

**2018
STRATEGIC
PLAN**



Pacific Trade Invest
Australia



PACIFIC ISLANDS
FORUM SECRETARIAT



Nishi Trading, Tongan agribusiness exporter

FROM THE TRADE & INVESTMENT COMMISSIONER

I'm excited to share with you our 2018 Strategic Plan which provides a blueprint for our activities in 2018 and works towards supporting the Pacific Island Forum Secretariat's Strategic Outcome C - Increasing Economic Prosperity.

Pacific enterprises drive the economy for Pacific Island Countries, creating local jobs, supporting communities and enriching the livelihoods of those that call the Pacific Islands home. Pacific enterprises are at the heart of our 2018 strategy as we look at the best way of facilitating tangible commercial outcomes for Pacific businesses.

At a time of continued geopolitical uncertainty, the role of Pacific Trade Invest (PTI) Australia remains crucial to enabling the sustainable economic development of Pacific Island Countries through trade and investment.

Our size ensures that in 2018, we remain targeted in our approach focusing our effort through our key focus areas of Export, Investment, Tourism and Creative Industries.

We will actively leverage our resources through investment innovation, strengthening partnerships and enhancing our digital capabilities and platforms.

Underlying all our work is a continued commitment to the empowerment of women and seeking opportunities to support the development of Small Island States in the Pacific Islands.

Our 2018 plan has been developed in consultation with key stakeholders and PTI Australia's management team to ensure we continue to work in a transparent and competitive way.

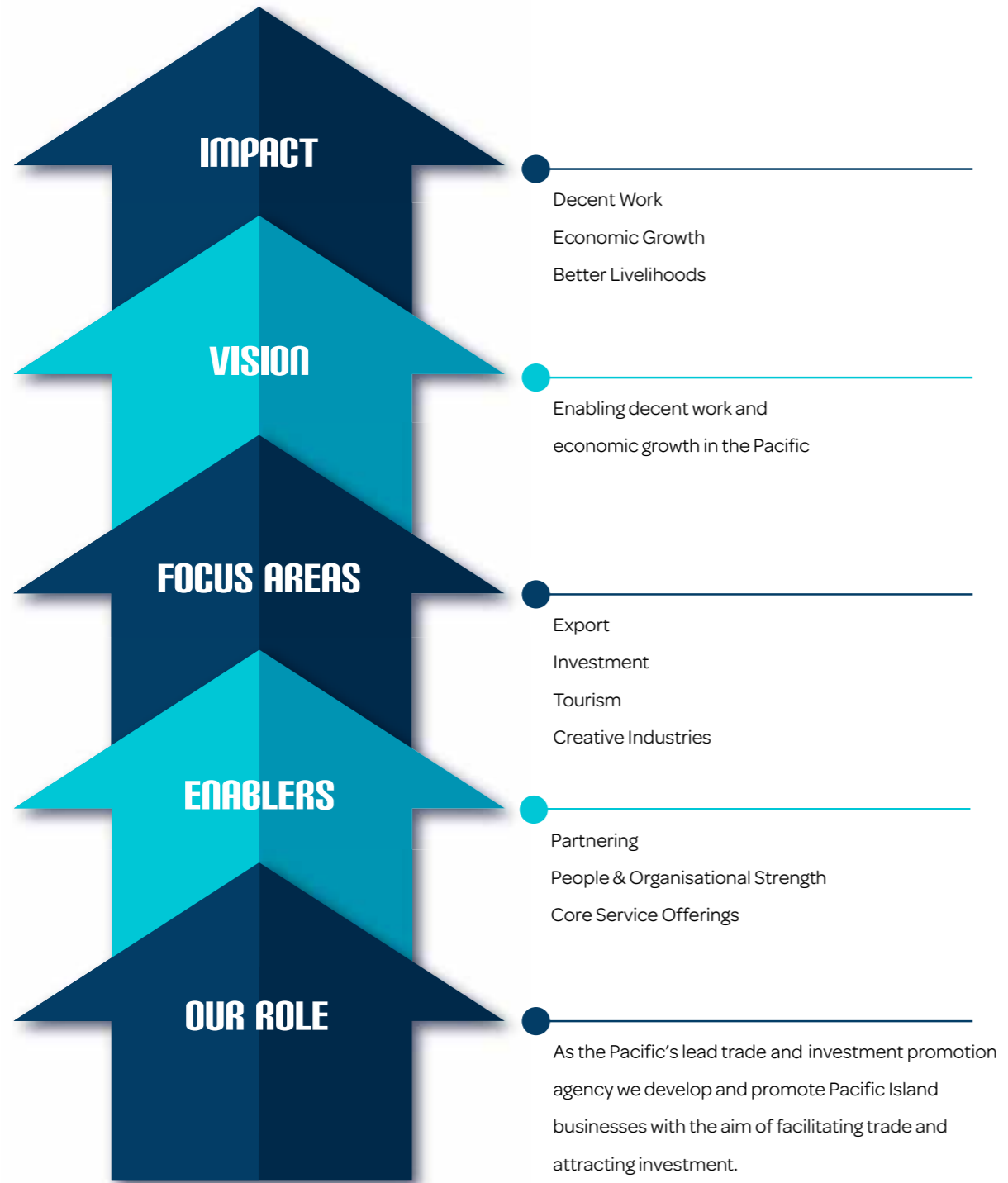
I would like to acknowledge our team, partners and networks whose support makes PTI Australia so much stronger. We look forward to working together as we strive towards our vision to improve the livelihoods of Pacific people by enabling decent work and economic growth.

