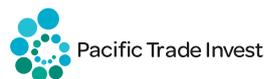




Pacific Trade Invest

# PACIFIC TRADE INVEST STRATEGIC PLAN 2023-2026





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# FOREWORD

## PACIFIC ISLANDS FORUM SECRETARY GENERAL

I am proud to introduce Pacific Trade Invest's (PTI) Strategic Plan for 2023-2026.

The PTI 2023-2026 Strategic Plan embraces the collective strength of the global network and the nations of the Blue Pacific we serve. Trade, investment and innovation have a vital role to play in achieving the vision of the 2050 Strategy for the Blue Pacific Continent of a resilient Pacific Region of peace, harmony, security, social inclusion and prosperity, that ensures all Pacific peoples can lead free, healthy and productive lives.



For PTI this translates to a network-wide vision of enabling decent work and economic growth in the Blue Pacific and positively impacting the livelihoods of those who call the Pacific home.

PTI has the honour of working across 16 island nations of the Blue Pacific to support their diverse and unique economic prosperity needs. To ensure we remain effective, it is vital that we continue to strengthen how we deliver our core trade and investment programmes. Our ability to adapt to and be innovative in response to the changing and challenging business conditions was no doubt severely tested by the global pandemic. On the bright side, we have learned valuable lessons from this experience and as such, we should leverage off this experience in responding to the growing number of actors both regionally and internationally with interests in private sector development within our Blue Pacific.

We have instigated a pragmatic and targeted approach in addressing the evolving and varying trade and investment priorities of each of our Members. We know that the 'one size' fits all' approach does not work very well when it comes to strengthening the private sector and the work needed in enriching the lives of Pacific peoples. Our renewed focus on investment with new technical programmes continues to be supported by a new database of international investors.

PTI has been further strengthened with the establishment of the PTI Independent Advisory Board of which I am the Chair. I acknowledge the four external Board members who will work with me to shape the strategic direction of the global network. The PTI Board aspires to position PTI to expand into new markets by working with new partners who share PTI's vision and who are prepared to come behind its work to enable decent work and economic growth in the Blue Pacific region.

PTI will continue to collaborate with a broad range of valuable stakeholders, agencies and partners with similar mandates, who can amplify its reach and effectiveness. To this end, I would like to acknowledge the governments of Australia, China, and New Zealand for their commitment and continued support of PTI's work and Vision.

I thank you.

**Henry Puna**  
Secretary General  
Pacific Islands Forum Secretariat

# PACIFIC TRADE INVEST AT A GLANCE

## WHO WE ARE

PTI is the trade and investment promotion network of the Pacific Islands Forum with offices in Auckland, Beijing, Geneva, and Sydney with an office undertaking similar services in Tokyo (the Pacific Islands Centre). PTI offices are funded through the support of governments of Australia, New Zealand and of the People's Republic of China.

## OUR ROLE

PTI is tasked by the PIF Leaders to facilitate trade and investment deals between the economies of the Pacific Island Countries and Territories and the rest of the world.

As a trade and investment promotion organisation (TIPO) PTI's primary role is to enable small and medium-sized enterprises (SMEs) to succeed in international markets.

## WHY WE DO IT

PTI works to improve the livelihoods of Pacific peoples through the sustainable economic development of the Blue Pacific. This is in line with the PIF vision of "a region of peace, harmony, security, social inclusion, and prosperity, so that all Pacific people can lead free, healthy and productive lives."

PTI's operating framework is also designed to align with and contribute to the United Nations

Strategic Development Goals SDG 5 of gender equality and SDG 8, of decent work and economic growth.

## HOW WE DO IT

PTI supports Pacific businesses through the provision of strategic resources, opportunities, and connections to enter and grow in global markets. Recognising the importance of regional technological development and innovation, PTI also supports the Pacific private sector to partake and thrive in the global digital economy.

PTI understands the complexities and challenges facing Pacific Island economies. Acknowledging the myriad of factors that impact economic development, PTI is agile and tailors individual initiatives accordingly.

