters and undergraduate students. He also co-convened the PNG Update Writers' Workshop with Mr Bob Warner.

Dr **Anthony Swan**, a Research Fellow at the Development Policy Centre, presented at the PNG Update 2015 on internal migration in PNG, ran a two-day workshop in Quantitative Research Methods at UPNG in June 2015, and prepared the 2015 ANU-UPNG economics exam. He also visited to further his research on education policy in PNG.

Mr **Paul Flanagan**, a Visiting Fellow with the Development Policy Centre, was formerly an economist with the Australian Treasury and AusAID, where his work including analysis of PNG. Paul gave a guest-lecture entitled "*Current challenges facing PNG in the international economy*" in the third-year subject of International Economics in late March 2015. He also presented a paper at the PNG Update 2015 on macro-economic developments and challenges in PNG.

Dr **Matthew Dornan**, Research Fellow at the Development Policy Centre, presented at the PNG Update in June 2015 on aid to the Pacific, and gave a seminar at SBPP on "*Road Management Reform: The Papua New Guinea Road Fund and National Roads Authority*" in October 2015. He also visited to further his research on road maintenance in PNG.



Dr Matthew Dornan (second from right) after his seminar presentation with UPNG staff

Mr **Bob Warner** was in 2015 the Director of Pacific Research Partnerships at the ANU, and is currently A Visiting Fellow with the Development Policy Centre. He visited SBPP as a co-convenor of the PNG Update Writers' Workshop (May 2015).

Dr **Grant Walton** is a research fellow with the Development Policy Centre. He attended the PNG Update 2015 where he presented research findings on the implications on his recent household survey on corruption.

Dr **Terence Wood** is a research fellow with the Development Policy Centre. He attended the PNG Update 2015 and presented his research on patterns in PNG politics and his ongoing work developing a PNG-elections database.

Dr **Carmen Voigt-Graf** is a Fellow at the Development Policy Centre. She is based in Port Moresby where she leads ANU's collaboration with the National Research Institute. She attended and presented at the PNG Update 2015 on inward migration to PNG.

Mr **Jonathan Pryke** was a Research Officer at the Development Policy Centre. He attended and provided organisational support to the PNG Update 2015.

3.3.3 Student exchanges

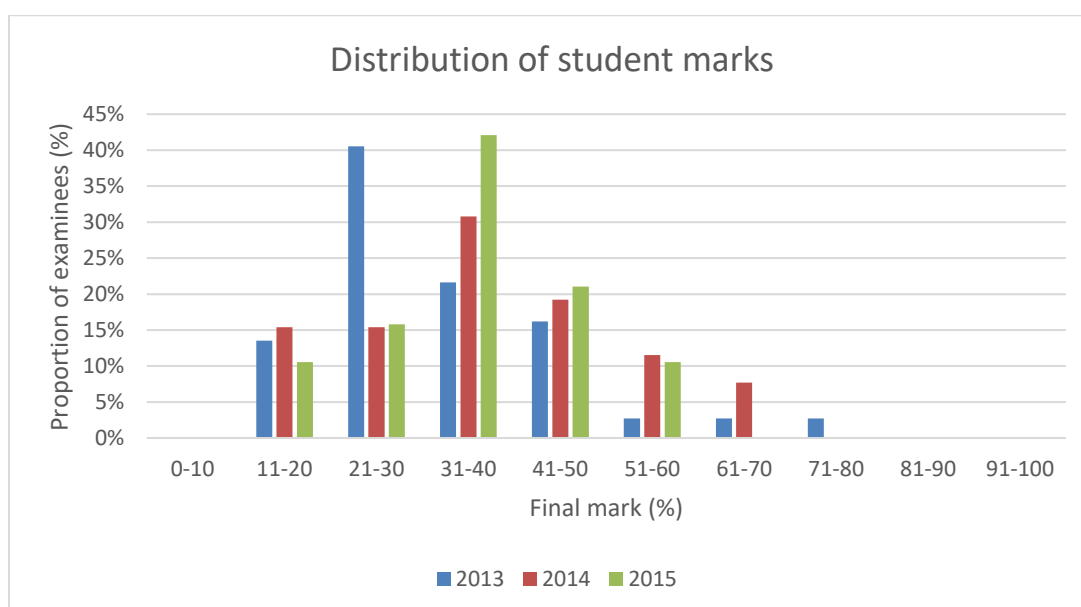
The 2015 ANU-UPNG Economics Exam. Since 2013, the ANU has conducted an annual one-hour economics examination which final-year students and recent graduates are invited to take. This examination is held towards the end of second semester each year. The purpose of the exam is threefold. Firstly, it seeks to identify top students who are future candidates for Australia Awards. These top students are then provided references from the ANU to assist their application for an Australia Award once they have acquired the necessary work experience. Second, the exam helps identify promising candidates who may be awarded scholarships by ANU for either short or long courses. Third, it provides an independent measure of student standards, and thus provides an additional way to gauge the effectiveness of the partnership's contribution to student learning over time.

