

# **ANU Crawford - UPNG SBPP Partnership**

## **Annual Plan 2017**



*Cover photograph: Photograph by Ms Tatia Currie during fieldwork in Kerema, Gulf Province, 2016.*

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## Acronyms

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

## 1. Project description

The 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 International signed in August 2015 and novated from Palladium to Abt Associates in September 2016. This agreement provides the funding to enhance cooperation between the two national universities over a three-year period under the auspices of the Pacific Leadership and Governance Precinct, an initiative of the governments of Papua New Guinea and Australia that aims to strengthen leadership, governance and public sector capacity in PNG.

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

- Faculty strengthening involves the deployment of ANU staff to assist with an immediate shortage of qualified staff in SBPP and to strengthen the school over time.
- Collaborative research is intended to build research capacity among academics at SBPP and to strengthen research capacity on PNG at the ANU, through the Crawford School PNG Project.
- Student and faculty exchanges include workshops, scholarships, training and other visits.
- Effective management of the partnership includes: planning, monitoring, evaluating and reporting; the provision of administrative support to all staff; assistance with project-related activities; liaising across all stakeholder groups; and communication and promotion of the partnership and its activities and outputs.

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

## 2. Executive Summary

2016 was the project's first full year of scaled-up funding. Despite significant achievements, our original goals could not be fully realized due to an extended student boycott at UPNG. In 2017, we aim to implement the project's original plans in full. Major goals for 2017 include the following:

### **Faculty strengthening**

- Maintain a full complement of staff at UPNG with four ANU academics – two in economics and two in public policy – as well as a Project Coordinator.
- ANU faculty members to finish off the delayed second semester 2016, and then deliver three to four courses in the 2017 academic year to UPNG students.
- Help launch the Masters of Economics and Public Policy.
- Progress initiatives to improve the quality of teaching in SBPP.
- Develop student engagement and employer-linkage initiatives.

### **Collaborative research and outreach**

- Build on the success of 2016 through further workshops, seminars and collaborative research.
- Build stronger links with government.
- Co-host a successful 2017 PNG Update (10-11 August) with SBPP UPNG.
- Encourage the writing of more blogs by UPNG staff.
- Strengthen outreach to promote the visibility of the excellent research being done under the PNG Project.

### **Faculty and student exchange**

- Complete preparations in 2017 to be able to hold the UPNG summer school at ANU in summer of 2018.
- Increase two-way faculty exchange.
- Select the next round of ANU Masters' candidates.
- Host the annual ANU economics exam at UPNG twice.

### **Partnership management**

- Undertake planning and logistics, ensure compliance and oversee other issues related to project implementation and reporting.
- Liaise with all key stakeholders.
- Get project M&E fully back on track after the disruptions of last year.
- Investigate cheaper and longer-term accommodation and remote teaching options

This report 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.

### 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 2017.

#### 3.1 Faculty strengthening

Faculty strengthening in early 2017 involves the immediate carry-over of teaching responsibilities related to the rescheduling of the previous academic year due to the student boycott from May to August 2016. It will also involve a significant additional teaching contribution by ANU staff into the new Masters in Economics and Public Policy degree, offered for the first time by the School in 2017.

##### 3.1.1 Lecturing

Five ANU staff will be lecturing at UPNG during the 2017 academic year.

- **Dr Manoj Pandey** (lecturer in economics)
- **Dr Marcel Schröder** (lecturer in economics)
- **Dr Lhawang Ugyel** (lecturer in public policy)
- **Dr Amanda Watson** (lecturer in public policy)
- **Ms Tatia Currie** (Project Coordinator and lecturer in public policy).

We are also exploring options for Dr Martin Davies, an Australian economist based in the US, to join UPNG's faculty for several months mid-2017 (as per the earlier 2016 Plan, which we were unable to follow through on due to the student boycott).

Our lecturers will first complete the delayed 2016 S2, and then teach three to four courses (undergraduate or graduate) per academic year.

##### 3.1.2 Initiatives to improve teaching

###### *Curriculum development*

The initial offering of the new Masters in Economics and Public Policy program will be the main focus for curriculum development, as to date course outlines have only been sketched out in summary form. Rationalization is needed between Public Policy and Strategic Management. Under the leadership of the Dean, we will participate in the SBPP curriculum review as required.

