

Global Development at UQ

2022-23 Update



Contents

Welcome message	page 3
Global Development at UQ	page 4
Global Development Hub	page 5
Our people: showcasing UQ global development expertise	page 6
International Development Unit	page 9
Our partners: global networks and capabilities	page 10
Our impact: profile and profit with a purpose	page 12
Future focus	page 14
The pathway to global development	page 15

Note

This report showcases the work of UQ's International Development unit and development-related activities and outcomes undertaken by UQ faculties, schools, divisions, and institutes sourced from submissions to the UQ Global Development Hub (GD Hub) or through desktop research.

As a result, this report may not reflect the full suite of activities or work that has taken place across UQ in support of global development impact or the Global Development Impact Plan (2021-2025).

Members of the UQ community are encouraged to connect with the GD Hub to have their global development work showcased in future reports. Instructions on how to connect to Global Development at UQ is included under *The pathway to global development* on page 15 of this report.

Message from the

Pro-Vice-Chancellor (Global Partnerships)



2022 was a big year for global development at UQ.

Since joining the Global Partnerships portfolio as PVC in June 2022, I have been excited to learn about the exceptional work being done across the University in the area of global development.

UQ's work in this sector covers teaching of development practice and related areas, research on the development challenges faced across the world, and the translation of the research to find positive solutions to development challenges around the globe. UQ International Development (UQID) is successfully securing and managing commercial contracts for development-focused projects. In addition, we have the work of the Global Development Hub (GD Hub), the aim of which is to harness and profile the University's development expertise and activities through a wide range of engagement activities.

As UQ's dedicated unit for global development delivery, UQID has secured, managed, and delivered development projects across the world for 28+ years. The team's expertise has directly contributed to building the capacity of people

and organisations around the world. In doing so, they have positioned UQ as a leader in global development impact, particularly in the Asia-Pacific region and Africa.

Throughout the year, UQID won 15 projects, making 2022 one of the most successful years to date. These projects are in addition to the extensive range of development work being undertaken across UQ, such as the 'Blue Concrete' initiative, led by Professor Daniel Franks from the Sustainable Minerals Institute, and work to combat the effects of traffic-related air pollution on children in Vietnam, led by Professor Pham Le An at the Centre for Children's Health Research.

With a commitment to global development included in the <u>University's Strategic Plan</u>, the GD Hub has focused on activities and events to elevate and showcase the positive global impact being contributed by UQ projects and expertise. This enables UQ to demonstrate its development capabilities, and scale and scope of work being done in the sector. Ultimately, this will lead UQ to be recognised as the "go-to" university for global development expertise and impact.

Collaboration will be key to growing UQ's work in the development sector and the achievement of increased positive impact for global communities. Our network of global partners will be fundamental to achieving our objectives. The GD Hub continues to grow our internal development stakeholder network and this work is now expanding to focus on increased connections with external development partners. The University is building connections with development stakeholders across government, industry, academia, and the non-government sector, and profiling UQ's development expertise to a wide range of development funders.

As we continue the University's commitment to global development, I encourage UQ colleagues, partners, and development sector stakeholders in Australia and overseas to connect with UQ via the GD Hub. Together, we can achieve greater positive impact and find solutions for global development challenges.

I look forward to our future collaboration in global development and warmly welcome your connection.

Brett Lovegrove Pro-Vice-Chancellor (Global Partnerships)

The University of Queensland acknowledges the Traditional Owners and their custodianship of the lands on which we meet. We pay our respects to their Ancestors and their descendants, who continue cultural and spiritual connections to Country. We recognise their valuable contributions to Australian and global society.



Global Development at UQ

Year in review¹



3C

global development projects in progress or completed*



33

research project collaborations with 55 universities and institutions in developing nations



\$23m

contract value of successfully won development bids



600+

participants impacted by UQID programs



Contracts

for development bids with DFAT, GEF, MFAT, ACIAR and Gates Foundation²



100+

countries impacted by UQ global development projects

*Including ongoing long-term projects in 2022

Development themes

UQ's commitment to advancing global development spans a broad range of themes, including the environment and agriculture, energy and resources, health, governance and public policy, and innovation and entrepreneurship. By bringing together these themes the GD Hub can provide opportunities for interdisciplinary collaboration and foster innovation in research and development.

