

ANU-UPNG Partnership: 2022 Annual Plan

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Introduction

The ANU-UPNG Partnership project has been extended to 2023 or 2025, albeit on a smaller scale. The second phase, and this plan for the second year of the second phase, seeks to build on the successes achieved and foundations laid between 2015 and 2020, subject to the constraints of COVID-19. The project philosophy is outlined in Annex 1.

The objective of the project remains the same, to “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, COVID-19 implementation, gender, budget, 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 2022. Project staff and associates and returned ANU graduates will teach 28 courses, including the major undergraduate course, Foundation Economics. All lecturers will update the existing curriculum based on experiences last year and feedback from students. The mentoring of UPNG lecturers will continue in 2022.
- Since March 2020, one ANU lecturer has remained based in Port Moresby. All others have returned to Canberra and engaged in online teaching. Subject to DFAT, Abt and university guidance, we plan to return other staff to POM starting in 2022.
- Dr Michelle Rooney has been selected for a continuing position within (another part of) ANU, and so will no longer be available to teach the two courses that she has in each of the last two years. Dr Terence Wood, a political scientist and leading expert in PNG elections, will teach her T1 course on Governance and Institutions; a replacement will be found for her T2 course, Qualitative Research Methods. Rohan Fox (Research Officer) has been replaced by Alyssa Lang.

Undergraduate teaching

No.	Course name	Lecturer/s name	Year Level
Semester I (Feb-June)			
1	Foundation Economics	Dek Joe Sum	1
2	Cost-Benefit Analysis	Dek Joe Sum	4
3	Public Economics	Manoj Pandey	4
4	Principles of Microeconomics	Jollanda Mathew (mentored by Dek Joe Sum)	2
5	Advanced Microeconomics	Maholopa Laveil	3
6	Econometrics I	Kelly Samof (mentored by Manoj Pandey)	4
7	Quantitative Economics I	Maholopa Laveil	3
8	International Economics	Kelly Samof	3
9	Natural Resource Economics	Bobby Kunda	4
Semester II (July-Dec)			
10	Monetary Economics	Dek Joe Sum	4
11	Principles of Macroeconomics	Jollanda Mathew (mentored by Dek Joe Sum)	2
12	Advanced Macroeconomics	Maholopa Laveil (mentored by Manoj Pandey)	3
13	Quantitative Economics II	Maholopa Laveil	3
14	Applied Economics and Business Statistics	Kelly Samof	3
15	Economic Policy	Kelly Samof	4
16	Economic Development	Bobby Kunda	4
17	Environmental Economics	Bobby Kunda	4
18	Policy Monitoring and Evaluations	Peter Graves	4

The course allocation might change in Semester-II.

Postgraduate teaching

No.	Course name	Lecturer/s name	Year Level
Trimester I (Feb-May)			
19	Quantitative Research Methods	Manoj Pandey	1
20	Governance and Institutions	Terence Wood	1
21	PNG Economic and Policy Issues	Eugene Ezebilo	2
Trimester II (May-Aug)			
22	Issues in Public Sector Management	Nematullah Bizhan	1
23	Qualitative Research Methods	TBC	1
24	Macroeconomic Analysis and Policy	Martin Davies	1
25	Global Economic and Policy Issues	Eugene Ezebilo	2
Trimester III (Aug-Dec)			
26	Applied Cost-benefit Analysis	Manoj Pandey	1
27	Development Thinking and Policy	Nematullah Bizhan	1
28	MEPP research papers	Nematullah Bizhan and Lawrence Sause*	2

*Course coordinators. Candidates enrolling in MEPP research papers are supervised by various ANU academics. The course allocation might change in Term-II and Term-III.

Initiatives to improve teaching

- **Lecturer and tutor mentoring:** ANU staff are providing teaching and mentoring support to returning ANU-UPNG Masters scholars (Maholopa Laveil, Kelly Samof, Jollanda Mathew and Bobby Kunda) and two UPNG economics tutors. This will continue both through Dek Joe Sum and Dr Manoj Pandey.
- **Mobile internet:** The Partnership has been supporting lecturers and tutors who are provided with a Digicel dongle with a monthly allowance of 50GB to help with online teaching. This allows lecturers and tutors to share course materials effectively via Google Classroom and Moodle. We will continue providing this support in case of sudden lockdown due to COVID-19.
- **Staff training:** Building on the success and positive feedback from prior years, we will continue to hold workshops throughout the year to provide training to the academic staff across UPNG. See [‘Workshops and research support’ in Stream 2](#).

