

UPNG-ANU Partnership: 2021 Annual Plan - 30 April 2021

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People

Jollanda - UPNG's first female economics lecturer



Power up
While on power outages, it is now a must for NCD residents to own a power bank. The last thing you'd want is to have an essential phone that you can't use because the battery is flat.

Last time
It's Ash Wednesday today, the start of the Lent period, according to the Christian calendar. Lent allows Christians to remember Jesus' fasting in the desert. It is a time of giving things up and a test for self-discipline.

Long queues
Many parents have recently been seen queuing under the hot Meranti sun outside banks to pay for their kids' school fees. We hope their kids are the sacrifices their parents are making for them. Study hard kids.

A dog's love
A female dog caring for her pups. Do kind to animals, they have feelings too.

Baby boom
People born after World War II are often referred to as the "baby boomers". Perhaps we should call the babies born as of last year onwards as the "Lock down babies".

Top Quote
"We don't have to be smarter than the rest. We have to be more disciplined than the rest."
- Warren Buffet

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ANU Master's Scholarship recipient Ms Jollanda Mathew appeared in *The National* after joining UPNG as the first female economics lecturer

Introduction

The ANU-UPNG partnership project has been extended to 2023 or 2025, albeit on a smaller scale. This plan seeks to build on the successes achieved and foundations laid between 2015 and 2020, subject to the constraints of COVID. The project philosophy is outlined in Annex 1.

The objective of the project remains the same. It is designed so that it will “address critical weaknesses within SBPP and will help realise a stronger SBPP, as well as a deeper and lasting relationship with ANU.” The project also has the same four work areas, now referred to as “streams”, to achieve these objectives. They are:

1. Strengthening SBPP teaching and the student experience.
2. Collaborative research and outreach.
3. Student and faculty exchanges in economics and public policy/public administration; and
4. Project management.

This plan is organised by the four streams, with additional sections addressing the risks, budget, gender, COVID implementation, and performance (M&E). Annexes provide detailed information on the project philosophies and risks and map activities against the detailed contractual requirements.

Stream 1: Strengthening SBPP teaching and the student experience.

Teaching

- The full program of teaching is continuing in 2021. We are for the first-time teaching (with a new curriculum) a new final year course, Public Economics. We have also had the opportunity to continue teaching a major undergraduate course, Foundation Economics, with 280 students taught by the one ANU lecturer still based in Port Moresby. All lecturers will update the existing curriculum based on experiences last year and feedback for students. The mentoring of relatively new UPNG staff will continue in 2021, as outlined below.
- Since March 2020, one ANU lecturer has remained based in Port Moresby. All others have returned to Canberra and engaged in online teaching. The lecturer based in Port Moresby has been engaged in a mix of face-to-face and online lecturing for his courses, but has also, together with support staff, continued to facilitate online lecturing by Canberra-based staff. This arrangement worked successfully throughout the remainder of 2020 and will be continued in 2021, and until the COVID-19 situation allows more lecturers to return to PNG.
- Our online lecturing is improving over time. ANU lecturers now share updated teaching materials (including lecture slides, tutorials and its solutions, assignments, and other resources) to UPNG lecturers via Dropbox/Google drive/emails and USB storage. All lecturers share those materials to course students via UPNG e-learning platform (Moodle), Google and USB drives. All online lectures are

delivered via Zoom and recorded lectures are shared via Moodle, Google, and USB drives. Internet facilities are provided by UPNG/SBPP with additional data funded by the project. Since COVID-19, the project has increased use of course websites and adoption of computers and internet resources in teaching, ensured availability of textbooks and/or notes to students.

- In 2021, we are giving special attention to the Masters of Economic and Public Policy (MEPP) to boost completion rates, and to combat the many challenges that have arisen with COVID-19. Starting in 2021, an annual report on the MEPP will be produced to ensure learning and accountability. One ANU staff member has been assigned to assist UPNG to oversee the research component of the MEPP, and to promote student completion.