## OUR VALUE PROPOSITION

PTI has extensive market knowledge supported by deep networks in the Forum Island countries. PTI is the only regional agency tasked by Forum leaders to develop, grow, and promote industries and the private sector of the 16 Forum Island countries. As an agency of the Forum, PTI has a comparative advantage in having direct access to partnerships, technical agencies, and government officials in capitals, through official avenues and dialogues. PTI's access to regional policies and frameworks is unparalleled.



## OUR VISION

The PTI vision is to “improve the livelihoods of Pacific people by enabling decent work and economic growth in the Blue Pacific”.



# OUR HISTORY AND STRUCTURE

With the establishment of the South Pacific Trade Office in Auckland, then that in Sydney (1979), and Beijing (2002), together with the Geneva-based desk (2012), these offices now make up the global network of trade commissions under the Pacific Trade Invest umbrella. The offices are funded by host governments except for Europe. PTI Europe is funded under the Government of Australia arrangement which also provides for the PIFS Trade Office in Geneva. In addition, the Pacific Islands Centre in Tokyo was created through an establishment agreement between PIFS and Japan in 1996.

PTI fills a regional service gap that no other region-focused entity can provide. Through its unique mandate and funded by donor countries, it delivers a service as a shared asset for all Forum Member countries.

“We have the mandate from Leaders to look at key industries, connectivity, high value agriculture and fisheries, and energy security, amongst others, as well as to outline a clear pathway for energy security. There is urgent need for decarbonisation of the energy sector towards renewable energy; and the need to address supply chains issues and rising costs of food”

PIF Secretary General, Henry Puna  
Port Vila, August 2022

## CONTEXT

The PTI network recognises the many enduring challenges and opportunities that affect the ability of Pacific nations to provide sufficient employment and economic opportunities for Pacific people.

The Pacific Island countries are rich in natural resources including water, agriculture, and fisheries as well as cultural diversity which contribute significantly to export revenues.

To maximise economic returns, the region must make the most of intra-regional and external trade and focus on key areas such as e-commerce, quality infrastructure, trade facilitation, trade finance as well as transport and connectivity. UNCTAD reports that in 2018 the total ocean economy was \$2,516 billion with ocean-based goods estimated at \$997 billion and ocean-based services at \$1,520 billion. The geography and natural beauty also attracts international tourism which is an important and growing source of regional revenue.

However, the economies of the Blue Pacific are impacted to differing extents, by their small size, remoteness from major markets and internal population dispersion.

The World Bank's Trading Across Borders rankings indicate that Pacific Island countries are classed as relatively difficult places to do business, with a myriad of challenges

hindering the export and investment business environments. The findings of the report confirm a general relationship between the ease of doing business in a country and its ability to attract foreign direct investment.

These conditions affect the ability of Pacific countries to provide sufficient domestic employment or economic opportunities for their people, with employment rates estimated to be less than half of the working age population in many Pacific countries. With a third of the Pacific's population between 15–24 years of age, fewer than half are engaged in formal employment or paid work. Of this, women are also twice as likely to be unemployed. While the ability of women to contribute to a nation's development is seen as one of the keys to economic prosperity, women and girls remain economically disadvantaged in many Pacific Island countries, despite performing the greater share of foundational work in many supply chains and dominating small-scale market operations.

The Pacific has long faced external disruptive events, such natural disasters, that significantly impact the Pacific's private sector. The region has historically long contended with the impacts of extreme weather events with a World Bank report (2013), observing that the Pacific had experienced more than 2,400 tropical cyclones in the 60 years prior, leading to economic losses worth more than USD7.9 billion. These findings are in



line with PTI Australia's Pacific Export Survey 2022. This report noted that the number of businesses affected by extreme weather events increased from 65% to 72% between 2020 and 2022. The same report also found that extreme weather patterns disrupted operations for Pacific exporters with 53% reporting a negative impact on productivity, and 51% reporting damage to crops, catch or property.

Vulnerability to climate change and natural disasters negatively impact economic development and the livelihoods of communities across the Blue Pacific. Most recently, the COVID-19 pandemic further highlighted the region's vulnerability to global events, compounding existing challenges and causing significant, long-term, and wide-reaching impact. The effects include supply chain disruptions, increased costs of products and raw materials, poor cash-flow, and mass loss of employment.