Improving the student experience

- **Student associations:** In 2022, 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 submission of a formal budget and activity plan to partnership staff, with the approval of the Dean SBPP.

- **Alumni Association:** As part of the Partnership's effort to maintain contact with UPNG alumni, we will continue to promote and expand our economics alumni Facebook and LinkedIn pages for recent graduates and use a WhatsApp group for discussions and contacts.
- **Sir Mekere Morauta Award:** The Sir Mekere Morauta award was inaugurated in 2021 with support and funding from the Partnership in memory of the former esteemed PNG Prime Minister who died in late 2020, and who was the first economics graduate from UPNG. The award will be given to the best female and male graduate in economics in 2022.
- **Film discussion nights:** UPNG Inspired has been one of the key activities of the Partnership. Each week showcases selected films on various issues in PNG, followed by discussion led by invited experts. In 2021, we were unable to invite external speakers due to COVID-19. The film nights will resume from the first semester in 2022 and we plan to invite speakers for the discussion. The coordination of UPNG Inspired will be led by the returned lecturer, Kelly Samof.
- **Career talk and alumni sharing workshop:** Building the success and positive feedback from the previous year, we will hold another career talk and alumni sharing workshop this year. In this workshop, third and fourth year SBPP students will learn career development skills from invited speakers from both public and private sectors, and job-searching tips from UPNG alumni.
- **Job placement:** The Partnership goes to considerable efforts to help graduates find jobs. We will continue providing this support in many ways, which includes collecting CVs and transcripts of all the final-year students and sending them across to various government departments.

Stream 2: Collaborative research and outreach

The PNG Update

- In 2020 and 2021, the PNG Update could not be held due to the COVID-19 pandemic. Subject to risk assessments, we plan to hold the 2022 PNG Update in August. We will continue to explore different ways to hold the event safely and successfully.

The PNG Project

- Collaborative research will continue to be pursued under the headings of economics, governance and elections, service delivery, and gender.
- The first of our two joint ANU-UPNG books will be published this year – the edited volume, *Papua New Guinea: Government, Economy and Society*.
- Further ANU-UPNG support for the BPNG Independent Advisory Group is expected in 2021.

PNG Databases

We will keep up to date our five databases.

- **PNG MP Database** (<https://devpolicy.org/pngmps/>): We will finalise and start publicising in the first semester 2022.
- **PNG Budget Database** (<https://devpolicy.crawford.anu.edu.au/png-project/png-budget-database>)
- **PNG Elections Database** (<https://devpolicy.org/pngelections/>)
- **PNG Economic Database** (<https://devpolicy.org/pngeconomic>)
- **PNG District Level Database** (https://figshare.com/articles/dataset/Untitled_Item/14456229)

Workshops and research support

- We plan to undertake the workshops below in 2022. All the workshops can be facilitated online, however, as all workshops require physical presence of participants at UPNG, we will work closely with UPNG staff to hold them safely and efficiently. We are also encouraging involvement from the returned lecturers and UPNG staff in the coordination of the workshops to increase their long-term sustainability. One of the returned lecturers, Jollanda Mathew, will lead the coordination of the Reading group with support from ANU lecturer, Dek Joe Sum. 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 – Dek Joe Sum	March
Workshop on research methods and free data sources (jointly with ABS) – Manoj Pandey	March
Stata training workshop (jointly with International Food Policy Research Institute and Australian Bureau of Statistics (ABS)) – Manoj Pandey	August to November

*Exact dates are subject to COVID-19 restrictions

- **SBPP librarian:** We will continue to support a Port Moresby-based librarian located in the SBPP to improve the research environment for staff and students.
- **Supervision of research students:** We will continue to supervise MEPP research students and PhD research students.
- **Research collaboration:** We will continue to collaborate, and support returned scholars in research.

Outreach

- **ANU-UPNG seminar series:** We initiated the ANU-UPNG seminar series in 2021 to encourage a research culture at UPNG. The seminars are run in a hybrid format (in-person and online), and held in two venues – ANU Crawford School and UPNG SBPP – and via Zoom simultaneously. In-person attendance is subject to COVID-19 restrictions. We will resume this series from February.