In 2022, the GD Hub began conducting a UQ-wide stakeholder mapping exercise using a tailored online form, consultations, and engagement with GD Hub Theme Leads. The aim of the mapping exercise is to gather the following information:

- · Who at UQ is working in global development
- · What development projects are being conducted
- What countries and regions the development projects are being delivered in
- What development stakeholders are connected to the projects
- Which thematic areas is development work being conducted in
- What other areas of development expertise and connections exist at UQ

The responses were categorised in alignment with the broad thematic areas identified in the Global Development Impact Plan (2021-2025).

To contribute your work to the global development themes, complete the stakeholder mapping form.

4 Innovation & Entrepreneurship 17 Energy & Resources 18 Governance & Public Policy

Global Development Hub (GD Hub)

The GD Hub provides a virtual platform for UQ's internal and external development stakeholders to connect. It builds linkages that will enable:

- increased collaboration on global development projects
- · sharing development expertise
- profiling UQ's global development activities
- communicating stories of positive impact resulting from UQ development work
- engagement between UQ and collaborators to increase opportunities for UQ to contribute its expertise to global development projects.

Our objectives

The <u>Global Development Impact Plan (2021-2025)</u> sets out a whole-of-UQ vision for delivering significant global development impact – one that leverages the combined efforts and expertise of UQID, the Global Partnerships portfolio, and development experts across schools, faculties, institutes, and central units.

Our core ojectives include:

- Harnessing the breadth of UQ expertise in global development to translate research and learning into positive real-world impact.
- Leveraging UQ's networks and capabilities to create opportunities and achieve impact through partnered innovation.
- Creating commercially viable opportunities for UQ generating profile, profit with purpose, and sustainability.

2022 at a glance

430+ GD Hub membe

50+ development professionals with 10+ years of experience³

420+

event registrations

64%

increase in GD Hub members since 2021

47,500+

impressions on



Our people - showcasing UQ global development expertise

"Success hinges upon our ability to harness the diverse expertise of UQ's key development champions whilst nurturing and realising the potential of a broader pool of mid to early career researchers, professional staff and HDR students." - The Global Development Impact Plan (2021-25)

In 2022, more than 85 UQ staff indicated they were working in global development projects or had global development expertise across a broad spectrum of themes and disciplines. Some of the development experts who have connected with the GD Hub have shared a short profile of their development work below.



Agriculture



Dr Gomathy Palaniappan

Senior Research Fellow, School of Agriculture and Food Sciences

Dr Palaniappan has over a decade of experience in socio-economic research and development, with a focus on working with rural communities in agriculture. Her work involves training and supporting rural farming families, particularly women and youth, to enhance their leadership and technical skills in various ACIAR-funded projects across Asia-Pacific countries such as PNG, Philippines, Pakistan, Laos, Cambodia, and Vietnam. Dr Palaniappan has delivered gender and social inclusion training for numerous

international development programs including the Mekong-Australia Partnership Short Course 'Responding to the Climate Change Challenge', the Australia Awards South Asia and Mongolia Short Course 'Promoting Value Chain Improvements, Market Integration, and Trade in Agribusiness (Sri Lanka)', and ACIAR Learn. Find out more.



Professor Daniel Rodriguez

Principal Research Fellow, Queensland Alliance for Agriculture and Food Innovation

Professor Rodriguez has national and international leadership in the development of modelling tools and integrative analyses in agriculture, which he applies to develop crop and cropping systems designs that are more profitable, sustainable and resilient under high climate variability and climate change, and smallholder farm designs that are better able to manage multiple constraints in low-income countries. Evidence of his impact includes the development and application of whole farm simulation models in the \$40 million ACIAR-funded project SIMLESA program, which resulted in the increased food security of

484,000 smallholder farmers across Eastern and Southern Africa. He has also engaged in science and collaboration activities in Indonesia (Sulawesi), Latin America, and China. He was the President of the Australian Society of Agronomy (2019–22) and organiser of the Australian Agronomy Conference (2022), and is Editor in Chief for Nature's npj Sustainable Architecture. The thematic areas of his research include agriculture, environment and sustainability, energy and resources, systems thinking, analysis and modelling, and climate variability and change. Find out more.