Caleb Jarvis
Trade & Investment Commissioner
PTI Australia

STRATEGIC PLAN

Pacific Trade Invest (PTI) Australia's 2018 Strategic Plan outlines our key priorities for 2018. Building on the 2017 Strategic Plan we will continue to concentrate on our four key focus areas and have identified three key enablers that are fundamental to achieving measurable commercial outcomes for Pacific enterprises in 2018.

Our Strategic Plan looks to support and deliver to the Pacific Island Forum Secretariat's Strategic Outcome C - Increasing Economic Prosperity. It sets out our high-level plan for 2018 as we work towards our vision founded on the United Nations Sustainable Development Goal 8 of improving the livelihoods of Pacific people by enabling decent work and economic growth.



Sione Nuku Kata, District Officer of Houma District Farming - Tonga



Florence Jaukai - PNG bilum artist

OUR ROLE

PTI Australia is an agency of the Pacific Islands Forum Secretariat funded by Australia's Department of Foreign Affairs and Trade (DFAT).

As the Pacific's lead trade and investment facilitation agency we develop and promote Pacific Island businesses in export, investment, tourism and creative industries to Australia with the aim of facilitating trade and attracting investment into the region.

Our mandate is driven by the Pacific Islands Forum Secretariat, supporting the 16 Pacific Island forum countries (Pacific Countries); the Cook Islands, Fiji, the Federated States of Micronesia, French Polynesia, Kiribati, Republic of Marshall Islands, Nauru, New Caledonia, Niue, Palau, Papua New Guinea, Samoa, the Solomon Islands, Tonga, Tuvalu and Vanuatu.

With an extensive network and a deep understanding of the Pacific Islands built over 38 years, PTI Australia supports private sector growth to reduce aid reliance, making long-term, sustainable improvements to the region's economy and the livelihoods of Pacific people.



Ms Sunshine Farms, Samoa



Fine Food Australia

STRATEGIC SETTING

PTI Australia is aware of emerging factors including global and regional geopolitical shifts affecting the economic conditions and business environments in the Pacific region. The Pacific faces some enduring challenges that impact PTI Australia's work within the Pacific Islands including:

ECONOMIC

- Constraints including efficient routes to Australia and between Pacific Islands, and high transport costs
- Vulnerability from a reliance on external sources for growth. The financial, food and fuel crises in the late 2000s affected most of the economies in the Pacific
- Limited human capital and capacities for generating growth (e.g. through taxes and expanding private sector due to outward migration)

POLITICAL

- An increased preference for bilateral agreements over regional trade agreements
- Rising inequalities causing social and political instability
- Inadequate investment policy enabling environment in many Pacific Countries

ENVIRONMENTAL

- Vulnerability to environmental disasters and climate change
- Global warming is expected to negatively impact on agriculture, fisheries and tourism in the Pacific region
- Climate change could cause an economic loss from 2.9% -12.7% of annual GDP in the Pacific by 2100*

*<https://www.adb.org/news/major-report-details-potential-costs-climate-change-pacific-ADB>