A. Undergraduate teaching

	Course name	Lecturer/s name	Year Level	# of students		
				female	male	total
Semester I (Feb-June)						
1	Foundation Economics	Mr Sum	1	116	164	280
2	Cost-Benefit Analysis	Mr Sum	4	5	22	27
3	Public Economics	Dr Pandey	4	5	21	26
4	Principles of Microeconomics	Ms Mathew (mentored by Mr Sum)	2	49	60	109
5	Advanced Microeconomics	Mr Laveil	3	9	24	33
6	Econometrics I	Mr Samof (mentored by Dr Pandey)	4	5	25	30
7	Quantitative Economics I	Mr Laveil	3	17	32	49
8	International Economics	Mr Samof	3	9	25	33
Semester II (July-Dec)						
9	Monetary Economics	Mr Sum	4	n.a	n.a	n.a
10	Principles of Macroeconomics	Ms Mathew (mentored by Mr Sum)	2	n.a	n.a	n.a
11	Advanced Macroeconomics	Mr Laveil (mentored by Dr Pandey)	3	n.a	n.a	n.a
12	Quantitative Economics II	Mr Laveil	3	n.a	n.a	n.a
13	Applied Economics and Business Statistics	Mr Samof	3	n.a	n.a	n.a
14	Economic Policy	Mr Samof	4	n.a	n.a	n.a

n.a: not available but will be updated in second half of the year. The course allocation might change in Semester-II.

B. Postgraduate teaching

	Course name	Lecturer/s name	Year Level	# of students		
				female	male	total
Trimester I (Feb-May)						
1	Quantitative Research Methods	Dr Pandey	1	11	22	33
2	Governance and Institutions	Dr Rooney	1	11	22	33
Trimester II (May-Aug)						
3	Issues in Public Sector Management	Dr Bizhan	1	n.a	n.a	n.a
4	Qualitative Research Methods	Dr Rooney	1	n.a	n.a	n.a
5	Macroeconomic Analysis and Policy	Dr Davies	1	n.a	n.a	n.a
6	Applied Cost-benefit Analysis	Dr Pandey	1	n.a	n.a	n.a
Trimester III (Aug-Dec)						
7	Development Thinking and Policy	Dr Bizhan	1	n.a	n.a	n.a
8	MEPP research papers	Dr Bizhan and Dr Sause [#]	2	n.a	n.a	n.a

[#]Course coordinators. Candidates enrolling in MEPP research papers are supervised by various ANU academics. n.a: not available but will be updated in second half of the year. The course allocation might change in Term-II and Term-III.

Initiatives to improve teaching

- **Tutor induction** Building on the success and positive feedback from prior years, a tutor induction program is planned though has been postponed due to COVID-19. It will be held in second semester subject to feasibility.
- **Lecturer and tutor mentoring** ANU staff are providing teaching and mentoring support to returning ANU-UPNG Masters scholars (Maholopa Laveil, Kelly Samof and Jollanda Mathew) and two UPNG economics tutors. This will continue both through the remaining staff member in POM (Mr Sum) and through Australia-based staff (Dr Pandey).
- **Staff training** A series of seminars and workshops will be offered to staff: see the research section (Stream 2).

Improving the student experience

- **Student associations** In 2021, the partnership has allocated a budget of up to 5,000 Kina per semester for student-led learning and outreach initiatives in economics and public policy. Funding to the Economics Student Society (ESS) and the Public Policy and Management Student Association (PPMSA) will require the submission of a formal budget and activity plan to partnership staff and with the approval of the Dean SBPP. The first event of ESS has been approved but cannot be held until the COVID-19 situation improves. Activity under this category is uncertain given COVID-19, and in the meantime, we are switching to online interaction.
- As part of the partnership's effort to maintain contact with UPNG alumni, Mr Fox is continuing to

promote and expand the partnership's economics alumni Facebook page for recent graduates and Dr Pandey has started a WhatsApp group for discussions and contacts.