The 2015 exam (held on 31 August 2015 during Semester 2 consolidation week) was taken by third- and fourth-year economics students as well as recent UPNG graduates. It followed the format of previous years, with two parts, each worth 50%. Part A required a series of short answers to quantitative questions on mathematics and basic microeconomics while Part B required the candidates to respond to a single, long-answer question on macroeconomics. The average mark was 38%, with average marks attained for both Part A and Part B being similar. Results of the 2015 exam were better than in 2013, but worse than in 2014. Only two students achieved pass results (results were not moderated). This could be because the test was a little harder in 2015 than in 2014. Based on the 2015 exam, the more competent and ambitious students tend to self-select to participate in the exam, which raises questions about the extent to which it can be used as an effective baseline for student performance. It does, however, provide useful data to assist the partnership in identifying potential scholarship candidates and trends in learning over time.

Numbers and category of exam participants, their aggregate results and the distribution of these marks over the last three years is shown in the table and graph below:

Scores of the ANU-UPNG economics exam for the last three years

	Count			Average Score		
	Final Years	Graduates	Total	Final Years	Graduates	Overall
2013	27	10	37	31%	41%	34.1%
2014	22	4	26	37%	56%	39.9%
2015	17	2	19	36%	34%	35.5%



The students who scored well in the exam were then invited to participate in an interview that sought to better understand their knowledge of topical economic issues as well as their aspirations and worldviews. This year, 10 examinees were interviewed.

ANU-UPNG Partnership scholarships. The grant agreement has provision to provide a small number of long-term scholarships to study at the ANU. The top-performing candidate this year in the ANU-UPNG Economics Exam and interviews was Mr Maholopa Laveil. He also did very well in his UPNG Economics degree, which he has completed, and obtained positive references, and did well in a subsequent interview. He lacks the work experience to obtain an Australian Award. The SBPP has agreed to take on Mr Laveil as a part-time tutor for the first half of 2016. Subject to performance, the ANU will offer him a scholarship to study economics at Crawford, with the understanding that he will return to a teaching position at SBPP (an MOU to this effect was agreed on between ANU, SBPP and Mr Laveil in late 2015).

3.3.4 Sharing of approaches to teaching

We took advantage of senior-level visits from UPNG to ANU to explore with them ANU approaches to lecturing and learning, including the use of course websites and participatory on-line / in-class learning techniques. Dr Anthony Swan provided an instruction session. In late 2015, ANU partnership staff met with staff in ANU's Centre for Higher Education, Learning and Teaching (CHELT) to discuss collaboration between ANU and UPNG on such courses.

3.4 Partnership management

The effective management of staff and key stakeholders is critical to the successful implementation of this project. The need for partnership coordination at both UPNG and ANU is recognised in the MOU that forms the basis of the partnership between these two institutions and in the grant agreement that provides the funding to meet this need.

3.4.1 ANU - UPNG Memorandum of Understanding

The formal basis of the partnership was consolidated with a new Memorandum of Understanding (MOU) signed by the Vice Chancellors of the two universities in March 2015. The MOU clearly states the objectives of the parties:

- To work together to expand co-operation and exchange of ideas in areas of mutual interest.
- To undertake programs and activities in cooperation with each other that will assist UPNG improve its teaching and learning capability and expand CSPP-ANU's teaching and learning base in PNG.