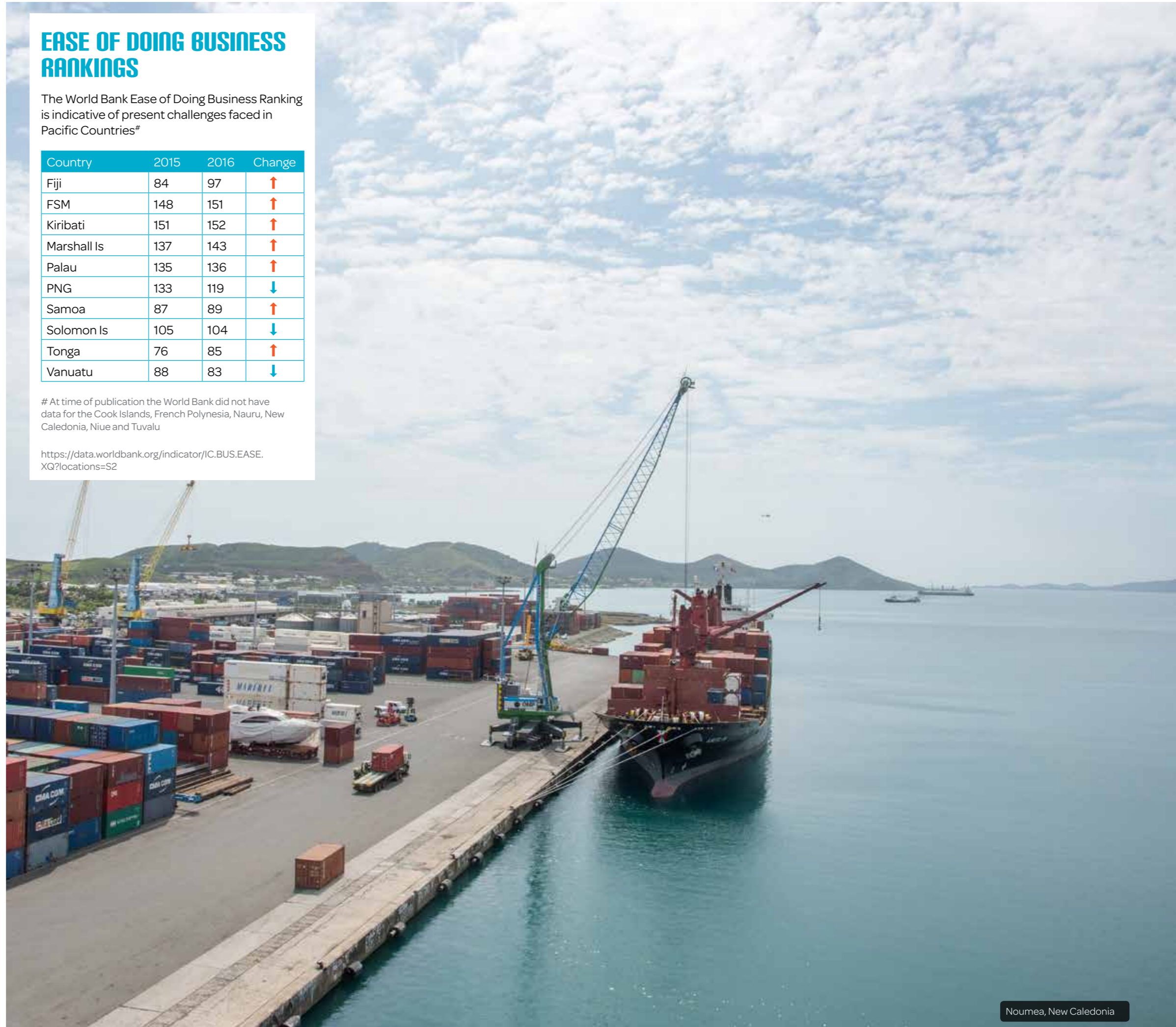
EASE OF DOING BUSINESS RANKINGS

The World Bank Ease of Doing Business Ranking is indicative of present challenges faced in Pacific Countries#

Country	2015	2016	Change
Fiji	84	97	↑
FSM	148	151	↑
Kiribati	151	152	↑
Marshall Is	137	143	↑
Palau	135	136	↑
PNG	133	119	↓
Samoa	87	89	↑
Solomon Is	105	104	↓
Tonga	76	85	↑
Vanuatu	88	83	↓

