CORPORATE PLAN, 2021-2023

“Inquiring, Informing, and Influencing for effective public policies”
The Papua New Guinea National Research Institute (PNG 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 PNG NRI Council to ensure that the Institute’s mandated functions are achieved in a transparent, accountable, and appropriate manner, with best-practice management principles.
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ACRONYMS AND ABBREVIATIONS

APEC  Asia Pacific Economic Cooperation
BSCRP  Building Safer Communities Research Program
CBP  Capacity Building Program
CGE  Computable General Equilibrium
CSD  Corporate Services Division
CSS  Commercial Services Section
DAS  Decision Action Scorecard
DB  Database
DDCS  Deputy Director Corporate Services
DDR  Deputy Director Research
DHERST  Department of Higher Education Research Science and Technology
DIRP  Development Indicators Research Program
DNPM  Department of National Planning and Monitoring
DoF  Department of Finance
DoT  Department of Treasury
DPM  Department of Personnel Management
ECP  External Collaboration Program
EDMS  Electronic Document Management System
EPAC  Economic Policy Analysis Course
EPP  Economic Policy Research Program
ERP  Education Research Program
ESS  Executive Support Section
FS  Finance Section
GBV  Gender Based Violence
GenRP  Gender in PNG Research Program
GFS  Grounds and Facilities Section
GIS  Geographical Information System
GoPNG  Government of Papua New Guinea
HR  Human Resources
HRS  Human Resources Section
IAS  International Accounting Standards
ICT  Information and Communications Technology
IERP  Informal Economy Research Program
IMS  Information Management Section
IT  Information Technology
KMD  Knowledge Management Division
LLG  Local-level Government
LIM  Library and Information Management
MTDP  Medium Term Development Program
NADP  National Agriculture Development Plan
NEC  National Executive Council
NGO  Non-Governmental Organisation
NLDP  National Land Development Program
NRI  National Research Institute
PCS  Publications and Communications Section
PNG  Papua New Guinea
PNGASC  Papua New Guinea APEC Study Centre
PNGASC  Papua New Guinea APEC Study Centre
PNGGEM  Papua New Guinea General Equilibrium Model
PNGNRI  Papua New Guinea National Research Institute
<table>
<thead>
<tr>
<th>Acronym</th>
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<tbody>
<tr>
<td>RF</td>
<td>Research Fellow</td>
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<td>SDG</td>
<td>Sustainable Development Goal</td>
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<td>SEM</td>
<td>Senior Executive Management</td>
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<td>Senior Executive Management Committee</td>
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<td>SIF</td>
<td>Strategic Implementation Framework</td>
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<td>Sustainable Land Development Research Program</td>
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<td>Small and Medium Enterprises</td>
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<td>State-Owned Enterprises</td>
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<td>SRF</td>
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<td>SSRM</td>
<td>Social Science Research Methods</td>
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<td>UBE</td>
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FOREWORD BY THE COUNCIL CHAIRMAN

On behalf of the PNG National Research Institute (PNG NRI) Council, I am pleased to write the Foreword to the NRI Corporate Plan 2021-2023. Consistent with the National Research Institute Act 1993, the PNG NRI Council is the governing body of the Institute. It sets the strategic direction upon which the plans of the Institute are developed. These plans include the Strategic Plan, Corporate Plans and Annual Work Plans.

This Corporate Plan 2021-2023 is a key document for the Institute, which the Council has approved. This new Corporate Plan follows from the completion of the previous Corporate Plan 2016-2020. Based on Council directive, the management did a review on the previous Corporate Plan and the lessons learned are incorporated into this new Corporate Plan.

The Corporate Plan is a living document and has room for progressive “evolution” as NRI’s Council and Management sees fit to sequential development(s). As such, there is an expectation that certain aspects of the Plan may change within the 3-year period of the Plan knowing the dynamics of progressive challenges, and ever evolving socio-economic and cultural shifts. The Plan is a possibility and a pathway ahead and it points to a preferred direction.

It is vital to state that the success of the Plan does not depend only on what the Institute has and does but also on how we work with our stakeholders, which include the Government, Institutions of Government, private sector, development partners and non-governmental organisations. The NRI Council acknowledges the anticipated collaborations with our stakeholders of NRI under this new Corporate Plan.

This Corporate Plan is also vital for the implementation of the new NRI Strategic Plan 2021-2030. The strategic directions have been set clearly in the Strategic Plan in terms of research, knowledge management and Corporate Services. This Corporate Plan and futures ones will translate the visions of the Strategic Plan for implementation.

The Council is committed to ensuring that the management of the Institute and staff work together to ensure that the goals and objectives of this strategic plan are achieved to drive the role of PNG NRI as the country’s premier research institute and independent policy think tank. I commend this Corporate Plan for implementation.

Wilson. O. Thompson, ML
Acting Chairman
INTRODUCTION BY DIRECTOR

It gives me pleasure to write the Introduction to the PNG National Research Institute’s Corporate Plan 2021-2023. From the outset, I wish to acknowledge the role of the PNG NRI Council, which sets the strategic direction and provides the overall governance for the Institute. I also acknowledge the work of the staff of the Institute in contributing to the implementation of previous Corporate Plans of the Institute and the development and anticipated contribution to the success of this new Corporate Plan. I also acknowledge all the external stakeholders for their contributions to the work of the Institute over the years.

The PNG NRI has a motto of “Inquire, Inform, Influence” and this is to be carried across all research programs and non-research functions to ensure that it is the vision and underlying motto across NRI work.

The Plan is organised under the following key areas:

- Vision and Mission Statement, to set the direction for the Plan;
- Governance and Management, to provide the legal basis or mandate of the Institute and the governance and management arrangements that will drive the implementation of the Plan;
- Organisational structure, which provides a summary of the structure of the Institute in terms of the key functions and how they are linked;
- Research Division Plan, comprising eight research programs and two hosted programs. The division is responsible for the key mandate of the Institute;
- Hosted Programs’ Plan, comprising plans for the PNG APEC Study Centre (PNG ASC) and the Decentralisation and Autonomy Governance Research Program;
- Corporate Services Division (CSD) Plan, comprising five sections, whose key roles are to provide the required corporate services to support the operations of the Institute; and
- Knowledge Management Division (KMD) Plan, comprising two sections, whose main function is to provide support in the areas of editing, publishing, communications, and information management. The Division plays a vital role in how research information is formatted, stored, and disseminated for use by decision makers and the general public.

The Corporate plan is to be implemented through the development and implementation of Annual Work Plans, subject to financial and human resource constraints for each year. Annually, each functional area shall have a Monitoring and Evaluation (M&E) framework to evaluate successes and challenges during the annual implementation of the Corporate Plan. This is done through the Strategic Implementation Framework (SIF) for each of the functions.

Dr. Osborne O. Sanida
Acting Director
VISION AND MISSION STATEMENT

Vision Statement

The Papua New Guinea National Research Institute is recognised among the leading public policy think tanks in the Asia-Pacific region.

Mission Statement

To provide quality research in economics, politics, education, environment, social issues and culture which contributes to evidence-based public policies and decision-making processes that improve service delivery, leading to better quality of life for all Papua New Guineans.

PURPOSE AND CORE PRINCIPLES

Purpose

The PNG National Research Institute (PNG NRI) is mandated by legislation to carry out independent research and analysis on development issues affecting PNG. The PNG National Research Institute Act (1993) (Section 5) states that the functions of the PNG NRI are:

“(a) the promotion of research into Papua New Guinea society and the economy” and in particular “(b), the undertaking of research into social, political and economic problems of Papua New Guinea in order to enable practical solutions to such problems to be formulated.”

PNG NRI’s continued growth and development is underpinned by a strong commitment to this legislated mandate. In operationalising this mandate, the Institute seeks to Inquire, Inform and Influence.

- To inquire is to better understand PNG’s problems, issues and challenges. This includes the historical knowledge on the issue being researched, the existing knowledge about it, and the innovative approaches adopted to rationalise information obtained from the inquiry for informed decision-making. Inquiry must add valid information to existing knowledge.

- To inform is to help others understand the problems, issues and challenges that have been derived from inquiry. The innovative approach or approaches is/are crucial for mining information conducive to clear policy making.

- To influence is to advocate for effective public policies based on research and evidence generated but inquiry and the informing strategies adopted. The objective is to ensure that the information generated and disseminated leads to influencing moments of decision-making.

The PNG NRI Way

The ‘PNG NRI Way’ defines how the Institute ‘gets things done’. It is the essence of the PNG NRI
brand, and is encapsulated in the vision, mission and purpose outlined above. Underpinning the PNG NRI way are three core principles, which serve as a critical compass for the organisation.

1. **Integrity of Research**, which is characterised by intellectual rigour, and by products that are empirical and contestable.

2. **Integrity of Operations**, which are process-driven, non-discretionary and transparent.

3. **Independent Thinking**, through the generation, articulation and respect of different ideas.

**GOVERNANCE AND MANAGEMENT**

**The PNG National Research Institute Act**

The operations of the PNG National Research Institute are ultimately determined by the National Research Institute Act (1993). The Act establishes the Institute as an independent statutory authority.

**Council**

The PNG NRI Council is the governing body of the Institute, and is empowered to achieve the objectives of the Institute. The Council’s composition and its roles and responsibilities are defined and mandated by the *National Research Institute Act* (1993). The Council, with the support of its committees, is responsible for the overall performance of the Institute, including setting the strategic direction.

