

# **UPNG-ANU Partnership: Plan for 1 January to 31 December 2020**

## **Summary table**

<b>Name of Organisation</b>	Development Policy Centre, Australian National University
<b>Project title</b>	UPNG-ANU Partnership
<b>Project objectives</b>	Faculty strengthening, collaborative research and outreach, faculty and student exchanges and partnership management
<b>Grant reference #</b>	PGF-2016-0018
<b>Grant Value</b>	\$10,053,685
<b>Budget for 2020</b>	\$2,206,383

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# Section 1: Overview

## Executive Summary

We are still hoping to secure funding for a Phase II in order to protect and extend the gains of the project; however, under current arrangements, we will need to finish project activities by or around mid-December 2020.

Major goals for 2020 include the following:

### Faculty strengthening

- Maintain a full complement of staff at UPNG.
- Maximise the project's impact by teaching the largest undergraduate course at UPNG, Foundation of Economics which has an enrolment of 300 students.
- Each ANU lecturer to deliver three to four courses in the academic year to a mix of undergraduate and postgraduate UPNG students
- Assist UPNG to move into the fourth year of its Masters of Economics and Public Policy (MEPP), with an expanded and more gender-balanced student cohort.

### Collaborative research and outreach

- Co-host a successful 2020 PNG Update with UPNG SBPP.
- Co-organise research seminars with various organisations such as IFPRI.
- Finalise outstanding research and focus on dissemination.

### Faculty and student exchange

- Hold a successful ANU-UPNG Summer School program at ANU in Jan/Feb 2020
- Continue to promote two-way academic visits and talks, including to the Pacific Update
- Host the annual ANU economics exam at UPNG.
- Sponsor two future UPNG public policy lecturers via MEPP scholarships
- Oversee the studies of the remaining UPNG Masters students at Crawford.

### Partnership management

- Secure a second phase to the project (though not assumed in this plan).
- Ensure compliance and oversee other issues related to project management and reporting.
- Maintain our strong M&E system.
- Focus on wrapping up the project if second phase does not go ahead.

## Section 2: Implementation Plan

### Strategic output/outcome 1: Faculty Strengthening

#### Teaching

- The full program of teaching will continue in 2020. We have an opportunity to teach (with a new curriculum) a major new course, Foundation Economics, with 300 students, and, with DFAT permission, will be locating an additional lecturer in Port Moresby for that purpose. Other staff will also be teaching some new courses, with additional curriculum development opportunities. Without a Phase II of the program, contracts will start to expire in mid-December 2020.

#### Initiatives to improve teaching

- **Tutor induction** Building on the success and positive feedback from prior years, a tutor induction will be held again in March 2020.
- **Lecturer and Tutor guidance** ANU staff will provide teaching support to returning ANU-UPNG Masters scholars and new economics tutors.

#### Engaging students and building links

- **Student associations** In 2020, the partnership will again allocate 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 to partnership staff and the approval of the Dean SBPP. PPMSA was successfully revived in Semester 2, 2019 and expected to remain active in 2020.

#### Graduate outlook, outcomes and links

- As part of the partnership's effort to maintain contact with UPNG alumni, Mr Rohan Fox will continue to promote and expand the partnership's economics alumni Facebook page for recent graduates.

### Strategic output/outcome 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. In 2019, PNG update was attended by the Prime Minister and Opposition Leader of PNG. We aim to hold another successful event in August 2020.

#### The PNG Project

- The PNG Project provides the framework within which collaborative research under the partnership

is pursued. The breadth and depth of research has increased over the life of the project and in 2020 is expected to cover some 25 projects under the four headings of: economics; governance and elections; service delivery, and gender. Time permitting the project will start work on a PNG textbook, and also seek to undertake research to better understand the views of PNG students. Overall, however, the focus for 2020 will be to wrap up and disseminate outstanding research.

- Funding for PNG Project research comes from a variety of sources. In addition to the Moresby-based faculty, the Partnership currently funds 50% of the costs of Research Fellows Dr Grant Walton and Dr Terence Wood, and 100% of a Research Officer (Rohan Fox).

### **PNG Project databases**

- **PNG Budget Database website:** The [PNG Budget Database](#) will again be updated in April 2020.

### **Research, policy and training workshops**

- We aim to run the following workshops in 2020 (please note that this is an indicative list only). We aim to bolster the research of SBPP academics through these workshops. Where practicable, these training sessions will be open to participants from other UPNG faculties and PNG institutions:

<b>Training title</b>	<b>Date</b>
Stata training workshop (with IFPRI)	February 2020
Tutor Induction – Mr Rohan Fox	March 2020
Impact evaluation workshop (with PRP and IPA)	March 2020

### **Publications and presentations**

- A number of publications are expected to be supported by the partnership in 2020, wrapping up the current program. Both ANU and UPNG academics will present at the PNG Update.

