

ANU Crawford - UPNG SBPP Partnership

Annual Plan 2016



Note: This is the first annual plan required under the grant agreement signed between the ANU and Palladium International Pty Ltd in August 2015.

This report was submitted on 5 February 2016 (modified and resubmitted 22 February 2016 and again 26 April 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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Contents

Acronyms	4
1. Project description.....	5
2. Executive Summary	6
3. Partnership plans.....	8
3.1 Faculty strengthening	8
3.1.1 Visiting Faculty.....	8
3.1.2 Lecturing	8
3.1.3 Initiatives to improve teaching.....	8
3.1.4 Engaging students and building links with employers	10
3.2 Collaborative research and outreach	10
3.2.1 Research workshops and training	11
3.2.2 Conferences and seminars	12
3.2.3 The PNG Economics and Public Policy Project (PNG Project)	13
3.2.4 Outreach	14
3.3 Student and faculty exchanges	14
3.3.1 Staff exchanges - UPNG	15
3.3.2 Staff exchanges – ANU.....	15
3.3.3 Student exchanges.....	15
3.3.4 Sharing of approaches to teaching.....	16
3.4 Partnership management	16
3.4.1 Partnership management arrangements	16
3.4.2 Management objectives	17
3.4.3 Grant Agreement.....	17
3.4.4 Budget.....	17
4. Monitoring and evaluation indicators	17
5. Risks and challenges	19
6. Conclusion	20

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 University of Papua New Guinea's School of Business and Public Policy partnership with 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 (contractor for the Education Capacity Development Facility) signed in August 2015. This agreement provides the funding to enhance cooperation between the 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 is intended to build research capacity among academics at SBPP and to strengthen research capacity on PNG at the ANU, through a 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

As the ANU-UPNG partnership moves into its first full calendar year of scaled-up funding, this plan seeks to build on the successes achieved and foundations laid between 2012 and 2015 and provide guidance to what the partnership hopes to achieve in 2016. The plan is intended to be flexible and responsive to changes on the ground and new information, and so should be read as indicative only. This is not only because the project is an adaptive one. It is also for the very practical reason that most of the staff who will drive the project have only just come on board, or will join in February 2016. It does not make sense to develop a highly prescriptive plan prior to these staff coming on board. More consultation with UPNG is also required. This consultation has been limited to date on account of the end-of-year vacation and Christmas break. For next year, we propose to submit both the Plan for the coming year and the Report for the year past at the end of February rather than the end of January to allow more time for consultation. Note that SBPP is also preparing its own strategic plan for 2016, which is expected to be completed after a staff retreat in March this year, and which will likely influence the course of this project over 2016.

Major goals for 2016 include the following:

Faculty strengthening

- Mobilise four ANU academics – two in economics and two in public policy – to UPNG.
- Each ANU academic staff member to deliver one to two undergraduate courses per semester to UPNG students.
- Progress initiatives to improve the quality of teaching in SBPP.
- Further develop student engagement and employer-linkage initiatives.

Collaborative research and outreach

- Scale-up research and outreach with UPNG counterparts through a series of workshops, seminars and collaborative research projects.
- Co-host a successful 2016 PNG Update with SBPP UPNG that provides relevant and informative presentations on current economic and policy-related issues affecting the country.
- Develop the ANU PNG Economics and Public Policy Project, and related web and blog outreach.

Faculty exchange

- Create new opportunities for exchange of faculty in 2016, with a focus on providing more opportunities for UPNG staff to visit the ANU and for ANU-based staff to lecture at UPNG.
- Finalise and make public the selection process for UPNG students to obtain ANU scholarships
- Host the annual ANU economics exam at UPNG to identify candidates for long-term and short-term ANU scholarships in 2016.
- Develop a program for UPNG students to attend a summer school (or equivalent) at ANU.

Partnership management

- Establish new staff in their respective roles and finalise operational conditions for PNG-based staff.
- Novate the contract with Palladium (ECDF) to the new PNG Governance Facility (PNG-GF). Undertake planning and logistics, monitoring and evaluation, compliance and other issues related to project implementation and reporting.
- Liaise with all key stakeholders.

The report following details these plans. It also sets out the performance indicators we will use to judge success, and highlights the main risks and challenges to effective project implementation.

The Partnership Annual Report 2015 is a useful companion document to this Annual Plan.

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 2016.