- The ANU-UPNG partnership has initiated the Sir Mekere Morauta award for the best female and male graduate in economics.
- Film discussion nights (*UPNG Inspired*) was one of the key activities of Phase I. The selected films each week showcase diversity in PNG through films on various issues in PNG and discussion by invited subject area experts. These film nights are planned for Phase II as well. Due to COVID-19 disruption, *UPNG Inspired* was cancelled in 2020 under the instruction of the university. UPNG has expressed interest to resume *UPNG Inspired* in 2021, but any decision is pending getting COVID under further control.

Stream 2: Collaborative research and outreach

The PNG Update

- The PNG Update is the signature event of the ANU-UPNG partnership and is firmly established as the premier forum for the discussion of research and analysis related to contemporary economic and social issues in PNG. The 2020 PNG Update could not be organised due to the pandemic. Whether the PNG Update can be held in 2021 remains to be seen. If it does, it will likely be as a domestic event only without in-person participation of international guests.

The PNG Project

- The PNG Project provides the framework within which collaborative research under the partnership is pursued under the headings of economics, governance and elections, service delivery, and gender.
- The focus for 2021 is on completion of our two joint ANU-UPNG books. We aim to have a textbook at an advanced stage close to publication, and a second draft of the economic history complete.

PNG Databases

We plan to launch two new databases.

- **PNG Budget Database:** The [PNG Budget Database](#) is expected to be updated in May 2021 and November 2021.
- **PNG elections database:** No updates planned.
- **PNG MP database:** New
- **PNG economic database:** New

Workshops and research support

- In 2021, we expect to be able to undertake the workshops below. All of the workshops can be

facilitated online with minimum support from staff at the UPNG. However, all of these workshops require physical presence of participants at the UPNG. Therefore, dates and completion of these planned workshops is subject to COVID-19 restrictions, including SBPP/UPNG’s policy.

Training title	Expected months*
UPNG Tutor Induction—Mr Sum and Mr Fox	Start of second semester
Stata training workshop (jointly with IFPRI and ABS)—Dr Pandey	August to November
Workshop on social issues— Dr Rooney	August to September
Workshop on research methods and free data sources (jointly with ABS)—Dr Pandey	July to November

*Exact dates are subject to COVID-19 restrictions

- We will continue support to a Port Moresby-based librarian located in the SBPP to improve the research environment for staff and students.
- We will continue to supervise MEPP research students and PHD research students.
- We will continue to collaborate, and support returned scholars in research. In particular Dr Terence Wood is working with Maho Laveil; Dr Martin Davies with Kelly Samof; and Dr Manoj Pandey will help Jollanda Mathew with her research.

Seminar series

- In 2021, we plan to initiate an ANU-UPNG seminar (webinar) series. Both ANU and UPNG will co-host this regular series where researchers from both institutions will present their research outputs.

Outreach

- **The Devpolicy Blog** Devpolicy.org is the online public outreach portal for the Development Policy Centre at the ANU. This website is increasingly used by UPNG and other PNG researchers. Since the emergence of COVID-19, the blog has published extensively on the pandemic and its impact in PNG and the Pacific. Many posts are republished in the PNG media, expanding the readership further to inform policy debates and discussion. This will continue in 2021. Our Facebook page will continue to make full-text versions of Devpolicy Blog posts available, to increase access to this work among PNGians who are able to access Facebook, but not webpages such as blogs, without additional data costs through their mobile providers.
- The **Blog Incentive Scheme**, launched in 2018, continues. This scheme encourages blog submissions from UPNG staff and students, and occasionally other PNG writers. The scheme offers 200 Kina for blogs written by UPNG staff and students (and sometimes other PNGian academics) that are published on the Devpolicy Blog.
- **The Devpolicy PNG Newsletter** continues to provide regular PNG partnership related news every four weeks. Mr Rohan Fox will continue to coordinate this newsletter, which covers partnership related research and blogs, and provides general partnership related updates.