- **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 2022. 'Devpolicy Blog PNG' Facebook page will continue to make full-text versions of 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.
- **Blog Incentive Scheme:** 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.
- **Devpolicy PNG Newsletter:** The newsletter is sent out to subscribers every four weeks to provide partnership-related updates, and research and blogs on PNG.

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 Master 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 sixth scholarship recipient, Kingtau Mambou, moved to Canberra in January to start his study at ANU. As we were unable to have a scholarship student in Canberra for the 2021/2022 round, we have selected one male and one female student for the 2023/2024 round. The recipients, David Poka and Anna Kapil, will start tutoring at UPNG from the first semester 2022 and commence their study at ANU in 2023.
- To support the development of public policy faculty, the Partnership supports two public policy tutors to study the MEPP at UPNG per year. The 2020/2021 recipients, Kenneth Baliwasa and Moses Sakai, are expected to graduate in the first half of 2022 and will continue teaching public policy at UPNG this year. The 2022/2023 recipients, Raymond Dorum and Loretta Dilu, will commence study from the first trimester this year.

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 and 2022. Subject to COVID-19, we will start preparing for the 2023 Summer School from the middle of this year.

Stream 4: Project management

Partnership management

- Partnership management will continue to monitor the COVID-19 situation in PNG, and international travel and mobility restrictions, with a view to enabling additional staff and visitors to return to POM.
- Partnership management will continue to support the existing staff member(s) in Port Moresby, undertaking measures to reduce COVID-19 risk.
- They will also continue to provide vital remote logistical and team support

Risks

- The proposed approach faces several risks, with details, including 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-19 implementation plan: see below.
- A major risk for the coming year relates to the return of staff to POM. There are several barriers to this, including obtaining ANU permission, and also taking into account the willingness and ability of existing staff to return to POM after a gap of two years. This is a major focus for the project and will remain so over the coming months.

COVID-19 implementation plan

PNG is currently facing yet another surge of COVID-19. The low vaccination rate in PNG remains a concern. This is a substantial risk to the project. Fortunately, with the preparatory work both ANU and UPNG have put in since the start of the pandemic, we are better placed to face this risk, compared to the past two years. Plans for the year have been developed with the consideration of potential disruptions that could be caused by a COVID-19 outbreak in PNG.

With the support from tutors and lecturers in PNG, we have been able to successfully deliver online teaching since the beginning of the pandemic. However, some disruptions become inevitable when there is an outbreak resulting in a closure of the UPNG campus, especially due to students' limited access to technology and internet at home.

We will continue to monitor the situation and implement the following measures to reduce COVID-19 risks, and the risks to the project from COVID-19.

- POM-based staff to isolate and teach remotely when required.
- Follow Australia's, PNG's and ANU's travel advice and restrictions on travel from Australia to PNG.

- 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

ANU-UPNG 2022 indicative budget

	<u>2022</u>
Strengthening SBPP teaching and the student experience	940,179.08
Promoting collaborative research and outreach	105,284.00
Fostering faculty development and student exchange	306,200.00
Providing effective project management	135,250.44
Overhead (10%)	148,691.35
Total	<u>1,635,604.87</u>

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 2022. A survey will again be conducted with final-year undergraduate and postgraduate students. We are currently finalising our first MEPP annual report, which will be submitted shortly.

Like previous years, the project will continue to examine its progress against several important indicators in this 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 and economic history book at advanced stage of publication.
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	Current masters student's successful completion of first year of study at ANU and progress on MEPP scholarship holders at UPNG.
Program management	
COVID-19 safety	Implementation of COVID-19 action plan.
Adequate M&E and risk management	Timely and comprehensive M&E and reporting; Adequate measures to manage risks.

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 recent 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 2022 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 making it difficult to rebase ANU staff in POM			Australian/PNG Government, ANU	To the extent required, continue some teaching online
COVID-19 outbreak threatens health of ANU staff based in POM			ANU	Follow COVID implementation plan
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, PNG Government	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 the PNG Government 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.	PNG Government, 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.	PNG Government, 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, PNG Government, 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.		Protracted student / staff strike might force a cessation to undergraduate and postgraduate teaching at UPNG.	UPNG and ANU, PNG Government.	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.	ANU and UPNG.	Sustainability measures put in place.
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 Partnership seeks to engage staff from across SBPP and UPNG more broadly where possible, particularly in workshops and training courses.