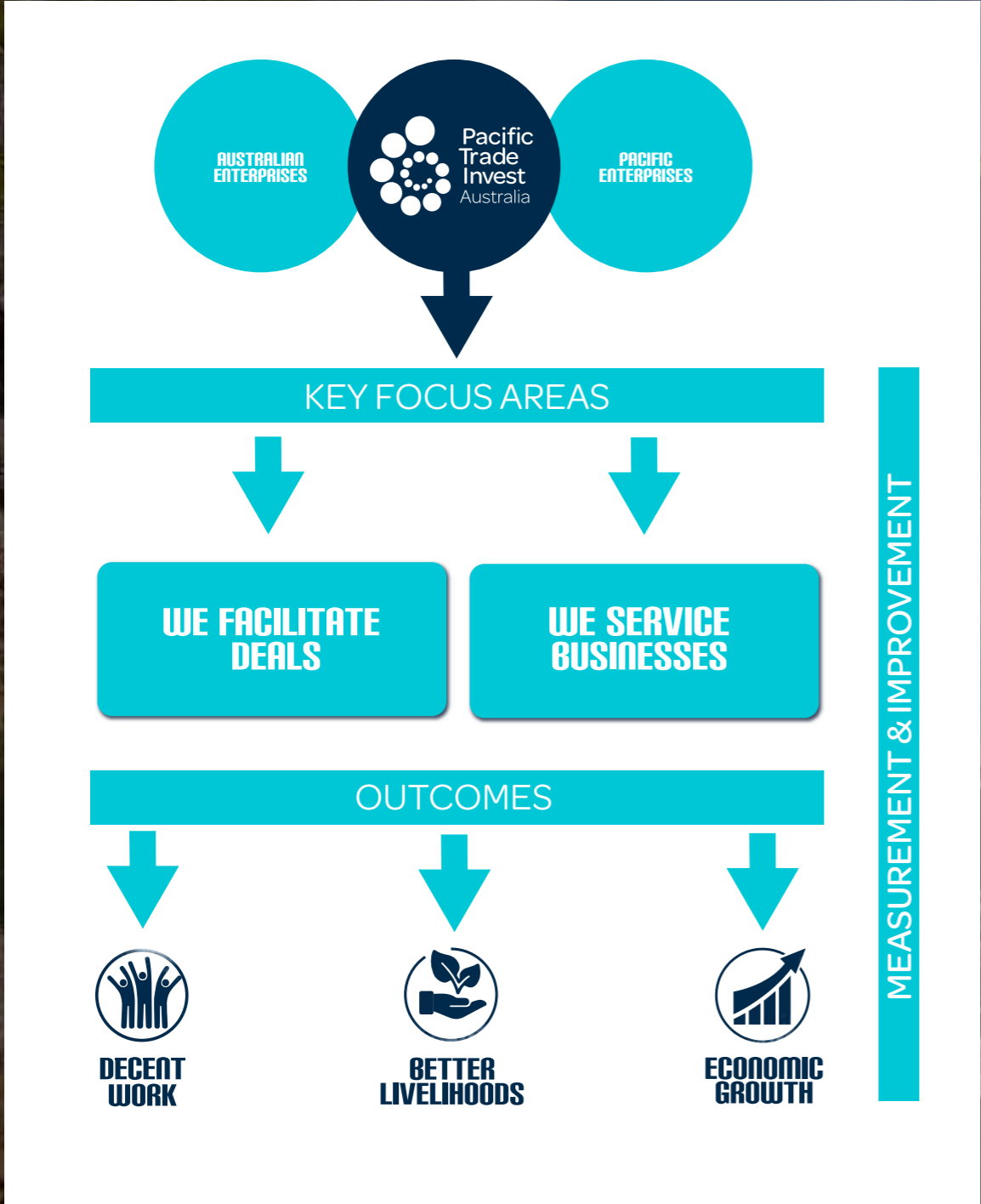
At time of publication the World Bank did not have data for the Cook Islands, French Polynesia, Nauru, New Caledonia, Niue and Tuvalu

<https://data.worldbank.org/indicator/IC.BUS.EASE.XQ?locations=S2>



OUR APPROACH

We have a culture that fosters innovation as we look to maximise our impact in the Pacific Islands. Our size enables us to be agile in our approach, using both informal and formal feedback loops and measurement tools to ensure an environment of continuous improvement.