Stream 3: Student and faculty exchanges in economics and public policy

Masters' students

- The partnership has a long-term ANU scholarship program to support the most promising UPNG graduates in economics through postgraduate study of a Masters in International and Development Economics (MIDEC) at ANU. The scholarship is intended to provide a pathway for the top economics graduate from UPNG each year to complete post graduate study at ANU and then return to a faculty position at SBPP. The fifth ANU scholarship recipient, Mr Bobby Kunda, is on track to complete his final semester at ANU in December 2021. A recent UPNG graduate is currently working as a tutor at UPNG and should be available to commence online or in-person study in 2022.
- To support the development of public policy faculty, the partnership supports two public policy tutors to study the MEPP at UPNG per year. The 2020 recipients completed their first year successfully. They are expected to graduate in April 2022 and then teach public policy at UPNG. This year, up to two more recipients will be identified to commence study in 2022 and graduate in 2024.

Summer School

- The annual Summer School supports the learning and development of the top undergraduate performers in economics and public policy at UPNG and prepares them to achieve their highest potential in their final year of study. No summer school could be held in 2021. It looks unlikely that the 2022 summer school could be held, but we will keep the situation under review.

Stream 4: Project management

Partnership management

- Partnership management will focus on a smooth transition from Phase I to Phase II. This will also involve end of project activities required for Phase I, such as an audit and final reporting and financial arrangements.
- Partnership management will continue to monitor the COVID-19 situation in PNG, and international travel and mobility restrictions, to assess when additional staff or visitors may be able to return to Port Moresby.
- Partnership management will continue to support the remaining staff member in Port Moresby, undertaking measures to reduce COVID-19 risk.

Risks

- The proposed approach faces several risks, with details, including of mitigation strategies, in the risk matrix (Annex 2). As well as the risks we have dealt with since the project began in 2015, new risks associated with COVID-19 have emerged from 2020 onward. These are dealt with under the COVID implementation plan: see below.

COVID implementation plan

PNG has been facing another surge in COVID-19 cases since March 2021. This is a substantial risk to the project. Fortunately, with the preparatory work both ANU and UPNG have put in over the past year, we are better placed to face this risk than we were last year. If the outbreak in PNG becomes so bad that UPNG closes again and teaching has to be abandoned, plans for the year will be substantially disrupted. This remains a risk outside our control, and one which we will continue to monitor. After nearly a year of use, our systems for online teaching have been proven to be robust despite tech limitations in the PNG context. However, they do depend on support on the ground from tutors and lecturers on campus. If campus closes, there will still be a risk to online delivery, especially considering students' limited individual access to technology and internet if they are not able to use campus facilities.

We are implementing the following measures to reduce COVID-19 risks, and the risks to the project from COVID-19.

- Organising vaccination for Port Moresby based ANU staff as soon as possible.
- POM-based staff to isolate and teach remotely as much as possible.
- No travel of other staff to POM at the current time.
- Effective liaison with SBPP and Abt.
- Follow all UPNG and SBPP teaching instructions and protocols.
- Continue strengthening online teaching and research activities/presentations via Zoom.
- Continue preparing course materials suitable for online teaching and in flexible mode wherever possible.
- Subject to SBPP/UPNG rules restrictions, make a provision for more weightage to in-class (in-semester) assessments with flexible deadlines. Currently, in-class assessment cannot exceed 60% of the total marks.
- Continue receiving constant feedback from students about challenges they face and work with SBPP management to resolve issues involved.
- Focus on troubleshooting by providing additional infrastructure support, and recruitment of additional staff to support.
- In-person events at UPNG involving partnership funding will need a COVID plan.

Gender and inclusion

Promoting gender equity and inclusion is important for the partnership. The following measures are being taken:

1. Balanced gender participation in the summer school.
2. Balanced gender participation in top-student awards.
3. Affirmative action in selection of women for scholarships.
4. Focus on gender and inclusion in our research program.
5. Promotion of gender equity within the UPNG context.

