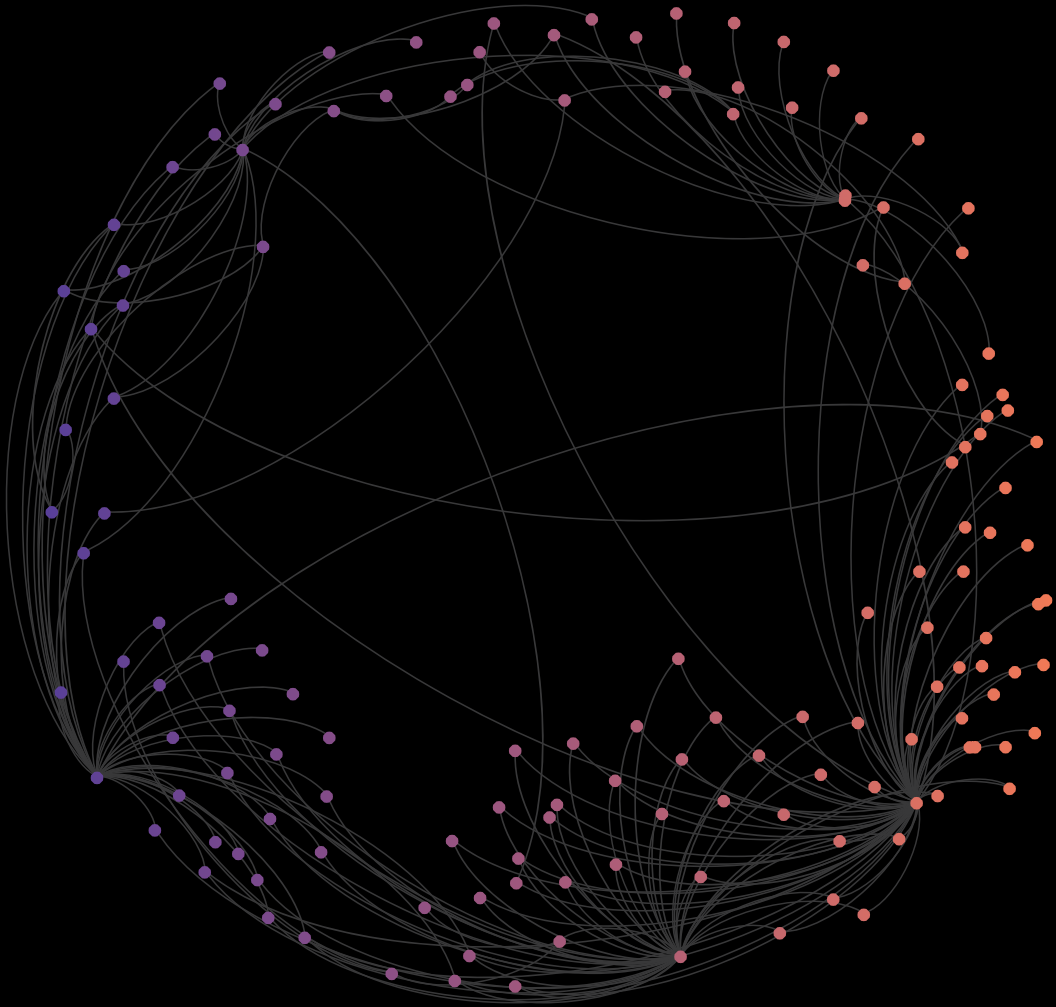


YEAR IN REVIEW

2019



**ANU
ENTERPRISE**

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EXECUTIVE MESSAGE

2019 saw ANU Enterprise launch a new 3-year strategy building on the success and traction generated from the previous 4 years.

Consistent with the elite status of The Australian National University, ANUE is transforming its business model, offering and operations to achieve 'best practice' standard when it comes to University engagement companies. The focus of the strategy will see ANUE raising standards of delivery of its services, raise the level of in-house expertise as well as expanding and diversifying its offering in order to maximise the value it provides to the ANU.

In 2019, the Company continued to solely focus on delivering value to the ANU through services and an operational platform helping the University achieve its strategic objectives relating to impact and Industry and Government interaction.



Prof. Michael Cardew-Hall
Chief Executive Officer

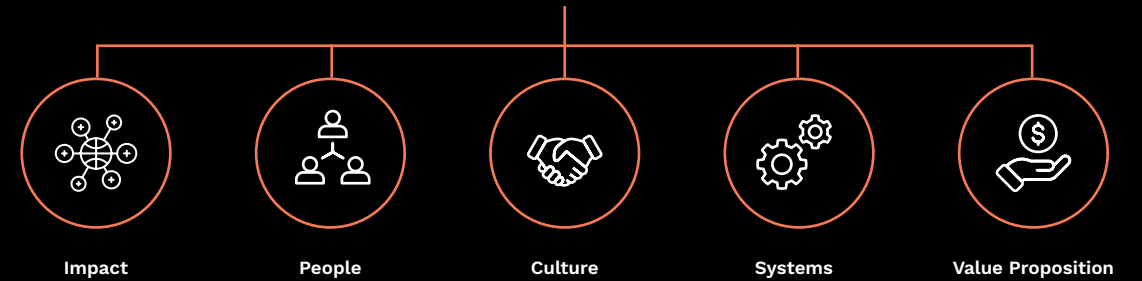


Frank Papa
Chief Operating Officer



Anthony Pagès
General Manager & Deputy CEO

ANU ENTERPRISE



During 2019, Impact, People, Culture, Systems and Value Proposition were all key priorities which we are proud to have progressed in.