The Council is comprised of ten members. Five of the members are appointed by the Head of State and they include: two members of Parliament, an officer of the public service, a business representative, and a community representative. The other six members include an academic staff member from the PNG University of Technology and the University of Papua New Guinea, a staff representative from the Institute, departmental heads of National Planning and Personnel Management, and the NRI Director. Current Office holders are listed in Annex 1. The Council holds four meetings annually and convenes special meetings as necessary.

**Membership of the PNG NRI Council**

As per Section 8(1) of the *National Research Institute Act* 1993, the composition of the NRI Council is as follows:

(a) a Chairman, who shall be appointed by the Head of State, acting on advice, by notice in the National Gazette; and
(b) four persons appointed by the Head of State, acting on advice, by notice in the National Gazette, comprising—
   (i) two members of the Parliament; and
   (ii) one officer of the Public Service or an authority or instrumentality of the Government; and
   (iii) one community representative; and
(c) one academic staff member of the University of Papua New Guinea appointed by the Council of that University; and
(d) one academic staff member of the Papua New Guinea University of Technology appointed by the Council of that University; and
(e) one person elected in the prescribed manner by the full-time research staff of the Institute; and
(f) the Departmental Head of the Department responsible for economic planning matters or his nominee; and
(g) the Director of the Institute.

**Council Committees**

The NRI Council has two committees: the Staffing Appointments Committee and the Tenders Committee. While the former regulates and manages staff appointments, the latter is responsible for tenders and bids.

**Senior Executive Management Committee**

The PNG NRI Senior Executive Management Committee (SEMC) manages the Institute’s daily operations and oversees strategies for the attainment of the Institute’s long-term objectives. The SEMC is delegated its authority by the Council to ensure the effective and efficient management of the Institute.

The SEMC comprises the following:

- Director of the Institute;
- Deputy Director, Research;
- Deputy Director, Corporate Services;
- Human Resources Manager;
- Finance Manager; and
- Executive Support Manager.

**Management Committees**

Several management committees have been established to ensure transparent governance and to support the effective and efficient day-to-day operations of the Institute. The Committees include:

- Research and Publications Management Committee, which ensures the high quality and ethical implementation of research projects and their publications;
- Staff Training and Development Committee, which screens and reviews applications from staff for training and development;
- Home Ownership Committee, which is responsible for developing and implementing an equitable and ethical PNG NRI Home Ownership Scheme;
- Office and House Allocation Committee, which ensures that all staff are comfortably and conveniently settled into office spaces and staff accommodation; and
- Disciplinary Committee, which was established to ensure a harmonious work environment and campus environment.
ORGANISATIONAL STRUCTURE

PNG NRI COUNCIL

PNG NRI DIRECTOR

DEPUTY DIRECTOR RESEARCH

RESEARCH DIVISION
- Economic Policy Research Program
- Sustainable Land Development Research Program
- Education Research Program
- Governance Research Program
- Development Indicators Research Program
- Informal Economy Research Program
- Building Safer Communities Research Program
- Gender in PNG Research Program

KNOWLEDGE MANAGEMENT DIVISION
- Publications and Communications Section
  - Digital Media Unit
  - Publications Unit
- Information Management System Section
  - ICT Unit
  - Database Unit
  - Library Unit

DEPUTY DIRECTOR CORPORATE SERVICES

CORPORATE SERVICES DIVISION
- Human Resources Section
- Executive Support Section
- Finance Section
- Grounds & Facilities Section
- Commercial Services Section

4
RESEARCH DIVISION

Overview of the Division

The Research Division aims to contribute to broad-based sustainable development by conducting research and providing decision support that promote evidence-based public policy and effectiveness in the delivery of public goods and services in Papua New Guinea (PNG). The Division embraces the “Inquire, Inform and Influence (3-Is)” principle.

Following the 3-Is principle, researchers in the Research Division conduct cutting-edge research using the state-of-the-art methods. Research findings are delivered to key stakeholders using appropriate communication strategy and behaviour and decisions of the stakeholders influenced. Research that will be conducted by the researchers in the Research Division for the next three years will reflect key priorities of the Government of PNG (GoPNG) as contained in documents such as the Medium-Term Development Plan (MTDP) III and PNG Vision 2050.

The Research Division aims to lead the research and public policy world in PNG and internationally by conducting innovative high-level economic and social research. The Division also aims to contribute to human resource development by training Papua New Guineans who wish to increase their capacity in economic and social research.

The Research Division is overseen by the Deputy Director Research, who reports to the Director.

Programs of the Division

During the course of this Corporate Plan, the Research Division will achieve its aims through a research program approach. The Division has eight research programs comprising:

- Building Safer Communities Research Program;
- Development Indicators Program;
- Economic Policy Program;
- Education Research Program.
- Gender in Papua New Guinea Program;
- Governance Program;
- Informal Economy Program; and
- Sustainable Land Development Program.

Each of the research programs will conduct research and advocacy that address various issues associated with economic development in PNG and the Pacific region. The impact of each research program will be measured against the outcomes of the programs that emanates from deliverables from research projects conducted by each program. This includes timely completion of research projects; number of publications; advocacy of public policy and how the research has been influencing and shaping policy interventions in the delivery of quality services to Papua New Guineans.

The Corporate Plan provides a broad overview of the research programs, and the outputs in the Plan are indicative. The annual work plan which is implemented each year provides more details of projects being used to achieve the objectives of each thematic area contained in the Corporate Plan. More detailed plan of research activities associated with the Corporate Plan for the next three years is contained in the PNG NRI Strategic Implementation Framework (SIF). The SIF provides a guide for developing the Annual Work Plan.

A Program Leader coordinates activities of the program. Project officers, cadet researchers, research administrative assistants, and research communications specialists play support roles to SRFs and RFs. The Research Programs are led by Program Leaders, who are typical at Senior Research Fellow level and above. The Program Leaders report to the Deputy Director, Research. Each program consists of
researchers at various academic positions such as Senior Research Fellow (SRF), Research Fellow (RF), Research Officer, Project Officers, and Research Interns.

In addition to the eight Research Programs, there are two cross-cutting programs, which also fall under the Research Division. These are: (1) Capacity Building Program, which focuses on NRI’s contribution to building capacity of the human resources in the country; and (2) External Collaboration Program, which focuses on specific collaborations with external parties on research projects or policy advocacy from time to time, based on demand or topical issues.

The following presents the eight research programs and the two cross-cutting programs.

**Building Safer Communities Research Program**

**Overview of the Research Program:** The Building Safer Communities Program (BSCR) focuses on understanding how law and order, peace and community security can be achieved within the framework of building safer communities. The Program seeks to address and document, analyse, and provide policy advice around the key themes of building peaceful communities, conflict management and resolution, and better delivery of law and justice services.

**Goal:** To promote safer communities through research which informs and influences sound policies that contribute to peace building, and safety and security.

**Research Themes:** BSCR will focus on two thematic areas in the next three years. The themes are: service delivery within the law and justice sector; and reducing violence. Research on the thematic areas will contribute to strategy to improve government services required to achieve safer communities and the effectiveness of Gender-Based Violence (GBV) implementation and plan against sorcery accusation. The thematic areas and objectives are:

**Theme 1: Service Delivery within Law and Justice Sector.** This theme focuses on the role of law and justice service providers in building safer communities. Specifically, it derives its motivation from the Papua New Guinea Law and Justice Policy and Plan (2000) of action aimed at improving law and justice services. More specifically, this thematic area will concentrate on the role of key law and justice sector agencies and how the law and justice services they provide can be improved to address the needs of the community

**Theme Objective:**

BSCR 1.1: Key government services required to achieve safer communities are strengthened through evidence-based research and policy advice.

**Theme 2: Reducing Violence.** Violence is a major hindrance for development, security and peace within communities. This theme focuses on some of the main forms of violence including gender-based violence, sorcery related violence, and violence within institutions, such as school violence and police brutality.

**Theme Objective:**

BSCR 2.1: All forms of violence are addressed.
Development Indicators Research Program

Overview of the Research Program: The Development Indicators Program (DIRP) is to provide relevant, reliable, and usable information to improving the quality of public and private decision making and policy development. Despite years of effort to improve the information required by various users, the lack of utilising the national population based data continue to hinder the production of required indicators to support effective policy and development plans. In the next three years, this research program will continue to access and unpack selected population-based data and conduct expanded analysis to generate key development indicators under the umbrella of the Papua New Guinea (PNG) strategy for the development of statistics 2015–2024 framework. Various strategies will be used to analyse data with the support of appropriate technology. Participation by Program staff in various government priority programs will lead to improved chances for the utilisation of specific research outcomes.

Goal: To more effectively measure the living standards of Papua New Guineans through establishing relevant indicators of the PNG development context.

Research Themes: This program will work on two thematic areas: indicator development and indicator integration. The program aims to establish a sound and usable evidence-based data to inform decision-making, public policy and track PNG development performance. To succeed, the Program will continue to access population based-data in the government system and generate PNG contextual development indicators. Research outputs will assist government policy makers, researchers, academics, funders and potential collaborators in making the sound decisions needed to inform policy development and to track development performance.

Theme 1: Indicator Development

Based on the available data that this program aims to develop PNG contextual development indicators and will be generated on continuous basis or retrieved from existing sources and disseminated through the ArcGIS software and through various NRI suit of publications. Collaborative efforts are required from IMS section of KMD, specifically, Database and ICT functions.