PERFORMANCE MEASUREMENTS

We are an outcome focused agency. Performance measures are embedded into our strategic plan and processes. We continually monitor and evaluate our services and outcomes to ensure we allocate our resources to create the biggest impact for enterprises in Pacific Countries. We set our performance measurements in consultation with DFAT and the Pacific Islands Forum Secretariat.

Outcome	Indicators
Exports facilitated	Total number of deals and dollar value of exports
Investments facilitated	Total number of deals and dollars invested
Business are assisted	Total number of business assisted
Women led businesses grow and increase exports	Number of women-led businesses assisted, number of deals and dollar value of exports
Cultural industries in the Pacific grow and increase exports	Number of export deals

Outcomes	2016 Actual	2017 Target	2017 Actual	2018 Target
Total exports facilitated	\$19.09m	\$22.9m	\$23.7m	\$25m
Total investments facilitated	\$8.39m	\$10.06m	\$3.8m	\$5.85m
Businesses assisted	412	432	611	625
Women led businesses assisted	113	132	199	210
Women led businesses - number of deals	64	86	135	140
Women led businesses - dollar value of export deals	\$3.46m	\$3.74m	\$6.9m	\$7.25m
Cultural Industries - number of export deals	95	70	102	110





Samoan fire dancer

KEY FOCUS AREAS

Our key focus areas reflect our overarching priorities and ensure that we effectively use our resources to deliver measurable outcomes. Underlying all our activities is PTI Australia's continued commitment to empowering women in business and supporting the small island states of the Pacific Islands.



EXPORT

Growing Pacific Island enterprise sales to the Australian market



INVESTMENT

Attracting capital to foster sustainable economic growth and prosperity in Pacific Countries



TOURISM

Increasing digital capabilities and promoting the local tourism sector in the Pacific



CREATIVE INDUSTRIES

Building a pathway for Pacific based artisans to generate a sustainable income through a meaningful, viable and export-ready industry

OUTCOMES AND IMPACTS

The services we deliver through our key focus areas enables a positive impact in the following areas.



UN SUSTAINABLE DEVELOPMENT GOAL 5 - GENDER EQUALITY

Through the empowerment of women and women owned enterprises



DEALS

Facilitating connections which create commercial outcomes for Pacific Island enterprises



SMALL ISLANDS STATES (SIS)

Actively identifying opportunities for the Small Island States in the Pacific islands



UN SUSTAINABLE DEVELOPMENT GOAL 8 - DECENT WORK AND ECONOMIC GROWTH

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

EXPORT



Lae, Papua New Guinea

EXPORT

GROWING PRIVATE SECTOR BUSINESSES SALES TO THE AUSTRALIAN MARKET

The main role of the export program is to connect Pacific Island based exporters with buyers in the Australian market. PTI Australia aims to be the first point of contact for Pacific Island exporters looking to export to Australia and for Australian retailers, buyers and distributors seeking Pacific Island goods. Aligned with this PTI Australia delivers market related services, advice and information to assist Pacific Island export ready companies to connect with opportunities in Australia.

KEY STRATEGIES FOR 2018

- Trade shows to raise brand awareness of Pacific Island enterprises and introduce them directly to buyers
- Inward buyer missions to the eastern seaboard of Australia
- Outward buyer missions to Pacific Countries
- Digital innovations; adding value to how Pacific Island exporters do business, enhancing their digital presence and building their e-trade capability

KEY ACTIVITIES FOR 2018

- A Pacific Showcase in August 2018 involving four Pacific Island jewellery companies at the International Jewellery Fair in Sydney, Australia
- Eight Pacific Island Food companies will be selected to participate in PTI Australia's Pacific Showcase at Fine Food Australia, Melbourne, Australia in September 2018
- PTI Australia will facilitate tailored programs for Pacific Island exporters who want to meet with potential importers and distributors in the Australian market
- Identifying and working with third party providers to enable Pacific Island based exporters to start and enhance e-trading capabilities
- Continue to work closely with the International trade offices of the Pacific Countries and the private sector to identify and connect export ready companies with buyers in Australia. Providing market related services including advice and market information
- Capacity building through PTI Australia's Talent Development Program hosting Pacific Island officers in our Sydney office
- Build the digital and e-commerce capabilities of Pacific enterprises, including their ability to take advantage of the benefits of e-trade platforms