Impact

This is why ANUE exists. We are very fortunate to be able to be at the forefront of enabling the considerable expertise of the ANU to deliver near immediate impact to society via the types of projects we support and manage. In 2019, this ranged from writing complex algorithms for government to running executive education programs for international delegations, to managing complex intensive contract research projects in the Asia Pacific.

People

Our staff are our greatest asset. After significant recruitment efforts; 2019 saw ANUE adjusting its resources profiles in order to acquire the senior business development and project management skills the ANU needs.

Culture

We have continued to grow ANUE's culture in recognition of the need for agility, flexibility and balance when interacting between academia and industry realms. ANUE is a highly supportive workplace with positive organisational dynamics which provides solid foundations to excel in everything we do.

Systems

In search for more agility and professionalism in all parts of its operations and service delivery, ANUE continuously invests in the implementation and development of its business and project management systems. In the current strategy, ANUE has commenced the process of getting its services Quality Assurance certified through third party accreditation.

Value Proposition

We are happy to report that traction and activity is increasing year on year and that we are now working with every single college of the ANU. 2019 saw ANUE securing a total value of contracts of \$13M as well as an additional \$11M for the ANU colleges and schools alone bringing the total contracts generated by ANUE for the ANU group in a given year to approximately \$24M.

Forward looking

In 2020, our focus will be on consolidating the traction and progressing some significant new initiatives. We will have deeper and broader engagement with the university areas to ensure visibility, understanding and diversification of our offering to deliver on our new vision: **'To maximise ANU benefit to Society through world-leading commercial engagement.'**



FROM THE CHAIR

ANU Enterprise (ANUE) is an “engagement company” creating significant value to its shareholder, the Australian National University (ANU). We do this through a range of services and activities provided by our Business Development, Project Management, and Engagement and Marketing teams, and subsidiary companies.

As well as the financial performance and HERDC funding; our success is measured by our traction with academics and research community, identifying and facilitating opportunities including project management.

In 2019, ANUE has delivered increasing total value to the ANU. The Business Development team surpassed their targets for signed contracts as well as engaging with an ever-increasing breadth of university colleges, schools, individual academics and researchers.

The Project Management team has played a significant coordination role in the delivery of high-profile international programs and courses. These include Australia Awards - Africa, China Scholarship Council, Department of Foreign Affairs and Trade Cyber Bootcamp and the National Security Council Philippines project. Everyone in the organisation is to be commended for their professionalism, collaboration and commitment. Thanks to the hard work of the team, ANUE will have a bright year ahead, with greater activity on behalf of the University.

Considering the company’s subsidiaries, The Social Research Centre (SRC) once again made a valuable contribution and had a healthy forward log. Although the environment the company is

operating in is becoming more challenging and competitive, it is appropriately reviewing strategic initiatives to restore margins. The divestment of the product lines and the ultimate closure of Australian Scientific Instruments (ASI) is progressing; however, the trailing financial support from its parent continues to burden ANUE.

Accordingly, the 2020 outlook warrants diligent stewardship and we are pursuing a number of strategies in concert with ANU to alleviate our position and establish a stronger platform for future growth and an increasing value proposition for the ANU.

I thank the Board members and executives for their leadership, and the subsidiaries as well as all the staff for their contributions in 2019. I look forward to delivering against our objectives over the next few years.

Bruce McKay
Non-Executive Chair

ABOUT ANU ENTERPRISE

We work behind the scenes to maximise the impact of ANU research on society.

We enable ANU researchers to generate and deliver consulting, contract research and executive education projects with industry and government, through providing business development and project management support services.

These services allow ANU researchers to focus on their area of expertise and the delivery of societal impact, with the assurance that professional aspects of the project will be delivered to a high standard.

Business Development

The ANUE Business Development team supports the ANU in identifying and securing new project opportunities to expand their collaborations with industry and government. We do this through offering free Business Development services to ANU academic staff.

Our Business Development team:

CONNECTS researchers to external opportunities by flagging projects aligned with their area of expertise;

SUPPORTS researchers with not just tender submissions we also assist with proposals and connecting across disciplines within ANU; and

PROVIDES ANU with a simple, efficient interface to collaborate with industry and Government partners.

Project Management

ANUE offers commercial-grade Project Management services to ANU at a highly competitive market rate. We are able to manage complex networks of teams and resources within the university, while ensuring specific project goals are met on time and on budget. Our service is 'pay as you go' for ANU. This means the level of project support can be cancelled or altered at any time, with no additional cost.