Data gathered through the PTI Network Pacific Business Monitor survey found that women were further disproportionately impacted during the COVID-19 pandemic, with female respondents consistently reporting a more negative financial and emotional impact than their male counterparts.

Payment gateways are critical for E-Commerce and the automation of government services that are key to conducting business still lags ongoing regional work to make processes

paperless. The latest PTI Pacific Export survey reported approximately 75% of exporters moved to online channels to generate export revenue. Of the actions taken to drive export orders, companies were improving process efficiency, developing new products and diversifying their business by shifting to or increasing online sales. The survey confirmed that a hindrance to wider uptake of ecommerce is low digital skills including how to utilise digital marketing media and transitioning to ecommerce platforms and online payment systems.

Despite challenges, the potential for economic growth in the Pacific is substantial.

Digital connectivity is at an all-time high and accelerating, as the costs associated with internet and electricity continue to decrease. Pacific businesses are increasingly utilising internet-based platforms to conduct their transactions and calling for a strong intra-regional focus on e-commerce, technology infrastructure, training, payment solutions, better transport, and connectivity.

In the Q2 2022 PTI Network Pacific Business Monitor, optimism among business owners and operators was high, with 90% of respondents confident that their business would survive the COVID-19 crisis, and 83% were confident that their business would build back stronger. Since

April 2020 when the region started closing its borders to international travellers, visitor arrivals in some Pacific destinations have picked up. The latest edition of the Pacific Economic Monitor reported that countries easing travel restrictions amidst high vaccination rates saw tourist arrivals climbing close to pre-pandemic levels – Fiji (67%), and Cook Islands (62%). The major markets for the arrivals were Australia and New Zealand.





# PTI LESSONS

Over decades of serving the Pacific private sector as the region's leading trade and investment promotion agency, PTI has learned many valuable lessons.

**Operational trends show that MSMEs tend to reach out and seek support from PTI prior to being export or investment-ready.**

As such, the system to manage enquiries related to its support – the PTI Client Relationship Management System - has been finessed over the years to filter and sort clients at entry, in order to direct them to the relevant service-pathway. Examples of the pathways are innovative offerings such as the Impact Support Program (ISP) designed to support bridging capacity gaps in Pacific projects; partnerships with intermediaries and service providers such as Good Return; and offering one-to-many training programs.

**Digital delivery is gaining momentum and prominence across the region.**

The global pandemic reset the technology landscape of the Blue Pacific and further reconfirmed the relevance of PTIs' already-existing services to support online-capabilities of Pacific businesses. Seizing on the opportunities that a more connected and digitally-enhanced operating environment afforded them, PTI Australia for example has formed partnerships for digital upskilling of Pacific businesses including with

Canva, and Meta's community trainer Heather Porter. Successful partnerships saw the delivery of digital workshops including the highly popular Social Media Masterclass providing participants with in-depth social media marketing skills.

**As global, regional, and local conditions remain dynamic, PTI must remain highly responsive and agile.**

PTI has learned to pivot rapidly towards emerging opportunities to better service businesses in the Blue Pacific. In 2020, PTI New Zealand developed its first-ever Products Catalogue, a new service offering that promoted a curated list of export-ready Pacific products to importers, distributors, and buyers. In 2021, PTI Australia supported the development and rollout of Hotel Link Pay, an online payment solution devised by Kovena and Hotel Link, a service welcomed by tourism operators.

**Demand-side export strategies are paramount.**

PTI builds and shares expertise and information on global market-driven trends and opportunities. For example, as Europe leads the world in conscious consumerism, PTI works to appropriately represent and promote targeted Pacific products to this specific market. While being disadvantaged by geographical distance, PTI Europe utilises socially responsible, ethical, and sustainable messaging to strategically match

Pacific goods to importers, buyers, and distributors. PTI Europe also focuses on buyer opportunities including tapping into range review schedules for target European food retailers and first-tier procurement leads for European companies and manufacturers.

Underpinning these lessons is the evolution of the technology framework for PTI.