Samoa's Mailalani at Natural Good Expo 2017



International Jewellery Fair 2017



Fine Food Australia 2017

INVESTMENT



Papua New Guinea

INVESTMENT

ATTRACTING CAPITAL TO FOSTER SUSTAINABLE ECONOMIC GROWTH AND PROSPERITY IN PACIFIC COUNTRIES

PTI Australia is the central point for investors looking to discover and pursue opportunities in the Pacific region. We work with investees promoting their opportunities to Australia and conversely assist investors to identify opportunities in Pacific Countries. We provide confidential services, professional advice and connect investors and investees to our extensive networks to create investment opportunities.

We have increased our capability in Impact Investment, a new investment category. Through our Impact Investment initiatives, we find commercial enterprises and facilitate investment that will have a positive social and/or environmental impact in communities across the Pacific Islands.

KEY STRATEGIES FOR 2018

- Increase the profile of the Pacific as an investment destination
- Attract good investment into the Pacific
- Identify investment ready opportunities from Pacific Countries
- Partner for impact
- Gender lens investing

KEY ACTIVITIES FOR 2018

- Work with investors, impact investors, intermediaries and partners introducing qualified investment opportunities through PTI Australia led missions, referrals and PTI Australia's investment directory
- Promote PTI Australia's investment directory to investees and Pacific Investment Promotion Agency's as a key platform to promote investment opportunities
- Continue to build relationships with Australian investors, marketing the Pacific as a region of choice to invest
- Continue to build a pool of qualified impact investment opportunities
- Partner with Pacific RISE and others to identify investment opportunities in the market
- Research and develop SME development fund



Noumea, New Caledonia



Ben's Trading, Fiji

TOURISM



TOURISM

INCREASING DIGITAL CAPABILITIES AND PROMOTING THE LOCAL TOURISM SECTOR IN THE PACIFIC

The tourism program promotes responsible and sustainable tourism that drives economic development of Pacific Countries. This is achieved through building the online presence of local tourism operators through PTI Australia's digital tourism program, supporting international marketing campaigns, and promoting tourism investment opportunities.

KEY STRATEGIES FOR 2018

- Increase the capacity of the tourism industry in the Pacific
- Enhance the awareness of Pacific regional tourism offerings
- Create opportunities for women to start a SME (small and medium sized enterprise) in tourism

KEY ACTIVITIES FOR 2018

- Support Treasures of South Pacific to promote the Pacific Islands as a tourist destination
- Deliver PTI Australia's Digital Workshops in Fiji, Marshall Islands, FSM, Niue and Tuvalu in partnership with the South Pacific Tourism Organisation (SPTO)
- Partner with Airbnb on six workshops in Vanuatu, Samoa, Fiji, New Caledonia, French Polynesia and the Cook Islands
- Develop capability with a secondment of one officer from SPTO to PTI Australia through PTI Australia's Talent Development Program
- A joint regional campaign with SPTO promoting the Pacific Islands using Trip Advisor as the platform



Humpback whale - Tonga



Lifou, New Caledonia. Digital Tourism Workshop



Tuvalu. (Image Courtesy of SPTO, David Kirkland, photographer)

Aitutaki, Cook Islands



Pacific International Runway, Sydney

CREATIVE INDUSTRIES

BUILDING A PATHWAY FOR PACIFIC BASED ARTISANS TO GENERATE A SUSTAINABLE INCOME THROUGH A MEANINGFUL, VIABLE AND EXPORT-READY INDUSTRY

The Creative Industries program champions the creative skills of Pacific Countries to the Australian market. The program focuses on breaking down barriers to market and establishing a viable supply chain that will enable Pacific artisans to export to an international market.

KEY STRATEGIES FOR 2018

- Work with the Real Group to bring creative industry products to the Australian market
- Driving fashion diplomacy channels for Pacific Island based designers
- Championing Pacific artisans in the Australian market

KEY ACTIVITIES FOR 2018

- Assist Australian fashion initiatives that provide a platform to showcase Pacific Island based designers including the sponsorship of the Pacific International Runway Show in Sydney, Australia
- Support the continued development of bilum exports through the Goroka Women's Weaving Association, Mt Hagen Bilum Weavers, AmongEquals and other weaving groups and buyers
- Continue to support and raise awareness of Ömie in Australia
- Develop and map high impact supply chains and sources from the Pacific Islands



KEY ENABLERS

To achieve our vision and strategy we must have a strong foundation. We have identified three key enablers to reinforce the solid foundation that PTI Australia has built over the last 38 years and propel our success in 2018.



