

# ANU-UPNG Partnership: 2023 Annual Plan

30 January 2023

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## Introduction

The second phase of the ANU-UPNG Partnership project commenced in 2021. We are about to enter the final year of the phase with a possible two-year extension to early 2026. This plan for the third year of the second phase seeks to build on successes achieved and foundations laid between 2015 and 2022. The project philosophy is outlined in [Annex 1](#).

The main objective of the project is to address critical weaknesses within SBPP and help realise a stronger SBPP, as well as build a deeper and lasting relationship with ANU. The project has four work areas or “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, gender, budget, and performance (M&E). Annexes provide detailed information on the project philosophies and risks, and map activities against the detailed contractual requirements. The list below is a summary of the key activities that we plan to conduct in 2023, in addition to delivering UPNG courses.

### Summary of key activities

Title	Category	Target	Expected month
UPNG Inspired (film discussion nights) – Kelly Samof	<a href="#">Stream 1: Improving student experience</a>	UPNG community	February, March, April, July, August, September (three to four times per semester)
UPNG tutor induction workshop – Andrew Anton Mako with invited academics	<a href="#">Stream 1: Improving teaching</a>	UPNG’s early-career tutors and lecturers	March
Workshop on research methods and free data sources – Dr Toan Nguyen	<a href="#">Stream 2: Research support</a>	UPNG students (especially MEPP research students) and PNG public servants	March
Reading workshop – Jollanda Mathew	<a href="#">Stream 1: Improving the student experience and learning</a>	UPNG undergraduate students	March, April, July, August (Twice per semester)
Economics exam	<a href="#">Stream 4: Performance</a>	UPNG economics students in third and fourth year	July

Excel training workshop – Alyssa Leng	<a href="#">Stream 2: Research support</a>	UPNG students (especially MEPP research students) and PNG public servants	August
Career talk and alumni sharing workshop – Andrew Anton Mako with invited UPNG alumni	<a href="#">Stream 1: Improving student experience</a>	UPNG students	August
PNG Update	<a href="#">Stream 2: Outreach</a>	UPNG students, PNG public servants and researchers	August
ANU Summer School 2024	<a href="#">Stream 3: Student and faculty exchanges</a>	Ten UPNG undergraduate students from economics and public policy	January 2024

## Stream 1: Strengthening SBPP teaching and the student experience

### Teaching

- In 2023, 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 2023.
- After two years of having only one Partnership staff member based in POM due to the COVID-19 pandemic, in 2022 we were able to relocate Partnership staff members back to Port Moresby (POM) for teaching and project activities. However, due to the current limit of three for the number of long-term staff supported in PNG at any one time, we have been forced to relocate the staff members multiple times a year based on the teaching and project schedule. This arrangement will continue in 2023, however, we have planned the teaching and activity schedule to minimise the number of trips, so each staff member can add the maximum value to the Partnership during the limited time available in POM.
- Andrew Anton Mako, who joined the Partnership as a new Project Coordinator/Visiting Lecturer in September 2022, will commence teaching in Semester 1.
- Maholopa Laveil, the first recipient of the ANU Scholarship to work as a Lecturer at UPNG, was the first recipient of the KW Taylor Pacific Research Award granted by the Lowy Institute in 2022. He will be conducting his research on economic resilience and development in the Pacific region at the Lowy Institute in 2023. Other UPNG lecturers, including the returned ANU graduates, will be teaching additional courses to cover Maholopa’s absence. UPNG is yet to confirm course allocations.

- Building on our experience in the last two years, we have also been able to incorporate online teaching into course deliveries, which offers the flexibility needed when teaching is disrupted by unexpected events. We will continue to offer online teaching delivery for two courses in 2023.