The PTI digital transformation project was undertaken to transform the business environment for PTI; automate manual processes; reinforce against disruption; and to synchronise technology across the global network. It aimed to strengthen the One PTI Voice, to enhance the efficiency of the global network in servicing smaller clients, to position PTI as a leader on digital innovation and to deliver more services with a lean resource profile. The project was initiated in 2019 with comprehensive mapping and planning for an optimal PTI technology architecture to realise the objectives. Now with the commencement of its roll-out across the global network and continuous cycles of learning and improvement, PTI will become a high-performing and integrated entity with systems that are expandable to capture new PTI offices in new markets.





# PTI ASPIRATIONS - PRIORITIES FOR THE BLUE PACIFIC

A vast, connected and strategically important region, the Blue Pacific's collective strength can be seen in its shared values as well as in its shared challenges.

The island economies of the Blue Pacific are supported by the Pacific Islands Forum. The Forum vision is for a region of peace, harmony, security, social inclusion, and prosperity. A region where Pacific people can lead free, healthy, and productive lives. This vision is captured in the 2050 Strategy for the Blue Pacific Continent that was endorsed by Forum Leaders in July 2022. The 2050 Strategy sets out the long-term approach to working together as a region, as countries and territories, communities and peoples of the Pacific.

The thematic areas of the 2050 Strategy are i) political leadership and regionalism; ii) people-centred development; iii) peace and security; iv) resources and economic development; v) climate change and disasters; vi) ocean and environment; and vii) technology and connectivity. The Strategy frames regional cooperation and broader action around seven thematic areas with prescribed levels of ambition as the transformational changes being worked towards.

Regarding iv) resources and economic development the transformational change being sought is:

“All Pacific peoples benefit from a sustainable and resilient model of economic development, including enabling public policy and a vibrant private sector and others, that brings improved socio-economic wellbeing by ensuring access to employment, entrepreneurship, trade, and investment in the region.”

Aligned with Thematic Area 4 of resources and economic development, PTI works to accelerate the region's economic growth aspirations through strengthened ownership, and by ensuring the sustainable management and development of the region's natural and human resources.

Forum economic and trade ministers have oversight of regional frameworks and initiatives that influence and shape PTI's work including the Pacific Aid for Trade Strategy 2020-2025 with its thematic priority areas of services sector; electronic commerce; comprehensive connectivity; and deepening Forum markets. Additional relevant frameworks are the Pacific Regional Ecommerce Strategy and Roadmap; the Pacific ACP-EC Economic Partnership Agreement; and the Pacific Quality Infrastructure work on quality standards and systems updating.

The Forum Economic Ministers Meeting, and the Forum Trade Ministers Meeting, are important strategic engagement points for

PTI. Informing discussions in these platforms will enable PTI to more effectively promote and advocate on its export-trade and investment facilitation objectives, and to discharge its functions.

Emerging regional strategies that could pose significant linkages with PTI are the Pacific Roadmap for Economic Development, the regional private sector strategy, and the regional kava strategy. The Pacific Roadmap for Economic Development (PRED) will form the implementation plan for the Resources and Economic Development thematic area of the 2050 Strategy.

As an agency of the Forum, PTI aligns its work with the intentions under the Resources and Economic Development thematic area through increasing the roles of private sector in the fisheries, agriculture, forestry, mining, tourism, and cultural industries; creating employment and entrepreneurial activity in the micro, small and medium-sized ecosystem, and diversifying investment portfolios. Accordingly, PTI's Key Strategic Areas (KSAs) reflect its overarching priorities to drive trade and investment in the Pacific.

To give effect to these objectives, an aspiration for PTI is to expand its footprint to countries and markets where it is not present. Currently PTI is funded through contributions from Forum partners, as host governments





for offices of the global network. A long-term goal for PTI is to transition to a modality where contributions from PTI donors are uniform across the network, and moreover, support the PTI core objective of improving the livelihoods of Pacific people through enabling decent work and economic growth in the Blue Pacific. All new or emerging markets will be engaged with, with this long-term perspective as a key consideration.

PTI acknowledges that its work will cut across other thematic areas of the 2050 Strategy. Partnerships with entities, initiatives and relevant stakeholders with clear demarcation of roles and objectives from such collaborations, will be established.