PARTNERSHIPS

Identifying new and strengthening current relationships in the private and public sector in Pacific Countries and Australia



CORE SERVICE OFFERINGS

Continuous improvement and evaluation of our services



PEOPLE & ORGANISATIONAL STRENGTH

Support and enable our people to achieve PTI Australia's vision and commercial outcomes

PARTNERSHIPS



IDENTIFYING NEW AND STRENGTHENING CURRENT RELATIONSHIPS IN THE PRIVATE AND PUBLIC SECTOR IN PACIFIC COUNTRIES AND AUSTRALIA

The vital support we receive from our partners, the Pacific Island Forum Secretariat, Pacific Country governments, the Australian government and private organisations is becoming increasingly important to extend our reach and deliver outcomes for Pacific Country enterprises.



CORE SERVICE OFFERINGS

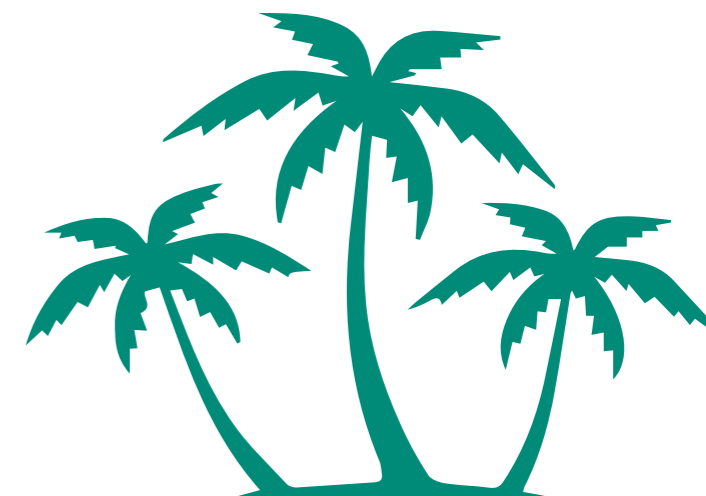
CONTINUOUS IMPROVEMENT AND EVALUATION OF OUR SERVICE

Our size requires us to monitor and evaluate our service offerings to ensure we effectively deliver and maximise the use of our resources to generate outcomes for Pacific Country enterprises.

In 2018 we look to benchmark PTI Australia's Net Promoter Score (NPS) to measure perceptions of our clients and stakeholders.

Key services for 2018 include:

- Advice or referral relating to finance
- Assess client capability/need (Exporters / Investees)
- Assist with public relations
- Assist with marketing and promotions
- Client participation in an event or activity
- Direct financial support
- Facilitate access to government representative, influencers and key decision makers
- Facilitate client customer agreement negotiations
- General information about international markets and doing business internationally
- Identification, prioritisation and selection of most suitable markets
- Identify or introduce potential customer (Buyers / Investors)
- Image library access
- In-market briefing
- In-market support during international visit
- Introduction to employers
- Introductions to potential Investors / Investees
- Overview advice and information
- Referral to an external service provider
- Referrals to deal with dispute/challenges
- Sample provision or organisation
- Support and develop customer network
- Tailored research or advice to support client



PARTNERS

Airbnb
AusTrade
Australian Government (DFAT)
Australian Volunteers International (AVI)
Business chambers and councils
Carnival Cruises
Donor Organisations
Fish 2.0
Good Return
Grameen
Kiva
IIX
Investment Promotion Agencies (IPAs)
Market Development Facility (MDF)
National Governments of Pacific Countries
National Private Sector Organisations
National Tourism Organisations
Pacific Islands Forum Secretariat
Pacific Islands Private Sector Organisation (PIPSO)
Pacific RISE
Pacific Women in Business
Pacific Horticultural & Agricultural Market Access Program (PHAMA)
REAL Pacific Impact
Secretariat of the Pacific Community
Service Providers
South Pacific Tourism Organisation (SPTO)
The Difference Incubator (TDI)
Treasures of the South Pacific
TripAdvisor