The Master of Economics and Public Policy (MEPP) is a major focus of the project. ANU staff will continue to teach, supervise research students, and help coordinate the program as a whole. While Dr Lawrence Sause, SBPP Deputy Dean, directs the MEPP, ANU staff also help coordinate the MEPP, with Dr Nematullah Bizhan continuing the lead for ANU. In 2023, we will continue working closely with SBPP to implement long-term changes to the selection process for the program in response to the significant increase in the number of students enrolled in 2022. Possible solutions discussed include:

- Limiting the number of students to approximately 40, and
- Introducing an additional merit-based selection process.

As a temporary measure, UPNG and ANU will provide lecturers with additional tutoring and marking support as required.

The Partnership will continue to provide the research grant of K1,500, which was introduced in 2021, to support research students with their projects. In order for students to receive the grant, they are required to receive approval for their research proposals from the course convenors.

The Partnership will also continue producing an annual report to track the progress of students as well as the program more broadly. The 2022 annual report for MEPP is expected to be finalised in April 2023.

#### Undergraduate teaching

No.	Course name	Lecturer/s name	Year Level
<b>Semester I (Feb-June)</b>			
1	Foundation Economics	Andrew Anton Mako	1
2	Cost-Benefit Analysis	UPNG lecturer*	4
3	Public Economics	UPNG lecturer*	4
4	Principles of Microeconomics	Jollanda Mathew	2
5	Advanced Microeconomics	UPNG lecturer*	3
6	Econometrics I	Kelly Samof	4
7	Quantitative Economics I	UPNG lecturer*	3
8	International Economics	Kelly Samof	3
9	Natural Resource Economics	Bobby Kunda	4

<b>Semester II (July-Dec)</b>			
10	Monetary Economics	UPNG or ANU lecturer*	4
11	Principles of Macroeconomics	Jollanda Mathew	2
12	Advanced Macroeconomics	UPNG lecturer*	3
13	Quantitative Economics II	UPNG lecturer*	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 (online)	4

\*To be confirmed.

#### **Postgraduate teaching (MEPP)**

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

### Initiatives to improve teaching

- **Lecturer and tutor mentoring:** ANU staff will provide teaching and mentoring support to the returned ANU Masters graduates (Kelly Samof, Jollanda Mathew and Bobby Kunda) and two UPNG economics tutors.
- **Mobile internet:** During the COVID-19 pandemic, the Partnership provided lecturers and tutors a monthly allowance of 50GB to help with online teaching and activities. However, as most of the courses will be delivered in person this year, this support will only be provided to those UPNG staff assisting with online teaching and project activities that require internet connectivity. Due to the instability of the power supply and internet at SBPP, providing this additional support is essential for smooth running of online teaching and activities.
- **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 2023, 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 and head of divisions. Students can access the grant only upon approval of the budget and activity plan.
- **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. In addition, in 2023 we are planning to establish a new LinkedIn page and WhatsApp group for public policy students to also provide them with a platform to stay better connected after the completion of their study at UPNG.
- **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 graduates in economics in 2023.
- **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. The film nights will resume from the first semester in 2023. The coordination of this series will be led by the returned lecturer, Kelly Samof.
- **Reading workshop:** A series of reading discussion groups was held in 2021 and 2022 to provide UPNG students and staff members with an opportunity for discussions outside the classroom. However, based on the feedback from lecturers and attendees, we have identified the need for a greater focus on reading exercises to help students, especially undergraduates, develop their comprehension and

analytical skills. In 2023 we will hold a series of reading workshops to provide SBPP undergraduate students with an opportunity to practice reading and analysing academic papers on PNG-related issues. ANU Scholarship recipient, Jollanda Mathew will lead the coordination of the series, and plans to hold a workshop two times per semester.

- **Career talk and alumni sharing workshop:** Building on the success and positive feedback from the previous year, we will hold another career talk and alumni sharing workshop in August. 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 to various government departments.

## Stream 2: Collaborative research and outreach

### The PNG Update

- In 2023, the PNG Update is scheduled for 17–18 August at SBPP. The Partnership staff will work closely with SBPP staff for the conference organisation. Based on feedback from the 2022 conference, we aim to improve various aspects of the conference. Key areas of improvement include:
  - Encouraging more submissions/presentations from female researchers, especially from PNG,
  - Inviting one or more female keynote speakers,
  - Promoting the conference more consistently during the preparation period, and
  - Increasing the survey evaluation response rate from participants.