Energy and Resources



Dr Gary Flomenhoft

Research Fellow, Sustainable Minerals Institute

Dr Flomenhoft's work is focused on international development, poverty alleviation, and work-integrated learning programs for students. The Stone for Development Work Integrated Learning program introduces participants to the challenges of sustainable development, through the lens of development Minerals in the Pacific. Funded by UNESCO, in partnership with the Fiji Ministry of Lands and Mineral Resources, the Pacific Community (SPC), and Fiji National University, this program requires students to attend 40 hours of

training at UQ's St Lucia campus (Pacific-based participants attend online), followed by a two-week (80-hour) field component, working with local partners. This program provides participants with practical skills and experience in an authentic work environment, so they can apply their learning through real-world application and see how research impact leads to the development and capacity building of people and organisations globally. Find out more.

Innovation and Entrepreneurship



Dr Risti Permani

Senior Lecturer, School of Agriculture and Food Sciences

Dr Permani has experience in Australia and Asia on topics such as livestock policy, Australia-Indonesia beef and dairy supply chains, agricultural trade, the adoption of agricultural innovations by smallholder producers, and agri-food e-commerce. She has been a Principal Investigator in several UQ International Development projects. Dr Permani is the co-founder of <u>AgLive Indonesia</u>, a not-for-profit, agriculture initiative aiming to foster innovation and resilience in both Australia and Indonesia, and to empower youth as the

catalyst of change. Find out more.

Environment



Professor Ove Hoegh-Guldberg

Professor, School of Biological Sciences

Professor Hoegh-Guldberg is one of the most cited authors on climate change globally. He has 20+ years experience in leading research organisations such as the Centre for Marine Studies and the Global Change Institute, both at UQ. In these roles he has raised more than \$150 million for research and infrastructure. He is currently the scientific lead for the Coral Reef Rescue Initiative (CRRI) project, which presents a rescue strategy to conserve rapidly deteriorating tropical coral reefs. The Initiative uses world-leading science to identify 50

sites around the world that are less exposed to climate change, working with WWF International to assemble a global partnership across several countries. <u>Find out more.</u>



Professor James Watson

Professor (Environmental Management), School of Earth and Environmental Sciences

Professor Watson leads the Green Fire Science research group, whose mission is to do policy-oriented research aimed directly at improving the outcomes of conservation around the world. He also leads the Research and Recovery of Endangered Species (RARES) Group, whose mission is to work with partners to do applied research that is linked directly to the practice of site-based rare species conservation. Professor Watson has been funded by numerous governments, industry and conservation NGOs to undertake applied research

projects ranging from assessing the impacts of climate change on species, best-practice development planning when it comes to biodiversity, to where to place area-based conservation actions to get effective environmental outcomes. He has also worked in the climate mitigation space, generating UNFCCC policy briefs and published science on better ways to account for Nature Based Solutions when mitigating climate change, especially when it comes to forest conservation. Find out more.

6

Governance and Public Policy



Dr Prudence BrownAcademic, School of Political Science and International Studies

Dr Brown applies a wealth of knowledge from their work within senior policy roles in the public sector. They have applied highly developed strategic, analytical and conceptual skills to many UQID projects, as both a course lead and consultant. Some of these projects include Australia Awards Papua New Guinea Graduate Certificate in Governance and Public Policy (Social Research), The Australia Awards and Alumni Engagement Program - Philippines Mainstreaming Gender, Equity, Disability, and Social Inclusion Cap Short

Course, and the Australia Awards Indonesia Short Course <u>Gender Mainstreaming in the Public Sector</u> in 2021, 2022 and 2023. The Gender Mainstreaming programs were designed to support government staff, covering a range of concepts, strategies and tools. <u>Find out more.</u>



Associate Professor Kathryn Sturman
Senior Research Fellow and Director, Higher Degrees by Research,
Centre for Social Responsibility in Mining, Sustainable Minerals Institute

Associate Professor Sturman is an international relations specialist in resource governance and policy considerations of mining for human security and development, focusing on the political dynamics shaping the extractive industries globally, particularly in resource-rich developing countries of Africa and South East Asia. Associate Professor Sturman, along with Dr Daniel Franks and Dr Diana Arbelaez-Ruiz, conducted an embedded evaluation

of the BHP Foundation's National Resource Governance Program (2019-2023). This program aims to ensure the citizens of resource-rich countries are the ultimate owners and primary benefactors of their natural resource wealth by building platforms of collaboration between international institutions, governments, civil society and business, and working across the natural resource value chain to enhance governance, reduce corruption, and enable people to have agency and voice in decisions affecting them. <u>Find out more.</u>

Health



Dr Heena Akbar Lecturer, School of Public Health

Dr Akbar has extensive experience in community development research and teaching and has contributed to the Australian and international higher education sectors. Dr Akbar's experience in community development has contributed to reshaping how indigenous knowledge is used to address the health inequities and social determinates of health of First Nations peoples, including Aboriginal and Torres Strait Islander, Māori, and Pasifika (Pacific Islander) communities, through co-designed solutions. Their work addresses the

social, cultural, and economic burden of chronic health conditions through a strength-based approach and impact policy development that translates to better outcomes for First Nations peoples in Australia and internationally. Find out more.



