

**THE NATIONAL RESEARCH INSTITUTE**



**THE NATIONAL RESEARCH INSTITUTE'S  
STRATEGIC PLAN**

**NRI**  
**The National Research Institute**

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## CORPORATE DIRECTORY

### THE NATIONAL RESEARCH INSTITUTE

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### MEMBERS OF NRI COUNCIL

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Associate Professor Philip Siaguru MBE, Deputy Vice-Chancellor, PNG University of Technology

Professor Les Eastcott, Vice-Chancellor, University of Papua New Guinea

Mr. Valentine Kambori, Secretary, Dept. of National Planning and Rural Development

Ms. Margaret Elias, A/Secretary, Dept. of Personnel Management

Sir Henry Chow, Kt, Business Community Representative

Mr. David Conn, MBE, Community Representative

Mrs. Pani Tawaiyole, NRI Representative

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### DIRECTOR

Dr. Thomas Webster

### DIVISIONAL HEADS

Dr. Agogo Mawuli	—	Economic Studies
Dr. Richard Guy	—	Educational Studies
Lt. Col. James Laki	—	Political and Legal Studies
John Sowe	—	Social and Environmental Studies
James Robins	—	Publishing and Editorial
Stanislaus Motolova	—	Administration

This version of the Institute's Strategic Plan was prepared in November 2004.

## FOREWORD

The National Research Institute (NRI) is Papua New Guinea's leading think tank on public policy and continues to make a considerable contribution to development, through generating research information and providing expert advice on policy considerations, utilising a variety of mechanisms. The Institute carries out research and consultancies in specific areas, as requested by the national government, provincial governments, donor agencies, and the private sector, as well as civic society, in the various disciplines in which NRI has expertise, such as economics, social and environmental studies, education, legal and political studies, and other areas, as required from time to time. It also analyses data and carries out research on issues of national importance.

The Institute's Vision is to be the leading research authority in Papua New Guinea and the Pacific Islands Region, in relation to public policy and development related issues and trends.

The Institute's Mission Statement recognises the need for research-based information to form the basis for informed discussion and debate. This will hopefully lead to more informed decision making by the Government, and more importantly, individuals in the wider Papua New Guinean society, to improve themselves. The dissemination of documented research information to reach Papua New Guinea's large, illiterate population, which is steeped in oral tradition, is a priority. This will be through radio and television, as well as the written media and formal reports.

The Institute's Strategic Plan sets out a broad framework that will guide the Institute's operations. The Strategic Plan outlines the Institute's Objectives and expands on these goals through more detailed Operational Objectives and Activities. These operational objectives will be further elaborated through detailed activities which will prescribe specific outcomes and targets in the Institute's operational Corporate Plan. The Institute's rolling three-year Corporate Plan will be developed, after consultation with stakeholders, on the priority areas for research.

The Strategic Plan also sets out the Institute's Guiding Principles for the conduct of research and consultancy activities. The Institute recognises that its activities must contribute to national development. It also

recognises that social phenomena are complex and require an interdisciplinary approach, as well as a variety of research tools, in order to better understand the myriad causal factors.

Moreover, the Institute recognises that any public policy is value laden, and often times, the findings and conclusions of research may not necessarily translate into policy. We believe that this is better left to the political arena, and the Government to devise appropriate policies to meet the many demands of a multi-cultural society, within a democratic system of government.

The Institute remains committed to the values of seeking knowledge through free forms of enquiry, and generating constructive criticism and debate that will lead to improved policies and practices, which will ultimately benefit the people of Papua New Guinea.

**Dr. Thomas Webster**  
**Director**



## **THE INSTITUTE'S 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.*



## ***THE INSTITUTE'S MISSION STATEMENT***

*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.*

## **The Institute's Objectives**

In striving to achieve excellence in areas such as cultural, economic, educational, political, and social research, the main objectives of the Institute are to:

1. Undertake high quality theoretical and applied research and consultancies, with particular emphasis on formulating practical solutions to problems, based on contemporary social and economic theories.
2. Assist with, advise on, and independently appraise, monitor, and evaluate public sector and private sector development initiatives and policies, as they relate to national development.
3. Provide expert policy, technical, advisory, and training services through consultancies for the public and private sectors, civic society, and international agencies.
4. Disseminate findings, and create awareness of the outcomes of results and recommendations of research and consultancy activities in order for government, the private sector, civic society, and people in urban and rural communities to understand the issues at hand, and take appropriate action.
5. Create and maintain linkages for coopting and collaborating with Papua New Guinean, regional, and international communities and organisations in the promotion and adoption of these objectives.
6. Provide professional, academic publishing and editorial services, together with appropriate technical support for researchers, donors, and other clients for the production of reports, and database management.
7. Establish, maintain, and regularly update important socioeconomic statistics and data for use in providing reliable and meaningful reports to Government, and for the use of other researchers.
8. Providing training opportunities for Papua New Guinean graduate researchers at Masters, Doctoral and post-Doctoral degree levels, as well as appropriate training and development opportunities for technical and support staff.