Theme Objectives:

DIRP 1.1: Appropriate development indicators are developed to inform on basic service delivery.

Theme 2: Indicator Integration

Under this thematic area, the program advocates for increased use of indicators for development planning and policy development. More users will be made aware through specific planned workshops for key government officers who use social indicators in their line of work.

Theme Objectives:

DIRP 2.1: Users are able to use development indicator for policy development and planning.
Economic Policy Research Program

Overview of the Research Program: The Economic Policy Research Program (EPP) undertakes research and analysis with the objective to support the formulation and implementation of sound economic policies and strategies that strengthen economic institutions to achieve quality economic growth on a sustained basis; that is, economic growth that benefits all Papua New Guineans. It is envisaged that the program’s research outputs and policy recommendations will inform and influence government institutions and relevant stakeholders in formulating and implementing policies that will enhance wealth creation and improvements in service delivery.

Goal: The main issue that the EPP will address over the next three years is improving living standards of Papua New Guineans through quality economic research and policy analysis that contributes to the formulation and implementation of sound economic policies, and strengthens economic institutions.

Research Themes: The EPP will conduct analysis on six thematic areas: public utilities and infrastructure; small and medium enterprises (SMEs); economic modelling; public resource management; economic policy advice; and capacity building in research and policy analysis. Work on each theme will be ultimately directed towards the key issue of the design of institutions and policies that will achieve sustainable economic growth in Papua New Guinea. The themes are presented below:

Theme 1: Public Utilities and Infrastructure

Papua New Guinea State-owned Enterprises (SOEs) are engaged in the provision of essential services such as water, power, air transport, communications, and seaports. Most of these businesses are operating in a monopolistic environment, subject to economic regulation. It is evident that many are failing to deliver crucial services in a cost-efficient and reliable manner. This, in turn, adversely affects the performance of businesses and the delivery of services to the PNG people. There is on-going debate about the need for reform to boost SOE performance. This raises the important question: How can SOEs improve their performance?

Theme 1 objectives:

EPP 1.1: To improve the performance of public utilities and infrastructure for effective service delivery.

Theme 2: Small and Medium Enterprises

Small and Medium Enterprises (SMEs) have been identified as one of the forces increasingly playing an important role as an engine of growth and income creation in many countries. However, the problem of unemployment or underemployment and lack of wealth creation for the majority remains a major concern for PNG, despite strong economic growth in recent years. Since employment and wealth creation are vital for improving living standards, this problem requires a concerted effort in developing strategies that promote broad-based growth of SMEs. The main research question for this theme is: What factors hinder the development and expansion of SMEs in PNG? To answer this question, the focus of research will be on strengthening the competitiveness of SMEs in PNG in order to promote wealth creation and employment generation for the majority in PNG.
Theme 2 Objectives

EPP 2.1: Constraints to SME development and performance are addressed to achieve inclusive growth and development

Theme 3: Economic Modelling

In the past, the PNG NRI has lacked the rigorous quantitative economic analysis needed to assess the impacts on development of institutional and policy reforms. During the two-year period, the EPP will continue to use economic modelling techniques to provide the quantitative results needed for more rigorous policy analysis and advice. Both computable general equilibrium (CGE) modelling (using the Papua New Guinea General Equilibrium Model [PNGGEM]) and econometric techniques will be used.

Theme 3 Objectives

EPP 3.1: Economic modelling is performed for policy reviews, forecasting, and cost benefit analysis.

Theme 4: Public Resource Management

PNG’s strong economic growth and high levels of public spending of recent years have not been translated into improved living standards for the majority of Papua New Guineans. The Government will need to find sustainable ways to spend public resources effectively in the four priority areas of education, health, infrastructure, and law and order. To reduce its dependence on resource revenues, the Government will also have to diversify its revenue sources. Therefore, the main research question under this theme is: How can government revenue become more sustainable and government spending more effective with the aim of improving living standards?

Theme 4 Objectives

EPP 4.1: Public resource are effectively managed for economic growth and development.

Theme 5: Economic Policy Advice

Over the next three years, EPP will provide public policy analysis and advice on topical economic issues. The advice will cover issues relating to the formulation/design, implementation, and monitoring of economic policies and institutions. The aim is to provide advice that promotes sound policy formulation, and effective implementation and monitoring and evaluation protocols. The EPP already works closely with various public-sector stakeholders and key partners in specific areas, and remains open to including additional areas based on emerging topical economic issues in PNG. It is therefore through this theme that the EPP retains a great degree of flexibility to react to the current economic situation by providing sound policy advice across a potentially wide range of issues. EPP also influences policy through participation in several economic policy taskforces and committees of the Government.

Theme 5 Objectives

EPP 5.1: Sound economic policy advice is provided to relevant stakeholders for informed decision making.
Education Research Program

Overview of the Research Program: Findings from the Corporate Plan 2016-2020 show that the name “Universal Basic Education (UBE)” is no more relevant because the national UBE initiatives in PNG ended some years ago. It was considered by members of the UBE Research Program that the name of the program should be changed to Education Research Program (ERP) so that the research in the program can extend to other levels of education. Commencing in 2021 we will expand research in these main areas: Early Childhood Education, Basic Education, Secondary and Tertiary Education. The production of Universal Basic Education Provincial and District Profiles 2015 onwards is now the responsibility of the Development Indicators Research Program.

Commencing in 2021, the Universal Basic Education Research Program (UBERP) will be renamed Education Research Program (ERP). The ERP will expand its research functions focusing on these four main levels of education: 1) Early Childhood Education, 2) Basic Education, 3) Secondary Education, and 4) Tertiary Education.

The goal of providing universal access to quality basic education has been on the national agenda since Independence, and is captured in significant national policy and planning frameworks such as PNG Vision 2050, the Papua New Guinea (PNG) Development Strategic Plan (DSP) 2010-2030, and the Medium-Term Development Plan (MTDP) III. Many reforms have been implemented and substantial resources invested in attempts to ensure that basic education is within reach of all school-aged children. Although there has been significant improvement in indicators concerned with access to education, those concerned with retention, quality of education, and equity have not improved. Since PNG did not achieve the Millennium Development Goal (MDG) of universal primary education by the target date of 2015, PNG embarked on an initiative of committing itself to achieving the Sustainable Development Goals (SDGs), including SDG4 “Ensure inclusive and equitable quality education and promote life-long learning opportunities for all” to be achieved by 2030. This is now the ultimate goal of the Government of PNG which is supported by the Education Research Program though our on-going projects. The ERP will link with the Development Indicators, Governance and Gender research programs, and will closely collaborate with the National Department of Education.

Goal: To achieve inclusive universal access, and improved retention and equitable quality education, and promote lifelong learning opportunities for all.

Research Themes: The ERP will focus on two main thematic areas. The first focus area will be on access and retention in UBE and all levels of education. The second focus area will be on equitable quality in education.

Theme 1: Access and retention in education

Although enrolment and rate of completion in basic education has improved, some school aged children are still being left behind. The current reduction in Tuition Fee Free (TFF) budget has the potential to restrict some children from access and completing their education. There is a need to find innovative ways to improve enrolment and completion rates in various levels of education.

Theme Objectives

ERP 1.1: Access and retention in basic education and other levels of education is improved.
**Theme 2: Equitable quality in education**

The quality of education has been a long-term challenge facing education at all levels, especially basic education. Some commentators are of the opinion that it was triggered by the TFF whereas others say it is as a result of inadequate facilities. Yet others say it is as a result of inadequate trained teachers. There is a need to find out the reason for the drop in the quality of education, especially in the basic education strand and find innovative ways to improve quality of education in the country.

**Theme Objectives**

**ERP 2.1:** The quality of teachers and students is raised and there is infrastructure that will enhance equitable quality learning.

**Gender in PNG Research Program**

**Overview of the Research Program:** The Gender in Papua New Guinea Program (GenRP) will continue to focus on addressing gender equity within Papua New Guinea (PNG). While it is understood that gender is about both men and women, the Program concentrates on women, given the evidence and widely acknowledged disparities between men and women in PNG. The Program was informed by a scoping study that highlighted knowledge gaps and areas for further research. It has taken into consideration the government priorities around women: (i) Women in Leadership; (ii) Women in the Economy; and (iii) Gender-based Violence.

**Goal:** To promote an equitable PNG society, where men and women are provided with equal opportunities for participation in social and economic activities.

**Research Themes:** The research themes will focus on gender and governance, women and economic empowerment and violence against women.

**Theme 1: Gender and Governance**

Given current gender trends in politics, and other spaces, there is a need to identify the challenges and achievements on how we can address these gaps so all citizens irrespective of gender can participate in the development of the country. According to MTDP III, 6.3 on Gender. “Goal: All citizens irrespective of gender, race, culture, religion or specialties will have equal opportunity to participate in and benefit from the development of the country” (MTDP III, p.86).

**Theme Objectives**

**GenRP 1.1:** Women leadership in the private and the public service is improved.

**Theme 2: Economic and Social Empowerment of Women**

Women’s economic empowerment enables women to contribute to their family, community and the overall development of the country. This thematic area will focus on women’s economic empowerment and related issues such as financial inclusion and social empowerment.