###### *Academic induction program*

In first semester 2017, ANU partnership staff at UPNG will assist with the roll-out of a new induction program for SBPP tutors that they have helped prepare.

### *Textbooks and student library*

Partnership staff will continue to assist with the purchase of textbooks and/or provision of other high-quality teaching materials for individual and class use by students.

### *Computer-based learning*

Partnership staff will continue to use and promote the use of computer labs.

### *Course websites*

With the UPNG course website initiative not coming to fruition, we will revive our earlier initiative to use and encourage the use of open-source course websites.

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

From the start of first semester 2017, Amanda Watson and Rohan Fox will coordinate the ‘**UPNG Inspired**’ program – first introduced as ‘Economics Inspired’ in 2015, but interrupted in May 2016 by the student boycott – which will help students understand their disciplines (and themselves) in new ways; engaging with a broad range of documentaries about PNG and global issues.

The partnership has allocated a budget of up to 5,000 Kina per semester (subject to the submission of a formal budget and the approval of the Dean SBPP) for each of the Economics Student Society (ESS) and the Public Policy Association (PPA), to assist them in initiatives that promote student-learning, interaction and outreach in both economics and public policy at UPNG.

Staff will continue to provide final-year students with written references for employment on request.

## **3.2 Collaborative research and outreach**

Research and outreach will continue in 2017, though the additional teaching load to make up for the disruptions of last year will unfortunately cramp research opportunities.

### **3.2.1 Research workshops and training**

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:

<b>Training Title</b>	<b>Date</b>
PNG blog writing workshop (at ANU)	March 2017
Tutor Induction Workshop	April 2017
The PNG Update Writers’ Workshop	June 2017

Quantitative Methods in Research Workshop (weekly)	S1 and S2 2017
Online Research Methods and Data Collection Training	April 2017 (TBC)
PNG blog writing workshop (at UPNG)	June 2017 (TBC)
Research Methods Workshop	S1 2017 (TBC)
Behavioural economics and Experimental Methods Training	S1 2017 (TBC)
PNG Update – Media Workshop	July 2017
Policy Impact Evaluation Course	S2 2017 (TBC)

Dr Michael Cookson (Development Policy Centre) will convene a one-day **PNG Update Writers’ Workshop** in June 2017 to help UPNG 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 2017 PNG Update.

Dr Manoj Pandey will conduct a **Quantitative Methods in Research training Workshop** weekly throughout 2017. The program consists of a weekly two-hour applied tutorial session in which participants are encouraged to relate methods and skills to their research interests.

Mr Rohan Fox may conduct an **Online Research Methods and Data Collection workshop** and a **Tutor Induction Workshop** for UPNG staff in April 2016.

Dr Lhawang Ugyel may convene a course for **Policy Impact Evaluation** (using data to answer policy questions and evaluate policy) in second semester of 2017. 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. This workshop is open to participants from across the SBPP, relevant PNG government agencies and staff of the National Research Institute (NRI).

Dr Anthony Swan may also engage SBPP academics to build interest in research using **behavioural economics and experimental methods**. Dr Swan proposed this workshop for late 2016, but it was unable to proceed due to scheduling issues. This training would enable staff and students at UPNG to participate in a survey and subsequent 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 incentivise appropriate behaviour).

The blog workshops will be linked into a new scheme which will provide modest financial incentives to PNG staff and students at UPNG and ANU to write blog posts.

### 3.2.2 Conferences and seminars

The PNG Update is the signature event of the ANU-UPNG partnership. This year it will be held from 10 to 11 August 2017 with the theme “PNG: after the elections”. This is the fourth year since its resumption that the PNG Update will be held in Port Moresby.

A number of ANU research staff in the Crawford School plan to give seminars at UPNG in 2017 including:

- Dr Grant Walton on the outcome of ANU-UPNG research in education – S1
- Dr Matthew Dornan on ANU-NRI research on road infrastructure in PNG – S2
- Dr Terence Wood on his PNG election results database and related analysis – March 2017
- Dr Michael Cookson on Decentralisation Policy in West Papua – S2 (in Decentralisation course)
- Ms Michelle Rooney on urban issues in Port Moresby - March 2017

We expect some SBPP academics to participate in conferences outside of PNG in 2017, including the Pacific Update at the University of the South Pacific and the ANU's annual State of the Pacific (SoTP).