9. Ensure that the development of appropriate divisional and institutional facilities and infrastructure will support the activities that concern all areas of research and operation.

## **The Institute's Guiding Principles**

The National Research Institute is committed to the five declared ***National Goals and Directive Principles*** that underlie our *National Constitution*, and which guide the growth and development of Papua New Guinea and its people:

1. ***Integral Human Development***  
"... for every person to be dynamically involved in the process of freeing himself or herself from every form of domination or oppression so that each man or woman will have the opportunity to develop as a whole person in relationship with others".
2. ***Equality and Participation***  
"... for all citizens to have an equal opportunity to participate in, and benefit from, the development of our country".
3. ***National Sovereignty and Self-Reliance***  
"... for Papua New Guinea to be politically and economically independent, and our economy basically self-reliant".
4. ***Natural Resources and Environment***  
"... for Papua New Guinea's natural resources and environment to be conserved and used for the collective benefit of us all, and be replenished for the benefit of future generations".
5. ***Papua New Guinean Ways***  
"... to achieve development primarily through the use of Papua New Guinean forms of social, political, and economic organisation".

The Institute's evidence-based research activities will be guided by these goals and directive principles in promoting and achieving a moral, cultural, economic, social and political environment which enhances the process of development for all.

The Institute's specific guiding principles are highlighted in the following statements:

1. The Institute will take an active, leading role in debating and refining future directions for our people, in conjunction with the Government, donor agencies, and other stakeholders, to empower people to improve their quality of life.
2. Because many of the challenges facing Papua New Guinea span different sectors of society, and several facets of life, for example, economic, social, and political, our research and consultancy project design and implementation strategies incorporate a predominantly *interdisciplinary approach*.
3. The Institute's research and consultancy projects, which are carried out for the Government and our other clients, emphasise an approach that promotes *integral and sustainable human development*, and develops *practical partnerships and networking* between all stakeholders.
4. The Institute's research designs draw on *culturally appropriate methodologies* and include analyses of the *cultural implications* of research and consultancy findings and recommendations. The Institute recognises the importance of learned contributions from local people, as they are the citizens most affected by the policy recommendations and the programs which are developed.
5. The Institute draws on a *diversity of research methodologies* in order to provide policy makers in the Government, donors, the public and private sectors, and clients with a range of options for understanding and dealing with the challenges facing the nation and its people.
6. The Institute encourages research and consultancy opportunities *in partnership and cooperation* with other stakeholders who are interested in policy-development issues to ensure that research findings and recommendations are relevant to, and compatible with, the planned projects' goals, and development objectives that will benefit the people and our nation.
7. In pursuit of its objectives, the Institute will actively solicit donor and client projects which are perceived as essential for development, and conduct appraisal, analysis, monitoring, and evaluation of such projects, as well as responding to project and program requests from both the public and private sectors.

8. The Institute's research findings and recommendations will enable our clients to contribute to informed national and international debate concerning the development process in the various fields, which will lead to improvements in policy and practice.
9. The Institute's prudent management of its activities, projects, and financial and operational resources ensures that income and expenditure controls reflect best practice and transparency in conforming to the requirements of the *Public Finances (Management) Act 1986*.

## **The Institute's Operational Objectives**

The Institute's Operational Objectives provide a more detail account of the Institute's Objectives through the prescription of specific activities, outcomes, and targets.

**1. Undertake high quality, theoretical and applied research and consultancies, with particular emphasis on formulating practical solutions to problems, based on contemporary social and economic theories.**

1.1 Carry out interdisciplinary research, through regular consultative meetings with stakeholders, to identify priority areas for research, such as *poverty reduction, rural development, population planning, and HIV/AIDS awareness*, to enhance national development.

1.2 Carry out in-depth studies which will lead to a better understanding of particular problems or issues.

1.3 Promote futuristic thinking, by identifying issues and trends, carrying out research into those areas that have the potential to affect development in Papua New Guinea, and presenting analytical papers for debate and discussion.

1.4 Conduct studies into topical issues affecting Papua New Guinean society, which will lead to a better understanding of the issues by the Government, the private sector, and civic society.

1.5 Use meta-research techniques to provide information for more-informed policy decision making that will enhance future development.

**2. Assist with, advise on, and independently appraise, monitor, and evaluate public sector and private sector development initiatives and policies, as they relate to national development.**

2.1 Independently appraise and comment on the Government's development plans and their suitability and applicability to

resolving social, economic, and political development, for example, the Medium Term Development Strategy, the budgetary process, and limited preferential voting.

