

THE NATIONAL RESEARCH INSTITUTE



CORPORATE PLAN 2009-2013



A Strategic Approach to National Development

THE NATIONAL RESEARCH INSTITUTE

VISION

The National Research Institute aims to be the leading research authority in Papua New Guinea and the Pacific Islands Region concerning policy-oriented issues and development trends.

MISSION

The National Research Institute, as the leading research authority in Papua New Guinea and the Pacific Islands Region, will contribute to development, through the generation of appropriate research information for debate and discussion, which will lead to more informed decision making by the Government, the private sector, civic society, and ordinary people, in areas such as cultural, economic, educational, environmental, political, and social concern.

STRATEGIC PLAN

The Institute's Strategic Plan guides its research activities and its contributions to national policy making, decision making, and development. The Strategic Plan incorporates the Institute's Vision, Mission Statement, Objectives, and Ethical Research Obligations.

CORPORATE PLAN

The Institute's Corporate Plan further elaborates on these operational objectives through detailed activities which prescribe specific targets and outcomes. This rolling five-year plan has been developed after consultation with stakeholders, to determine priority areas of research that are consistent with the Medium Term Development Strategy.

Through these long-term and more immediate work plans, the Institute remains committed to the value of seeking knowledge through the conduct of free forms of enquiry, and generating constructive criticism and debate that will lead to improved decision making, policies, and practices, which will benefit the people of Papua New Guinea.

THE NATIONAL RESEARCH INSTITUTE



CORPORATE PLAN

2009-2013

A Strategic Approach to National Development

NRI

THE NATIONAL RESEARCH INSTITUTE

First published in August 2009
Copyright © 2009, The National Research Institute

The National Research Institute (NRI) was established and mandated by the *NRI Act 1993* (as amended) to conduct research into, and policy analysis of, social, legal, political, economic, education, environmental, and population issues to influence public policy.

Under the Act, the Institute's governance is provided by the NRI Council to ensure that the Institute's mandated functions are achieved in a transparent, accountable, and appropriate manner, with the best practice management principles.

The management of the Institute is headed by the Director who oversees the running of the Institute's operations, including external relations and funding. The Deputy Director is responsible for managing and coordinating research. The Research Divisions include Economic Studies, Education Studies, Political and Legal Studies, and Social and Environmental Studies. Each Division is led by a Head of Division and research staff conduct policy research in the disciplines highlighted. The Research Divisions currently focus on four broad research programs — *Wealth Creation, Universal Basic Education, Governance and the Public Sector, and Environment and People*.

Cross-cutting issues such as *Gender, HIV/AIDS, and Culture and Indigenous Knowledge* are given equal prominence as significant development issues for critical attention, analysis, and understanding, through the research programs.

The Institute's research programs are backed up by three support programs — Research Information Management, Research Support and Coordination, and Corporate Support Services.

The Institute's research reports are published in the various publications series. Direct any enquiries regarding the Institute's publications to:

The Publications Sales Coordinator
National Research Institute
P.O. Box 5854
BOROKO, NCD. 111
Papua New Guinea
Tel: (675) 326 0300/326 0061 ext. 328
Fax: (675) 326 0213
E-mail: nri@global.net.pg
Website: www.nri.org.pg

The Corporate Plan, 2009-2013 has been prepared by the National Research Institute as a strategic approach to national development.

Printed by the NRI Printery.

CONTENTS

Foreword	1
Overview	3
The Institute's Mission	3
The Institute's Research Programs	3
Cross-Cutting Issues and Collaboration	4
Policy Research and the Institute	4
Management and Finances	5
Wealth Creation	7
Program A: Wealth Creation in Papua New Guinea	7
Goal	7
Overview	7
Research Themes and Objectives	8
Outcomes	8
Management Priorities	9
Program B: Land Issues and Policy	9
Goal	9
Overview	9
Research Themes and Objectives	10
Outcomes	11
Management Priorities	11
Governance and the Public Sector	12
Goal	12
Overview	12
Research Themes and Objectives	14
Outcomes	16
Management Priorities	16
Universal Basic Education	17
Goal	17
Overview	17
Research Themes and Objectives	18
Outcomes	19
Management Priorities	19
Environment and People	20
Goal	20
Overview	20
Research Themes, Objectives and Outcomes	21
Management Priorities	24

Research Information Management	25
Goal	25
Overview	25
Priority Activities and Objectives	26
Management Priorities	27
Research Support and Coordination	28
Goal	28
Overview	28
Priority Activities and Objectives	30
Management Priorities	32
Corporate Services	33
Goal	33
Overview	33
Priority Activities and Objectives	33
Management Priorities	36

FOREWORD



The NRI Corporate Plan, 2009-2013 sets out a framework for research programs that are intended to contribute to the attainment of National Development Objectives, as set out in the government's Medium Term Development Plan. Some of these objectives are also reflected in international agreements as set out in the Millennium Development Goals.

This Corporate Plan builds on the lessons from the 2006-2008 Corporate Plan. Improvements to the Plan were made after much consultation with

NRI's researchers and staff, external stakeholders from government and non-government agencies with whom we work, and our financiers, principally AusAID (which funds most of the research programs), and the Government of Papua New Guinea through the Department of National Planning and Monitoring. The NRI Council ultimately considered and approved the framework, direction, and focus of the Plan.

The changes reflect an evolution of learning and building on past experiences. Two significant changes which are worthy to mention are:

1. The plan period has been extended from three years to five years, as three years represents a limited timeframe for a research program to reap the full benefits, as envisaged from a program. A program may have a number of complementing research projects and activities that contribute to the attainment of its goals. Research activities have a number of phases and require two to three years to design a project, carry out the research, write up the report, and disseminate the results. Some research projects may generate a number of potentially new research activities that can add value to the research program. A mid-term review in 2011 will determine whether the timeframe was realistic and propose changes, if needed.
2. After much consultation and discussion, the research program areas now focus more on key areas for national development. The first reason for this is the capacity at the Institute to carry out research. Programs were identified where NRI had the expertise to work on the program. The second reason is that broader areas did not give a focus to research staff and allowed for a wide diversity of proposed research projects.

The narrowing or focusing process allowed for priority areas to be identified from the broader framework of research programs set down in the 2006-2008 Plan. For example, in the area of education, the 2006-2008 Plan priority was ‘Improving Education and Human Resource Development’. However, in the 2009-2013 Plan, the focus is now on ‘Universal Basic Education’. In the area of economics, the 2006-2008 Plan priority was ‘Promoting Economic Growth and Development’. The focus theme is now ‘Wealth Creation’, in the 2009-2013 Plan. New research programs aligned to national development are HIV Social Research, Land Issues and Policy, Ethical and Effective Governance, and Community Empowerment.