Our Project Management team:

ENABLES researchers to focus solely on project quality and outcomes, by taking care of administrative and contract management tasks;

SUPPORTS ANU to deliver projects on time and on budget, ensuring contract requirements are met; and

APPLIES professional project, contract and financial management techniques to control associated project risks.

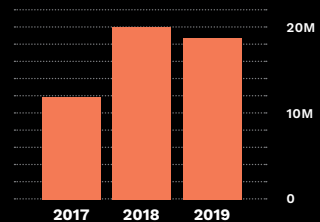


VALUE TO ANU

FINANCIAL VALUE CREATED FOR ANU

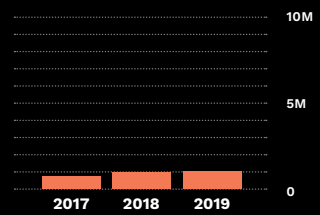
Total New Contract Value signed during the year (ANUE and ANU excl. SRC contracts)

\$18,733,509



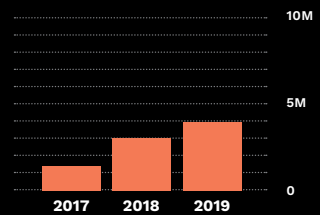
Business Development Support**

\$985,540



HERDC funding received by ANU through ANUE Group activities (Incl.SRC)

\$3,971,915



† where there is no ANUE Project Management or ongoing role
 * not showing on ANUE books/financials
 ** (salaries + on-costs of BD team)

TRACTION METRICS



Relevant opportunities flagged to ANU

80



New academics engaging with ANUE

120



25 tenders/bids co-ordinated and submitted on behalf of ANU with a combined value of

\$18,783,963



Nine tenders/bids won for ANU† with a combined valued of

\$6,999,317



New contracts signed for ANU Enterprise Pty Ltd (PM work)

\$11,734,192



Total New Contract Value signed during the year (ANUE and ANU excl. SRC contracts)

\$18,733,509



SUBSIDIARIES

AUSTRALIAN SCIENTIFIC INSTRUMENTS

In 2019, Australian Scientific Instruments (ASI) focused on the implementation of the product line divestment contracts which were announced in the 2018 Year in Review. As of 1 January 2019, the RESOLution, Alphachron and RESOchron product lines were transferred to Applied Spectra Inc. The transition of manufacturing from Australia to the United States was completed in August 2019.

The SHRIMP product line which has been exclusively licenced to the Dunyi (Beijing) Technology Development Co. (DTDC) aims to be installed for the Shandong Institute of Geological Sciences in 2020. A Research Collaboration Arrangement has also been entered into between The Australian National University and DTDC.

The completion of the product line divestment strategy has secured the best possible outcome for customers, agents, staff, our shareholder and the research reputation of the ANU. ANU Enterprise will continue to support the transitional arrangements in 2020.

asi Australian Scientific Instruments

SUBSIDIARIES

SOCIAL RESEARCH CENTRE

The Social Research Centre (SRC) is dedicated to providing world-class research services which contribute to informed decision-making and lead to a better understanding of Australian society and our place in the world.

The Company, which turns 20 this year and celebrates 5 years as part of ANU, is a leading provider of contract-based social research and evaluation services. In 2019, SRC staff worked on 250 projects for federal and state government agencies and academic, not-for-profit, and mission-aligned commercial clients.

Through its research this year, SRC brought new knowledge and understanding to issues including but not limited to: the quality of education at Australian universities, estimates of domestic violence incidence and insights into prevention; state trends in child development and public health; effective employment services for Aboriginal and Torres Strait Islanders; and counts of recreational fishing to support fisheries management.

The company's robust Life in Australia™ research panel, Australia's only probability-based online panel, was in high demand. Each month, clients took advantage of this representative method for collecting data and the program turned out timely information on voting intentions and behaviours in the national election, workplace discrimination experienced by racial and ethnic minorities, and attitudes about social cohesion, climate change, and other subjects.

The company's Quality Indicators for Learning and Teaching (QILT) project for the Department of Education enabled students to compare the quality of Australian universities across multiple dimensions and supported the institutions in using evidence to evaluate their programs.

The ANU-SRC research partnership continues to flourish. In 2019, in addition to many collaborations with the Center for Social Research Methods to conduct the ANUPoll, SRC began working with the Research School of Population Health (RSPH) linking biomedical and survey data to assess the impact of chemical exposure on health.

The SRC additionally supports ANU by promoting the inclusion of data it collects in the Australia Data Archive, which expands Australian capacity to undertaking applied social policy research and evaluation. SRC has fostered promising linkages between research and evaluation leaders in the United States and Australia. And SRC's founder and CEO both serve on the CSRM Executive Management Committee.

Since its acquisition in 2014, as a wholly owned subsidiary of ANUE, SRC has enabled an unprecedented relationship to be established. Since its acquisition, SRC's total value proposition to ANU totals \$25M.