3.1 Faculty strengthening

Faculty strengthening in 2016 will involve the further deployment of ANU staff to SBPP UPNG to assist with an immediate shortage of qualified staff in the school. Four ANU academics will be mobilised to begin teaching in the first or second semester of 2016 in both economics and public policy; each academic will teach at least one course per semester to UPNG students

3.1.1 Visiting Faculty

Four ANU Faculty will be based at UPNG during the 2016 academic year.

- 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**, who has been appointed Project Coordinator based in Port Moresby, and will also continue to work as a lecturer in the Division of Economics at UPNG. Finally, Dr Martin Davies, an Australian economist based in the US, may be available for a summer research-based stint at UPNG, and this is also an option that we will pursue.

3.1.2 Lecturing

Each lecturer will teach between one and two courses per semester. Courses are in the process of being finalised for lecturers already appointed to ANU and ready to deploy in first semester 2016.

3.1.3 Initiatives to improve teaching

We have already enjoyed a couple of years of strong collaboration with the Division of Economics. As a result, there are a number of initiatives already under discussion and/or launched which we will be able to progress in 2016. These are detailed below. They include: assisting with curriculum review; strengthening academic induction; developing and utilizing course websites (online Learning Management Systems); improving IT infrastructure; improving the availability of textbooks; increasing reliance on computer-based teaching; and assisting early career researchers. In the case of the

Division of Public Policy, we will commence our collaboration in 2016, and it is much harder to be definitive about what the nature of the initiatives will be. Hence the focus in what follows is on Economics, as well as on a number of School-wide initiatives. In some cases, the same initiatives launched in Economics might be useful in Public Policy; in other cases, quite different initiatives might be required.

Curriculum development

Following the curriculum review of economics last year, various changes were made to existing courses, and two new courses – History of Global Economic Thought and Monetary Economics – were added to the undergraduate economics curriculum. Subject to capacity, these courses will be offered from 2017. There may be a need to assist with the preparation of materials and detailed curricula notes for these two courses during semester one 2016. Consideration will be given to restructuring *Quantitative Economics II* to make the course more applied, with PNG-relevant case studies.

Public Policy has already been through a curriculum review, but as we mobilise in this area we will see what help we can provide.

The UPNG Senate has decided that from next year all students will be required to take 5 courses per semester. Partnership staff will assist with the restructuring of undergraduate degrees in Economics and Business Management (Public Policy) to ensure these programs meet this requirement in 2017.

Beyond economics and public policy, ANU will work with Dean, SBPP on curriculum review.

Academic induction program

Currently there is no developed induction process for either lecturers or tutors at the SBPP. This contributes to a lack of clarity around standards and expectations of academic staff, and leaves many staff unsure of how or where to seek information and professional support. When surveyed, the poor quality of tutors was a key concern of students. Mr Rohan Fox has prepared an induction program for tutors, which will be considered for use.

IT Infrastructure

IT infrastructure at SBPP can be expanded and improved to help staff to function effectively in the digital age. During first semester of 2016, the partnership will consult with staff in SBPP about options the school has to improve IT facilities required for teaching and research. Once priorities are determined, funding will be sought, either from within the project budget or from other sources.

Textbooks and student library

In 2016, Partnership staff will continue to assist with the purchase of textbooks for individual and class use by students and staff in SBPP. Staff will follow-up on outstanding orders from 2015 and make new orders to meet the requirements of new course offerings in 2017. Book orders will continue to be made through the UPNG Bookshop to support this important UPNG-based institution.

In 2015, a student library was established in Michael Cornish and Rohan Fox's shared office. In 2016, partnership staff will seek to further expand and promote this resource and find a secure way to make the collection more accessible to students. Partnership staff will also work throughout the year as they did in 2015 to expand SBPP's digital library resources and ensure these resources are made more accessible to students and staff alike through greater use of ICT on Campus.

Computer-based learning

Building on the success of 2015, partnership staff will continue to make intensive use of SBPP's computer lab for teaching and tutorial purposes. They will also encourage UPNG colleagues to use these labs to enhance teaching and learning outcomes. Partnership staff will provide group and individual instruction for SBPP staff and students in how to use Excel and STATA software in 2016.

Early Career Lecturer and Researcher Committee

The ECLRC was set up in the SBPP in late 2015; it has met several times and has finalised an initial set of recommendations to the SBPP management for improving teaching and research within the School. The UPNG Partnership Coordinator will facilitate meetings of the group in first semester 2016 to enable staff to discuss issues of importance to them as early career researchers.