The Corporate Plan, 2009-2013 complements the Institute’s Strategic Plan and the Annual Work Plan. The *Strategic Plan* sets out the vision, mission, objectives, and guiding principles for the operations of the Institute and the conduct of research. The *Corporate Plan* outlines specific research programs, the goals of the programs, and an outline of specific activities and their objectives. The *Annual Work Plan* sets out activities that are planned to be implemented during a particular year, and also sets out milestones and budgets. The Annual Work Plan is initiated at the divisional level and then discussed and vetted by the Research Management Team. It is then submitted to the NRI Council for approval.

We hope that the changes that have been instituted will help the Institute to contribute more meaningfully to national development efforts during the 2009-2013 Plan period.

Dr. Thomas Webster
Director

OVERVIEW

The Institute's Mission

The National Research Institute, as the leading research authority in Papua New Guinea and the Pacific Islands Region, will contribute to development initiatives through the generation of appropriate research information for debate and discussion, which will lead to more informed decision making by governments, the private sector, civil society, and citizens in cultural, economic, educational, environmental, political, and social areas.

The Institute's Research Programs

The Corporate Plan, 2009-2013 is guided by the Institute's Strategic Plan and provides a focus for five years, which is in line with the key objectives of the Medium Term Development Strategy (MTDS), 2005-2010, the Millennium Development Goals (MDG), and the National Goals and Directive Principles (NGDP). It builds on NRI's previous Corporate Plan, 2006-2008. Through consultative processes, the Institute has identified research programs to support the following key policy objectives:

- **Wealth Creation:** This program addresses the MTDS goal of attaining an economic growth rate of more than five percent (5%) per annum, and MDG#1 to eradicate extreme poverty and hunger. It will focus on constraints to economic growth and land development issues.
- **Governance and the Public Sector:** This program contributes to the government's public sector reform initiatives and the NGDP#2 concerning equality and participation. It will focus on improving the effectiveness of institutions, policies, and systems.
- **Universal Basic Education:** This program addresses MDG#2 to achieve Universal Basic (Primary) Education by 2015. It will focus on the development of an effective evaluation and monitoring system.
- **Environment and People:** This program addresses MDG#7 to ensure environmental sustainability, and NGDP#4 concerning natural resources and the environment. It will focus on the sustainable use of natural resources, populations and the HIV epidemic, as set down in MDG#6.

The Institute's research programs are backed up by three support programs:

- Research Information Management;
- Research Support and Coordination; and
- Corporate Services.

Cross-Cutting Issues and Collaboration

The Institute's research programs incorporate a number of cross-cutting themes that are emphasised in the NGDP and the MDG:

- Gender (NGDP#2 and MDG#3);
- HIV (MDG#6); and
- Culture (Papua New Guinean Ways NGDP#5) and Indigenous Knowledge.

The Institute's researchers will be exploring opportunities for collaboration across programs and with external research partners. For example, the staff in the Wealth Creation Program may work with staff in the Environment and People Program on topics such as:

- sustainable resource use;
- distribution of government revenue;
- income inequality;
- access to government services; and
- equal participation of citizens, especially women and minority groups, in economic activities.

They may also work with researchers in the Governance and the Public Sector Program on topics such as institutional and governance arrangements for the management of government assets and finance (state-owned enterprises, planning framework, and participation of civil society), and with the Universal Basic Education Program on topics such as government expenditure on education, the role of education in improving economic participation, and links between the education sector and labour markets. The Institute's researchers are increasingly working with external partners in policy areas that require multiple perspectives and an interdisciplinary approach.

Policy Research and the Institute

As the leading research authority in Papua New Guinea and the Pacific Islands Region on public policy and development related issues and trends, the Institute places a strong emphasis on generating appropriate research information that will lead to more informed decision making and policies.

The Institute endeavours to build national research capacity so that our own researchers can carry out relevant and appropriate research activities which benefit the citizens of PNG. The Institute will collaborate with the international research community to enhance and complement local research expertise.

Policy researchers provide research information and knowledge to policy makers, and decision makers, and the general public.

Their work involves the following outputs:

- management and support of research projects;
- publications, including reports, articles, and policy briefs;
- policy dialogue and communication of research through seminars, workshops, and consultation; and
- policy and research advice to government-led development initiatives.

Management and Finances

The Government of Papua New Guinea and AusAID signed an agreement in 2005 to support research programs at the National Research Institute, from 2005 through 2010. This assistance enabled NRI to conduct policy research on key development areas affecting Papua New Guinea, as identified under the government's Medium Term Development Strategy, 2005-2010.

Funds were allocated by AusAID under the 2006, 2007, and 2008 Development Budgets, based on the Corporate Plan, 2006-2008, and annual work plans. Based on past lessons, NRI has now organised its research programs so that they are spread over a longer timeframe of five years. This five-year plan will be implemented through a series of annual work plans, which outline specific research activities with specific budget information.

All programs will require funding for staff and other resources. Each program will require a research leader (1), researchers (2-5), a research communication specialist (1), and support staff (1-3). Research leaders are responsible for the design and management of the programs and will have postgraduate — preferably doctoral — qualifications and considerable experience in their field. Research teams will be complemented from time-to-time by NRI research associates, consultants, and other external researchers who are brought in for specific content and methodology expertise and field work and analysis tasks.

Communication specialists will be responsible for overseeing the packaging and dissemination of the outputs from the programs. Communication specialists will have qualifications in communications, and journalism, as well as substantial work experience in public relations, communication, and journalism. Support staff will provide administrative and other forms of support to the research programs.

Research activities will require resources for computers (hardware and software), publishing reports and other materials, travel, field work costs, and professional development activities.

The Institute's staff will be encouraged to participate in professional development opportunities, including exchanges and collaboration with relevant institutions.

The Institute's research program is currently supported by a number of advisers from the AusAID-funded Advisory Support Facility, the Asian Development Bank, and the UNFPA. Major project funding is provided by the GoPNG, the Department of Health, the Department of Lands and Physical Planning, and the Department of Treasury. Additional income is received for other consultancy projects. It is expected that, as the capacity of the Institute is strengthened, new forms of support will emerge over the plan period. Opportunities for increased levels of funding and institutional collaboration will be explored with GoPNG and development partners, in line with this Corporate Plan.

The AusAID Mid-term Review in 2008 recommended a review of the NRI structure and key functions. This may lead to some changes in the Institute's structure and management arrangements over the plan period. While research programs are currently located within NRI's Divisions, it is possible that the divisional structure may be reorganised. Regardless of any organisational change, an urgent management priority for the Institute is the development of a professional work force in all program areas, and specifically the recruitment of senior research leaders.