Private Sector

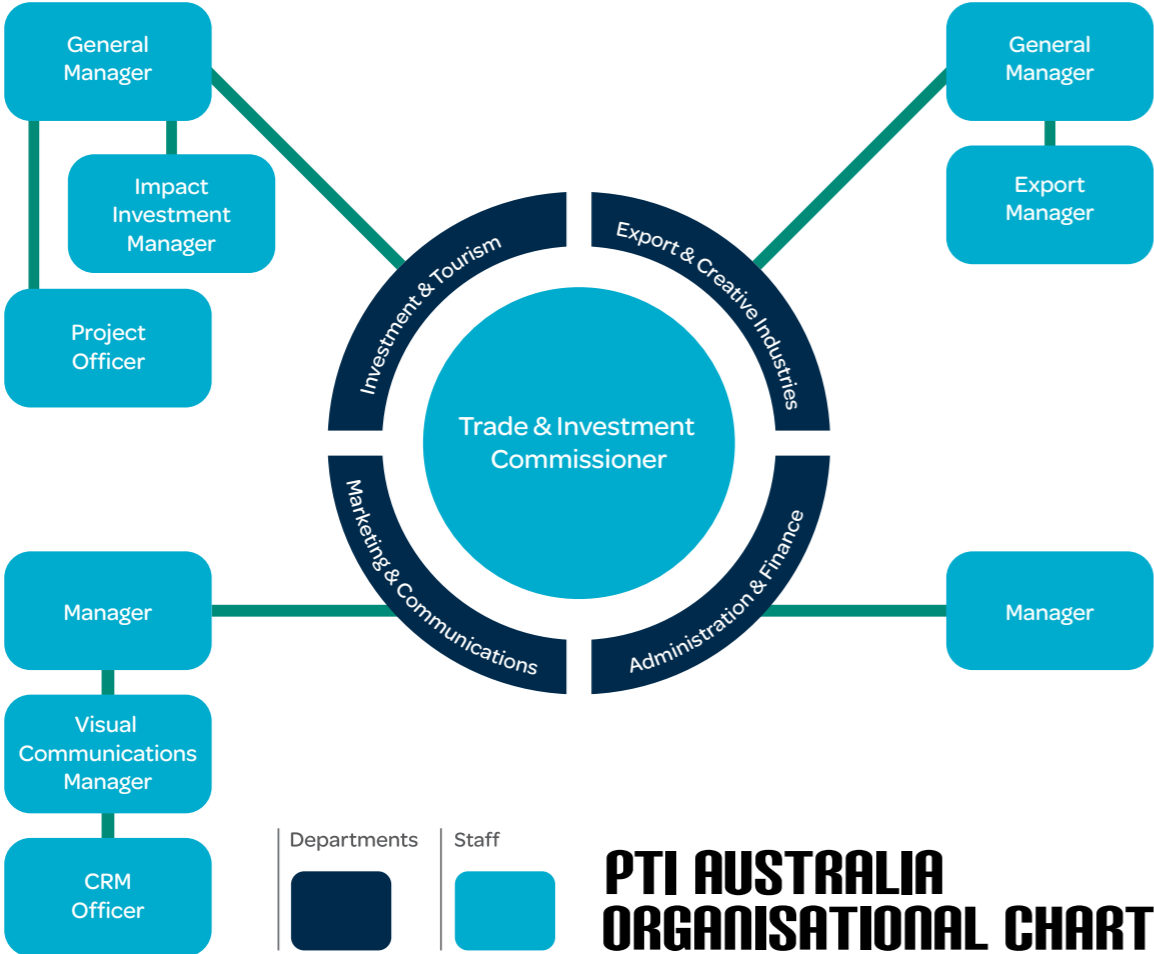
- Buyers
- Exporters
- Impact Investors/Investees
- Tourism Operators
- Aggregators
- Creative Artists

PEOPLE & ORGANISATIONAL STRENGTH



SUPPORT AND ENABLE OUR PEOPLE TO ACHIEVE PTI AUSTRALIA'S VISION AND COMMERCIAL OUTCOMES

Improve financial performance year on year through effective cost management and resource allocation to maximise outcomes for Pacific Island Enterprises. This includes the continued development of PTI Australia's team and ensuring the team have access to resources and tools to effectively deliver their work.





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