3.1.4 Engaging students and building links with employers

Partnership staff at UPNG will continue to work closely with the **UPNG Economics Students Society** in 2016. Throughout 2016, they will also seek to expand connections with industry leaders in PNG (such as ANZ and Oil Search) to secure ongoing annual work placements and internships for UPNG students. They will also continue to raise awareness in SBPP of various student scholarship opportunities and build their relationship with the Public Policy student's association and [The Voice](#) (youth leadership group) in 2016.

They will also continue their weekly '**Economics Inspired**' program in 2016 to help students understand their discipline (and themselves) in new ways; engaging with a broad range of videos, from award-winning documentaries like 'Man without Pigs' (PNG village-based economics) to TED Talks on global economics. (Partnership staff intend gradually withdrawing from this program to enable this initiative to be taken on by UPNG students.) Throughout 2016, partnership staff will continue their practice of providing final-year students with written references for employment on request.

3.2 Collaborative research and outreach

This component of the project is set to expand in 2016 through a number of conferences, workshops and seminar presentations, and the expansion of the PNG Economics and Public Policy Project (PNG Project) at the Crawford School of Public Policy.

3.2.1 Research workshops and training

Training provided by ANU staff is flexible and responsive to SBPP needs. The following workshops have been identified for this current year so far; note that this is an indicative list only, not all proposals below may be implemented, and others may be put forward instead. All workshops are intended to bolster the research of SBPP academics; where practicable, these workshops are open to participants from other UPNG faculties and PNG institutions:

Training Title	Date
PNG blog writing workshop (at ANU)	7 April 2016
The PNG Update Writers' Workshop	24 May 2016
Quantitative Methods in Research Workshop (weekly)	S1 and S2 2016
Online Research Methods and Data Collection Training	S1 2016 (TBC)
PNG blog writing workshop (at UPNG)	S2 2016 (TBC)
Research Methods Workshop	S2 2016 (TBC)
Policy Impact Evaluation Course	S2 2016 (TBC)
Behavioural economics and Experimental Methods Training	S2 2016 (TBC)

Dr Michael Cookson (Development Policy Centre) will convene a one-day **PNG Update Writers' Workshop** in mid-May 2016 to help staff and students to prepare better their abstracts, research and writing for papers at the Update. It will cover general and specific principles of research and provide individual advice on how to improve research presentations. This workshop is open to UPNG staff and students with abstracts approved for the 2016 PNG Update.

The program consists of a weekly two-hour applied tutorial session in which participants are encouraged to prepare individual or group proposals and/or report on their research interests.

Dr Manoj Pandey will conduct a **Quantitative Methods Workshop** weekly throughout 2016. This workshop follows the successful Quantitative Methods workshop conducted by Dr Anthony Swan with the assistance of Mr Rohan Fox in 2015. The program consists of a weekly two-hour applied tutorial session in which participants are encouraged to prepare individual or group proposals and/or report on their research interests.

Mr Rohan Fox may conduct an **Online Research Methods and Data Collection Training** sessions for UPNG staff in first semester 2016. This will feature easy ways to search for and access free academic research and online databases, a [customised Google search](#), and other tips for online research. This training is open to UPNG staff and students.

Dr Anthony Swan may convene a course for **Policy Impact Evaluation** (using data to answer policy questions and evaluate policy) in second semester of 2016. The aim of this course is to introduce and discuss a range of analytical techniques that can be used to measure the statistical impact of

policies. The course will outline the main problem of causality in policy analysis – how to deal with selection. It will then address some of the main techniques used to control unobserved heterogeneity, with a focus on their uses and limitations. The course will be highly applied and use examples from a range of policy domains to show ways to can measure impact. The focus of the course will be on the assumptions, purpose and limitations of the techniques, rather than formulae and equations. This workshop is open to participants from across the SBPP, relevant PNG government agencies and staff of the National Research Institute (NRI).

In second semester 2016, Dr Anthony Swan may also engage SBPP academics to build interest in research using **behavioural economics and experimental methods**. This research will aim to help policy makers design interventions that promote socially desirable outcomes through better understanding of individual decision-making in specific PNG contexts. This research may include analysis of collective action problems whereby levels of cooperation depend on the formation of shared beliefs about appropriate behaviour in particular circumstances and the strength of informal contracts that incentive appropriate behaviour. The focus of behavioural experiments will be on UPNG students who may be offered book vouchers or some other small incentive in return for their participation.