**Theme Objectives**

**GenRP 2.1:** Economic and social empowerment of women is improved.
Governance Research Program

Overview of the Research Program: Governance fundamentally is about how power and authority will be used. Over the next three years, the focus of the Governance Research Program (GRP) will be on how effective governance that can lead to effective service delivery and sustainable economic development. In PNG, discussions about service delivery are often intertwined with discussions about degrees of autonomy, and about the devolution of powers and functions to the different levels of government: national, provincial, and local level government. The question then is how the three levels of Government can work together to improve service delivery and sustainable economic development.

Goal: To improve the living standards of Papua New Guineans by promoting institutional arrangements and service delivery modalities that foster sustainable economic development.

Research Themes

For the next five years, the research for the Governance Program will focus on two research themes: (1) governance and service delivery; and (2) post-referendum Bougainville and implications on autonomy issues for PNG.

Theme 1: Governance and service delivery

Effective governance is vital for effective service delivery. Under this theme, research will be done on how governance at the different levels affect the delivery of basic services such as education, health, law and justice, and economic development. This theme is concerned with measuring progress in service delivery.

Theme Objectives

GRP1.1: Governance at the national level and its impact on service delivery is assessed and understood.
GRP1.2: Governance at District level and its impact on service delivery is assessed and understood.
GRP1.3: Governance at Local Level Government (LLG) and impact on service delivery is assessed and understood.

Theme 3: Post-Referendum Bougainville and implications on autonomy issues for PNG

In the last Corporate Plan, the Institute contributed to the success of the Bougainville Referendum through the Bougainville Referendum Research Project (BRRP). The outcome of the Bougainville referendum was that 97% of the voters voted for Independence as opposed to the alternative of Greater Autonomy. This outcome not only has implications for Bougainville, but also on PNG as a whole because of the about degrees of autonomy for other parts of the country. This theme will generate information about post-referendum Bougainville and its implications on autonomy issues in PNG.

GRP2.1: Post-referendum Bougainville issues are identified and assessed including the implications on PNG as a whole.

Informal Economy Research Program

Overview of the Research Program: It is estimated that the informal economy supports more than 85 percent of the Papua New Guinea’s population, whose livelihoods and incomes are dependent on semi-subsistence and informal economic activities. The Informal Economy Program (IERP) is concerned with the design and development of polices and strategies that will support, and promote the growth of a sustainable informal economy. It is envisaged that output from this Program will provide informed evidence for government, development agencies and other stakeholders to ensure that enhanced opportunities are created and an enabling environment is provided for the vast majority of Papua New Guineans to engage in sustainable economic enterprises, contributing to increased productivity, incomes and improved welfare.
Goal: To promote the growth of the informal economy through research contributing to policies and strategies that lead to increased incomes and improved wellbeing.

Research Themes: Research conducted under this program over the next three years will be in three thematic areas: financial inclusion in the informal economy; informal housing and settlements; and food security and the informal economy. Studies under each theme will aim to investigate the current situation and provide evidence which can inform policy interventions that can best support and promote sustainable growth of the informal economy.

Theme 1: Food Security and the informal economy

Food security and the informal economy are inextricably linked. Most Papua New Guineans (85% of the population) are rural dwellers; produce their own food for consumption and depend on informal sources of income from semi-subsistence economic activities. With limited land to support increasing population requires new and sustainable methods of agriculture and farming that can improve productivity for food security. Global issues of climate change such as droughts, floods and rising sea levels or ‘Tsunamis’ have the potential to impact on food security and livelihoods just as much as locally induced man-made and natural disasters.

Potential risks to food security are real and productivity and the ability of the country to be able to sustainably feed its population. This theme will begin by reviewing available research evidence on food security, identify gaps and areas for further research. This theme of research is directly relevant to the national development vision: Vision 2050, MTDP III, DSP and sectoral policies of Food Security, Informal Economy and the National Agriculture Development Plan (NADP).

Theme Objectives

IERP 1.1: The link between the informal economy and food security is better understood

Theme 2: Financial inclusion in the informal economy

Financial inclusion is vital for participating in the modern economy. It is essential for buying and selling or conducting micro economic enterprises. Financial exclusion is a major challenge affecting the bulk of the population whose livelihoods are dependent on the informal economy. A number of government policy documents (The National Informal Economy Policy, National Financial Inclusion Policy and National Strategy for Financial Inclusion and Financial Literacy) were established to address this and improve financial inclusion. This research theme will examine the impact of specific interventions, demand and supply-side factors constraining access to financial services and options for improvement. The research outputs are intended to contribute to policies that will improve access to financial services for informal economy participants.

Theme Objectives

IERP 2.1: Financial inclusion in informal economy is improved.

Theme 3: Informal housing market

Limited land for housing and development purposes and rapid urbanization combined with population growth has led to a huge demand for housing. Past and current government policy on housing continues to be skewed towards owner-occupied housing while the private rental sector caters for high end luxury housing that is far too costly for the average person to afford. This has created a huge gap in the supply of housing to meet the growing demand for low and medium-cost rental housing in major urban centres.
Much of the unmet demand is absorbed by the increasing settlements encroaching on to customary and state land within the vicinity of towns and cities. Further, informal rentals in suburban housing areas and settlements have also increased tremendously over the last two decades.

This research theme will investigate the dynamics of the informal rental housing market, the driving factors, challenges and opportunities it offers for tenants and landlords. Output from this research theme will provide evidence that can contribute to making informed policy decisions to ensure that affordable housing is available for Papua New Guineans.

**Theme Objectives**

IERP 3.1: The dynamics in the Informal housing markets is better understood.

**Sustainable Land Development Program**

**Overview of the Research Program:** The name of this Program has been Property Sector Development Research Program. However, findings from Corporate Plan 2016-2020 revealed that the name is misleading because it appears that the program focuses only on land and housing. Thus, a name that reflects the activities of the Program was sought. It was found that the most suitable name for the program is Sustainable Land Development Program (SLDP). This is because PNG NRI advocates for the development of land that results in a ‘win-win’ situation for key stakeholders (landowner, investor and the State). All forms of activities that focuses on the exploitation of land resources such as housing, agriculture, road, oil and gas production and so on, involve development of land.

For the next three years, SLDP will provide research support to the National Land Development Program (NLDP) II to find land administration strategy to address issues associated with access to land for sustainable development that results in a “win-win” situation for landowners, the investor and the state. During this period, the Program will contribute to the Papua New Guinea (PNG) housing policy and programs by finding strategy to address problems associated with housing supply and affordability and urban development planning. The Program will also contribute to the agricultural sector by finding strategies to boost the production of cash crops in a sustainable manner to improve the standard of living of farmers at the same time provides more jobs and expand government revenue base. The SLDP research findings and policy related recommendations will assist land administrators, land use planners, housing estate planners, agriculture and natural resource planners and policy makers in making informed decisions that maximises benefits from the exploitation of our scarce resources.

**Goal:** To improve the living standards of Papua New Guineans through cutting-edge research and evidence-based policies that contribute to strategies and programs that promote a broad-based sustainable development of PNG economy.

**Research Themes:** SLDP research will focus primarily on four thematic areas namely: land administration; housing development and planning; sustainable agriculture; and sustainable development. Research projects on each of the themes will focus on potential ways to address key problems associated with government policies, strategies and institutions to promote broad-based economic development in PNG. The themes are as follows.

**Theme 1: Land Administration**

Land is one of the most important factors of production and PNG has abundant land and natural resources. However, access to land for sustainable development has been problematic as a result of lack of bankable titles for a large portion (more than 95%, i.e. communal land) of the total land in the country. Only less than 5% of the total land area belongs to the State and have proper titles. However, State land is
almost exhausted and investors have shifted attention from State land to communal land. The National Land Development Program (NLDP) I provided systems and processes for accessing customary land but some issues associated with the administration of customary land in an effective and efficient manner have not been addressed. This resulted in the establishment of NLDP II to help address the issues. This theme will be directed primarily toward supporting and facilitating NLDP II through research to find how to address issues associated with land administration.

**Theme Objectives**

**SLDP 1.1**: Strategies for developing proper and bankable customary land titles are identified and provided to land administration implementing agencies.

**SLDP 1.2**: Economies of scale in land development is promoted to maximize benefits from uses of land.

**Theme 2: Housing Development and Planning**

Housing is a necessity that accounts for a large share of the consumer price index. However, providing affordable, quality and adequate housing especially in major cities of PNG has become challenging for the government. As the number of households that have housing affordability problems continue to increase, informal built areas have continued to increase too. Thus, restricting PNG from achieving Sustainable Development Goals (SDGs) associated with access to clean water, sanitation and other social services. Planning is important in housing development especially in terms of provision of utilities and services in an orderly manner. However, orderly housing development is often neglected in the construction of houses in the country. Research projects associated with the theme will aim at finding housing initiatives and programs to provide affordable, quality and adequate housing for various groups of households in well planned built environment developed to meet all dimensions of sustainable development.

**Theme Objectives**

**SLDP 2.1**: Activities of the public sector and private in housing delivery are streamlined and improved.

**SLDP 2.2**: Housing programs provided by the government are assessed and areas that require improvement identified.

**Theme 3: Sustainable agriculture**

Though PNG has potential to produce various types of crops and livestock it economy has continue to strongly depend on non-renewable resources such as oil and gas and copper for revenue. GoPNG has come to realise the need for the diversification of the economy as a way to manage risk and uncertainties associated with volatility of commodity prices. Thus, agriculture has been one of the sectors of the economy that GoPNG has been attempting to promote. This is because the livelihood of majority of Papua New Guineans are strongly linked to agriculture. Medium Term Development Plan (MTDP) III and PNG Vision 2050 advocate for a boost in agricultural production. The projects under this theme will focus on agriculture strategies that can be used to improve the contribution of agriculture to the PNG economy at the same time increase income for farmers.