Social
Research
Centre



CHINA SCHOLARSHIP COUNCIL

STUDENT ADMINISTRATORS AFFAIRS PROGRAM



For the past two years, ANU Enterprise has taken on a greater role in designing and delivering the China Scholarship Council's (CSC) Student Administrators Affairs Program on behalf of the Australian National University. Under the program, ANU annually hosts a number of university officials from across China to share knowledge and experiences about their respective higher education sectors. The program runs full-time for three months (September – December).

This year, ANUE placed an emphasis on expanding and deepening the involvement of ANU divisions and areas in the program. Our aim was to give both delegates and ANU presenters a richer knowledge-sharing experience. The delegates received 60 content-specific presentations from ANU staff in over 45 teams.

In addition to this, delegates prepared their own presentations for one another to share ideas about initiatives happening at universities across China.

ANUE also designed and coordinated opportunities for the delegates to meet with five other universities on the east coast and learn about Australia's history and culture. This was done through paddock-to-plate experiences at Pialligo Estate (hosted by ANU Student Recruitment), lunch and discussions with Indigenous elders on campus (hosted by Anne Martin at the Tjabal Centre and Asmi Wood at the National Centre for Indigenous Studies) and at the ANU Kioloa coastal campus.



1. Interim ANU Dean of Higher Degree Research, Prof. Ann Evans (left) and the CSC Head of delegates, Chen BaoPeng (right) at the graduation ceremony at the National Portrait Gallery. Photo: Ben Calvert

2. Delegates visit to the University of Wollongong. Photo: ANU Enterprise

3. Delegates visit to the University of Canberra. Photo: ANU Enterprise

AUSTRALIA AWARDS - AFRICA

CLIMATE CHANGE ADAPTATION COURSE

The Australian National University was yet again selected by the Department of Foreign Affairs and Trade to deliver the pilot program of a new Australia Awards course in South Africa and Australia focusing on Climate Change Adaptation.

The course received over 900 applications from around Sub-Saharan Africa; and only 22 scholars were shortlisted to undertake the eight-week short course at the University of Witswatersrand (Wits University) and the ANU.

ANU Enterprise was involved in the coordination and delivery of the Climate Change Adaptation course. To do this, we worked closely with several academics from the ANU Fenner School of Environment and Society, Crawford School of Public Policy, Medical School, School of Culture, History and Language and Research School of Psychology.



Australia Awards – Africa participants' graduation and farewell ceremony at the Pavilion on Northbourne; with the presence of ANU academics and foreign diplomatic corps in Canberra. Photo: Ben Calvert

FROM THE PARTICIPANTS



Participants at the Australia Awards-Africa networking event with industry, ANU academics and professional staff at the Nishi Hotel. Photo: Ben

Q. What elements of the ANU component of the course most contributed or influenced your Reintegration Action Plan (RAP) and how?

“One of the most influential aspects of the ANU component of the CCA course on my RAP was the aspect on the psychology of climate change and the effect of understanding the mindset of climate change sufferers before designing adaptation options to suit them. However, the most influential aspect was the field trip where we visited the Brown Brothers Winery. It was the most thought-provoking to me because it made me see first-hand an example of an established business adapting to climate change whilst still increasing bottom line profits in the process. It really stood out in my RAP as a case of the people and planet being considered sustainably in enhancing the profits of an organization.”

— Samson Amanyo-Zickson

“The component that influenced my RAP was the topic on human health vulnerabilities and adaptation to climate change. Climate science normally tends to put more emphasis on the environmental impacts, but this topic specifically zooms onto “ME” and humanity and how our existence is directly affected. Thus, if we want any action on climate change it is important to put humanity at the centre! That’s why I decided to do a RAP focusing on taking climate action: because my existence depends on it.”

— Bernadette Shivute



INTERVIEW WITH PROFESSOR JAMIE PITTOCK

Prof. Jamie Pittock was the lead academic for the field trips in Australia. The first was a one-day trip around the Canberra region and the second a four-day journey down to the Victorian border and back up through the Murray-Darling Basin Catchment area.

Q. In your opinion, how did the ANU lectures and the field trips blend and what did the trips bring to the participants' experience of the course that lectures could not?

A. The field trip brought to life for the participants the concepts and tools for climate change adaptation that we discussed in the lectures. It was really important for the participants to meet Australians from different walks of life and talk to them about how they were managing the impacts of climate change from the perspective of their professions, the lessons that they had learnt and how they had overcome obstacles. The field trip was also an opportunity for participants to test and clarify the ideas from the lectures with me and with Australians on the ground.

Q. What were the highlights of the field trip for you and the participants, both academic and cultural?

A. There is nothing like being on a bus together for many days to get to know, learn from and appreciate each other. The visits we made were inspirational, as Australian industry leaders and other stakeholders demonstrated their innovative approaches to managing limited water supplies, conserving the environment, generating energy and growing food under a changing climate. At each stop a few of our African colleagues said to me that it was their highlight from the course, as they had gained new ideas for better adaptation back home.