Specific areas for collaboration under the MOU include:

- **Faculty strengthening:** *The CSPP-ANU will endeavour to place faculty at UPNG as visiting lecturers (of varying levels of seniority) in the areas of Economics and Public Policy Management to engage in a range of academic activities, including teaching, research and outreach.*
- **Research:** *CSPP-ANU will continue to maintain its expertise in PNG economic and public policy issues to provide a platform for mutual collaboration. CSPP-ANU and UPNG academics will seek out opportunities for mutually beneficial research collaboration and publications, including supervision.*
- **Training:** *The staff members of CSPP-ANU will explore opportunities to provide research training to faculty of UPNG through workshops, collaborative research and other means.*
- **Outreach:** *CSPP-ANU and UPNG will aim to co-host the PNG Update, an annual Conference, in Port Moresby, at the UPNG campus. CSPP-ANU will also seek to provide opportunities to staff members of UPNG to participate in and present at the similar events at ANU. Both CSPP-ANU and UPNG may also collaborate on other conferences and outreach opportunities as they arise.*
- **Study:** *CSPP-ANU will seek to provide opportunities for promising students and junior staff members of UPNG to undertake further studies, subject to the normal entry procedures.*
- **Exchange:** *Both CSPP-ANU and UPNG will welcome visits from faculty and students of the other institution including for the purposes of education, research, and presentation of work at seminars.*
- **Teaching:** *Both the CSPP-ANU and UPNG will exchange information and proposals relating to effective teaching, and will explore possibilities for on-line learning.*

3.4.2 Grant Agreement

Through its Pacific Leadership and Governance Precinct (The Precinct), the Australian Aid program is supporting the institutional reform and strengthening of SBPP, and, as one part of that, is supporting the ANU-UPNG Partnership.

On 26 August 2015, a grant agreement was finalised between the ANU and Palladium International Pty Ltd (managing contractor for the ECDF). This agreement sets out the terms and conditions for the funding. The current grant agreement is contracted through Palladium, whose ECDF head contract concludes on 31 January 2017. It is expected that the Grant Agreement will be novated to DFAT or another managing contract from 1 February 2017. The agreement recognises four key components of the partnership between ANU and UPNG, which align closely with the elements detailed within the MOU (above):

- Faculty strengthening
- Collaborative research and outreach
- Student and faculty exchanges
- Management

The grant agreement also prescribes the requirements for activity (monitoring and evaluation) and financial reporting under the agreement. This report follows the format specified in the grant agreement.

3.4.3 Partnership management staffing arrangements

As noted earlier, Mr Michael Cornish, a Visiting Fellow with the Development Policy Centre at the ANU, was mobilised and employed via the ECDF (Palladium) and served as Partnership Coordinator and lecturer in 2015. He implemented a range of partnership initiatives, acted as liaison between various stakeholders, and assisted with contract negotiations.

Once the Grant Agreement was signed, the ANU undertook an extensive hiring process involving a mix of competitive and direct hiring. A large number of applications were received in response to the various positions advertised (for example, more than 120 for the four UPNG Visiting Faculty positions). Interviews were conducted in November-December 2015. In general, panels were comprised of the Director of the Development Policy Centre, other academics from the Centre and other parts of ANU, and the Dean of the SBPP.

The recruitment process is ongoing, but at the time of writing, most positions have been filled. Details are given in the relevant section: management (this sub-section), visiting faculty (see Section 3.1.1), and collaborative research and outreach (see Section 3.2.5).

The project has provision for three managerial and administrative positions.

The new Partnership Manager (ANU-based) – Dr **Michael Cookson** – started in early December. Mike has extensive experience with university collaborations in the region, having established and managed the Papuaweb.org project for research on Indonesian Papua (2001-2010), the Group of Eight academic capacity-building project at UPNG (2010-2012) and ANU's Pacific Institute (2011-2013). His research background includes forest management policy in Papua New Guinea and political and social change in Indonesian West Papua. (Note: This position was originally labelled the "Exchange Manager", but "Partnership Manager" better denotes the range of responsibilities attached to this position, and makes it more readily understandable.)

The Partnership Coordinator at UPNG in 2016 (replacing Michael Cornish) will be Mr **Rohan Fox**. Rohan played a central role in the partnership during his posting to SBPP in 2015 and he is well versed in the project and its objectives. Rohan will be at UPNG from the start of first semester 2016.

Project Administration at ANU is provided by Ms **Macarena Rojas**, a pre-existing staff member (50% of her salary is now funded by the project). The project proposal has scope for funding a Project Officer full-time. Rather than doing this, we propose to use the remaining 50% to fund the positions of the Web Officer (10%) and Communications Officer (40%) in order to more effectively support the project's research and outreach efforts.

4 Project narrative

Begun in 2012 as a small initiative, the partnership is now starting to deliver key results. This section sets out the evolving philosophy and approach taking by the project: its story line.

The project takes a long-term approach. Aid funding for this partnership may wax and wane (and we hope it waxes) but the project has been set up to be here for the long term, at least a decade. Of course, there is no guarantee it will last for a decade, but that is the intent: there is little point to setting up a shorter-term project.