**Theme Objectives**

**SLDP 3.1**: To find strategies to improve agricultural production, processing and marketing of various cash crops to contribute more revenue to PNG economy and increase income for farmers.
### Theme 4: Sustainable development

Most intervention programs and initiatives in PNG has been developed without considering its sustainability. It is important to consider needs of the present generation without compromising the ability of future generations to meet their own needs before the implementation of development projects. We must also consider the needs of the present and future generations in the exploitation of natural resources. The importance of sustainable development in the provision of services and exploitation of natural resources has led the international community to develop SDGs as an agenda to eliminate poverty, hunger and every form of inequality by leaving no one behind in development. The projects under this theme will focus on finding strategies to tackle issues that restrict sustainability in managing our scarce natural resources.

### Theme Objective

**SLDP 4.1:** Policy makers and planners are provided with evidence-based information on sustainable development for making informed decision.

### Capacity Building Program (CBP)

#### Theme 1: Capacity Building in Research and Policy Analysis

PNG NRI will be undertaking capacity building activities to public servants, following the tradition since 1989 where the Institute has been conducting an intensive eight-week training program in Economic Policy Analysis Course (EPAC) and awards a diploma certificate. The EPAC’s target group comprises economists and non-economists who are interested in national development policies – key government economic policies and other public policies that impact sustainable economic growth and national development. However, the course attracts interest from a wide range of professionals, including: bureaucrats, executives, managers, administrators, analysts, planners, directors, advisors, political leaders and researchers in public, private and the third (NGO) sectors.

The EPAC training team comprises PNG NRI Senior Research Fellows supplemented by outsourced experienced academics and professionals and guest speakers. Applications are usually invited in April/May, and the EPAC held in September/October periods. In addition to EPAC, PNG NRI will also be conducting short courses in Social Science Research Methods (SSRM) to increase the capacity of students in research design, research methods and administration. The SSRM will be a one week course that will result in a certificate in Social Science Research Methods. PNG NRI also provide opportunities for final year university students to gain practical work experience through internships. EPRP will review the EPAC curriculum in its entirety to map out capacity building that takes a broader perspective and collaboration with degree awarding universities in PNG.

#### Theme 1 Objectives

**CBP 1.1:** Students/cadets/interns exposed to techniques and ideas for a better understanding of modern economics and public policy;

**CBP 1.2:** Enhanced capacity building for economic policy research and graduate training in PNG.

**CBP 1.3:** Improve the capacity of civil servants, private sector employees and potential postgraduate students in research project design and methods of conducting research.
External Collaboration Program (ECP)

**Goal:** To collaborate with external organisations in research and consultancy services based on a needs basis and specific Agreements.

**Theme 1: Consultancy services**

Consistent with Section 5(c) of the National Research Institute Act and the NRI Consultancy Policy, during the term of the Corporate Plan, PNG NRI will provide consultancy services to Government or other bodies by Agreement.

**Theme 1 Objectives**

ECP 1.1: Consultancy services are provided to Government via specific Agreements.

ECP 1.2: Consultancy services are provided to other institutions via specific Agreements.

ECP 1.2: External consultants provide consultancy services to PNG NRI as and when required via specific Agreements.

**Theme 2: Topical Issues Research**

During the term of the Corporate Plan, Annual Work Plans will be developed and implemented for each year. Most of what will be done is based on the plans of the 8 Research Programs. However, during each year, there are times when issues pop up from time to time via Government Policy directives/announcements or issues due to major events or happenings. Some of these pose policy questions that need to be researched. This theme will take account of such topical issues. Research can be done on agreement with certain organisations or NRI can initiate the research independently and fund it or do it without funding via desktop research just the like the papers done during the COVID-19 pandemic in 2020.

**Theme 2 Objectives**

ECP 2.1: Research into topical issues are done via funding from relevant sponsors.

ECP 2.2: Research into topical issues are done without funding through desktop studies.

**Theme 3: Institutional Collaboration**

In order to advance its Inform and Influence policy agenda, the Institute needs to engage actively with relevant institutions.

**Theme 3 Objectives**

ECP 3.1: Dialogue is created and maintained with relevant Government Ministries and agencies.

ECP 3.2: Dialogue is created and collaboration is maintained with other research institutes; universities; and commodity boards.
HOSTED PROGRAMS AND PROJECTS

As part of the Knowledge Hub Development concept, in addition to its eight research programs (as presented above), the Institute is also open to hosting other programs and projects that generate research and analysis for informed decision-making. For the 2021-2023 period, the Institute will host two programs: PNG APEC Study Centre and Decentralisation and Autonomy Governance Arrangements Program.

PNG APEC Study Centre

Overview: The Papua New Guinea APEC Study Centre (PNG ASC) was established through a Memorandum of Understanding (MOU) between the Department of Prime Minister and NEC and the PNG NRI in February 2017. Housed within PNG NRI, it is part of the growing consortium of study centres in the APEC economies. PNG ASC plays a critical role to assist in progressing the PNG APEC agenda through harnessing the experience and capacity of generating rigorous, empirical research on public policy and development issues in the country.

Goal: To generate evidence-based research and promote policy advocacy on APEC priorities including connectivity, digital innovation, economic integration, structural reform, clean energy, and sustainable inclusive growth.

Research Themes: During the course of the 2021-2023 Corporate Plan, the PNG ASC will conduct research under two themes: (1) energy for inclusive growth; and (2) digital innovation and connectivity.

Theme 1: Energy for inclusive growth

PNG hosted the APEC 2018 and at the end of it, an Electrification Partnership was reached by Australia, the United States, New Zealand and Japan to support PNG realise its ambitious goal of reaching 70% electrification by 2030. The cost of generating power and providing necessary infrastructure network for electricity service is high in the country. This is largely owing to dispersion of the population, rugged geography; and low capacity of existing and potential users to pay. The research will identify practical solutions on low-cost technologies to reduce cost and importantly enhance connectivity to electricity and expansion of electrification program, having regard to appropriate institutional arrangement as well as feasible financial sustainable model in the interest of service providers and consumer affordability.

Theme objective

PNGASC 1.1: research on low-cost technology is conducted to reduce cost to enhance access to electricity.

Theme 2: Digital innovation and connectivity

PNG is well positioned to take advantage of regional growth spurred by technological advancement within the APEC but is facing significant challenges to establish a comprehensive local digital ecosystem. Evidently, it has a long way to move across the digital divide from ‘starter’ to ‘adopter’ status. PNG’s infrastructure has continuously been constrained by its diverse and challenging geography, compounded by lack of funding for needed investments. Such issues make transport and internet access difficult to provide and this, in turn, complicates the provision of electricity, water and other infrastructure. Fixed internet penetration remains very low in PNG, while internet cost is among the highest in the region. The research will focus efforts on fundamental infrastructure development, improving fixed and mobile broadband access, connecting citizens and increasing online participation, raising awareness of digital benefits, expanding online service delivery (including digital government) and content development, and building an IT-based business infrastructure to stimulate the digital economy.
Theme objective

PNGASC 2.1: research on ICT connectivity and innovation is conducted to increase access to ICT technology by the population.

Decentralization and Citizen Participation Research Program

Overview: PNG NRI in partnership with the Australian DAFT have agreed to collaborate on a new research project at NRI on Decentralisation and Citizenship Participation Partnership. It will have two components: (1) Decentralisation and autonomy in Papua New Guinea; and (2) Indicators for measuring, analysis and tracking of basic service improvements at the sub-national level in Papua New Guinea.

Since independence in 1975, decentralization and autonomy have been a contested policy space in PNG. Three major policy attempts at Decentralization of Government have not achieved desired improvements in administrative systems. Roles and responsibilities for basic service delivery at the sub-national level are opaque and there is a general dissatisfaction with the deterioration of physical infrastructure in rural areas leading to the lack of/or poor quality of basic services such as in Health, Education and limited income opportunities. Whilst there is desire for reforms, there is lack of clarity and genuine consultations about what are the issues, understanding them and then agreeing on steps to implement the agreed policy reforms. There is therefore an urgent need for further in-depth discussions informed by appropriate research in order to consider better policy options.

The "Indicators for Measuring, Analysis and Tracking of Basic Service Improvements at the Sub-National Level in Papua New Guinea" project builds on the Indicators Research project and with the UBE Research team in 2021, plan to roll out the Indicators tracking for Universal Basic Education at the Sub-National level.

The PNG NRI is mandated by its Act to undertake Independent research and analysis on development issues affecting Papua New Guinea and to contribute to informed policy and decision making to address those issues. The issues around the lack of, and worse, declining state of basic services for the larger majority of the rural population of PNG, attributed mainly to poor and weak governance mechanisms around issues to do with decentralization and autonomy, deserves particular attention.

Goal: To increase dialogue and information sharing between PNG academics, policy practitioners, political leaders and civil society on issues and challenges to autonomy and decentralization in PNG and for key policy decision makers have increased knowledge on options for autonomy and decentralization in PNG and consider specific legal and technical arrangements to improve basic service delivery.