The Australian Government, through its aid program, AusAID, is one of the supporters of the Institute's research programs. The Institute's Director, Dr. Thomas Webster, discussing his vision with Australian High Commissioner, His Excellency Mr. Chris Moraitis.

WEALTH CREATION

Program A: Wealth Creation in Papua New Guinea

Goal

To contribute to the development of policies that will lead to wealth creation in Papua New Guinea, through the provision of research and analysis on the impediments to market access and participation, and the role of the government's institutional and policy environment.

Overview

This program area will support the government's strategic focus on wealth creation as the foundation for Papua New Guinea's social and economic development.¹ The related concept of economic growth is also central to the Medium Term Development Strategy (MTDS), 2005-2010, which links sustainable improvements in the quality of life to economic growth.

However, the MTDS states that the emphasis should not be on growth *per se*, but on 'quality economic growth', which means that all Papua New Guineans, including women, are able to contribute to, and benefit from, a growing economy. With the planned LNG project forecast to increase real GDP from K8.65 billion to an average of K18.2 billion per year,² it is particularly important that the country's economic prosperity is felt at the household level, and that the short-term gains from major natural resource projects are translated into long-term, sustainable, development outcomes.

The MTDS states that economic growth can be achieved by 'promoting the right enabling environment, and by carefully targeting government expenditure to address the constraints that inhibit the expansion of [certain] sectors'.

This research program will support the MTDS and long-term development plan by providing quality research and analysis to the Government on:

- what the right enabling environment might look like in terms of the institutional and regulatory environment, and fiscal, monetary, and exchange rate policies; and

1. At the National Development Summit in September 2008, a framework was approved to guide the development of a 40-year National Strategic Plan. Central to this framework was the concept of 'wealth creation'.

2. ACIL Tasman (2008), *PNG LNG Economic Impact Study: An Assessment of the Direct and Indirect Impacts of the Proposed PNG LNG Project on the Economy of Papua New Guinea* (www.aciltasman.com.au, p.vi).

- the constraints to market access and participation that are impeding the growth of key sectors and wealth creation at the household level.

Research Themes and Objectives

Theme 1: Examine the binding constraints that impede access to markets and participation in economic activities, and explore options for their removal

Objectives

The objectives of this theme include:

- Research and analyse options for increasing access to markets, particularly in the areas of transportation and communication.
- Research and analyse resource utilisation in PNG, including capital and land use, and the potential for improved use of resources to create wealth (see Program B, Land Issues and Policy).
- Research and analyse labour market conditions in PNG and their effect on wealth creation opportunities.

Theme 2: Examine the role of Government in creating an environment that is conducive to wealth creation

Objectives

The objectives of this theme include:

- Research and analyse the effectiveness of fiscal policy management in influencing wealth creation.
- Research and analyse the role of monetary and exchange rate policies in influencing wealth creation.
- Research and analyse the regulatory and institutional environment and options for better facilitating wealth creation, particularly in relation to competition policy.

Outcomes

The outcomes of Program A include:

- Government policies affecting, market access, resource utilisation, and labour are informed by quality research and sound analysis of policy options to improve wealth creation outcomes.

- An improved awareness by the private sector of the importance of market access, resource utilisation, and labour in creating wealth.
- An increased understanding among relevant stakeholders of the constraints to market access, resource utilisation, and labour market growth, and how they could be overcome to facilitate wealth creation.
- Information is provided to the wider community to facilitate greater understanding and participation by civil society in the government's decision making in relation to market access, resource utilisation, and labour.
- The government's management of fiscal, monetary, and exchange rate policies is informed by quality research that identifies options for improving policies to better facilitate wealth creation.
- The institutional and regulatory environment created by the Government is informed by quality research and sound analysis of policy options to facilitate wealth creation.
- An improved awareness by the private sector of the role of government policies in creating an environment that is conducive to wealth creation.

Management Priorities

The initial focus of this program will be to build on work that was undertaken in 2008 relating to fiscal, monetary, and development planning policies to inform decision makers of the various implications and linkages between the policies. The program will also focus on competition policy, and specific sectors will be examined to increase understanding and raise awareness of the relevant issues. In the other areas that are covered by the program, the focus will be on desktop studies to provide direction for further research.

Program B: Land Issues and Policy

Goal

To conduct research and raise awareness and understanding among stakeholders of issues related to the implementation of the land reform process under the National Land Development Program.

Overview

This research program will support the implementation of the land reforms under the government's National Land Development Program (NLDP). The NLDP is the culmination of a process of consultation and review that identified ways to improve access to land for development. The reform process is a long-term endeavour that will require the continued support and involvement of successive governments and implementing agencies, private sector stakeholders, and most importantly, civil society and landowners.

This research program continues and reaffirms the National Research Institute's commitment to land reforms in PNG. It will provide research and advice on land reform-related issues to all stakeholders and raise awareness of these issues and associated policy development processes among the wider community. It is hoped that this research will facilitate support and ownership among stakeholders, and help to ensure that the reforms are implemented successfully.

The Institute will also provide Secretariat support to the National Land Development Advisory Group (NLDAG), which is one of four principal units in the NLDP implementation structure. The research program will support the NLDAG in its role of providing an independent review, evaluation, and assessment of the NLDP's activities.

Research Themes and Objectives

Theme 1: Examine and research issues that are related to the implementation of the NLDP

Objectives

The objectives of this theme include:

- Research and analyse issues relating to implementation of reforms regarding customary land development, including the incorporation of land groups and customary land registration systems.
- Research and analyse issues relating to the implementation of the land administration reforms, including land allocation and physical planning.
- Research and analyse issues relating to the implementation of the land dispute resolution reforms, including alternative dispute resolution mechanisms.
- Research and analyse the impacts of the land reform process.
- Research and analyse issues relating to the viability of a land/property market that is conducive to all market participants.

Theme 2: Provide Secretariat support to the National Land Development Advisory Group (NLDAG) and other implementation support to the NLDP

Objectives

The objectives of this theme include:

- Provide advice and research support to the NLDAG, as necessary, to enable it to respond to issues of strategic significance associated with the implementation of the NLDP.

- Prepare appropriate documentation and organise regular NLDAG meetings.
- Liaise with relevant stakeholders regarding the implementation of the NLDP, and provide support to the implementing agencies, as necessary.

Outcomes

The outcomes of Program B include:

- Implementation of the NLDP reforms is supported by quality research to guide decision makers and stakeholders on issues relating to land administration, dispute resolution, and customary land development.
- The NLDAG effectively fulfils its role with the research and Secretariat support provided by the Institute.
- The NLDP policy is implemented effectively.