### 3.2.3 The PNG Project

The PNG Project provides the framework for ANU to maintain and strengthen its PNG research. Funding for the Project comes from a variety of sources. This section includes those focus areas within the Project which will receive funding from the Partnership (an asterisk indicates staff costs paid for by the Partnership):

- **Macro and fiscal analysis.** Work under this component will involve Marcel Schroder\*, Rohan Fox\* and Stephen Howes and will include: the joint ANU-UPNG research paper for the 2017 PNG Update; the budgetary crisis; the exchange rate; and the impact of resource booms on exports. We will launch a budgetary database.
- **Infrastructure.** In 2017, Matthew Dornan\* and Carmen Voigt-Graf will conclude collaborative research with ANU colleagues and NRI counterparts on road maintenance at the provincial level in PNG.
- **Health and education.** Grant Walton and Tatia Curie\* will conclude the expenditure case-study project with UPNG colleagues on education and health. Anthony Swan\* will continue research on the determinants of educational outcomes for PNG. Amanda Watson\* will research the sustainability of mobile applications in health.
- **Governance.** Lhawang Ugyel\* will undertake research on institutions and governance in PNG and the Pacific.
- **Elections** In March 2017, we will launch an online version of a database of election results put together by Terence Wood and Ashlee Betteridge\* for PNG and work with the PNG Electoral Commission this year to incorporate the 2017 election results into the dataset.
- **Urban services.** Michelle Rooney\* will advance her research on services to urban settlements in PNG, with a particular focus on family and sexual violence.
- **Poverty.** Manoj Pandey\* will explore the possibility of launching a new workstream based on survey analysis in PNG.

### **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 2017 to meet our 2015-16 average of 5-6 posts per month, and will aim to get even more content from PNG authors than in 2016.

On 16 March 2017, we will launch a PNG Election website at UPNG. This website will feature a dynamic database of election results from 1966-2012. Dr Terence Wood, who has developed this database in collaboration with Ashlee Betteridge and Tatia Currie – and with the support of the PNG Electoral Commission – will give a presentation about the database and website at the launch.

We will seek similar opportunities in Australia and the region for broader public outreach on contemporary issues in Papua New Guinea in 2017.

## **3.3 Student and faculty exchanges**

In 2017, 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 new partnership staff to UPNG, creating new opportunities for cooperation in teaching and research.

### **3.3.1 Staff exchanges - UPNG**

Our staff exchange plans revolve around the regional Pacific Update (USP Fiji) in July 2017 and ANU's annual State of the Pacific (SoTP) conference in September 2017. We will try to increase the number of UPNG staff participating in both conferences.

### **3.3.2 Staff exchanges – ANU**

ANU staff members plan a series of visits to UPNG (see Section 3.2.2 for an indicative list) with a focus around the 2017 PNG Update.

### **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. In 2017, responding to the rescheduling of the 2016 academic year, two exams will be run – in February (to test the 2016 cohort) and June 2017 to assess the 2017 cohort and as part of the candidate selection process for the 2018 Summer School.

### *Summer School student exchange program*

The rescheduling of the 2016 academic year precluded the Summer School from being run in 2017; however, plans are now well underway for this student exchange program to be run in January 2018. The Summer School will 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. We believe these elements are fundamental if students at UPNG are ever to imagine possibilities for themselves as future university academics.

### *Long-term ANU scholarships*

The partnership has a long-term ANU scholarship program to support the most promising UPNG graduates in economics through post-graduate study of a Masters in International and Development Economics (IDEC) at ANU. This scholarship program is intended to provide a pathway for the top economics graduate from UPNG each year to complete postgraduate study at the ANU and then return to a faculty position at the School of Business and Public Policy. It is not currently possible to provide scholarships for top public policy students, as the ANU Masters in Public Policy currently has a work experience requirement (although this will change in 2018 with the creation of a new public policy masters degree at ANU).

The 2015 and 2016 recipients of this scholarship, Mr Maholopa Laveil and Mr Ani Rova, both commenced their studies at ANU in 2017. Results of the first ANU exam in economics (February 2017), a formal interview process and staff deliberations, will determine the 2017 scholarship recipient.