### **Outreach**

- **The Devpolicy Blog** Devpolicy.org is the online public outreach portal for the Development Policy Centre at the ANU. This website is used for communicating and discussing much of the development, economic and public policy research relating to PNG undertaken by ANU. The partnership grant supports editorial work on blog posts about PNG. In 2020, we will continue to publish posts related to PNG and the broader Pacific. We will again publish a hard copy PNG: Devpolicy blogs book for 2019-20, which provides an alternative channel for disseminating information. The books will be made available at the 2020 PNG Update. Our Facebook page will also continue to make full-text versions of Devpolicy Blog posts available on Facebook, 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 **UPNG Blog Incentive Scheme**, launched in 2018, will continue. This scheme encourages blog

submissions from UPNG staff and students. The scheme offers 200 Kina for blogs written by UPNG staff and students (and sometimes other academics) that are published on the Devpolicy Blog.

- **The Devpolicy PNG Newsletter** will continue 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.
- **Other engagement** Project staff will continue to participate in a variety of workshops, meetings with government, donors and the private sector. Staff will also engage with the media and other public outreach.

## Strategic output/outcome 3: Faculty and Student Exchanges

### Masters students

- 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. 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 fourth ANU scholarship recipient, and the first female holder of the scholarship, will complete her final semester at ANU in December 2020. The fifth recipient will commence his scholarship in January 2020, to complete his studies at the end of 2021.
- While the focus so far has been on economics, in 2020 we will move on to public policy. We will provide scholarships to two students/tutors to undertake the MEPP and then teach public policy at UPNG.

### 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. The 2018 and 2019 Summer Schools were a great success. The 2020 summer school builds on that, featuring a new curriculum. Each year, ten students from UPNG completed a six-week intensive program of study at ANU, and the positive results and feedback support the case for its repetition in 2020 and beyond. Students attend subjects in their designated stream (public policy or economics) and have the opportunity to attend the Australasian Aid Conference, as well as attending meetings with senior policy makers and experts in Canberra and Sydney. Students also attend a variety of social and cultural events in Canberra and Sydney.

### Staff exchanges

- We hope to again host a number of ANU staff and other Australian researchers at UPNG for research and the PNG Update (covered by the research and outreach budget). ANU staff members plan a series of visits to UPNG with a focus on the PNG Update.
- There are also opportunities for UPNG staff to present at the Pacific Update in Fiji (held annually in July), and the State of the Pacific Conference at ANU in the second half of the year.

## Strategic output/outcome 4: Partnership management

### Partnership management

- If Phase II does not go ahead, the project will need to wind up as of December 2020. Partnership management will focus on winding down operations in Port Moresby and Canberra prior to December 2020.
- Without certainty around Phase II, staff turnover can be expected to continue. Current uncertainty on funding support for a second phase also presents a risk to staff retention, in both Canberra and Moresby. Finding staff for short periods of time will be difficult, with the potential for extra costs for demobilisation where staff leave, and additional costs for recruitment of new staff and mobilisation.

### Budget

- The project was extended to 2020 but with reduced funding. The budgeted expenditure for 2020 is about 10% above previous years due to demobilisation and other end-of-project costs.

## Section 3: Performance

### 1. Logframe / Theory of Change

- **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.
- **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, and the current Foreign Minister signalled her support by visiting the UPNG SBPP new building project in October 2018. It is strongly supported by ANU and UPNG at the highest levels. Given the difficulty of the project, this 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: for example, completing a “baseline report” in 2015 of the SBPP-Economics Division.
- **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.

## 2. Reporting against Partnership Objectives

The project undertakes a number of M&E exercises, and also judges itself against a number of important indicators as set out in each annual plan. In each six monthly report, performance against the below indicators will be judged using a “traffic light” rating system.

<b>INDICATOR</b>
<b>Faculty Strengthening</b>
ANU lecturers in place and teaching at UPNG
Positive student evaluations of courses taught by ANU lecturers
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
ANU-UPNG annual exam in economics shows increased number of students doing well
Opportunities for students to link with employers
Increased number of SPBB staffing positions filled
Greater emphasis in courses on critical thinking, development of problem solving skills, and PNG-related content where appropriate.
Operations in Port Moresby are wrapped up in an efficient and cost effective manner
<b>Research and outreach</b>
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
Presentations relating to PNG at ANU
Number of UPNG staff presenting at PNG Update
<b>Staff and student exchange</b>
Number of ANU staff visits to UPNG
Number of UPNG staff visits to ANU and USP
Progress of Masters Students
Successful 2020 summer school
<b>Program management</b>
Timely and comprehensive M&E and reporting
Project able to acquit and report expenditure on a timely basis
Operations are wound down in an efficient and effective manner
Strong filing and documentation
Clear policies in place to guide project management and to ensure contractual compliance
Visas and all logistics managed in a timely basis to visiting faculty (short- and long-term)
All required hiring undertaken in a timely manner, and staff turnover managed without excessive disruption