The concept of partnership is critical. Both parties have skin in the game. Both have made a long-term commitment to the partnership. Both are prepared to discuss and resolve issues in a transparent manner.

The benefits of the project are both direct and indirect. Perhaps the most important, certainly the most tangible, benefits of the project are for the students who otherwise might receive no teaching, and certainly a lower quality of teaching. These are the future leaders of PNG after all. But there are also important indirect benefits – the systemic changes, the research and outreach. This dual approach serves as both a risk mitigation approach and as a way to maximize project value.

The project has and requires strong support from the highest levels. The expansion of the project was initiated by Australia's Minister for Foreign Affairs during a meeting in mid-2014 with the then ANU Vice Chancellor. It is strongly supported by ANU and UPNG at the highest levels. Given the difficulty of the project, this is critical for success.

The project has strong UPNG ownership. The project is as much a UPNG initiative as an ANU one. It was the UPNG VC's initiative to seek a new MOU with ANU, and it was his drive that brought that into fruition. The SBPP Dean plays a critical role in providing day-to-day support to the partnership and its various initiatives. Without this, the project would undoubtedly falter.

The project takes an adaptive, learning-by-doing, and adjusting-as-we go approach. This is the only approach that makes sense. We learn as we go, documenting what we learn along the way: for example, completing a "baseline report" in 2015 of the SBPP-Economics Division.

The project values continuity. To develop good relationships, and to learn to be effective, staff need to be in place for as long as possible. Long-standing relationships between ANU and UPNG faculty are key to the success of the partnership. If project staff do well, we want them to stay for as long as possible.

The project is based on realistic expectations, and seeks incremental gains. It would be foolhardy to wish away the systemic challenges which UPNG faces in a range of areas. No external intervention can turn UPNG around, or even a part of the university. However, an external intervention can make a difference, and be judged a success, provided realistic expectations are maintained.

5 Risks and challenges

This section takes a backward looking approach, outlining the key risks and challenges faced over the course of 2015. Risks for 2016 are assessed in the *Annual Plan 2016*.

Getting the scaled-up project off the ground. Perhaps the biggest challenge in 2015 was to get the scaled-up project off the ground. It is one thing to run a small partnership, another to scale it up. While it was very advantageous to have the Partnership Coordinator position in Moresby, there were many tasks that could not be delegated or physically separated from Canberra. Many of them fell to Devpolicy Director, Professor Stephen Howes, on top of his already-heavy work-load. This is not a complaint, but it was certainly a challenge as well as an opportunity. Now that the project is properly resourced, 2016 should be a more manageable year.

Recruiting staff. The large recruitment of staff toward the end of 2015 was the biggest risk. Though ANU have a couple of staff currently based in Port Moresby, it has, to our knowledge, been decades since a formal recruitment process was held to recruit a substantial staff into the ANU to be based on Port Moresby (or anywhere else for that matter). While we tried over the year to prepare the groundwork, there were numerous risks both around the quality of candidates, and also over the hiring process itself. In the end, these risks, while real, were evaded. The mitigating measures put in place – a combination of extensive drawing on personal networks, proactive follow-up, global advertising, and high-level support – sufficed to ensure that the recruitment round was a success. In fact, the quality of staff exceeded expectations. While the fact that we had only one-year funding to offer applicants did deter one outstanding candidate we were fortunate to be able to recruit a range of outstanding individuals. Gender balance is important, and we were able to hire two women, including one who will be based in Moresby. We also have a good mix of world-class external hires and individuals with linkages and history at Crawford (including one pre-existing ANU-based Crawford academic) who will be able to widen the links with other existing Crawford faculty.

Negotiating the agreement with Palladium and DFAT. This occupied most of the year. This greatly delayed recruitment, which was originally envisaged for 2015. However, since ANU would not allow recruitment prior to a contractual agreement this was simply not possible. Many issues had to be resolved (one way or another), including whether there would be a direct agreement with DFAT, or an

indirect one, and how long the funding could be. The good faith, patience and willingness to compromise among all parties allowed these challenges to be surmounted.

Limited resources and capacity of SBPP. This is also the biggest opportunity and *raison d'être* for the partnership. As noted earlier, we are seeing improvements. The committed leadership of the Vice Chancellor and the Dean is a huge asset on which we build. And we have already seen increases in the number of SBPP personnel, with Economics faculty increasing from just one in 2014 to a planned four in 2016 (excluding ANU personnel). Nevertheless, there is a long way to go.