Management Priorities

This program will initially focus on the utilisation of current customary land development, and will include research on new developments. The application of physical planning and urban development laws, with a view to ongoing access to, and development of, urban land will also be a priority. Baseline and preliminary surveys will also be conducted in areas identified for pilot projects to enable the impacts of the reforms to be assessed, over time.

The provision of Secretariat support to the NLDAG will be ongoing and responsive to the needs of the group. It is likely to become more focused as the reform implementation process progresses. NRI will continue to liaise and share information with stakeholders and implementation agencies regarding the NLDP.



Staff of the Economic Studies Division reviewing the division's 2009 work plans.

GOVERNANCE AND THE PUBLIC SECTOR

Goal

To contribute to improved governance and nation building in Papua New Guinea by coordinating and undertaking integrated policy research and dissemination activities in governance and public policy.

Overview

This program focuses on a select number of very high priority issues which will be the key drivers of the government's investments over the next five to ten years. In the longer term, the improvement of governance in PNG will be the central element in determining the success of virtually all government policies, as the proper functioning of an effective public sector within a strong democratic state is essential for achieving governmental goals.

The Government is committed to a whole-of-government process to improve overall governance in Papua New Guinea. Governance covers every aspect of government, politics, administration, and beyond, and includes the relationship between civil society and the State. This research program addresses the central aspects of governance that are related to the political structures of government and administration, and their operation.

The main questions to be addressed by this theme are:

- how to improve the existing structures of the decentralised system; and
- how to improve the overall performance of provincial governments in the delivery of services to the people.

Work in this program is closely coordinated with the Department of Provincial and Local Government Affairs (DPLGA) and other stakeholders. It occupies a central role in the research element of the National-Subnational Strategy, which is a broad program to improve service delivery mechanisms at subnational levels.

All of the other themes impinge directly on the question of national-subnational governance and the decentralised system of government. The underpinning of democratic government is by popular participation in the choice of leaders and policies, through the staging of elections. The electoral process must guarantee that the needs of the broader population are addressed in a way that allows particular interests to be aggregated into broad policy alternatives around which electoral debates can be structured.

In turn, the electoral process must provide for the recruitment of parliamentary candidates, who can represent these interests, and adopt policies to respond to them. The electoral process, including the development of an effective party system, has shortcomings which must be researched and improved. The proposed program will research the broad electoral process and propose policy alternatives that are designed to improve its role in strengthening democratic governance.

Where governance is effective, participatory, transparent, accountable, equitable, and ethical practices are enhanced, and corruption is reduced. In PNG, the lack of public sector accountability, and ineffective systems of checks and balances have led to the widespread misuse of public funds for private gain.

As a starting point, the central issues of this theme are:

- where is corruption imposing the greatest costs; and
- what kinds of governance interventions are most likely to result in the greatest human development benefits.

Further research will consider institutional reforms to reduce opportunities for corruption, as well as ways to enhance accountability and the rule of law. Overall, this line of research aims to contribute to a fairer distribution of income and more efficient use of public resources. The Ethical and Effective Governance Research Strategy, 2009-2013 has been developed in consultation with a stakeholder committee and establishes priorities in this area.

The program supports this goal through five interlocking research themes that address these policy challenges:

- The *National-Subnational Governance* theme examines the decentralised form of government in PNG, assesses its performance, and elaborates on policy options for introducing changes leading to the improved delivery of services and accountability.
- The *Elections and Electoral Reform* theme examines the electoral process in PNG, as the foundation of a modern democratic state, and assesses the processes and outcomes of ongoing electoral reforms, such as the LPV system, *inter alia*.
- The *Ethical and Effective Governance* theme examines the ways that the PNG Government, the private sector, and civil society can improve governance to strengthen the rule of law and reduce corruption.
- The *Assistance to Political Parties* theme is an initiative by the Institute to assist political parties to strengthen their party organisation and policy platforms.
- The *Good Governance Support to the Public Sector* theme is a series of forums to provide research-based information and advice to the public, about ethics, quality decision making, administrative processes, and electoral issues.

Research Themes and Objectives

Theme 1: National-subnational governance

Objectives

The objectives of this theme include:

- Question and assess the decentralised form of government in PNG and corresponding public service arrangements in order to provide policy options for improving capacity to provide goods and services to provincial and rural communities.
- Promote knowledge of the historical basis of the decentralised political system and its evolution, through attempts to implement reforms over the period of its existence, as a foundation for future reforms to the system.
- Collect and collate information (district and LLG profiles), in a central database, on the performance of provincial governments relating to funding, expenditure, administrative performance, and delivery of services, to understand the factors that contribute to the success, or failure, of provincial governments to operate effectively.
- Carry out research projects on specific issues of decentralisation, establishment of new provincial institutions, funding of provincial governments, delivery of services, devolution, and the national policy on differential devolution.
- Create and coordinate communications among key personnel in stakeholder institutions to provide a network for exchange of information on the operation of provincial governments.
- Disseminate research results and provide policy options for the reform of the structure and procedures underlying the decentralised system of government.
- Integrate the research on the other themes into the overall research program on the National-Subnational Strategy.

Theme 2: Elections and electoral reform

Objectives

The objectives of this theme include:

- Carry out research on the importance of elections as the underpinning of a functioning democracy, and promote the development of an honest electoral process as the basis for participation in governmental processes.
- Review and assess the processes and outcomes of the national voting system in terms of how well it represents the people of Papua New Guinea, and how well it promotes effective government.

- Analyse the voting patterns under the existing electoral system to determine the bases of voting preferences, including clan-based voting and other variables in Papua New Guinea's political culture, and their impact on electoral outcomes.
- Study the role of political parties in the electoral process and present options for the strengthening of a viable party system in order to provide broad policy alternatives.
- Support the design and implementation of communication and education strategies to raise the awareness of the people about elections and the electoral system.

Theme 3: Ethical and effective governance

Objectives

The objectives of this theme include:

- Carry out targeted and comparative research on anti-corruption reform, including an analysis of what works, and surveys of experiences with corruption.
- Develop proposals and policy options for improving governance systems and anti-corruption mechanisms to reduce opportunities for corruption, and enhance accountability.
- Strengthen political accountability and the institutionalisation of accountable, political processes.
- Conduct critical analysis and research on legal institutions and political processes in order to increase access to justice and reduce corruption.
- Analyse the roles and responsibilities of external agents in promoting ethical practices and influencing development processes, including donors, international corporations, norms, and conventions.