Dr Nina Lansbury (Nina Hall)Senior Lecturer, School of Public Health

Dr Lansbury's research examines health aspects for remote Indigenous community residents on both mainland Australia and in the Torres Strait in terms of housing, water and sewerage, and women's health. She is also investigating the impacts of climate change on human health, and this involves a role as lead author on the Intergovernmental Panel on Climate Change (WG II, AR6). Within the research sector, she was previously a senior research scientist at CSIRO, manager of the Sustainable Water program at UQ, and senior

research consultant at the Institute for Sustainable Futures, UTS. Within the non-government sector, Dr Lansbury was previously the director of the Climate Action Network Australia and a research coordinator at the Mineral Policy Institute. Find out more.

International Development Unit

UQID is one of the leading university development groups in the Asia-Pacific region.

The team provides development expertise and program management leadership to deliver a wide range of development-focused projects. They harness The University of Queensland's comprehensive academic expertise, research capabilities, and global partnerships to design, deliver, and manage projects globally. The projects address global development challenges, help build the capacity of people and organisations, and contribute towards the achievement of the Sustainable Development Goals.

Projects address

Global development challenges

Help build the capacity of people and organisations

Contribute towards achieving the Sustainable Development Goals

Scope of work

UQID designs and manages the delivery of client-focused and professionally managed development activities across a diverse range of thematic areas relevant to development sector priorities.

The areas of focus include: agriculture, climate change, environmental management, law and justice, leadership development, governance, gender equality, food security, economic development, public policy, energy transition, mining and resource management, health, education and more.

The projects include long-term development activities, customised short-term training and professional development programs, and the provision of consultancy, advisory and technical assistance services.

Contact

Meet the team of development specialists on the Global Partnerships website.

E: <u>international.development@uq.edu.au</u> T: +61 7 3346 9568

W: global-partnerships.uq.edu.au/international-development

Expertise and services

- · Opportunity identification and assessment.
- Project design and tender/proposal preparation in collaboration with UQ academics, researchers and partners.
- End-to-end project management from contracting to completion including budget management, in-Australia and overseas logistics management, service procurement, sub-contractor management, and reporting.
- Business development and development sector network facilitation.
- Dedicated development knowledge and practitioner expertise
- On the ground experience in developing countries.
- Expansive network of connections across industry, government, academic, and non-government organisation sectors.
- Extensive network of development project alumni and collaborators.



Our partners – global networks and capabilities

"Success in achieving the Plan's objectives will be contingent upon our ability to proactively nurture and strengthen relationships with key external stakeholders to expand the reach and impact of our global development efforts." - The Global Development Impact Plan (2021-25).

UQ's partnerships with external stakeholders provide valuable opportunities for us to collaborate with other universities, industry, government, and non-governmental organisations. Through these partnerships, UQ is making a real difference in communities in the Asia-Pacific, Africa and beyond. These partnerships provide researchers with opportunities to apply their work to real-world problems and make a positive impact in communities. Additionally, they help to facilitate knowledge exchange, innovation, and capacity building, and are an essential part of UQ's mission to create global impact through research and education.



Fiji Mineral Resources Department (MRD), The Pacific Community (SPC), and United Nations Development Program

Low Carbon Concrete Adoption in Pacific Small Island Developing States

This project is assessing the feasibility of implementing a new type of cement in Fiji: Limestone Calcined Clay Cement or LC3. LC3 has the potential to reduce the CO2 emissions of cement by 40%. LC3 also uses local resources, reduces the costs of production, and generates a range of local employment opportunities.

The collaborative project involves UQID, the Sustainable Minerals Institute (SMI), the Australian Institute for Bioengineering and Nanotechnology (AIBN), and two Indian partners: the Indian Institute of Technology Delhi (IITD) and Technology and Action for Rural Advancement (TARA).