One of the more incongruous moments was when our driver took the very shiny bus cross-country through one of the research farm's paddocks. Dinner one night at a Returned Servicemen's club and a visit to a rural town's fruit sculpture garden were among the more entertaining cultural events on the trip. I really enjoyed introducing many of our African visitors to snow!

Q. The participants had to design a Reintegration Action Plan (RAP), and now have six months to implement it as far as possible in their home countries. Were there any experiences/learnings/networking on the field trips that you think will be highlighted in any RAPs or future work?

A. Nearly every stop was highly significant for one or more of our participants in preparing their Reintegration Action Plans; doubly so since Australia and many regions of Africa share similar climates and challenges in field such as conservation, water management and agriculture. There were so many examples where stakeholders and their practical examples of adaptation inspired our guests. At Brown Brothers' Winery, and with our cotton industry visit, a number of the participants were greatly influenced by how the climate change adaptation measures undertaken had helped diversify and make these businesses more profitable. Other participants said they were inspired by the professionalism of sub-national government organisations after seeing the climate change adaptation planning and

programs of the Goulburn-Broken Catchment Management Authority. The application of climate change projections to managing water under uncertainty was another important example. The depth of partnerships among community volunteers, government, industry and academia influenced other participants, for example, in adaptation for agriculture and also fire management. When it came to the impressive work of the NSW Fisheries Centre, it was hard getting one participant back on the bus!

Q. The ANU hosts a wealth of knowledge and activity on climate change and its impacts on Australia and the world. How do these courses [the Australia Awards and this CCA one in particular] contribute to ANU's academic resources and then impact on national and international climate change science and policy?

A. This Australia Awards course on climate change adaptation for Africa is mutually beneficial. For ANU we increase the value of our knowledge by sharing it with other countries. The course is an opportunity for ANU to renew and strengthen our ties with our industry partners and other stakeholders in Australia. We learned, and were prompted to reflect and enhance our work, from interacting with our African guests. Our knowledge is now better grounded to the realities of climate change in Africa, so the lessons we offer to Australian and international science and policy makers can help deliver more practical solutions.

AUSTRALIA AWARDS - PHILIPPINES

FOREIGN POLICY AND REGIONAL SECURITY IN THE INDO-PACIFIC - SHORT COURSE



Above: Rob Crispe (right / back row), Abby Catucod (right/ front row) and ANU Enterprise project management team, Ellen Bussell (left / front row) and Sebastian Tobes (left / back row), met with the participants and Ambassador of Philippines to Australia, H.E. Ma. Hellen Barber De La Vega (centre / front row). Photo: Philippines Embassy in Canberra

ANU Enterprise assisted in the management and coordination of another Australia Awards short course, focusing on Foreign Policy and Regional Security in the Indo-Pacific. Our team worked closely with professional staff from the National Security College (NSC), Rob Crispe (course lead) and Rosemary Woodward (NSC course coordinator) to successfully deliver the two-week program in Canberra at the Australian National University. Other than attending classes, the scholars had the chance to meet representatives of the Philippines Embassy and partake in a visitors' tour of Canberra.

CYBER BOOTCAMP GLOBAL

CYBER CAPACITY AND RESILIENCE IN THE INDO-PACIFIC

Cyber security and resilience has become an increasing concern for those involved in foreign affairs and international security. To solidify Australia's position as a regional leader in cyber education and resilience, the Department of Foreign Affairs and Trade (DFAT) has invested \$34 million in cyber resilience programs in the Indo-Pacific. The aim is to build cyber capacity across a full breadth of cyber affairs and enable ASEAN and Pacific countries to address cyber challenges. This includes promoting international law, strengthening cybercrime prevention, supporting best practice use of technology to facilitate development, and advocating for and protecting human rights and democracy online.

ANU Enterprise supported the Australian National University (ANU) Cyber Institute and National Security College (NSC) in submitting a competitive tender response to run the programs. The bid was successful, with DFAT commissioning ANU to deliver specially designed 'Cyber Bootcamps' to professionals from key Government Agencies across the region. Initially, ANU has been funded to run 12 iterations over four years under the scheme.

In November 2019, ANU hosted the first Bootcamp with 15 delegates travelling from Indonesia.

The delegates were each seen as emerging leaders in their fields, working in a range of government agencies including the Ministry of Transport and the Cyberspace and State Code Agency.

As a strategic initiative of DFAT, the turnaround timeframe for this project was necessarily quick and required extensive coordination and relationship management of many stakeholders. ANUE worked closely with NSC to manage the program's complex logistical requirements, ensuring a smooth experience for delegates across multiple program locations in Indonesia and Australia. We also arranged practical and cultural excursions for the delegates as a reprieve from the vigorous nature of the course content. ANUE also supported the Cyber Institute in undertaking significant reporting measures. This was necessary to ensure the continuous improvement process of the program.

Australia's Ambassador for Cyber Affairs, Dr Tobias Feakin explained that "The Cyber Bootcamp Global has been designed to bring together complementary skills and expertise from across government, academia and the private sector to deliver a comprehensive, holistic and innovative training program to our regional partners."