Theme 4: Assistance to political parties

Objectives

The objectives of this theme include:

- Provide advice to ensure that the policies, decisions, and budget priorities of political parties conform to the national framework for development.
- Enable parties to use their policies as tools for campaigning.
- Instil accountability of elected leaders to the voters, on the basis of their policies.
- Strengthen the political party system.

Theme 5: Good governance support to the public sector

Objectives

The objectives of this theme include:

- Provide avenues for the dissemination of information on public policy and administrative culture.
- Promote good leadership within the public sector.
- Promote and encourage the use of research-based information (national-international perspectives) to support good governance and effective public administration.
- Establish and maintain networks with stakeholders in the public sector and other relevant groups.

Outcomes

The outcomes of the themes in this program include:

- A database on provincial government performance is used by individual consultants and researchers.
- Proposed and actual political reform have been informed by research.
- A strengthened DPLGA, as the central agency responsible for the coordination of provincial government affairs.
- More coherent and strengthened institutions, as the underpinning of an effective democratic State.
- An improved electoral process to provide more effective representation of the interests of the people of PNG.
- Adoption and implementation of policies and strategies to reduce the opportunities for, and occurrence of, corrupt and unethical practices, and promote an ethical and accountable public sector.
- Greater awareness and engagement of Papua New Guineans in the governance and public sector systems.

Management Priorities

The program will concentrate on district and local-level government profiles in 2009-2010. The resulting information will be used to establish the NRI database and inform decision makers. There will also be a focus on providing policy advice to the Government on issues relating to autonomy. The elections research will build on existing research information that has identified key issues for public dialogue and research, with the view to influence and improve the national elections in 2012.

In the area of ethical and effective governance, there will be an initial desktop study to provide direction for further research.

UNIVERSAL BASIC EDUCATION

Goal

To contribute to the achievement of Universal Basic Education For All by ascertaining the Universal Basic Education (UBE) status of Districts, Local-level Governments (LLGs), and schools, using key UBE indicators, develop a regular reporting system to Districts, Provincial Governments, and the National Government, and provide research support to those districts with very low UBE indicators, in order to identify causal factors to enable them to develop and implement locally-based strategies to work towards the full attainment of UBE.

Overview

This five-year research program addresses the PNG Government's efforts to universalise basic education under the Medium Term Development Strategy, and as set out in the National Plan for Education, 2005-2014.

This are also Millennium Development and Education For All Goals. The design of the program will allow researchers to work closely with officials in those districts that have been identified as performing poorly, in order to establish possible causal factors, and to assist in the development of strategies and plans to address those factors.

The program focuses on two main themes to ensure that PNG makes steady progress towards UBE:

- By developing key UBE indicators in order to establish the status of Universal Basic Education by district level, and update this information on an annual basis. These data will be provided to authorities at district, provincial, and national levels, for appropriate action.
- A research and evaluation support component will be developed and implemented to assist those districts that have low-performing indicators, and conduct research and provide policy briefs to relevant authorities on causal factors and appropriate follow-up actions to address these constraints.



Research Themes and Objectives

Theme 1: Develop key UBE status indicators and provide reports to districts

Objectives

The objectives of this theme include:

- Develop key indicators to measure enrolment rates and retention rates, and analyse examination results as an indicator of the quality of learning.
- Collect raw data from the Department of Education (Planning Section on school data and Measurement Services Unit on examination results), and analyse and develop indicators, by district and province.
- Validate data obtained from Department of Education and other authorities, by conducting independent checks in randomly selected schools.
- Produce Annual Reports showing UBE indicators, by district, and disseminate these to all district, provincial, and national authorities.
- Conduct seminars and meetings, especially at the district level, where indicators are low, and discuss the significance of the results with stakeholders, in order to mobilise support for proactive measures.

Theme 2: Identify causal factors of low UBE in specific districts, and work with relevant authorities to implement measures towards attaining UBE

Objectives

The objectives of this theme include:

- Organise forums with district officials and stakeholders, in areas where low UBE indicators have been established, in order to sensitise officials to the status and to identify possible causal factors.
- Carry out specific analyses on a school-by-school basis, in order to identify individual schools that may be contributing to the low status indicators.
- Carry out research using appropriate measures at those schools, in order to identify possible causal factors, and provide reports to relevant authorities and stakeholders at the school, district, and other levels for follow-up action.
- Assist and contribute to the development of appropriate strategies at the school and district levels, in order to address identified constraints.

- Provide an overall national summary, on an annual basis, of major issues at the district level, for the attention of national agencies.

Outcomes

The outcomes of the themes in this program include:

- Progress towards the achievement of Universal Basic Education in Papua New Guinea occurs.
- An Information and Monitoring System that shows progress towards UBE and can be linked to critical socioeconomic indicators at the district level is developed.
- Strategies for promoting UBE at the school and district levels are implemented, and their effectiveness ascertained.
- Research services are provided to those districts with very low status indicators, causal factors are identified and action plans are implemented.
- The government's initiatives to universalise basic education are supported by research.
- PNG has a greater capacity for the research, monitoring, and evaluation of UBE.

Management Priorities

The achievement of the program's outcomes will be the development of strategic partnerships between the NRI, relevant government departments and statutory organisations, district and local-level governments, communities and schools, the private sector, non-government organisations, faith-based organisations, civil society, and donor and UN agencies.

The program framework will encompass a variety of research and monitoring activities, desktop research, the development of a data collection and management framework, consultation and collaboration with stakeholders, seminar presentations, publications, capacity building activities, and the organisation of a UBE summit in mid-2009. A case study has been carried out which will provide the basis to refine and fine tune the methodology.

The next steps will include the development of the data collection and monitoring framework. This will be followed by consultations with key district and LLG personnel.

ENVIRONMENT AND PEOPLE

Goal

To contribute to the long-term sustainability of Papua New Guinean livelihoods and the environment and human resources on which they depend.

Overview

This research program directly addresses key issues underpinning the PNG Government's strategy for implementing its commitment to MDG#7: Environmental Sustainability Initiative, and MDG#6: To combat HIV/AIDS, malaria, and other diseases.

The program focuses on high priority issues that relate to the PNG Government's investments over the next five to ten years. The Government is committed to a whole-of-government process to identify environmental sustainability issues for the major development sectors and strategies to improve environmental performance that is consistent with its commitment to an 'environmentally sustainable economic growth' policy agenda. Multidisciplinary policy research into key environmental issues will be essential.

The Institute, together with stakeholders, has identified climate change as a key policy issue that will require a national response. A related area is the need for a national framework for the monitoring of environmental sustainability to identify and manage environmental issues. Population affects poverty reduction and environmentally sustainable economic growth. It is essential that policy makers and all Papua New Guineans are provided with reliable and timely guidance on how to integrate population issues into the design and implementation of projects and plans. There are many issues and factors related to the HIV epidemic and its impact on the lives of affected people that are poorly understood. HIV social research can be translated into evidence-informed policy, advocacy, planning and behaviour change, and treatment and care programs.