3.2.2 Conferences and seminars

A major ANU-UPNG collaborative event will again be the PNG Update, held in Port Moresby from 16 to 17 June 2016. Planning is well underway for this year's Update on "Sustaining development in PNG beyond the resources boom". This will be the third year that the PNG Update will be held in Port Moresby as a collaborative event between the ANU and UPNG; systems, processes and practices established in previous years will be further refined. SBPP has produced a detailed document about the lessons learnt from the 2015 PNG Update; the insights from this document will be incorporated by UPNG and ANU into the planning of the event.

At this stage, a number of ANU research staff in the Crawford School plan to give seminars at UPNG in 2016 (in addition to their presentations at the 2016 PNG Update), including:

- Dr Grant Walton on challenges and opportunities in the PNG education sector – S1
- Dr Matthew Dornan on collaborative research on infrastructure in PNG (with NRI) – S2
- Dr Anthony Swan on his research into free education policy in PNG – S2
- Dr Terence Wood on his PNG election results database and related analysis – S2.

The partnership is still waiting to confirm the participation of SBPP academics in several conferences outside of PNG in 2016, including the ANU's annual State of the Pacific and Pacific Update. It is expected that academic staff from the Division of Economics and possibly the Division of Public Policy in SBPP will present collaborative research at these events.

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

In 2016, the ANU will move to further consolidate its PNG-related economics and public policy research under the PNG Economics and Public Policy Project (PNG Project). The PNG Project provides the framework for ANU to maintain and strengthen its PNG research in these priority areas, enabling it to be a more effective research partner. 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. In 2016, the PNG Project will seek to consolidate (and in some cases expand) its PNG-research in the following areas:

- **Macro and fiscal analysis.** Work under this component will include the joint ANU-UPNG research paper for the 2016 PNG Update, Mr Rohan Fox's continuing research on PNG's exchange rate, and other blog posts and related research outreach.
- **Infrastructure.** Under the ANU-NRI Research Partnership, as part of NRI's Economic Policy Research Programme's workplan for 2016, and in collaboration with NRI colleagues, Mr Rohan Fox (ANU/UPNG), Dr Mathew Dornan (ANU), Dr Carmen Voigt-Graf (ANU/NRI) and Mr Ron Sofo (NRI) will continue their research on road maintenance at the provincial level in PNG in 2016 (with research in five case study provinces in the first half of 2016). The same fieldwork will also explore a second research topic: the employment impacts of road works in rural areas.
- **Health and education.** Dr Grant Walton will progress the project with UPNG on education and health expenditure case-studies. Dr Anthony Swan and Dr Walton will continue their research on the determinants of educational outcomes for PNG.
- **Corruption and governance.** Dr Grant Walton will continue his research on corruption in PNG, including on anti-corruption messaging and the nature of corruption in the public sector in PNG. In 2016, Terence Wood will complete his compilation of an online database of election results for PNG.
- **Labour markets and migration.** Under the ANU-NRI Research Partnership, and as part of the NRI Economic Policy Research Programme's workplan for 2016, the research project on "The employment and training impacts of the LNG project in Papua New Guinea" will be continued in 2016. The research is conducted by Carmen Voigt-Graf, Development Policy Centre Fellow, who is based at the National Research Institute. Fieldwork largely consists of consultations with Government, training providers, and private businesses in Port Moresby and is expected to be completed in the middle of the year. It is planned that preliminary results will be presented at the PNG Update. The research will be published as an NRI Paper.
- **Gender-based violence.** In 2016, Dr Kamalini Lokuge of ANU's National Centre for Epidemiology and Public Health will continue with research that seeks to identify effective measures to respond to family and sexual violence in PNG. This research is supported by Devpolicy and conducted in collaboration with Femili PNG, a Lae-based NGO that runs a case management centre to support women and children.

Some of this research is funded directly by the Project, including the Canberra-based faculty employed by the project: Michelle Rooney (100%), Anthony Swan and Matthew Dornan (both 50%), as well as a Research Officer (100%). Other elements are supported by the Devpolicy Centre or UPNG or other institutions, such as NRI, using their own funding or other sources of funding, for example the NRI-ANU partnership.