Left: Dr Tobias Feakin (left) and Dr Lesley Seebeck (right) at the launch of the new ANU Cyber Bootcamp. Photo: DFAT

KNOWLEDGE SECTOR INITIATIVE PHASE II

JOINT AID PROGRAM BETWEEN INDONESIA AND AUSTRALIA

The Knowledge Sector Initiative (KSI) joint aid program between the governments of Indonesia and Australia has been supported by ANU Enterprise for the past two years.

It supports Indonesian policymakers to develop more effective development policies through better use of research, data, and analysis. KSI works with research providers and government agencies to strengthen the quality and policy-relevance of research and how it is used for policymaking. KSI also works to improve regulations and practices that support quality research and make using evidence in policymaking easier.

In 2019, the Australian National University focused on two major projects, the Expanding Public Discourse, and Improving Indonesia's Research Competitiveness, led by Dr Ross Tapsell and Prof. Veronica Taylor, respectively.

The Expanding Public Discourse project aimed to mentor and develop writing skills for six emerging Indonesian policy analysts who aspire to become thought leaders in Indonesia in the next five to ten years. The analysts were successful in publishing multiple critical articles in Indonesian and international media.

The Improving Indonesia's Research Competitiveness project examined higher education policy and regulation by analysing the Indonesian regulatory landscape, and placing Indonesian regulatory challenges in comparison with the international context.

Part of this activity was organising meetings with the leadership of the Indonesian Science Fund. Opinion pieces were also co-authored by Prof. Taylor and KSI colleague Dr Elizabeth Jackson for *The Conversation*. An official visit from a delegation of KSI partner policy makers occurred to discuss how government can source competitive funding schemes for research and innovation in Australia.

INTERVIEW WITH VERONICA TAYLOR

The KSI program is a significant project with our closest neighbours. It involves multiple layers of stakeholder management as well as oversight of a number of separate but related major project activities, and accompanying financial management and reporting requirements.



Q. What does this project mean for you and for the ANU?

A. The KSI project is an opportunity to be at the table when significant public policy questions are being debated in Indonesia. As an ANU team we offer our expertise in researching difficult policy issues and our comparative experience in implementing higher education, diversity and research policy changes in our own institution and sector.

Q. How has ANUE's project management support added value to your work?

A. Working with professional project managers at ANUE is a delight. This is the best line-up of ANUE staff I have seen in a decade of working with them – their skills are top-tier. Their technical project management is great, but I'm particularly impressed with their understanding of relationship management, inside ANU and with external partners.

Projects in Asia and the Pacific invariably hit road bumps. Having an ANUE team to strategise with, one that is seasoned, flexible and ethical, adds enormous value to the work. Having expert colleagues to think through budget changes, reporting and compliance issues and anticipate what we need to do frees me and other academic colleagues to think about the substance and the delivery.

Q. What was a highlight of the experience of working with ANUE?

A. The highlights for me working with ANUE are the low moments in a project – the point at which you think, 'This could really come unstuck'. Having a team to support you when things are going smoothly is great, but it's even better to have a team that can take a deep breath, re-orient in the face of the personnel/budget/regulatory or political crisis of the moment, and cheerfully work to get a resolution.

Q. Any comment on future projects and interactions with support offered by ANUE?

A. When I was offered a new project by UNDP for 2020, we needed to get the contract done in a flash. I didn't hesitate to reach out the ANUE, because I knew they would understand the documentation, understand the urgency, understand the sensitivity of the mission and understand how to ride the ups and downs of project-based work.

ENGAGEMENT ACTIVITIES

BUILDING A STRONGER COMMUNITY OF PRACTICE



Anthony Pagès (left) and Prof. Keith Nugent (right) at Share & Shiraz. Photo: Ben Calvert

In 2019, one of ANU Enterprise's key performance indicators was to increase our engagement activities. ANUE organised 19 engagement events, which included Business Development presentations to Australian National University colleges' research offices, Academic Drinks and 'Share & Shiraz'.

These events were a great opportunity to bring ANU academics and professional staff together to network, share ideas, and build an even stronger community of practice around industry and government research collaborations.

Share & Shiraz

We had the pleasure of having the Deputy Vice Chancellor Research and Innovation (DVCRI), Keith Nugent join us at Share & Shiraz to discuss ANU external collaborations and his plans for the ANU. This was an ideal opportunity for ANU academics,

professional staff and industry to meet with the wider ANU community and discuss ANU's future with the DVCRI.

Academic Drinks

Several academic drinks events were organised throughout the year. It was an opportunity for ANU academics, ANU professional staff and the ANUE team to meet and celebrate won tenders over wine and some nibbles. Academic drinks also allowed academics from different areas to network.

BD Engagement

The Business Development team were pleased to engage across the ANU community with collaborative workshops and presentations held with most College Research Office teams and other administrative functions (such as Research Contracts and Finance and Engagement). We also presented more broadly at College forums and School meetings.