The program goal is supported through five complementary themes that address the identified policy challenges:

- Climate change: Adaptation and mitigation;
- Targets and indicators for sustainable environments;
- Effective population planning;
- HIV social research; and
- Community empowerment.

Research Themes, Objectives and Outcomes

Theme 1: Climate change: Adaptation and mitigation

Objectives

The objectives of this theme include:

- Assist in identifying and analysing appropriate policy responses to the challenges posed by climate change and carbon trading.
- Assist in developing strategies for achieving sustainable financing for local communities and maximising the social and economic benefits through carbon-based income flows.
- Identify cost-effective, legal mechanisms for securing land for carbon-based investments.
- Carry out monitoring and evaluation of potential pilot projects, for example, the REDD initiative implementation plan.

Outcomes

The expected outcomes of this theme include:

- Research has influence on natural resources and planning policy.
- Land is secured for carbon-based investments.
- The economic benefits of carbon trading in the context of climate change are understood and supported by the Government and communities.

Theme 2: Targets and indicators for sustainable environments

Objectives

The objectives of this theme include:

- Assist with the identification of practical and affordable PNG-specific targets and indicators for environmental sustainability.
- In consultation with relevant departments and stakeholders, design a monitoring and evaluation framework (including data collection and management strategies) for assessing the effectiveness of how the Government integrates MDG#7 targets into sectoral policies, plans, and industry practices.
- Design a communication and education strategy to raise awareness of sustainability issues and the engagement of Papua New Guinean society in achieving environmental sustainability.

Outcomes

The expected outcomes of this theme include:

- Identification of market mechanisms and incentives to maximise economic growth while minimising environmental damage.
- Effective measurement and monitoring against performance indicators.
- Greater awareness and engagement of Papua New Guinean society in environmental sustainability.

Theme 3: Effective population planning

Objectives

The objectives of this theme include:

- Assess and identify the key trends, drivers, and effects in relation to population growth, inclusive of the processes of fertility, mortality, internal migration patterns, and urbanisation, at the district, provincial, and national levels, over the next decade.
- Identify policy implications of the rate of population increase across a range of key areas, including its effects on economic growth, distribution of government revenue and expenditure in the long term, gender equality, health, education, housing, and the environment.
- Provide a policy brief and increase awareness of the socioeconomic impact of HIV in PNG.
- Support government agencies and non-governmental organisations at the district, provincial, and national levels with regular reports on the status of critical socioeconomic indicators that are relevant to population planning.
- Provide policy briefs and case studies on population policy options.

Outcomes

The expected outcome of this theme includes:

- Effective population policies and plans contribute to national development goals.

Theme 4: HIV social research

Objectives

The objectives of this theme include:

- Identify, analyse, and monitor attitudes, behavioural trends, and sociocultural and other factors that are drivers of the HIV epidemic in the rural and urban areas of PNG.
- Identify HIV policy and behaviour change program implications from social research and disseminate these results.
- Support People Living with HIV (PLWH) in their research initiatives and identify factors that contribute to human rights issues, such as stigma and discrimination against PLWH in PNG.
- Support the PNG National AIDS Council with reports on the status of UNGASS behavioural indicators that are relevant to HIV.
- Provide opportunities for policy makers, HIV stakeholders, and the public to engage with HIV-related research findings, through the HIV seminar series, HIV electronic library, HIV Bibliography, and extended collaboration with academics, universities, research institutes, and government and non-government organisations.

Outcomes

The expected outcomes of this theme include:

- A greater awareness of issues and factors that inform HIV-related policy, planning, behaviour change, and advocacy.
- Increased public understanding of the socioeconomic impact of HIV in PNG.
- Sustained capacity for social research on HIV issues.

Theme 5: Community empowerment

Objectives

The objectives of this theme include:

- Develop a conceptual framework for community empowerment, and devise processes towards strengthening the sources of social capital (family, community, organisation, or clan).
- Build a strong research, learning, and action culture among communities in order to address issues affecting their development.

- Create knowledge about appropriate institutions and ways of involving people in policy making and decision making that affect them and their local communities.
- Identify and analyse livelihood issues that affect contemporary Papua New Guinean communities.
- Facilitate linkages, networks, and partnerships among community development groups (Government, non-government organisations, FBOs, and CBOs).
- Explore processes and institutions for managing conflicting cultural values.

Outcomes

The expected outcomes of this theme include:

- Local communities are informed and empowered to deal with development programs and conflicts.
- Local communities' perspectives are reflected in research and taken into account by policy makers and decision makers.
- Development agencies and local communities are communicating and working cooperatively for the benefit of everyone.
- Communities work to achieve national development goals in wealth creation, and improving health, education, and other basic services.

Management Priorities

Initially, the program will focus on literature reviews and desktop studies to inform the development of the research themes. This initial research will identify areas for further investigation. As part of this program, the Institute is managing a Behavioural Surveillance Study, with funding from the Asian Development Bank and the Department of Health.



The Institute facilitated a three-day Community Transformation Conference from 16-18 June 2009. The conference attracted more than 140 participants comprising community development practitioners and scholars in the field of community studies, to contribute insights into the best processes and practices to transform local communities.

RESEARCH INFORMATION MANAGEMENT

Goal

To manage and disseminate research information to key stakeholders as well as the wider Papua New Guinean society so that more informed decisions can be made concerning issues which affect the development of PNG.

Overview

Knowledge is a key aspect of development which is able to influence debate, discussion, and decision making. This program is designed to develop and strengthen the management of research information and knowledge and share this knowledge with researchers, academics, practitioners, and the general public.

The Institute is developing a modern library that can manage diverse forms of information – print, electronic, and audiovisual – including access to the latest electronic resources that are available through the Internet. The Institute will create a number of electronic databases that will provide access to its own reports as well as a PNG policy database which will hold electronic copies of the government's policy documents and related public policy reports. The library is building its capability in communications technology so that the Institute's own researchers can access the latest research and information, and to enable others to access resources at the Institute, through the Institute's website and databases.

The Institute will maintain its publishing and production of quality printed material, as well as explore electronic publishing options such as compact discs and online. While the Internet is increasingly popular for communicating research results, it is mostly limited to urban areas and to those areas that have access to the technology. The print media, seminars, and radio remain important mediums of communication for the Institute's stakeholders.

As the Institute's research programs expand and change, it is expected that this program will keep up-to-date with contemporary ways of communicating research and explore efficient ways to manage higher volumes of work. A new area of external relations will assist in supporting and coordinating the Institute's communication activities, and the potential for new technology, such as e-publishing, will be explored.