### *Tutors and research interns at UPNG*

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

## **3.4 Partnership management**

### **3.4.1 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 the fixed assets register maintained. Operational agreements with PGF are now in place and appear to be satisfactory to both ANU and PGF. Partnership management is eager to maintain effective liaison between the various stakeholders in the project; to keep channels of communication open and to promote transparent and early dialogue in relation to any emerging issues. Terms and conditions and expectation-statements will continue to be

refined on the basis of experience. A recruitment exercise will be undertaken as two of our Moresby staff are on one-year contracts.

### **3.4.2 Budget**

The estimated budget for our second full year is 1.8 million dollars. This is up from 1.6 million in 2016, but still well below the original budget estimate of 3 million, partly due to cost savings and partly because we are still catching up from the disruption of 2016 (for example, the first Summer School will now be in January 2018). Salary expenses are less than originally budgeted, which is a positive for value for money.

### **3.4.3 Alternative accommodation and remote teaching**

When we consider the long-term viability of the project, a major barrier is the cost of accommodation, which exceeds salary costs by a significant margin. The project will only be sustainable if we can either find alternative accommodation or start teaching remotely. Since we have always considered this project only to make sense if it is allowed to run for a decade or more, in 2017 we will explore alternative accommodation options, and, in particular, whether secure, adequate accommodation can be found or if necessary built on campus. We will also explore remote teaching options.

## **4. Monitoring and evaluation indicators**

The following indicators will be used to assess the success of the ANU-UPNG partnership in 2017. These are a modified version of the list used in 2016. The 2017 half-yearly reports will both report on progress against these indicators using a traffic-light system, as was done in 2016.

### **Faculty strengthening**

- ANU lecturers in place and teaching at UPNG
- Positive student evaluations of courses taught by ANU lecturers
- Masters in Economics and Public Policy underway
- Improved teaching: increased use of course websites; improved availability of textbooks and/or notes to students; increased use by students of computers in the course of learning; increased use of evaluations
- 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
- Increased number of SPBB staffing positions filled, with staff with postgraduate qualifications
- Greater emphasis in courses on critical thinking, development of problem solving skills, and PNG-related content, as appropriate.

## Research and outreach

- Number of Discussion Papers and blogs produced on PNG
- Extent of participation by UPNG staff in partnership research activities and output
- Number of papers and attendance at PNG Update
- Number of seminars/workshops at UPNG
- Number of research skills workshops, including attendance and feedback
- Number of UPNG staff presenting 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
- Progress to 2018 summer school.

## 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)
- All required hiring undertaken in a timely manner
- Timely and comprehensive M&E and reporting
- Positioning of project beyond 2018 bearing in mind the long-term aspirations of the project.

The survey of SBPP staff originally envisaged to start in 2016 will be carried out in 2017.

## 5. Risks and challenges

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

### *Economic and political uncertainty*

In 2016, political activism led to a student boycott at UPNG that resulted in the virtual shutdown of the university for four months. Already in 2017, we have seen staff demands over salaries result in a brief staff strike in early February. With the economy slowing and elections approaching, there is a risk of further unrest at UPNG. We do what we can as project partners to support UPNG with these challenges; our key strategy is to maintain a collaborative, open approach to events and to build flexibility and adaptability into our programmatic activity.

### *SBPP capacity*

We have seen increases in the number of SBPP personnel, with Economics faculty (including tutors) increasing from just 1 in 2014 to 5 by mid-2016, but the numbers fell back to 4 by end of 2016 after the resignation of Mr Win Nicholas). One member of the Division of Economics is now at ANU pursuing further study. SBPP plans to advertise shortly to fill these and other gaps, but the budget is tight (see below) and limited capacity remains a risk.

### *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 risk feeds back into those relating to instability and capacity above.

### *New initiatives*

2017 sees a number of new initiatives, such as the new Masters, and preparation for the summer school. New activities are inherently risky, and will increase teaching and other demands on staff. This will need to be closely managed.

## **6. Conclusion**

This annual plan builds off the success of the ANU-UPNG partnership's "proof of concept" in 2015 and our partnership successes – despite the challenges – in 2016. The risks above and trials of last year's extended hiatus in teaching notwithstanding, we begin 2017 with a full complement of staff in Moresby and Canberra, and the belief that the partnership can have a very positive impact on SBPP and beyond in 2017.