6 Key findings and conclusion

A summary of achievements for 2015 can be found in the executive summary. Key findings for 2015 include the following:

Improvements are possible. Whether through the direct contribution of teaching, or the indirect contribution of helping improve teaching quality and research output, the project is demonstrating positive results.

Demonstration impacts are important. The restoration of the PNG Update after a gap of several years has led to a flowering of conferences put on by other UPNG Schools. This in turn is critical for the restoration of the university's research and outreach culture.

The project was able to demonstrate value for money. By drawing on a key volunteer resource (Rohan Fox) and the time of various ANU staff, the project was able to achieve a lot with limited resources. While the project will be better resourced in 2016, it will continue to leverage resources from the broader ANU partnership.

A long-term approach is key. The partnership is only able to work because it has been running since 2012 and because of the personal relationships that go back a decade or more. While of course there will be signs along the way, its overall success will only be possible to judge over a period of a decade or more. Continuity of personnel and the ability to make long-term commitments will be key.

The DFAT-Palladium-ANU partnership can be made to work. The tripartite relationship involved in negotiating the contract was cumbersome but ultimately effective. Palladium provides essential services to the project, and has been responsive throughout. DFAT has a high level of commitment to the project. Going forward, a balance needs to be found between Palladium safety requirements and ANU's operational requirements.

Learning-by-doing and an adaptive approach is essential. As noted, this is the approach taken so far, and it has worked well to date, indeed it is the only possible way to work in a complex and evolving environment. We continue to be at a very early stage, with much to learn and much to discover.

Committed partnerships work. When both parties are committed at both the highest and the working level, and when they have skin in the game rather than being entirely aid-funded, partnerships can be an effective mode of operation.

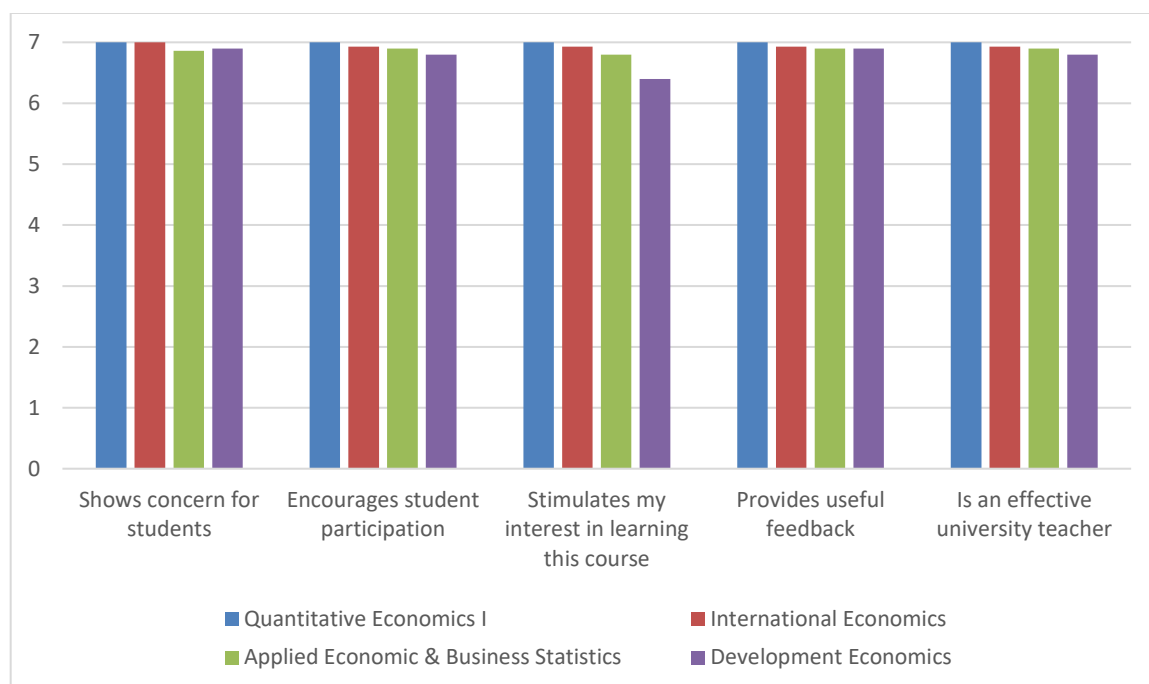
In conclusion, the project demonstrated “proof of concept” in 2015. Building on its success, the partnership faces promising times ahead. With funding and new appointees in place, 2016 will be an exciting year.