Above: ANU academics and professional staff participating to Q&A and networking. Photo: Ben Calvert

WEAROPTIMO

INNOVATIVE WEARABLE DEVICES FOR HEALTH CARE

Technology is progressing rapidly and miniaturised electronics with cloud connectivity are now low cost and ubiquitous. Yet the healthcare sector has not fully realised the potential of technology for the provision of high-quality, rapid diagnosis and treatment, and it is ripe for transformation.

WearOptimo Pty Ltd is the first 'Innovation Partner Company' of the Australian National University. Led by Entrepreneurial Fellow Prof. Mark Kendall, they have a mission to address the key challenges holding back the provision of high-quality healthcare through alleviating the burdens of traditional disease diagnosis and monitoring. To do this, they combine years of expertise in engineering, medicine and technology to develop innovative wearable devices.

WearOptimo has engaged ANU Enterprise to provide Research and Development resources against an agreed two-year project, covering an initial period January 2019 to December 2020. ANUE has provided a full-time Project Officer resource embedded within the WearOptimo team in Brisbane. Our Project Officer provides financial, relationship management, purchasing and other project management support to the WearOptimo team.



Above: Prof. Mark Kendall (left) and Prof. Brian Schmidt (right) at the opening of the WearOptimo headquarters in Brisbane. Photo: ANU



ENCOURAGING THE UPTAKE OF CLIMATE SMART FARMING PRACTICES AND TECHNOLOGIES

REGIONAL INVESTMENT CORPORATION

The Regional Investment Corporation (RIC) sought a group of experts to provide recommendations and options around how they could design and deliver a successful loan program to encourage farmers to take up climate smart farming practices and technologies.

RIC engaged the Australian National University under ANU Enterprise's deed of standing offer, to subcontract ANU colleges, ANU academics and independent academics to provide input into the project.

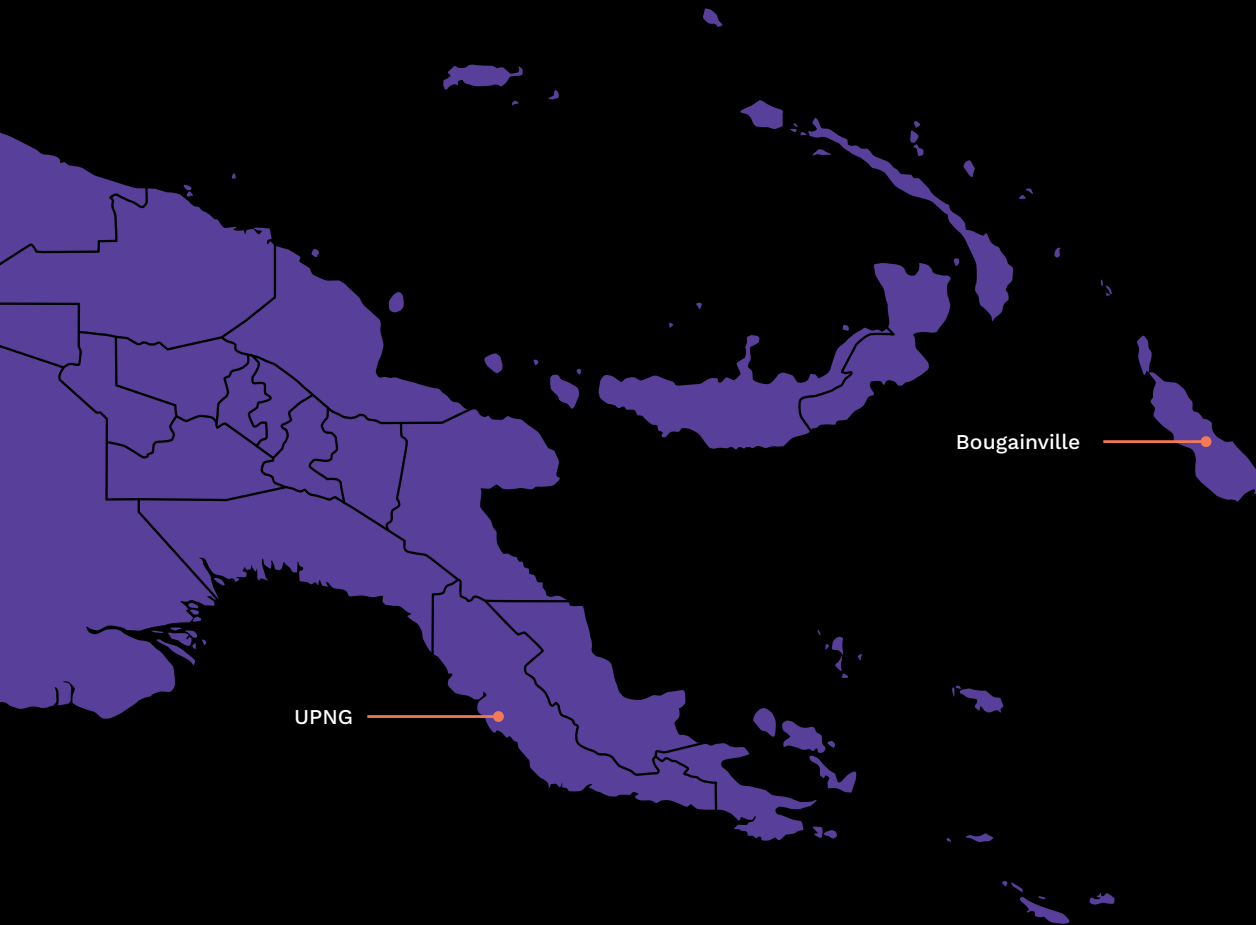
It was an excellent opportunity for cross-disciplinary work between the College of Business and Economics, the Fenner School of Environment and Society and the Crawford School of Public Policy.