Budget

Costs are low this year due to the limitations from COVID-19, and a temporary reduction in some project activities due to the move from the first to second phase.

ANU-UPNG 2021 indicative budget

	2021
Strengthening SBPP teaching and the student experience	\$870,654
Promoting collaborative research and outreach	\$84,200
Fostering faculty development and student exchange	\$60,000
Providing effective project management	\$132,598
Overhead (10%)	\$114,745
Total	\$1,262,198

Performance

The partnership undertakes several M&E exercises. Course and lecturers' evaluations for every course will continue as before. The economics exam, an integral part of the students' M&E progress, will continue in 2021. A survey will again be conducted with final-year undergraduate and postgraduate students.

Like previous years, the project will continue to examine its progress against several important indicators in this year's annual plan. Performance against those specified indicators will be judged and will be reported in two six-monthly progress reports.

INDICATOR	Measures
Strengthening SBPP teaching and the student experience	
ANU lecturers in place and teaching at UPNG (in person or virtually)	Number of staff teaching each term or semester at the UPNG; number of courses by programme and number of students taught.
Virtual lecturing	Successful use of Zoom/UPNG e-learning/Google classroom in online lectures.
Teaching evaluations	Average scores of all the ANU lecturers and all courses taught by them.
ANU-UPNG annual exam in economics	High participation in the annual exam with better performance.
Induction and mentoring programs	Number of staff mentored, and tutor induction workshop conducted.
MEPP	Number of students participating and graduating; feedback of students; smooth running of program.
Undergraduate programs	Feedback from students via exit survey indicating improvement at SBPP.
Collaborative Research and Outreach	
Research outputs	Textbook at advanced stage of publication; second draft of economic history book.
ANU-UPNG research collaboration	Extent of participation by UPNG/PNG staff in partnership research activities and outreach.
Seminars/workshops/presentations at ANU/UPNG	Number of seminars/workshops/presentations on PNG at ANU and/or UPNG.
Student and faculty exchanges in economics and public policy	
ANU scholarships	Successful graduation of current master's student at ANU and progress on MEPP scholarship holders at the UPNG and selection of outstanding graduates and tutors to undertake postgraduate studies.
Program management	
COVID safety	Implementation of COVID action plan.

Annex 1 Project philosophy

This project philosophy has been carried over (with appropriate updating) from the first phase of the project.

- **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. Focusing on longer-term outcomes enables us to adapt to the many surprises and unanticipated twists and turns along the way, including, most recently, the pandemic.
- **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.** Australia’s former Minister for Foreign Affairs Julie Bishop MP initiated the expansion of the project during a meeting in mid-2014 with the then ANU Vice Chancellor. The high-level champion of the project is currently the PNG Treasurer. Given the difficulty of the project, high-level support 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 former 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. The latest shift to virtual teaching is a good example of the project’s flexibility and evolution.
- **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 that 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.

Annex 2 Risk management matrix

In this matrix, we seek to define risk mitigation strategies that are flexible and responsive. The list below identifies what we believe to be the key risks for the successful implementation of this project for 2021 and beyond.

KEY:

low	medium	High
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Risk	Likelihood of occurrence	Potential impact if risk not mitigated	Stakeholders responsible for mitigation	Mitigation strategy
Country/government-Level Risk				
COVID-19 outbreak worsens forcing the suspension of UPNG teaching			PNG Government, UPNG	Shorten the academic year if required. Liaise closely with UPNG
COVID-19 travel restrictions continue forcing ANU staff to remain in Australia			Australian/PNG Government, ANU	Continue teaching online with minimum staff in POM
Online teaching does not proceed smoothly			UPNG, ANU	Focus on troubleshooting; additional infrastructure support, more staff recruited to help
Political interference in the university			PNG Government	UPNG performance improves, reducing the scope for interference
A loss of support by the Australian Government impacts adversely on the Precinct and/or ANU-UPNG partnership		Cancellation of project or reduction in funding for partnership staff that makes it difficult to achieve stated goals.	ANU and UPNG, AHC/DFAT, GoPNG	Maintain effective liaison with all stakeholders
A loss of support by PNG Government impacts adversely on the Precinct and/or ANU-UPNG partnership		Cancellation of project or significant political interference from GoPNG in project.	ANU and UPNG; PNG Treasurer.	ANU and UPNG to ensure effective implementation of project and maintain effective liaison with VC and UPNG Executive. Support Precinct-wide efforts at coordination and liaison, and efforts to liaise and engage with PNG government agencies and Ministers.