Annex 1: Student evaluations of courses by partnership staff in 2015

Student surveys were distributed and students were asked to rate the lecturers and the course according to a 7-point scale from 1 (very poor) to 7 (excellent). The results were tallied and are expressed in percentage terms below.



Participant feedback on courses convened by partnership academics



Participant feedback on the partnership course convenors

Sample of student feedback for all four courses

QUANTITATIVE ECONOMICS I

- *“the teaching was easy to understand, given it was the hardest subject.”*

INTERNATIONAL ECONOMICS

- Many students really enjoyed learning about international trade and other countries.
- They appreciated that the staff member’s open door policy - *“his door is always open whenever he is in his office”* [i.e. always available to meet with students].

APPLIED ECONOMIC AND BUSINESS STATISTICS

- Many students reported that they really enjoyed learning using STATA and Excel, and enjoyed the real world business examples used in the course.

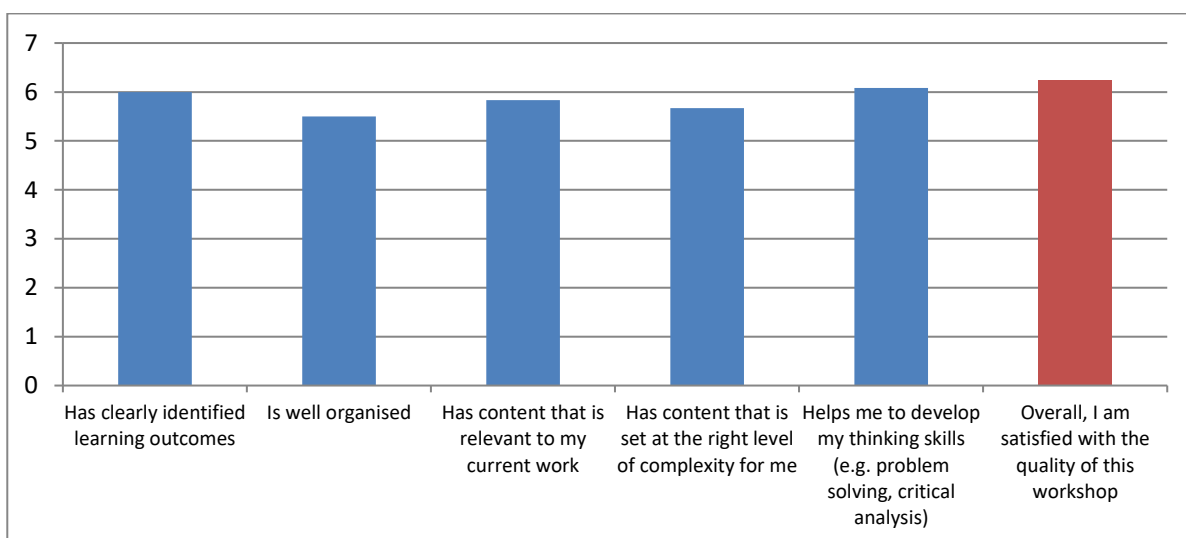
DEVELOPMENT ECONOMICS

- Many students reported that the requirement for weekly tutorial hand-ins forced them to learn and properly understand the topics covered in each week’s lecture.
- One noted that *“this course has helped me understand the true purpose of studying economics and the significance of economics in a developing economy such as PNG”* and another that *“I have been challenged and very much motivated to contribute significantly to development.”*

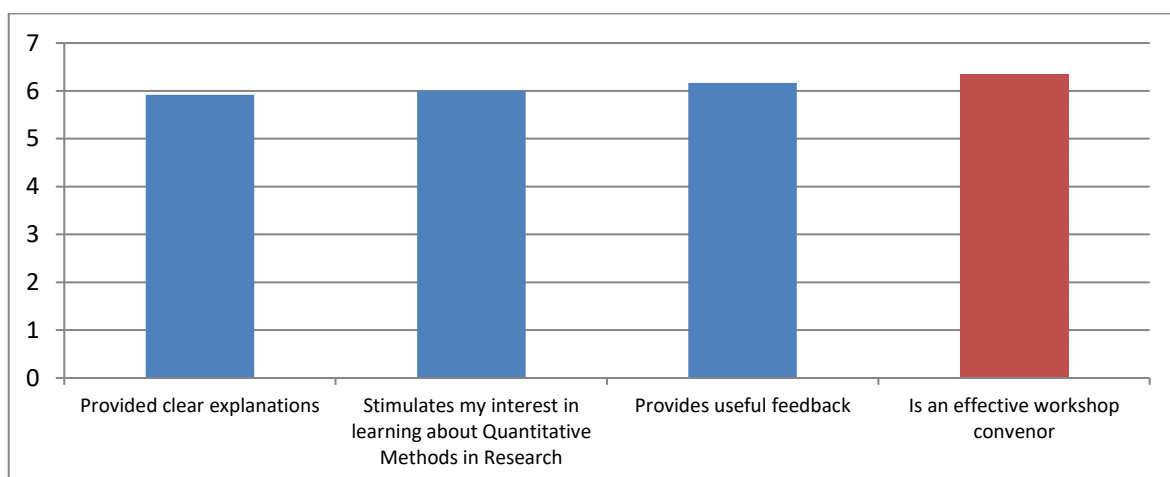
Annex 2: Student feedback: Quantitative Methods in Research Workshop