Theme 1: Review and analyse current decentralisation and autonomy governance arrangements

Theme objective

DAGAP 1.1: A national conversation to discuss the options on better arrangement of government in PNG is required to consider options and if possible, reach a consensus on the preferred nature of arrangements.

A national conference is proposed to commence discussions underpinned by research and introducing the varying underlying distinctions about different concepts of autonomy and decentralization. The conference would consist of contributions from commissioned papers by international researchers drawing on a broader comparative perspective, PNG academics and policy practitioners, PNG political leaders, civic activities and the broader community. Some of the topics and questions for consideration at the national conference include:

- What are the broad ideas and distinctions about autonomy and decentralization, how have these shaped policy and practices around the world and how they may have or not had influenced thinking and development of PNG policy developments on Autonomy and Decentralisation?
• What are the underlying visions and push for autonomy and decentralisations in PNG and how have these shaped the inputs to policy reforms?
• Appropriate institutional arrangements for effective administration of functions and responsibilities for goods and services, governance and development of people.

The Conference and the ensuing national conversation should ideally draw out ideas to guide the development of future research activities to continue generating appropriate information in order to inform ongoing policy considerations.

**Theme 2: Measuring and tracking progress of basic service delivery at the sub-national level**

**Theme objective**

**DAGAP 2.1:** To develop appropriate indicators for measuring, analysis and tracking of basic service improvements at the sub-national level in PNG.

Whilst reforms to sub-national governance arrangements are promoted under the banner of addressing the decline or/and lack of basic services, the concept of basic services is not under-pinned by an accurate concept of what constitutes basic services. Some basic indicators must be developed and used to benchmark progress and to inform of the status of the human development of the people and whether reforms to governance arrangements and policy interventions have improved the welfare of the people. The indicators would also inform discussions and follow up research that could inform locals and relevant authorities to adopt more appropriate interventions for improving the status of basic services.

One of the initiatives under the current NRI Corporate Plan was to identify and promote the use of key indicators for informing the progress in the following areas defined as constituting basic services:

- Basic Education,
- Basic Health,
- Household Income Levels.

A few simple and clear set of indicators showing status of basic service by the lowest administrative mechanism possible now under the current subnational government arrangements – the District Level would be identified. The indicators would be based on statistics that can be collected and tabulated on annual basis showing status that can be then used to track and report on progress over a longer-term period. The indicator selected would also be one that can be used to guide kinds and level of interventions that stakeholders can make in order to influence speed and quality of progress at that level. Follow up research efforts would also be activated to understand and inform stakeholders on follow up actions required in order to improve basic service delivery at the sub-national level.
CORPORATE SERVICES DIVISION

Overview of the Division

The activates under the Corporate Services Division (CSD) are aimed at building on the foundation of the 2016-2020 Corporate Plan, emphasising on the goals of good governance and creating facilities for Institutional financially self-reliant. To achieve these goals, the division is to focus on strengthening its relationship with the national government departments such as Department of Higher Education, Research Science and Technology (DHERST), Department of Personnel Management (DPM), Department of Treasury (DoT), Department of Finance (DoF), and Department of National Planning and Monitoring (DNPM). This is to enhance efficiency and effectiveness to deliver the required and planned activities of the plan.

The CSD is overseen by the Deputy Director, Corporate Services, who reports to the Director.

Sections of the Division

The CSD comprises of five sections whose overall aim is to support the work of the Research Division and the Knowledge Management Division in achieving the mission and vision of the institute. The five sections are: Finance, Human Resources, Grounds and Facilities, Commercial Services, and Executive Support. Each section is led by a Section Manager, who reports to the Deputy Director, Corporate Services.

The following presents the plans for each of the five sections in terms of the goals, objectives and outputs during the Corporate Plan period.

Finance Section

The Finance Section (FS) manages the Institute’s finances and provides advice to Management in accordance with the Public Finance Management Act and International Accounting Standards (IAS). The section also ensures that NRI’s commercial units operate in accordance with the Public Services Management Act and the relevant General Orders. The section also ensures that all business activities are operating in accordance with the PNG NRI policies; and that contracts advertised, vetted, and approved by the PNG NRI Tenders Committee (a sub-committee of the PNG NRI Council) are transparently disbursed, consistent with the approved scopes, principles, and guidelines.

During the corporate plan period, the Finance Section will continue to provide sound advice and oversight on the development of the core physical and IT infrastructure for developing the PNG NRI into a Knowledge Hub and a leading public policy think tank. More specifically, it will guide the management in developing the land and the commercial businesses with the aim of making the Institute financially self-reliant.

Section Goal

To effectively and efficiently manage PNG NRI financial resources and assets and provide accountable and transparent financial reporting.

Objectives and Outputs

Objective 1: Conformity to legislation and accounting standards

FS1: NRI’s finances and resources are managed in accordance with relevant legislation and accounting standards.

Outputs:

FS1.1: Staff entitlements and the Institute’s payroll system is managed efficiently.
FS1.2: Procurement of assets is facilitated, and the Institute’s Assets Register is up to date.
FS1.3: Research and Project funds and their day-to-day accounting functions are managed.
Objective 2: Provision of financial reports and advice

FS2: NRI Council, management and other stakeholders are provided with appropriate and required financial reports and advice.

Outputs

FS2.1: Prudent financial reports and management accounts are prepared.
FS2.2: Quarterly expenditure review reports for the Finance and Treasury Departments are prepared.
FS2.3: Financial reports for external and internal audits are completed.
FS2.4: Budgets for PNG NRI and PNG NRI’s research projects budgets are prepared.

Objective 3: Maximisation of internal revenue

FS3: PNG NRI revenues are maximised through appropriate management and advice.

Outputs

FS3.1: PNG NRI’s cash investment and investment strategies are prepared and managed.
FS3.2: PNG NRI property rentals, conference centre and lodge revenue are appropriately accounted for.
FS3.3: PNG NRI receivables are controlled effectively.
FS3.4: Sound and effective financial and investment planning for the Institute are enabled through proper revenue forecasts.
FS3.5: Explore sustainable means of raising non-government revenue.

Human Resource Section

The Human Resources Section (HRS) is responsible for the development and implementation of human resources policies and procedures consistent with the NRI Act, 1975 and relevant sections and subsections of the Public Services (Management) Act, the Public Employees (Non-Citizen) Act, and other relevant employment legislation and regulations as applicable under the NRI Act, 1975.

Section Goal: To attract and retain the best quality staff.

Objectives and Outputs

Objective 1: Recruitment

HRS1: New staff are recruited for all vacant positions under the current ceiling and new positions are created subject to increased staff ceiling.

HRS1.1: Vacant positions under the current ceiling are filled subject to budget constraints and approval by Management and Council.

HRS1.2: New positions are created subject to increased staff ceiling based on Council approval and SEMC endorsement.

HRS1.3: Research Programs are fully staffed with via outputs HRS1.1 and HRS1.2.

Objective 2: Strategic support and partnerships
HRS2: Provide responsive and innovative leadership, organisational development, employee communication, and support services to the Senior Executive Management, Council, staff and stakeholders to promote individual staff and organizational excellence.

Outputs

HRS2.1: Appropriate HR policies and procedures are developed and maintained consistent with the NRI Act, the Public Services (Management) Act, and the Public Employees (Non-Citizen) Act.

HRS2.2: NRI by-laws are administered, managed and implemented in accordance with the vision, mission and objectives of the Institute, as directed by the Director and the Senior Executive Management.

HRS2.3: NRI Internship Program and Graduate Development Program are re-designed and implemented.

HRS2.4: NRI’s succession plan for leadership and promotions is designed and developed.

HRS2.5: The Institute’s three Divisions (Research, Corporate Service, and the Knowledge Management) are re-aligned and right-sized.

Objective 3: Employee welfare and benefits

HRS3: Provide comprehensive benefits, terms and conditions, including staff welfare, and staff housing administration. Maintain high quality staff through effective and appropriate remuneration and benefit packages that meet market trends.

Outputs

HRS3.1: HR by-laws and/or policies are developed and designed relating to the management of terms and conditions as approved by the Council (NRI Act 1975 S.15(b), S.16(a),(g), S.22(a), S.23, S.29(1) (a),(c),(d),(e), S.29(2)), as directed by the Director and the Senior Executive Management.

HRS3.2: The Salary Packaging Policy, Health Care Insurance Policy, and other social welfare benefits policies offered by the Institute, are reviewed and utilised.

HRS3.3: The staff housing policy is reviewed as and when required to reflect current and long-standing policy positions of management and Council.

HRS3.4: Financial education programs for staff of NRI are facilitated.

HRS3.5: The Salary Increment, Promotions, and Bonus Policy for the Institute are designed and developed.

Objective 4: Employee relations

HRS4: Promote high quality workforce and collaborative relationships between employees, management and other related labour organisations such as the Department of Personnel Management, Employer’s Federation PNG, Department of Labour & Industry, Training and Academic Institutions, and others.

Outputs

HRS4.1: The NRI HR Manual is developed and compiled to reflect current HR practices, and policies in accordance with the NRI Act, PS(M)Act, and other related employment legislation, regulations and policies.
HRS4.2: Proper file storage systems (both electronic and manual) are developed.

HRS4.3: Employment contracts are effectively and efficiently managed in terms of negotiations, issuance of new contracts, contract renewals.