Risk	Likelihood of occurrence	Potential impact if risk not mitigated	Stakeholders responsible for mitigation	Mitigation strategy
The PNG Government's fiscal position deteriorates to the point where SBPP performance fails to improve, and perhaps deteriorates.		Fund shortages leading to staff vacancies, risk of WHS issues, ongoing internet problems etc.	GoPNG, UPNG, PGF, AHC.	Encourage UPNG to fill vacancies. Encourage UPNG to use its property to generate cash. Maintain effective liaison with VC UPNG, Dean SBPP, PGF and AHC. Monitor WHS and cover costs of critical infrastructure repair, if required.
Economic factors result in an upsurge in insecurity in Port Moresby, making life in Moresby difficult or impossible for our staff.		Incident(s) of (violent) crime that directly affect staff member(s) or their dependent(s).	ANU, PGF, UPNG, RPNGC	All ANU staff and their dependents always follow PGF and UPNG security protocols and advisories. ANU, PGF and UPNG take an inherently conservative approach with respect to the safety and security of project staff. Involvement of police, as appropriate.
Policy change in PNG results in new conditions – or exclusions – for foreigners working in certain sectors in PNG.		Cancellation of visas for project staff. End to collaborative teaching program for an indeterminate period.	GoPNG, UPNG, AHC.	Maintain effective liaison with all counterparts, including PNG government.
Staff recruited internationally into the project have problems obtaining permits to work for the ANU (i.e., Australian temporary work visa). That UPNG staff or students have problems obtaining visas for short- or long-course study in Australia.		New project staff members or students are delayed in their deployment to UPNG or Australia. In some cases, staff or students may be unable to obtain visas.	ANU, GoPNG, DFAT, Australian Department of Immigration and Border Protection.	Maintain effective liaison with the Australian Department of Foreign Affairs and the Australian High Commission in Port Moresby, to keep them apprised of all aspects of the project, including staffing, staff/student exchanges and other challenges.

Agency (SBPP/UPNG) Level Risk

Risk	Likelihood of occurrence	Potential impact if risk not mitigated	Stakeholders responsible for mitigation	Mitigation strategy
Student discontent with UPNG or PNG policies leads to protest.	Unlikely during COVID	Protracted student / staff strike might force a cessation to undergraduate and postgraduate teaching at UPNG.	UPNG and ANU, GoPNG.	ANU partnership staff are active in support of their colleagues and counterparts at UPNG. Maintaining close communications and good relations with all stakeholders and always working in a collaborative, open manner is key.
Lack of broader change at UPNG leads to inability to diffuse benefits from the project to the SBPP and broader university (e.g., no adoption of regular course evaluations, continued internet problems).		Benefits from project still real but reduced in scope.	ANU, UPNG, AHC.	Continued dialogue with UPNG around the importance of advancing university reforms.
Project benefits are unsustainable.		Loss of capacity in key areas of collaboration. Possibility that new initiatives cannot be sustained (see below for MEPP program).	ANU and UPNG.	Sustainability measures put in place from the start of the project.
The focus on academic and research support for only two of the eight Divisions within the SBPP may be too narrow and have adverse consequences.		Undermining of support for the project.	ANU and UPNG.	The ANU partnership seeks to engage staff from across SBPP and UPNG more broadly where possible, particularly in workshops and training courses. The Australian Aid program has constructed a state-of-the-art building, for the benefit of all staff and students at the School.