While the headings give some indicative guidance for the year ahead, with new faculty coming on board, both in Canberra and Moresby, changes and expansion in the coverage of the PNG Project are to be expected. UPNG-ANU collaboration on the project is expected to continue and intensify particularly in areas related to macro/fiscal policy, public expenditure, and labour markets.

3.2.4 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 2016 to meet our 2015 average of 5 posts per month. We will also explore further digital outreach opportunities in the course of the year.

On 17 March 2016, the Development Policy Centre launched the memoirs of The Hon. Sir Julius Chan MP at the ANU. The Hon Sir Julius Chan MP, GCL GCMG KBE CBE, Governor, New Ireland Province spoke at the event, as did His Excellency Mr Charles Lepani, Papua New Guinea's High Commissioner to Australia and Mr Bill Farmer AO, Former Australian High Commissioner to Papua New Guinea.. The event had more than 150 attendees, including many members of the PNG community in Canberra and representatives of the Department of Foreign Affairs and other Australian government agencies.

On 19 May 2016, the Development Policy Centre will host public seminars by Sir Nagora Bogan, KBE, Chancellor of the University of Technology (Unitech) and Dr Albert Schram, Vice Chancellor of Unitech, who will speak on current fiscal issues in PNG and reform of the tertiary sector in the country, respectively.

We will seek similar opportunities for in Australia and the region for broader public outreach on contemporary issues in Papua New Guinea in 2016.

3.3 Student and faculty exchanges

In 2016, the partnership will again promote a variety of student and faculty exchanges, including visits by senior administrators, short and long-term reciprocal visits by academic staff, attendance by staff and students in workshops and conferences, and student scholarship and other exchanges. These exchanges will increase this year with the deployment of additional staff to UPNG, creating new opportunities for cooperation in teaching and research.

3.3.1 Staff exchanges - UPNG

At this stage, there are plans for UPNG staff to visit the ANU for the annual State of the Pacific Conference, and participate in ANU's Pacific Update in 2016. Other opportunities for UPNG staff visits to ANU will emerge from further discussion with SBPP staff following their return to UPNG in mid-February.

3.3.2 Staff exchanges – ANU

At this stage, ANU staff plan a series of visits to UPNG (see Section 3.2.2) with additional ANU staff attending the 2016 PNG Update. Other exchanges will emerge during the course of 2016, as partnership staff deploy to UPNG and build stronger linkages with counterparts in SBPP's Division of Public Policy.

3.3.3 Student exchanges

The 2016 ANU-UPNG Economics Exam

The ANU-UPNG Economics Exam has been run every year since 2013 with a major aim being to identify top students including those who could become academics. This year's exam will be prepared by Dr Anthony Swan and run during the mid-semester break in second semester.

Summer School student exchange program

The partnership has funding for short-term student exchanges for promising UPNG students to come to the ANU for training and research opportunities. A concept note has been prepared for discussion for a Summer School student exchange program to commence in January 2017. It is proposed that the Summer School be offered to a total of 10 students annually who have completed exemplary third-year studies in economics and public policy.

This initiative has several inter-related objectives. It 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.

Long-term ANU scholarships

The partnership has also instituted 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. (It is not possible to provide scholarships for top public policy students, as the ANU Masters in Public Policy has a work experience requirement.)

This year, the top candidate of the 2015 ANU-UPNG exam and scholarship selection process, Mr Maholopa Laveil, will commence his masters studies in second semester at the ANU. An MOU has been drawn up between Mr Laveil, the SBPP and the ANU as to the conditions that must be met for the scholarship to proceed. As part of the arrangement, Mr Laveil will work as a casual tutor in first semester with SBPP's Division of Economics. Partnership staff at ANU will arrange all aspects of his study at ANU in 2016-2018, and he will join a student cohort of other international scholarship recipients also pursuing the IDEC program.

In 2016, again in collaboration with counterparts at SBPP, we will identify a suitable scholarship recipient for 2017. A concept note for this scholarship program going forward has been drafted for discussion

This scholarship will be provided on an annual basis for three years (2016-2018) and is fully costed at \$170,000 . Funds for each scholarship recipient will be drawn down in full in advance of each awardee commencing their program of study to ensure that there is no issue of continuity of funding for these scholarship recipients.

Research internships at UPNG

Partnership staff will continue to seek out opportunities to provide research internships to promising UPNG students.