The group delivered a successful workshop in Fiji in May 2022 to confirm interest in the initiative and to develop an action plan. In November 2022, Fiji's Ambassador and Permanent Representative to the United Nations, His Excellency Dr Satyendra Prasad, announced the launch of the Blue Concrete Initiative at a side event of the COP 27 climate summit. **Read more online.**

The Department of Foreign Affairs and Trade (DFAT)

The Mekong-Australian Partnership: Short-Term Awards (MAPSTA) - Thailand

MAP was announced in 2020 and forms part of Australia's \$500 million landmark package of new economic, development and security measures to support Southeast Asia's COVID-19 recovery. The Building Human Capacity (BHC) pillar is one of six MAP pillars, known as MAP-BHC. Under this investment, a suite of short-term awards will be delivered for Thailand.

Delivered by UQID in partnership with experts from across the University, MAP-STA provides targeted programs of intensive training for individuals or groups of senior staff and mid-career professionals. The program includes five short courses and two regional dialogues over the next two years. Read more online.



The Australian Centre for International Agriculture Research (ACIAR) ACIAR Learn

ACIAR Learn is an online learning program that supports capacity building of early career and senior researchers involved with ACIAR-funded projects, as well as alumni of ACIAR-funded scholarships and fellowships. By developing the skills of agricultural researchers, participants are supported to strengthen their capabilities and build networks in their home countries.

Since it was piloted in 2021, the ACIAR Learn program has gone from strength to strength. To date, 265 participants have completed the program, which has achieved a 92% satisfaction rate and a 74% completion rate across all courses. It is underpinned by two core principles: microlearning, which is done through dynamic bite-sized lessons that can be completed in 20 minutes or less, and mobile-first, a program that is easily accessed through mobile devices, meaning learning can be done anywhere. Together, these mean researchers can learn anywhere, at any time, at their own pace. Online learning is complemented by live interactive sessions where participants can meet people in their field around the globe, have valuable discussions, and make meaningful connections. Read more online.



American International Health Alliance (AIHA)

Ethiopia Primary Health Care

UQID and the School of Public Health have engaged in a twinning partnership with the International Institute of Primary Health Care – Ethiopia (IPHC-E).

Funded by the Bill and Melinda Gates Foundation through the AIHA, the partnership aims to build the capacity of Primate Health Care (PHC) in Ethiopia by better understanding the context of PHC systems and identifying strategies to strengthen capacity, partnership, and collaboration among key stakeholders. Following a successful first round, the project was extended in November 2022 to continue to support advocacy for PHC in Ethiopia and to become a World Health Organisation (WHO) collaboration Centre in Africa.



Our impact – profile and profit with a purpose

"Through bringing together the brightest minds in global development, we can create meaningful change (...) Stakeholders + Pathways = Development and Organisational Outcomes" - The Global Development Impact Plan (2021–25)

Australia Awards South Asia and Mongolia (AASAM) Using Social Media to Counter Radicalism (Bangladesh)

Cyber radicalisation is a serious issue in Bangladesh, with extremist groups increasingly using social media to recruit supporters. Delivered by UQID and UQ Cyber, this short course encouraged participants to develop strategies to deploy counter-narratives and to implement activities that could reduce the effectiveness of radicalising elements operating within the social media networks of local communities in Bangladesh. Through a hybrid model of online and in-person delivery, participants examined the role of social media in the radicalisation process and explored evidence-based initiatives to counter online threats

The two-week delivery component of this program in Australia included participants travelling to Canberra to hear from Australian government and industry experts. Participants then created a Return-to-Work Plan in which they transformed their learnings into practical steps for implementation within their home organisations and processes.

Presenter testimonial

"I have been the course leader for this course since 2016 and every course brings its own challenges and rewards. This course has been my first since COVID and it had a different feel to it. Every presenter knew and was focused on the students' needs. UQ as always brought its A-game, and the Bangladesh Government sent us a team of committed professionals as students.

The course ended with a brilliant presentation by Roger Noble in his usual open and honest way. Roger's brief contained elements of each study area, giving the students a real-life example of how this work is done as part of a broader counter-terrorist strategy.

Every single one of these courses has delivered real time operational outcomes for the Bangladesh government post course. The course has produced students who have influenced Bangladesh government policy in a positive way. I have no doubt this outstanding group will do the same."