ANU Vice-Chancellor Professor Brian P. Schmidt has been invited to attend the conference, pending his schedule.

### The PNG Project

- Collaborative research will continue to be pursued. Key research projects include the following:
  - **Public Service Commission (PSC) Reforms and Setbacks:** This research by Dr Nematullah Bizhan and Professor Stephen Howes investigates the state of the Public Service Commission in PNG, its reforms and outcomes since the 1975 Independence.
  - **PNG's political economy:** The research led by the sixth ANU scholarship receipt, Kingtau Mambon and Professor Stephen Howes examines the business links of individual MPs elected in the 2022 elections in order to establish the extent of linkages between the political and business classes of PNG, based on the information compiled in the PNG MP Database.
  - **Macroeconomic research** will be continued by Professor Davies and his associates and through commentary on the budget and other issues.
  - **Economic and social commentary** will be published through the Devpolicy Blog and national newspapers.
  - **The PNG economic history book**, *Struggle, reform, boom and bust: An economic history of Papua New Guinea since independence*, will be sent to the publisher.
  - **ANU-UPNG support for the BPNG Independent Advisory Group and Secretariat** is expected

to continue in 2023, with the Phase II review period being extended to late 2023. The Phase II Issues Paper was published on 10 August 2022 and consultations with numerous stakeholders in the financial sector occurred in late 2022.

- Another **student tracer study** will be conducted, and surveys of students will be initiated.

### **PNG Databases**

We will keep our five databases up to date.

- **PNG MP Database** (<https://devpolicy.org/pngmps/>)
- **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](https://figshare.com/articles/dataset/Untitled_Item/14456229))

### **Workshops and research support**

We plan to undertake a number of workshops in 2023. We will encourage involvement from returned lecturers and UPNG staff in the coordination of the activities to increase long-term sustainability.

- **UPNG tutor induction:** This is an introductory program for teaching staff across UPNG who have little previous training in teaching. Participants will learn the skills and qualities required to become an effective teacher, and gain an understanding of how to plan their own teaching session and the importance of providing an inclusive teaching setting that support students' learning needs. This induction will be held in March at the beginning of Semester 1.
- **Workshop on research methods and free data sources:** This workshop aims to help students become familiar with analysing economics, budgets, and elections, along with other available PNG datasets. The workshop will be held in March and open to UPNG research students.
- **Excel training workshop:** This workshop aims to help UPNG students learn how to use Microsoft Excel effectively to conduct basic economic and data analysis with PNG data. The course aims to provide practical data skills and familiarity with key sources of data in PNG. The workshop is planned for August, during Semester 2.
- **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:** The ANU-UPNG seminar series was introduced in 2021 to encourage a



research culture at UPNG. The series provides a platform for research supported through the Partnership and to invite guest speakers who are also working on issues in PNG. The seminars are run in a hybrid format (in-person and online), and held in two venues – ANU Crawford School and UPNG SBPP – simultaneously. This series will resume in February 2023.

- **The Devpolicy Blog:** Devpolicy.org is the online research outreach portal for the Development Policy Centre at the ANU. This website is increasingly used by UPNG and other PNG researchers. Many blog posts are republished in the PNG media, expanding the readership further to inform policy debates and discussion. This will continue in 2023. 'Devpolicy Blog PNG' Facebook page will continue to make full-text versions of blog posts available, to increase access to this work among people based in PNG 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, will continue. This scheme encourages blog submissions from UPNG staff and students, and occasionally other PNG writers. The scheme offers 200 Kina for blogs that are published on the Devpolicy Blog.
- **Devpol PNG Project News:** 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