- 2.2 Appraise and comment on the suitability of existing policy and practices, and the effect on expected outcomes, as they relate to the nation's development objectives.
  - 2.3 Appraise linkages between the various levels of government — national, provincial, district authorities, and local-level government — in the development and implementation of policies and programs.
  - 2.4 Through representation on the various boards and committees, provide informed technical advice with regard to the development and implementation of policies and programs.
- 3. Provide expert policy, technical, advisory, and training services through consultancies for the public and private sectors, civic society, and international agencies.**
- 3.1 Pursue and provide consultancy services on a project or program basis, as set out in approved contracts.
  - 3.2 Provide expert training in those areas that are identified as essential by the Government, the private sector, international organisations, and civic society.
  - 3.3 Provide expert advice to donors, on the design, monitoring, and evaluation of planned projects and programs.
  - 3.4 Review past and present policies and practices, and provide advice on future activities and programs.
- 4. Disseminate findings, and create awareness of the outcomes of results and recommendations of research and consultancy activities in order for the Government, the private sector, civic society, and people in the urban and rural communities to understand the issues at hand, and take appropriate action.**

- 4.1 Publish monographs, discussion papers, occasional papers, and consultancy reports on research undertaken.
  - 4.2 Conduct regular seminars and forums to facilitate the presentation of research reports and occasional papers.
  - 4.3 Establish and support the publication of relevant academic journals.
  - 4.4 Produce newsletters, and contribute to the news media and other periodicals, to inform the Government and the wider public on information that has been generated through research.
  - 4.5 Create and maintain a website for the dissemination of institutional, research, and other information.
  - 4.6 Organise and participate in regular radio and television segments to discuss research findings and to stimulate thinking and discussion on development issues.
  - 4.7 Maintain effective mechanisms for the distribution of publications and other materials that are produced.
  - 4.8 Conduct short courses, seminars, workshops, and forums to disseminate subject outcomes, and provide training and capacity building opportunities for members of the public and private sectors.
- 5. Create and maintain linkages for coopting and collaborating with Papua New Guinean, regional, and international communities and organisations in the promotion and adoption of these objectives.**
- 5.1 Develop special relationships and networking with select international research institutions to facilitate joint research activities, the exchange of researchers, the training of Papua New Guinean researchers, and other academic activities, in order to promote the development of the institutions concerned.

- 5.2 Create and maintain linkages with universities and research institutions in Papua New Guinea in order to conduct joint research activities, exchange staff in research and teaching activities, and in other initiatives that promote national development.
  - 5.3 Create opportunities for Papua New Guineans to contribute to research analysis, discussion, and debate on development issues and trends.
- 6. Provide professional, academic publishing and editorial services, together with appropriate technical support for researchers, donors, and other clients, for the production of reports, and database management.**
- 6.1 Provide high quality, academic publishing and editorial services for NRI staff, in relation to institutional publications and consultancy reports, and for external clients on a fee basis.
  - 6.2 Facilitate the assessment and awarding of visas, and provide administrative support to external researchers to conduct academic research in Papua New Guinea.
  - 6.3 Maintain a register of, and database on, all research conducted in Papua New Guinea.
  - 6.4 Provide publishing and editorial text models for NRI researchers to improve the presentation and structure of their reports.
- 7. Establish, maintain, and regularly update important socioeconomic statistics and data for use in providing reliable and meaningful reports to the Government, and for the use of other researchers.**
- 7.1 Collect and collate appropriate statistics to monitor and report on Papua New Guinea's progress on a range of development goals.

- 7.2 Collect and maintain statistical data at provincial, district, and census division levels in relation to basic services such as health and education.
- 8. Provide training opportunities for Papua New Guinean graduate researchers at Masters, Doctoral, and post-Doctoral degree levels, as well as appropriate training and development opportunities for technical and support staff.**
    - 8.1 Establish and support a staff training and development program for the training of researchers through studies at Masters, Doctoral, and post-Doctoral levels, and ensure that researchers are aware of potential scholarships and training bids.
    - 8.2 Establish and support attachment programs for researchers with other national, regional, and international institutions.
    - 8.3 Organise in-house support and training for researchers, through work-in-progress seminars, research methodologies and issues, and other areas, as required.
    - 8.4 Establish and support a staff training and development program for the Institute's technical and support staff, and ensure that staff are aware of potential courses and training bids.
- 9. Ensure that the development of appropriate divisional and institutional facilities and infrastructure support the activities that concern all areas of research and operation.**
    - 9.1 Construct and provide adequate office space and housing for researchers, visiting researchers, and technical and support staff, as appropriate.
    - 9.2 Construct and expand library facilities and collections, including internet access for acquiring appropriate information for research purposes.
    - 9.3 Construct and provide facilities for the conduct of seminars and discussions, as well as other appropriate infrastructure for the dissemination of research information and data.

## **Ethical Research Obligations**

The National Research Institute applies the principle of informed consent as the ethical basis of its research activities and in its dealings with participants in social and economic research.

**The consent of participants to take part in any research activities is required before the commencement of those research activities.**

Consent requires that participants be informed of the following matters:

- the sponsors of research activities;
- an overview of the research activities;
- the identification of any risks that are associated with the research activities;
- an explanation of the benefits of the research activities to the participants;
- the protection of the participants in terms of the confidentiality of information that is provided by them;
- any disclosure of information, or the identification of individuals, that is relevant to the research activities, is on the basis of the written agreement of the research participants;
- the process of the reporting of the research data, who will have access to the reported data, and how the research data will be used; and
- wherever possible, informing participants of the outcomes of the research activities, in appropriate ways.