3.3.4 Sharing of approaches to teaching

ANU partnership staff are engaged in discussions regarding opportunities for collaboration between ANU's Centre for Higher Education, Learning and Teaching (CHELT) and UPNG's Centre for Human Resource Development (CHRD) in the delivery of teaching and learning programs for staff in SBPP. We expect these discussions will lead to a visit by CHELT staff to Port Moresby in first semester 2016 to run a teaching and learning program for UPNG academic staff and a reciprocal exchange of UPNG CHRD and SBPP staff to the ANU in second semester 2016. A similar program of exchange is being discussed regarding early career researchers at both institutions.

3.4 Partnership management

3.4.1 Partnership management arrangements

In 2016, the partnership will have management capabilities in place in both Canberra and Port Moresby, with logistical support being provided by Palladium International via its management of ECDF. In 2016, Mr Rohan Fox replaces Mr Michael Cornish as Partnership Coordinator at UPNG. Dr Michael Cookson will manage the project from ANU in Canberra, with the administrative support of Ms Macarena Rojas (0.5 FTE). A Web Officer (0.1 FTE) and Communications Officer (0.4 FTE) will ensure effective support for the partnership's research and outreach efforts. Dr Pandey will provide supervision of the project's academic staff in the first semester of 2016. Overall oversight will continue

to be provided by Professor Stephen Howes, Development Policy Centre Director, and Professor LN Pillai, SBPP Dean.

3.4.2 Management objectives

The project will provide two six-monthly progress and financial reports in the coming year. Adequate financial management arrangements will be maintained, and a fixed assets register created once required. Operational agreements need to be finalized between Palladium and ANU, and new staff, who will start arriving in February, will need to have their visa, logistical and security arrangements looked after in a timely manner. Beyond that, in a project with many stakeholders, liaison will be important, and the project will aim to keep the channels of communication open, and to promote transparent and early dialogue in relation to any emerging issues.

3.4.3 Grant Agreement

DFAT has expressed its intention that in the first quarter of 2016 the Grant Agreement between the ANU and Palladium (ECDF) will be novated across to the managing contractor of the new PNG Governance Facility (letter to ANU from the AHC on 30 November 2015). The uncertainty around this needs to be resolved as soon as possible.

3.4.4 Budget

The estimated budget now for our first full year is \$2.0 billion. This is below the earlier estimate of \$2.7 billion. This is because the project is still ramping up. From the second quarter onwards, the project is about 90% of budgeted expenditure. Salary expenses are also less than expected, which is a positive for value for money. While the current estimate for the current year is \$2.0 billion, it is possible that expenditure will exceed this as we ramp up.

4. Monitoring and evaluation indicators

The ANU-UPNG partnership fits into a broader program of Australian Aid program of support to UPNG, which in turn fits into a larger Governance Precinct project, for which an M&E framework is under development. The following indicators will be used to assess the success of the ANU-UPNG partnership in 2016. The baseline is 2014 (see the 2015 baseline report which has a focus on economics). In 2016, a similar report will be prepared for public policy.

Teaching improvement (Faculty strengthening)

- ANU lecturers in place and teaching at UPNG
- Positive evaluation by students of courses taught by ANU lecturers
- Increased number of UPNG staff using course websites for their courses
- Increased availability of textbooks to students
- Increased use by students of computers in the course of learning

- Feedback from students, including an annual survey, show that their learning experience at UPNG is improving
- ANU-UPNG annual exam in economics shows increased number of students doing well
- Greater opportunities for students to link with employers
- Greater opportunities for students to be exposed to economic thinking and to discuss economics
- Increased number of SPBB staffing positions filled
- Increased number of UPNG staff with postgraduate qualifications
- Increased number of UPNG staff who have participated in teaching courses
- Number of staff (not just ANU staff) undertaking course evaluations has increased
- Restructuring of economics courses to increase coherence across courses
- Greater emphasis in courses with PNG-related content, as appropriate
- Greater emphasis in courses on critical thinking and development of problem solving skills.

Research and outreach

- Number of Discussion Papers and blogs produced on PNG
- Number of seminars/workshops at UPNG
- Number of research skills workshops, including attendance and feedback
- Number of UPNG staff presenting at PNG Update
- Extent of participation by UPNG staff in partnership research activities and output
- Number of papers and attendance at PNG Update.