The three main activities in this program include:

- Library and information service;
- Publishing and promotion; and
- Public outreach and external relations.

Priority Activities and Objectives

Activity 1: Manage an efficient, modern, and specialised library that holds key research and policy resources, in print and electronic forms, and which are accessible to a variety of users

Objectives

The objectives of this activity include:

- Maintain and develop a range of library facilities for NRI researchers and associate researchers.
- Develop and maintain appropriate information services for NRI researchers and relevant stakeholders.
- Develop, manage, and promote a PNG Policy Collection as a repository for key government policy documents which are accessible to researchers, practitioners, and other stakeholders.
- Develop, maintain, and regularly update the Institute's web-based library services to disseminate research and other information to stakeholders.
- Develop and maintain inter-institutional linkages and networking to facilitate access to resources.

Activity 2: Manage the production of quality research publications through the provision of publishing services, such as editing, formatting, designing, printing, and distribution

Objectives

The objectives of this activity include:

- Provide professional editorial, formatting and design services to ensure the high quality presentation and production of NRI publications.
- Manage the efficient outsourcing of editorial and other production services, as necessary.
- Ensure the efficient and high quality printing of NRI reports and other publications.
- Coordinate the sale and distribution of NRI publications to all relevant stakeholders.
- Develop expertise in e-publishing within NRI.

Activity 3: Manage and promote external relationships and links between NRI and stakeholders to ensure reciprocal communication concerning national policy research

Objectives

The objectives of this activity include:

- Generate interest and support for research and the use of research information in decision making.
- Develop and support the implementation of a stakeholder communication plan.
- Develop and support policies and guidelines for NRI research communication.
- Develop and maintain up-to-date databases of stakeholders and public policy experts.
- Promote and support the Institute's events, including public forums, seminars, and workshops.
- Manage the Institute's website, including the coordination of new content and the development of policies and guidelines for web services.

Management Priorities

The Institute will focus on improving services to internal and external stakeholders through the development of the PNG Policy Database, the increased use of electronic publications, and alternative modes of communication.



The Institute disseminates some of its research findings through the *Spotlight With NRI* publications.

Minister for Community Development, Women, Religion and Sports, Dame Carol Kidu (centre) was the Special Guest at the launch of *Spotlight with NRI* Vol.3, No.3. She is flanked by NRI's Dr. Ray Anere (left) and Deputy Director, Dr. Musawe Sinebare.

RESEARCH SUPPORT AND COORDINATION

Goal

To engage stakeholders in the identification of research priorities, coordinate research work by external researchers and provide appropriate support to research activities in PNG.

Overview

The National Research Institute, as the leading research authority in Papua New Guinea on public policy and development-related issues and trends, places a strong emphasis on generating appropriate research information which will lead to more informed decision making. This means supporting research with facilities and management systems as well as building clear pathways for research information to meet the needs of decision makers. It includes the training of researchers and users of research information.

NRI recognises that the Institute is unable to carry out all the research that is needed to understand the wide range of development issues affecting PNG. A broader community of researchers and practitioners can be supported to undertake research and analytical work, both at their own place of work and at NRI.

Several mechanisms have been established to support research and facilitate the process of identifying research priorities, the widening of the research community, and for creating and sustaining a vibrant research community under NRI's Research Pathways. These include various research committees to identify research priorities and guide research activities and mechanisms to carry out funded research activities by external researchers. The program will continue to support NRI's Cadet Researcher Program, and the Institute's professional development for researchers and practitioners.

- **Research Committees** have been established in the areas of population, education, environment, and corruption. The role of these committees is to:
 - guide and advise NRI on priority research issues, consistent with NRI's Corporate Plan;
 - review proposals for research; and
 - provide a conduit for research findings to inform and influence policy development.
- The **Open Call for Research** is designed to encourage new proposals on topics where the research questions, knowledge gaps, or the pool of potential researchers are not yet well understood. The Open Call is suited to small research projects that may run from a few months to one year.

The Open Call involves a two-phase application process. A simple preliminary application is the first step. If selected by the research committee or panel, a more detailed second round submission will be negotiated.

- The **Commissioned Research** pathway operates where a need has been identified and NRI considers that negotiating projects with the appropriate research provider is the best pathway to achieve the desired results. From time-to-time, NRI will advertise or otherwise seek expressions of interest in undertaking such research.
- The **Collaborative Research** pathway operates where the research need can best be met by the NRI, in collaboration with other institutions, to carry out the research. For example, NRI may have expertise in one aspect of a research problem, while another institution may have complementary expertise. NRI will identify areas of research that require collaboration and invite others to participate.
- The **Researcher Training and Development** pathway facilitates opportunities for Papua New Guineans to undertake professional development in research. NRI supports the next generation of researchers to undertake policy-related studies for the benefit of Papua New Guinea and the Pacific Region. Once a year, the Institute advertises Research Cadetships which are aimed at giving promising graduates the opportunity to undertake work experience, and as preparation for a career in research.
- The **Visiting Fellow and Research Associate** pathway is designed to encourage outstanding research academics and practitioners, from within or outside Papua New Guinea, to promote and participate in NRI's research activities. Visiting Fellowships are available for highly qualified researchers or practitioners currently employed by international or Papua New Guinean universities, research institutes, or government and non-government agencies, to work for a period of time in NRI on areas directly relevant to one of the Institute's research priorities. Alternatively, highly qualified researchers or practitioners may apply to be affiliated with NRI, while remaining at their home institution or in their current employment.

The seven main activities in this program are:

- Supporting NRI's research committees;
- Managing the research pathways;
- Creating a community of externally-based associate researchers;
- Supporting research cadets;
- Management systems and professional development;
- Management of international research visa applications; and
- Develop the capacity for NRI to market and manage research and policy services.

Priority Activities and Objectives

Activity 1: Support the work of the various research committees that represent different stakeholders in identifying and overseeing the carrying out of priority research activities at the NRI

Objectives

The objectives of this activity include:

- Establish and facilitate the work of the NRI Research Committees comprising experts from the research community and key development agencies in assisting the NRI Council to identify priority research areas and to oversee the carriage of quality policy research activities at NRI.
- Facilitate the involvement of various stakeholders in establishing research priority activities, and the overseeing of policy research at NRI through the research committees that have been established in population, education, corruption, and environment.