ANUE welcomed the opportunity to work closely with ANU academics, Dr Anna Lukaszewicz, Dr Michelle Young, Assoc. Prof. Timothy Higgins, Prof. Mark Howden, Dr Rebecca Colvin, Prof. Bruce Chapman, Dr Tegan Cruwys and Prof. David Lindenmayer.



PAPUA NEW GUINEA

PROJECTS



Aid Domestic Consultancy Services

Agriculture and Food Security in PNG and the Pacific

In 2019, the Department of Foreign Affairs and Trade (DFAT) increased its focus on agricultural development in Papua New Guinea (PNG) and the Pacific. Australia's objective in developing agriculture in the region is to support inclusive economic development while improving food security, nutrition and climate resilience.

DFAT requested technical assistance in areas related to agricultural and food security in the region, such as nutrition-sensitive approaches in agriculture, climate and disaster resilience, inclusive economic development and agronomy. In response to DFAT's request, ANU Enterprise provided consultants and academics to assist and participate in scoping trips in PNG. During these trips, round-table discussions and workshops took place with industry experts and government representatives.

Bougainville Referendum

Independent Electoral Observers of the 2019 Referendum

In 2019, ANU Enterprise supported a specialist team, assembled by the Australian National University's Department of Pacific Affairs (DPA), to act as observers of the Bougainville Referendum in partnership with the independent Bougainville Referendum Commission (BRC). The BRC is the independent body established by the government of Papua New Guinea (PNG) and the Autonomous Bougainville Government (ABG) to conduct the Referendum.

The referendum concerned Bougainville's status as an autonomous region of Papua New Guinea. It was to determine whether citizens preferred to remain in this arrangement or become an independent state. The referendum was a key pillar of the 2001 Bougainville Peace Agreement between the two governments, which guaranteed a referendum on Bougainville's political future to be held amongst Bougainvilleans 10-15 years after the establishment of the ABG. ABG was established in 2005 and therefore, according to the Constitution, a referendum could be held between the years 2015 and 2020. The vote was long anticipated and was an important milestone in the political history and future of the Pacific region.

Independent electoral observers provided a critical role in the democratic process. They observed whether the conduct of polling and counting was free, open, transparent, democratic and fair, based on national legislation and according to national and international standards. With the permission of the BRC, the ANU-DPA team set out to observe the referendum in North Bougainville, Central Bougainville and South Bougainville regions and to engage with Bougainvilleans to seek their views on the referendum process and their views on the implications of the referendum.

ANU Enterprise was engaged to subcontract PNG-based members of the ANU Bougainville Referendum Observation Team as consultants. Through ANUE's PNG subsidiary, it was possible to facilitate the payment of allowances and honorariums in PNG Kina (PGK). This ensured observers were paid efficiently and with minimal disruption. In the event that observers needed to be added or replaced, ANUE was able to facilitate these changes with much greater ease.

UPNG Partnership

Pacific Leadership and Governance Precinct

The Australian National University has extensive partnerships and research collaborations with its peers in the Asia-Pacific. The University of Papua New Guinea's (UPNG) School of Business and Public Policy (SBPP) and the ANU's Crawford School of Public Policy (Crawford) began formally collaborating under a Memorandum of Understanding (MoU) in 2012. They have since renewed the arrangement twice at three-year intervals.

In August 2015, a new grant agreement between ANU and the Australian Aid program provided the means to significantly expand the partnership over the next three years. This support comes under the auspices of the Pacific Leadership and Governance Precinct, a new initiative between the governments of Papua New Guinea and Australia. The initiative aims to strengthen leadership, governance and public sector capacity in PNG. The ANU-UPNG partnership, with support from the Precinct, provides direct benefit to hundreds of students, some of whom will go on to be future leaders. It also helps strengthen SBPP, especially in the key areas of economics and public policy.

In 2019, ANU Enterprise supported ANU to engage the necessary external staff to participate in the PNG Update Conference for policy, development and economics in Port Moresby, PNG. The conference saw keynote speeches by the PNG Prime Minister and Leader of the Opposition. As part of the partnership, ANU academics sent to UPNG taught at the university, giving courses across the Division of Economics and the Division of Public Policy Management.

MORE CHANGE, MORE PROGRESS.



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