The evaluation of the workshop highlighted the following points:

- While all participants were either interested in (or actively used) quantitative methods in their work, their basic knowledge was greatly varied.
- Some participants struggled with theory and would have preferred to do more practical examples. It was acknowledged by many participants that the practical examples used were a highlight of the course.
- All participants expressed an interest in further workshops (and some in longer workshops).



Participant feedback on the workshop (scale of 1 to 7)



Participant feedback on the workshop convenor, Dr Anthony Swan (scale of 1 to 7)

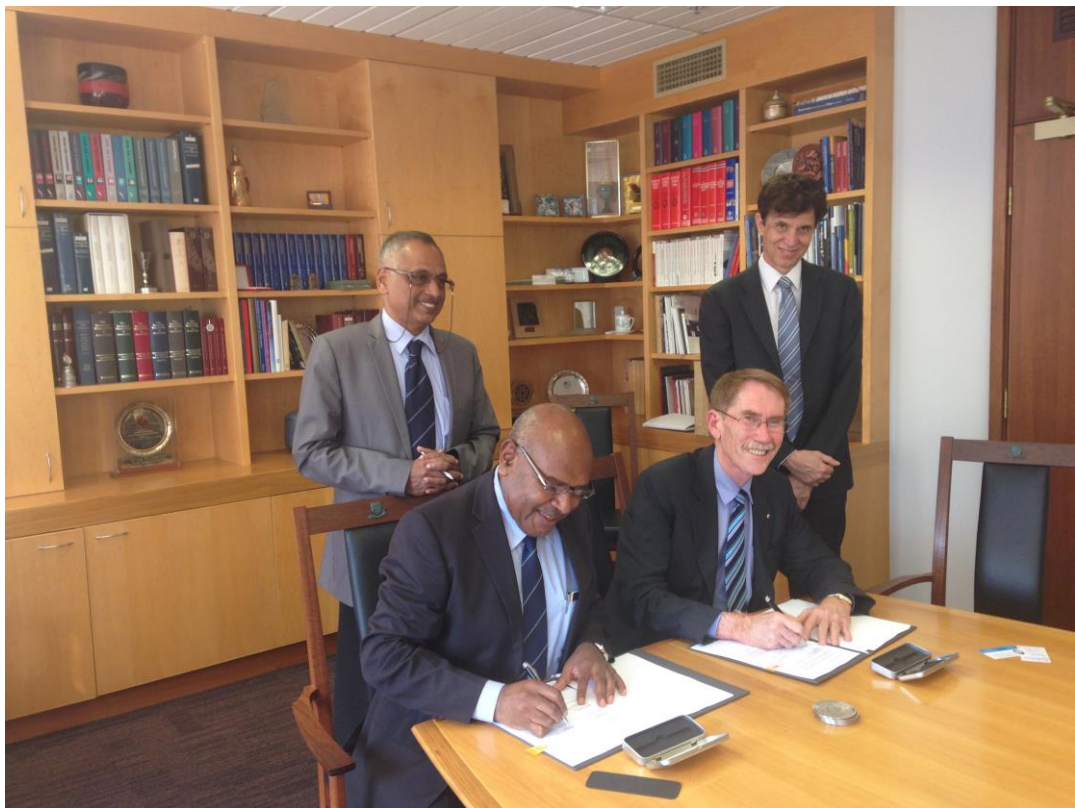
Annex 3: PNG posts to Devpolicy.org blog (1 Jan. 2015 to 18 Jan. 2016)