# KEY STRATEGIC AREAS

## KSA 1 TRADE

### PTI promotes the export of Pacific goods and services

PTI's trade focus connects Pacific-based exporters with buyers in international markets. This KSA includes the tourism and services sectors, as these sectors generate foreign income. The services sector is important as a sustainable sector that harnesses the comparative advantage of the Pacific as a mostly young, mostly rural-based population.

With technology rapidly changing global supply chains, PTI will focus on supporting SMEs to embrace technology in adapting to eCommerce opportunities.

PTI will:

- Work with Pacific businesses, exporters and producers including in the tourism sector to attend international trade shows and exhibitions to sample products, meet buyers, test the market, and visit prospective leads.
- Support businesses to undertake Business Mentorship Training to move from export-capable to export-ready with targeted support including testing marketability of products/product testing.
- Develop Product catalogues as promotional tools for introducing international buyers to a listing of available niche Blue Pacific

product.

- Deliver pathways and mechanisms to build connections between Blue Pacific communities with business leaders of the Pacific Diaspora.
- Provide market-related services, including advice and market information.
- Build capacity of service-providers and exporters through targeted upskilling including to enhance their digital presence and utilise e-trade opportunities including through the delivery of E-Commerce initiatives.
- Work with tourism operators in Forum Member countries in innovative ways to promote Pacific tourism offerings especially Small Island States offerings, with key tourism stakeholders in the region and in international markets.

### Key Performance Indicators:

- 1 Assist more than 1,000+ businesses
- 2 Assist more than 600 women-led businesses
- 3 Facilitate >\$195m worth of export deals<sup>1</sup>

Partners: Private sector operators and businesses who are retailers, distributors, importers and exporters, e-tailers, growers and processors;

national governments of Forum Member countries and departments; state-owned enterprises of Forum member countries; colleges of ambassadors of Forum Island Countries in markets including the Pacific Islands Ambassadors Group of China; the Forum and CROP agencies of SPC, SPTO, FFA; councils, business chambers of commerce and other national and regional private sector organisations; national tourism organisations; the Pacific Islands Private Sector Organisation (PIPSO); management service providers; aggregators; payment system providers; donor governments and their trade/investment facilitation departments; development agencies; regional initiatives including the Pacific Quality Infrastructure initiative, the Pacific Horticultural and Agricultural Market Access Plus Program (PHAMA PLUS), the Market Development Facility, Strongim Bisnis, Pacific Women in Business, the PACER Plus Implementation Unit, Business Link Pacific, and the Pacific Labour Facility; Treasures of the South Pacific, Kiva and specialist services providers.

### Alignment to 2050 Strategy pathways:

- ii) inclusion and equity,
- iii) education, research and technology,
- iv) resilience and wellbeing,
- v) partnerships and cooperation

1. The targets reference current offices within the PTI global network and allows for 10% increases annually. New PTI offices will be additional to these targets and the KPIs will be revisited accordingly.

## KSA 2 INVESTMENT

### PTI facilitates reputable, sustainable investment deals for Pacific expansion-ready businesses, and initiatives

PTI is the central place for investors looking to discover and pursue opportunities in the Pacific region. PTI works with Pacific businesses and enterprises, promoting their investment-ready opportunities and initiatives to investors, whilst also assisting investors to identify opportunities in Pacific countries. PTI facilitates investment deals by providing confidential services, professional advice, and connecting investors and investees throughout its extensive networks. PTI has increased its capability through Impact Investment, a new investment category. Through the Impact Investment initiatives, PTI finds and works with commercial enterprises and thereafter facilitates investment. Investment can take many forms and PTI work will also capture matching investors to local firms and businesses, enabling them to grow to participate in major national and regional projects.

Key considerations in dealing with investors to the Pacific are matches that result in positive social and environmental impacts in communities across the Blue Pacific. PTI works to attract capital that will contribute to sustainable economic growth and prosperity in Forum countries.