- Michael Callan, CEO at Australian Fraud and Anti-Corruption Academy

Participant testimonials

"From this experience I have enriched my understanding on the use of social media to counter radicalization as I was closely involved with four different ideas having different implications. The experience has not only added a prestigious role to my profile, it has also boosted my mentoring skills, interpersonal communication skills, [and] ability to conduct need assessments and impact analyses."

"Mentoring from UQ, a top ranking university, encouraged my personal development, increased my leadership skills, and increased my confidence. This opportunity has supported me to identify and correct gaps in generic skills and knowledge. Getting involved with the professional team of the course and the participants of another course is really a privilege for me to continue learning and foster a collaborative environment."





DFAT-UQ Pacific Telecommunication Security Expert Forum, November 2022

In collaboration with DFAT, UQ successfully delivered the Pacific Telecommunications Security Expert Forum in Brisbane, 10-11 November 2022. The Forum brought together senior government and industry leaders from across the Pacific* and Australia for a one-day roundtable focused on the telecommunications security sector and the challenges and opportunities for the region.

Co-hosted by Australia's Ambassador for Cyber Affairs and Critical Technology, Dr Tobias Feakin, and UQ Chancellor Mr Peter Varghese AO, the Forum comprised a series of panel presentations and roundtable discussions with experts and stakeholders from Australian and international telecommunications industry, government agencies and academic institutions. Through the sharing of multidimensional and transdisciplinary approaches to the complex area of telecommunications security in the region, the Forum has provided a platform and network to form a community of dedicated change agents from across the Pacific and Australia.

Phase two activity for the Forum is being planned for 2023 and will incorporate delegate- and presenter-identified objectives to further understand the needs and challenges of the Pacific region and how Australia can collaborate with Pacific partners to support investment, programs, and activity for the future.

*Pacific attendees were from Fiji, Kiribati, Papua New Guinea, Samoa, the Solomon Islands, Timor-Leste, Tonga, Tuvalu and Vanuatu.

Participant testimonial

"The efficiency and the level of commitment to ensure the Forum was able to cover the breadth and depth of issues discussed, are a testament to your diligence and the hard yards that went into successful implementation of the program.

I really felt privileged to be a participant, and came away blessed from the rich exchange of experiences and ideas. I have a better appreciation of the challenges to the sector, an understanding of the problem of cyber security, the threats they pose, and the ongoing work to address these threats. The partnership therefore between governments and the industry is absolutely essential.

I look forward to learning more about evolving practises and methodologies to address these difficulties. The outcomes you plan to share with us will be invaluable in identifying appropriate responses."

- High Commissioner Delegate

12

Future focus



Grow our opportunity for impact

- Increased effort in developing connections with external development funders, industry partners and collaborators to diversify and nurture UQ's client basis
- Positioning UQ as the 'go to' university for global development leadership.



Think outside of the box

- · Championing the one-UQ approach
- UQ's biggest attribute is its access to world-class leading expertise, a
 dedicated development management unit and a reputation for delivery
 excellence in research, teaching, so why not global development?



Next generation of development

- UQ's excellence in teaching and research means it is well placed to develop the capabilities of our next generation of global development experts.
- By engaging with early-career researchers and higher degree by research students, we seek to embed the importance of translating research impact into development impact as essential to their future career profession and to achieving UQ's commitment to the Sustainability Development Goals (SDGs) - maximising the naturally occurring nexus that exists between research impact and development impact.



The pathway to global development

Connect Engage Partner

Connect

- Join the GD Hub by registering online.
- Share your global development work with the GD Hub so we can showcase the impact you have created to UQ's community and partners. <u>Complete the online form.</u>
- Follow UQ's Global Development social media accounts to stay up-to-date with upcoming events, opportunities, and global development news.

Engage

- Attend global development events such as the Global Development Dialogue Series or one of our GlobalDev Engage series workshops, presentations, or seminars. <u>View upcoming opportunities</u>.
- Share your global development CV with the UQID by email this to international.development@uq.edu.au.

Partner

• Partner with the UQID on bids for project tenders and developing future proposals for global development opportunities to funders.

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CREATE CHANGE

Acknowledgement

Global Partnerships acknowledges and extends thanks for the strong collaborative contributions to global development activities at UQ from many of our divisions, schools, faculties, institutes, government, and industry partners.

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