Title (with hyperlink)	Date of publication
Politicising drought relief in Papua New Guinea	18 January 2016
The ongoing impact of the El Nino drought and frosts in Papua New Guinea	15 January 2016
PNG in 2016: the year of finding solutions?	14 January 2016
Poor financial management in PNG: can it be turned around?	12 January 2016
Interested in feminism and development in Papua New Guinea? Be prepared for a bumpy ride, but read on	7 January 2016
From economic boom to crisis management in PNG	5 January 2016
What are exams good for? Primary and secondary school exam reform in PNG	15 December 2015
The eclipse of PNG's Eight Aims and the false dawn of informality	11 December 2015
The three political economies of electoral quality in Solomon Islands and Papua New Guinea	7 December 2015
Expenditure in PNG's 2016 budget - a detailed analysis	2 December 2015
PNG Budget 2016 - a detailed analysis	1 December 2015
The effects of exchange rate over-valuation in PNG: international evidence	20 November 2015
The persistently high cost of Pacific remittances	17 November 2015
Women, the workforce, resources and violence: getting PNG companies to respond	6 November 2015
PNG's exchange rate: evidence of over-valuation	3 November 2015
PNG growth - the measurement challenge	27 October 2015
Papua New Guinea's exchange rate trading bands: the first year impact	23 October 2015
An overview of women candidate performance in Papua New Guinea elections	21 October 2015
Gender-based violence: hurting the bottom line for business in PNG	19 October 2015
Towards a Melanesia way of beating the resource curse	16 October 2015
The Supreme Court's 'vote of no confidence' decision: game on in Waigani	12 October 2015
The six billion kina answer	8 October 2015
PNG Supplementary Budget - too much, too late?	2 October 2015
PNG September Monetary Policy Statement: a quick assessment	30 September 2015
Why are so few Pacific islanders working in PNG?	23 September 2015
In-line insights: five years in Vanimu	16 September 2015
The amazing ladies of Hela	16 September 2015
A tale of two forums	11 September 2015
Student boycotts at the University of Goroka: some patterns and distinct features	9 September 2015
Putting Lae's safe houses to work	7 September 2015
Assessing the shift to limited preferential voting in Papua New Guinea: money politics	1 September 2015
Food risks in PNG: lessons from 1997	26 August 2015
Papua New Guinea's aid program in the region	11 August 2015

Shifting in-line in Papua New Guinea	6 August 2015
PNG's frightening fiscal figures	5 August 2015
Rape allegations at Manus Island challenge Australia's commitment to the rule of law	31 July 2015
Remote data collection in Papua New Guinea: an aid to policy deliberations	7 July 2015
Economics at the University of Papua New Guinea, 2015	3 July 2015
Economics at the University of Papua New Guinea, 1969	2 July 2015
Is education a magic bullet for addressing corruption? Insights from Papua New Guinea	17 June 2015
Why have PNG tourist numbers stagnated?	11 June 2015
A public-private partnership tackling law and order in PNG	5 June 2015
Credit rating a dark cloud for PNG, policy corrections a possible silver lining	28 May 2015
A tough nut to crack: legislating for Papua New Guinea's informal economy	26 May 2015
PNG's foreign workforce is increasingly blue-collar	22 May 2015
Anthony Clunies-Ross: contributor to the common good	21 May 2015
PNG's March monetary statement: the good, the bad, and the unclear	12 May 2015
Aid to PNG: a long game	11 May 2015
To the courtroom and beyond: supporting PNG women to escape from violence	29 April 2015
Eliminating project fees in PNG schools: a step too far?	20 April 2015
Pacific spying: allegations and implications	15 April 2015
Confirmation of PNG's budgetary challenges: new strategy needed	13 April 2015
Defining corruption where the state is weak: the case of PNG	9 April 2015
How Australia and the WHO could do better on global health	2 April 2015
Peter O'Neill's statecraft: a skilful politician	20 March 2015
The changing composition of PNG's foreign workforce	16 March 2015
Is Papua New Guinea heading for a crisis?	24 February 2015
Enduring ties: half of PNG's visitors are still Australian	13 February 2015
Visitor arrivals and the economic boom in Papua New Guinea	6 February 2015
PNG in 2015: the year of the State of Emergency?	23 January 2015
PNG's booming arrivals	19 January 2015



*The Vice Chancellor of UPNG with the Dean of ANU's College of Asia and the Pacific, Professor Veronica Taylor
Port Moresby, June 2015.*



The ANU and UPNG Vice Chancellors sign the partnership MOU, 31 March 2015, observed by the Directors of SBPP and Crawford.