HRS4.4: Employee related policies are made available to staff both manually and electronically.

HRS4.5: Staff information sessions are conducted in relation to: (1) payroll and benefits issues; and (2) promotions and performance management issues.

Objective 5: HR Information Management

HRS5: Provide practical and innovative solutions to technology services, workforce information administration and equitable classification/compensations for positions though the effective governance of the Institute’s HR Information Systems.

Outputs

HRS5.1: HR data collection methods are improved in relation to the following: time & attendance; leave management; staff training; position evaluation; and personnel files administration.

HRS5.2: HR analytics and reporting are improved in terms of proper monitoring and evaluation reports being transmitted to the Senior Executive Management (SEM).

Objective 6: Staff training and development

HRS6: Promote and foster individual and organisational effectiveness for staff by providing opportunities for skills growth and career development in partnership with both internal and external stakeholders and service providers.

Outputs

HRS6.1: High quality staff who are highly engaged and committed, are retained through effective personnel development.

HRS6.2: Proper Career Development Plan for the Institute is developed and implemented.

Objective 7: Procurement & management of stationery and office consumables

HRS7: Provide quality, cost-effective stationery and office consumables for the Institute through prudent management of stock supply and distribution.

Outputs

HRS7.1: A cost-effective procurement process is developed and used.

HRS7.2: Proper monitoring and controls are put in place.

HRS7.3: Reporting to management is timely and accurate.
Grounds and Facilities Section

The Ground and Facilities Section (GFS) is the largest section of the CSD in terms of staff numbers. The Section’s staff comprise drivers, cleaners, gardeners and a maintenance officer, who all report to the Grounds and Facilities Manager. The Section manages and maintains the upkeep and appearance of the PNG NRI Campus office environment to be clean, neat and conducive for research. It also ensures the ongoing upkeep and maintenance of all PNG NRI properties, including office buildings and staff residential houses on the PNG NRI campus, as well as the Institute’s rental properties and staff houses off campus. The Section also oversees the PNG NRI security, and also ensures that utilities such as water, sewerage, and electricity are operational.

Section Goal

To effectively manage the NRI office environment and grounds, NRI commercial and residential properties, security services, and utilities for the benefit of staff and stakeholders, order to carry out activities for the Institute.

Objectives and Outputs

Objective 1: PNG Knowledge Hub development

GFS1: The PNG NRI campus is transformed into the PNG Knowledge Hub by ensuring the proposed and new PNG NRI physical infrastructure is developed in accordance with the priorities of the PNG NRI Property Strategy and Master plan, as directed by NRI Council and management.

Outputs

GFS1.1: The architectural design for the ‘Sir Henry Chow’ Building is completed by Lae Biscuit Company.

GFS1.2: The ‘Sir Henry Chow’ Building is designed, scoped and constructed.

GFS1.3: The accommodation precinct is designed, scoped and constructed.

GFS1.4: Land is secured next to the Waigani Campus as well as other parts of NCD and the country, subject to budget constraints and the normal processes of land acquisition.

Objective 2: Infrastructure and utilities

GFS2: The existing built infrastructure is fit for purpose.

Outputs

GFS2.1: Conference Centre is designed, scoped and refurbished.

GFS2.2: Utilities (electricity, water, storm water) are maintained and operated efficiently in order to promote both sustainability and lowest-cost alternatives.

Objective 3: Routine maintenance

GFS3: Routine maintenance that ensures that PNG NRI meets Occupational Health and Safety requirements.

Outputs

GFS3.1: All PNG NRI facilities (including offices, meeting spaces, conference centre and toilets) are routinely cleaned using appropriate cleaning products.

GFS3.2: The landscape of the PNG NRI campus is routinely maintained, well-kept and well-presented using appropriate, well maintained equipment.
GFS3.3: Routine inspections of PNG NRI facilities are conducted and reported, and problems are attended to in a timely manner.

GFS3.4: The generator and associated equipment is maintained and routinely serviced.

GFS3.5: PNG NRI assets and facilities are compliant with building codes and health and safety regulations.

Objective 4: Management of NRI transport fleet and capital equipment

GF4: Clean, safe, reliable, and cost-effective transportation is provided for the Institute.

Outputs

GFS4.1: NRI vehicle fleet is regularly serviced and cleaned for efficient performance.

GFS4.2: Transport is reliably available through an optimal combination of PNG NRI fleet of vehicles, project vehicles, and rented vehicles for use by researchers and support staff.

GFS4.3: Capital equipment such as tractor, lawnmowers, and any tools are managed and maintained for use.

Objective 5: Management of security services provided by service providers

GFS5: Adequate security is provided for the Institute’s staff, assets and facilities.

Outputs

GFS5.1: Security service providers engaged by the PNG NRI are properly trained, equipped and reliable.

GFS5.2: Routine inspections of the security of PNG NRI assets and staff are conducted and reported, and problems are proactively attended to in a timely manner.

Commercial Services Section

The Commercial Services Section (CSS) is responsible for managing the Institute’s assets and services that generate internal revenue for the Institute. The assets include residential rental properties, NRI Lodge, Office space rental, and passport and visa services for international researchers.

Section Goal

To grow independent and sustainable revenue streams from PNG NRI’s assets and services.

Objectives and Outputs

Objective 1: Management of NRI Conference centre usage

CSS1: PNG NRI Conference Centre is fully utilised, with the aim of maximising revenue generation.

Outputs

CSS1.1: An effective marketing strategy is formulated and implemented.

CSS1.2: All conference events are properly coordinated and executed in order to maximise client satisfaction.

Objective 2: Management of NRI Coffee Shop

CSS2: The NRI Coffee Shop provides quality catering services and makes profit.

Outputs

CSS2.1: An effective marketing strategy is formulated and implemented to increase patronage of the Coffee shop (and surrounds).
Objective 3: Management of accommodation properties
CSS3: PNG NRI accommodation facilities (lodge and rental properties) are fully tenanted.
Outputs
CSS3.1: An effective marketing strategy is formulated and implemented.
CSS3.2: Services are coordinated, and inspections are conducted to ensure that accommodation facilities are safe, secure and well maintained.

Objective 4: Management of visa and passport services
CSS4: PNG NRI provides fast, efficient, and reliable facilitation of Visa and Passport applications for PNG NRI staff and overseas visiting researchers.
Outputs
CSS4.1: PNG NRI staff and contracted and commissioned consultants are provided with an efficient renewal and application process for passports and visas.
CSS4.2: Visiting overseas researchers are provided with an efficient Visa process.

Executive Support Section
The Executive Support Section (ESS) assists the Institute’s Management and the PNG NRI Council in carrying out their responsibilities, promoting ethical and inclusive governance. The Section supports the Management in monitoring and reporting of Institute activities; coordinates strategic and operational planning processes; provides advice and information to Council; and facilitates the effective communication of Council and management decisions to key stakeholders.

Section Goal
To support the Institute’s Management and the PNG NRI Council in carrying out their responsibilities and promoting ethical and inclusive governance.

Objectives and Outputs
Objective 1: Facilitation of Council meetings
ESS1: PNG NRI Council Meetings are facilitated effectively and efficiently.
Outputs
ESS1.1: The setup of Council Meetings is done effectively and efficiently.
ESS1.2: Council meeting minutes are produced in a timely manner.
ESS1.3: Appropriate support is provided to management for implementation of Council decisions.
ESS1.4: Appropriate assistance is provided to management for following up on outstanding Council decisions.

Objective 2: Facilitation of reports to Council
ESS2: Reports to Council are timely and relevant.
Outputs
ESS2.1: Appropriate assistance is provided to ensure Quarterly reports for the three Divisions are prepared on time by relevant officers.
ESS2.2: Appropriate assistance is provided to ensure Quarterly and Annual Financial Reports are prepared by relevant officers.

ESS2.3: Meeting Minutes of PNG NRI Council sub-committees are prepared on required time.

ESS2.4: Submissions to Council are included in Council Meeting agendas.

ESS2.5: Appropriate inputs are provided for the preparation of Annual Reports and other corporate documents.

Objective 3: Facilitation of implementation of Council and Management decisions

ESS3: Decisions of Council and Senior Management are implemented effectively and efficiently.

Outputs

ESS3.1: The Council Decisions Matrix is accurate and regularly updated based on updates by relevant action officers.

ESS3.2: Appropriate assistance is provided to Director’s office to ensure Council Decision Action Scorecard (DAS) is updated regularly and presented at each meeting proper.

ESS3.3: SEMC Decisions Matrix is accurate and regularly updated based on updates by relevant action officers.

ESS3.4: SEMC DAS is updated regularly and presented at each meeting proper.

Objective 4: Executive and administrative support to the Senior Executive Management

ESS4: Provides a range of executive support and administrative services to the Senior Executive Management (SEM) team to achieve the Institute’s objectives.

Outputs

ESS4.1: SEMC meetings are facilitated effectively and meeting minutes are produced in a timely manner.

ESS4.2: The PNG NRI SEM’s diary appointments, records and correspondence, travel arrangements, are managed and coordinated effectively.

ESS4.3: Correspondence, memos, agendas, minutes, presentations and briefing notes are drafted to support the achievement of NRI’s business requirements.

ESS4.4: Background information are gathered, collated and provided to the SEM to support informed decision-making and planning.