Activity 2: Engage, supervise, and ensure that high quality research in identified priority development areas is delivered through the mechanisms of Open Call Research, Commissioned Research, and Collaborative Research, established as Research Pathways

Objectives

The objectives of this activity include:

- Through the Open Call for Research mechanism, encourage new proposals on topics where the research questions and knowledge gaps are not yet well understood.
- Through the Commissioned Research mechanism, commission, on a consultancy basis, where a need has been identified and NRI has not got the relevant expertise to carry out the research.
- Through the collaborative research mechanism, collaborate with one or more other institutions to undertake research where NRI may have expertise in one aspect of a research problem, and another institution may have complementary expertise.

Activity 3: Create a community of externally-based researchers who can carry out research and contribute to policy research activities and the sharing of knowledge created on PNG development issues

Objectives

The objectives of this activity include:

- Through the Visiting Fellow and Research Associate mechanism, encourage outstanding research academics and practitioners, from within or outside Papua New Guinea, to promote and participate in NRI's research activities.
- Develop a register of researchers and of research carried out in PNG, including the coordination and clearance of requests from external researchers interested in carrying out research in PNG.

Activity 4: Support the engagement of cadet researchers each year for training in research

Objectives

The objectives of this activity include:

- Select promising young researchers from the universities and engage them in a period of induction and orientation in policy research.
- Support cadet researchers in preparation for further postgraduate studies in their areas of expertise.

Activity 5: Support the production of high quality and ethical research through the provision of management systems, physical resources, and professional development for researchers and practitioners

Objectives

The objectives of this activity include:

- Develop policies and systems that support research activities.
- Provide resources that support research.
- Facilitate professional development for researchers and practitioners.

Activity 6: Facilitate the application and processing of international research visas**Objectives**

The objectives of this activity include:

- Administer and facilitate visa applications for international researchers.
- Provide links between international researchers and PNG research communities.

Activity 7: Develop the capacity for NRI to market and manage research and policy services**Objectives**

The objectives of this activity include:

- Explore the need and potential for a research and policy consultancy arm within NRI.
- Review and develop existing policies and arrangements.
- Develop a business plan for this area.

Management Priorities

The Institute will continue to develop and implement policies and management systems to support the Research Pathways Program. As staffing requirements are addressed and improved facilities are put in place, the pathways program will be progressively implemented. Although all pathways will be operating in 2009, full implementation is not expected until 2010. During the plan period, it is anticipated that different elements of the Research Pathways Program may be modified and/or expanded as the Institute's research programs progress and evolve.

CORPORATE SERVICES

Goal

To provide efficient, effective, and complementary corporate services to the Institute's research programs.

Overview

The goal will be attained through the coordinated activities of six work sections, each with their own objective:

- Finance will manage the Institute's finances and provide advice to management in accordance with generally accepted accounting standards and the *Public Finance Management Act*.
- Human Resources will develop, utilise, and manage the Institute's personnel in accordance with the *Public Services Management Act* and the relevant General Orders.
- Infrastructure and Facilities will manage the Institute's facilities and environment so that they are of high quality, functional, and secure for staff, residents, and visitors.
- Information and Communications Technology will plan and manage the Institute's ICT infrastructure and ensure that appropriate ICT policies and procedures are developed and implemented.
- The Executive will support the Institute's Management and NRI Council in carrying out their responsibilities, and promote ethical and inclusive governance.
- Planning will lead and coordinate the Institute's planning and reporting requirements.

Priority Activities and Objectives

Activity 1: Manage the Institute's finances and provide advice to management in accordance with generally accepted accounting standards and the *Public Finance Management Act*.

Objectives

The objectives of this activity include:

- Management of staff entitlements and the Institute's Payroll System.
- Facilitating assets procurement and managing the Institute's Assets Register.

- Management of project funds and day-to-day accounting functions.
- Prepare financial reports and manage audit (internal/external) activities.
- Project planning and preparation of budgets.
- Cash investment management and commercial property management (Waigani Lodge and residence rentals).

Activity 2: Develop, utilise, and manage the Institute's personnel, in accordance with the policies approved by NRI Council, the *Public Services Management Act*, and the relevant General Orders

Objectives

The objectives of this activity include:

- Work force planning and the development of effective recruitment strategies for high quality staff.
- Increase productivity levels of Institute staff, including the deployment of high quality staff to where they are best suited.
- Develop appropriate workplace policies and procedures.
- Develop and coordinate NRI's staff performance management system.
- Coordinate professional development and training for Institute staff.
- Assist with the resolution of staff matters.
- Support committees and working groups.

Activity 3: Manage the Institute's facilities and environment so that they are of high quality, functional, and secure for staff, residents, and visitors

Objectives

The objectives of this activity include:

- Management of grounds and research facilities (library and seminar rooms) and oversight of campus security.
- Maintain the Institute's office and residential buildings.
- Manage the Institute's vehicle fleet.
- Maintain the Institute's commercial property (lodge and residential).
- Project management (infrastructure) of existing projects and project formulation and planning.
- Management of staff tenancy agreements.

Activity 4: Plan and manage the Institute's ICT infrastructure and develop and implement ICT policies and procedures**Objectives**

The objectives of this activity include:

- Plan and procure necessary infrastructure, including servers, computers, and accessories.
- Plan and procure appropriate and relevant software in consultation with NRI management.
- Develop, implement, monitor, and revise ICT policies and procedures.
- Provide technical advice to management on the Institute's hardware and software requirements.
- Support ICT system users in research programs and support areas.
- Administer and maintain ICT infrastructure.

Activity 5: Support the Institute's Management and NRI Council in carrying out their responsibilities, and promote ethical and inclusive governance**Objectives**

The objectives of this activity include:

- Ensure that reporting to NRI Council is timely, relevant, and appropriate.
- Support quarterly meetings of the NRI Council, and implement Council decisions.
- Provide advice and information to Council, as required.
- Facilitate the effective communication and implementation of management decisions.
- Effectively monitor the Institute's activities through regular and timely reporting.

Activity 6: Lead and coordinate the Institute's planning and reporting requirements


Objectives

The objectives of this activity include:

- Ensure that the Institute has plans in place and that these are monitored and regularly reviewed.
- Coordinate the Institute's planning processes so that plans are consistent, realistic, and current.
- Facilitate the active participation of staff in planning at all levels of the Institute.

Management Priorities

The Institute will develop capacity in the areas of human resources and ICT in 2009-2011. The major infrastructure development in buildings and grounds is expected to be fully functional in 2009, and a commercial proposal to develop the Institute's land (Portion 1422, Granville) is expected to commence in 2010-2012.



The National Research Institute, P.O. Box 5854, Boroko, NCD. 111. PAPUA NEW GUINEA

Tel: (675) 326 0300/326 0061 Fax: (675) 326 0213
E-mail: info@nri.org.pg Website: www.nri.org.pg