Staff and student exchange

- Number of ANU staff visits to UPNG
- Number of UPNG staff visits to ANU
- Progress in short- and long-course visits to ANU
- Holding of ANU-UPNG economics exam.

Program management

- 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)
- Project “novated” in a timely manner
- Required hiring for 2017 undertaken in 2016 in a timely manner.
- Timely and comprehensive M&E and reporting

In addition to these component-specific indicators, we also propose to conduct a survey towards the end of 2016 to get feedback from SBPP colleagues concerning the utility of the partnership and how it might be improved.

5. Risks and challenges

We are engaged with this project in a self-reflexive way; we are working to better understand the hazards of this project and to ensure that lessons learned can be progressively applied in our project implementation. We also recognise that risks may change over the course of the project – new risks may emerge and old risks may be diminished in their significance. Risk mitigation strategies need to be flexible and responsive. The list below identifies what we believe to be the key risks this year to the successful implementation of this project. These and other risks, and the strategies to mitigate them, are summarised in the project risk matrix.

SBPP capacity

The rationale for this partnership, but also its biggest challenge is the limited capacity of SBPP. We have already seen increases in the number of SBPP personnel, with Economics faculty increasing from just 1 in 2014 to a planned 4 in 2016 (excluding ANU personnel). However, capacity is not just about numbers. The reforms underway, including the greater number of ANU staff, are also expected to impact positively on the culture of SBPP.

Continuity of funding

So far, the project only has funding to February 2017. The project is expected to novate in early 2016. There is provision for this in the contract, and DFAT has provided a comfort letter to the ANU, making its intentions clear. Nevertheless, at this stage this remains a serious risk.

Delays in obtaining visa

This is the most immediate risk facing the project. Three of the four ANU staff heading to UPNG for a mid-February first-semester start need PNG visas, and one needs Australian visas. This is something quite out of our hands. Palladium is responsible for obtaining PNG visas and ANU/the individual staff member for getting an Australian visa where needed. (No employee is allowed to work for ANU without an Australian work visa.) We have complied with Palladium deadlines, and we are encouraged by and grateful for the speedy issuance of a PNG visa for our first applicant, Manoj Pandey.

Tight budgetary position

UPNG is dependent on the PNG Government for funding. The PNG Government faces a very tight fiscal position. There are risks that this will lead to bans on hiring, travel, etc. It will also make it less likely that maintenance and capital backlogs are addressed. This is outside the project's control, though should be borne in mind when funding decisions are made.

Scale-up of ANU staff

Last year we had two ANU-affiliated staff at UPNG. This year there will be more than double that number. While we are confident that we have hired well, more staff means not only the potential for more impact, but also more risks, whether on the security front or the work one, and whether relating to the staff themselves (are they enjoying the experience?) or their contribution to the project. Even if there are no problems with individual staff, the cumulative impact of a much larger number of staff also has risks, again which range from logistical (will there be offices for everyone?) through to impact (will they be able to maintain the same sense of collegiality enjoyed to date?). These risks are being managed via careful preparation and close management, and via continuation of the collaborative and open approach we have always adopted.

Expanding from economics to public policy

A key challenge for the partnership in 2016 is to now expand the collaboration from Economics into Public Policy, with the deployment of a public policy academic in first semester, and another in second semester, 2016. As we did with Economics, we will consult and work closely and carefully with Public Policy (and the closely allied Division of Strategic Management) colleagues to maximize the prospect of a collegial working relationship.

PNG economic and political situation

Not only is the fiscal situation tight, but with elections approaching in 2017, and the economy slowing, it is not always easy to publish good economic analysis and provide good economic advice. Again, our collaborative, open approach is the best way to mitigate this risk to the extent possible.

Reaching an agreed position on security

The project benefits from its relationship with Palladium and the latter's resourcing, expertise and commitment in relation to security and other logistics. Coming to a practical understanding which complies with Palladium standards but avoids excessive costs being placed short-term project visitors is a goal we are both working towards.

6. Conclusion

This annual plan builds off the success of the ANU-UPNG partnership's "proof of concept" in 2015. The risks above notwithstanding, with more than twice the number of staff deployed at UPNG in 2016, and additional research and support staff now engaged in the project at ANU, we expect a significant lift in capacity at SBPP and an expansion of academic networks leading to a multiplier effect in opportunities for new research, collaborations and innovations.