ESS4.5: Administrative practices, systems and procedures, are maintained and updated to improve efficiency and service delivery.
Knowledge Management Division

Overview of the Division

The Knowledge Management Division (KMD) provides specialist support, expertise, and advice to the Institute in the areas of knowledge storage, processing, retrieval and dissemination. It plays a key role in communicating PNG NRI’s work to relevant stakeholders.

The operations of the KMD is jointly overseen by the two Deputy Directors, as elaborated below.

Sections of the Division

The KMD has two sections: Publications and Communications (PCS); and Information Management Systems (IMS). The sections are managed on a daily basis by two Section Managers with oversight from the Deputy Director, Research for the Publications and Communications Section and Deputy Director Corporate Services for the IMS Section.

The following presents the plans for each of the two sections in terms of goals, objectives and outputs during the period of the Corporate Plan.

Publications and Communications Section

The PCS is responsible for preparing the publications from research in a timely manner. It disseminates research findings that have been published to key stakeholders for informed decision-making using effective and efficient communication strategy. The Section aims at influencing the development of government policies and its implementation as well as influencing the thinking of key stakeholders and at the same time generate policy relevant discussions.

Goal: To produce quality publications in a timely manner and inform key stakeholders about the current research findings, using effective communication strategy as well as influence their behaviour.

Objectives and Outputs

Objective 1

PCS 1: Research outputs are processed and disseminated to stakeholders in an efficient and effective manner.

Outputs:

PCS1.1: Social Media platforms outputs are monitored.
PCS1.2: PNG NRI website is updated and maintenance work carried out.
PCS1.3: Publications Media Releases and Media Invites are written and disseminated.
PCS1.4: PNG NRI Events such as Seminars, workshops, conferences, and media conferences are coordinated in an effective and efficient manner.
PCS1.5: Publication of manuscript layout and formatting are conducted effectively.
PCS1.6: Printery and Bookshop are established.

Objective 2

PCS2: PNG NRI research outputs is achieved through its communications strategies.

Outputs:
PCS2.1: Regular reporting is done to Management and Council through monthly and quarterly reports.
PCS2.2: Co-ordination with Researchers on research fieldwork.
PCS2.3: Strong relationship with media organisations is maintained.
PCS2.4: Engagement is carried out with stakeholders, government agencies, NGOs, general public, etc.

Objective 3
PCS 3: The PNG NRI corporate identity is maintained.

Outputs:
PCS3.1: Printing of Business cards, IDs, Corporate documents when required and binding.
PCS3.2: PNG NRI brand is maintained.
PCS3.3: Publication templates are maintained.
PCS3.4: PNG NRI public advertisements are maintained.
PCS3.5: Newspaper scanning, PNG NRI articles on social media platforms, websites, etcetera are captured and documented.

Objective 4
PCS4: High quality research outputs in appropriate formats are produced.

Outputs:
PCS4.1: Research manuscript received from DDR’s office.
PCS4.2: Management of external editor contracts.
PCS4.3: Publication editing and external reviews are done.
PCS4.4: Publication formatting is done.
PCS4.5: Publication proof readings are done.
PCS4.6: Publication is ready for release.

Objective 5
PCS5: PNG NRI media centre using up-to-date technology.

Outputs:
PCS5.1: Storage hub for all Communications pictures, publications, video, podcast, etc.
PCS5.2: Updated Communications software is in use.
PCS5.3: Use of infographics
PCS5.4: Video productions are done.

Information Management Systems Section

Overview

The Information Management System (IMS) section is responsible for providing support for ICT infrastructure and specific applications for the Institute. The section is also responsible for establishing and maintaining a paperless work and research environment by providing an efficient information storage and retrieval system, including the services that are provided by the Library. Additional responsibility is linking and creating electronic facilities for efficient dissemination of research outputs such as key
socioeconomic indicators based on the NRI research and from other Service Departments such as Health and Education.

Section Goal

To guide the development of an appropriate ICT infrastructure services, creating public policy document databases and advancing dissemination of NRI research results to the PNG NRI developing into a Knowledge Hub and leading think tank.

Objectives and Outputs – Information and Communications Technology (ICT)

Objective 1

ICT1: Investments are identified and implemented for the Institute’s ongoing ICT system and its operation.

Outputs

ICT1.1: A scanning solution is procured for Public Policy Document database.
ICT1.2: The Public Policy Document Collection database system is installed.
ICT1.3: Desktop environment is semi virtualized with Citrix Virtual Desktop Infrastructure.
ICT1.4: New Operating System for servers is installed.
ICT1.5: DMZ servers are procured and installed with Linux Operating System.
ICT1.6: Cloud apps are procured for DR site and Video Conference Online Meetings.
ICT1.7: New software for the three divisions are procured, and ongoing renewal of licenses SPSS etc.
ICT1.8: e-Commerce-oriented system is established.
ICT1.9: The wireless hotspot is implemented with Café software main locations on campus including Conference Centre and Coffee Shop.

Objective 2

ICT2: ICT operations on existing systems (hardware, software and networking services – networking, internet, and intranet) are well-maintained for the Institute’s existing system and operations.

Outputs

ICT2.1: Hardware (server hardware and network devices, UPS, end user devices, and telephone system) is maintained.
ICT2.2: Software (ECM, liberty, public policy database, email server, MYOB, active directory domain, and helpdesk system) is maintained.
ICT2.3: Networking services (internet usage, wireless connection registration, domain network security, and satellite link) are maintained.

Objective 3

ICT3: ICT Support services to end users (regular troubleshooting) exceed user expectations within the existing systems and operations.

Outputs

ICT3.1: Ticketing system is used for issues reported by users via SharePoint system.
ICT3.2: Troubleshooting solutions are timely and long term.
ICT3.3: ICT policies are updated.
ICT3.4: ICT procedures are documented and updated.
ICT3.5: End-users are ICT trained.
Objective 4

**ICT4:** Provide technical input, guidance and oversight to the development of ICT infrastructure and system for the PNG NRI developing into a Knowledge Hub and Public Policy Think Tank, are provided.

**Outputs**

*ICT4.1:* Public Policy database is developed.

*ICT4.2:* Internal database for data for research outputs such as GIS based systems is developed.

*ICT4.3:* Intra and internet systems are reliable, effective and efficient.

*ICT4.4:* Conference facility system and network are reliable.

*ICT4.5:* Investment in appropriate hardware is done.

*ICT4.6:* Investment in appropriate software is done.

*ICT4.7:* An e-commerce network-based system is developed.

Objectives and Outputs – Database (DB)

**Objective 1**

**DB1:** EDMS is populated with NRI’s corporate documents.

**Outputs**

*DB1.1:* Documents are created and managed in the system.

*DB1.2:* Hard copies of corporate documents are scanned and destroyed.

*DB1.3:* Protocols for registration of corporate documents are developed.

*DB1.4:* Workflows for dedicated tasks are created.

*DB1.5:* Hard copies of research outputs are scanned and stored.

**Objective 2**

**DB2:** Public Policy Database is populated with appropriate policy documents, including NRI research reports.

**Outputs**

*DB2.1:* Documents are created and managed in the system.

*DB2.2:* Protocols for registration and indexing of reports are developed.

*DB2.3:* Workflows for dedicated tasks are created.

**Objective 3**

**DB3:** Internal and external users are capable of accessing information.

**Outputs**

*DB3.1:* Technical and system administrators are trained.

*DB3.2:* Users are trained.

*DB3.3:* User Documentation is developed.

*DB3.4:* Systems are effective at all times.

**Objective 4**

**DB4:** Database on Key Socioeconomic Indicators is developed.

**Outputs**

*DB4.1:* The GeoNRI and AtlasNRI websites are developed effectively.

*DB4.2:* Substantial system is developed to assess and monitor key Socioeconomic indicators.
DB4.3: Systems are developed for online dissemination.
DB4.4: Linkages between NRI main website and GeoNRI and AtlasNRI webpages are created.

Objectives and Outputs - Library & Information Management (LIM)

Objective 1

LIM1: All policy information collected and scanned are accessible by PNG NRI researchers and staff.

Outputs

LIM1.1: Collect and store public policy documents for timely and easy access by PNG NRI users.
LIM1.2: Procure appropriate software and equipment for systematic management of the information.

Objective 2

LIM2: The PNG NRI Liberty Ver.5: Built 8 Library Management System is functioning efficiently and effectively.

Outputs

LIM 2.1: Enable PNG NRI Library Catalogue to be accessed online
LIM2.3: All PNG NRI publications (old and rare books), including the Post Courier are scanned and uploaded into the PNG NRI Liberty Ver.5: Built 8 Library Management System.

Objective 3

LIM 3: NRI subscriptions to searchable databases, including the Liberty Library Management System Catalogue are accessible by NRI researchers and staff.

Output

LIM 3.1: Enable searchable databases for access to abstracts and full text by researchers, e.g: JSTOR, Research4Life, Agricola, ARDI, Eric, UNEP, and others.
**Annexes**

**Annex 1: Sample SIF Template for a Program in the Research Division**

**STRATEGIC IMPLEMENTATION FRAMEWORK**

Implementing the PNG NRI Corporate Plan, 2021-2023

Name of Research Program:

**Goal:**

**Theme 1:**

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Annex 2: Sample SIF Template for a Section in CSD or KMD

STRATEGIC IMPLEMENTATION FRAMEWORK
Implementing the PNG NRI Corporate Plan, 2021-2023

Name of Section:
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