- **ANU scholarship:** The Partnership has a long-term ANU scholarship program to support the most promising UPNG graduates in economics through postgraduate study of a Master of International and Development Economics (MIDEC) at ANU. Upon the completion of their study, the scholarship recipients return to a faculty position at SBPP. In 2023 we will continue supporting the three scholarship recipients, Kingtau Mambou, David Poka and Anna Kapil, currently studying MIDEC at ANU. Kingtau is expected to graduate at the end of this year and return to SBPP. David and Anna arrived in Canberra and commenced their study in early January.
- **MEPP scholarship:** 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, will continue teaching strategic management and public policy at UPNG this year. The 2022/2023 recipients, Raymond Dorum and Loretta Dilu, are on track to complete their study this year. The 2023/2024 recipient, Issabelle Vilau, will start her study in Trimester I this year.

### ANU Summer School

The annual ANU Summer School is a four-week intensive program held at ANU. The program supports the learning and development of UPNG's top ten undergraduate performers in economics and public policy, and prepares them to achieve their highest potential in their final year of study. Candidates for the 2024 ANU Summer School will be selected during Semester 1. Due to the delays that we experienced in students' passport and visa applications in 2022, we plan to start the preparation earlier than previous years.

## Stream 4: Project management

### Partnership management

The Partnership management will continue to provide vital remote logistical and team support to ensure an effective and smooth project delivery. We will continue to monitor any changes in the security and COVID-19 situation in PNG to ensure staff members' safety, by maintaining regular contact with the Abt team in PNG. We will continue to have monthly meetings with the UPNG team during the semester to facilitate effective communication and collaboration.

### Risks

The proposed approach faces several risks. [Annex 2: Risk management matrix](#) outlines the risks identified and mitigation strategies.

### 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.
6. Balanced gender participation in the PNG Update.

### Budget

*ANU-UPNG 2023 indicative budget*

	<b>2023</b>
<b>SBPP teaching and student experience</b>	<b>769,393.64</b>
<b>Collaborative research and outreach</b>	<b>110,700.00</b>
<b>Fostering faculty development and student exchange</b>	<b>419,000.00</b>
<b>Providing effective project management</b>	<b>141,469.60</b>
<b>Overhead (10%)</b>	<b>150,215.91</b>
<b>Total</b>	<b>1,590,779.15</b>

## Performance

The Partnership undertakes several M&E exercises, which include the following:

- Student evaluations on course and lecturers.
- The annual economics exam, an integral part of assessing the students' academic progress. We aim to increase the exam participation to improve from the substantial decrease last year.
- A survey will be conducted with final-year undergraduate and postgraduate students to collect information on their employment expectations and reflections on their coursework at UPNG.

The Partnership will examine its progress against several important indicators in this annual plan. Performance against those specified indicators will be accessed and will be reported in two six-monthly progress reports.

INDICATOR	Measures
<b>Strengthening SBPP teaching and the student experience</b>	
ANU lecturers in place and teaching at UPNG (in person or online)	Number of staff teaching each term or semester at UPNG; number of courses by program and number of students taught.
Online lecturing	Successful use of Zoom/UPNG e-learning/Google classroom in online lectures.
Teaching evaluations	Average scores of all 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.
<b>Collaborative Research and Outreach</b>	
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.
<b>Student and faculty exchanges in economics and public policy</b>	
ANU scholarships	Current master's students successful completion of first year of study at ANU and progress on MEPP scholarship holders at UPNG.
<b>Program management</b>	
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 COVID-19 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, research and outreach. This dual approach serves as both a risk mitigation approach and as a way to maximise 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 incorporation of online teaching into regular course deliveries 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 2023 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
<b>Country/government-Level Risk</b>				
COVID-19 threatens health of ANU staff based in POM			ANU	Follow COVID-19 advice and restrictions appropriately
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.

Risk	Likelihood of occurrence	Potential impact if risk not mitigated	Stakeholders responsible for mitigation	Mitigation strategy
<b>Agency (SBPP/UPNG) Level Risk</b>				
Student discontent with UPNG or PNG policies leads to protest.		Protracted student / staff strike might force a cessation to 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.