PTI will:

- Solidify and cultivate PTI's role as the key agency for investment in the Pacific.
- Work to be recognised as an active player in the impact investment ecosystem.
- Increase the profile of the Pacific as an attractive destination for sustainable investment opportunities.
- Develop a comprehensive database of qualified investment-ready and potentially investment-ready, businesses.
- Promote investment-ready opportunities from Forum Island countries including in sustainable environmentally-sound sectors of tourism, digital innovation technology, carbon trading, and in renewable energy.
- Increase awareness of infrastructure-investment opportunities.
- Build a pool of international investors and diversify through the PTI Pacific Impact-Diaspora program.
- Promote gender-aware investment by increasing awareness of investment opportunities in enterprises led and/or managed by women, and
- Strengthen partnerships with investment-attraction offices.

### Key Performance Indicators

- 1 Facilitate >45 million in investment deals<sup>2</sup>
- 2 More than 50 investment deals facilitated.

Partners: Private sector operators and businesses who are retailers, distributors, importers and exporters, e-tailers, growers and processors; national governments of Forum Member countries and departments; state-owned enterprises and Investment Promotion agencies of Forum member countries; colleges of ambassadors of Forum Island Countries in markets including the Pacific Islands Ambassadors Group of China; the Forum and CROP agencies of SPC, SPTO, FFA; Pacific-looking business councils, business chambers of commerce and other national and regional private sector organisations; Impact Investment intermediaries including Enterprise Angels, Good Return, and The Difference (TDI); Pacific Diaspora, Criterion Institute and others as relevant to Forum Member countries' aspirations.

### Alignment to 2050 Strategy pathways:

- ii) inclusion and equity,
- iii) education, research and technology,
- iv) resilience and wellbeing,
- v) partnerships and cooperation.

2. The targets reference current offices within the PTI global network and allows for 10% increases annually. New PTI offices will be additional to these targets and the KPIS will be revisited accordingly.

# OUTCOMES AND IMPACT

PTI measures its outcomes in the form of commercial deals, driven by SDG 8 of decent work and economic growth. Underlying its activities is PTI's continued commitment to empowering women in business and supporting the Smaller Island States (SIS) of the Pacific.

**PTI programs through its key strategic areas enable a positive impact in the following areas:**

## Deals:

Facilitating connections that create commercial outcomes for Pacific businesses and people.

## SDG 5

Gender equality. Actively supporting women-led business in the Pacific.

## SDG 8

Decent work and economic growth. Promoting sustained, inclusive and sustainable economic growth, full and productive employment and decent work for Pacific people.

## Smaller Island States

Actively identifying opportunities in trade and investment for Smaller Island States of the Forum.





# ENABLERS

PTI is driven by the desire to tell real stories about its clients and will utilise its rich database of surveys, and insights to contribute to policy-making that brings about positive changes to the business environment.

Insights on business experiences gained through its research and survey activities will inform engagements with partners to effect changes to the business enabling environment. PTI proved this value-adding role with business evaluative studies that were run throughout the COVID-19 period. The surveys cemented PTI as the authority on information on business stressors, and during the global pandemic informed policy measures by donors and by governments in the region.

PTI will:

- conduct regular pulse-checks such as the biennial Exporter Survey.
- Develop deliberate campaigns of dissemination of stories/case studies, statistics and impartial commentaries on exports, trade and investment phenomena.
- Utilise online platforms and social media to communicate business experiences.
- Develop and implement a Communications Strategy.
- Optimise digital channels available to PTI; and
- implement the PTI Digital Transformation Strategy.

PTI complements others' efforts by advocating for improvements to regional policies and domestic regulations. PTI will work with partners

through opportunistic and structured engagements to convey surveys and research outcomes. PTI will:

- Support and inform deliberations by Forum Leaders', the Forum Trade Ministers meetings, and the Forum Economic Ministers meetings.
- Work with Pacific Island-focused Business councils.
- Host public servants through the Pacific Internship Programme.
- Generate commentaries and positions; and engage in dialogues with national governments, IPAs, regional, international, and multilateral agencies who have interests in regional private sector and economic development.

## Key Performance Indicators

- 1 The PTI Communications Strategy is developed.
- 2 The PTI Digital Transformation Strategy is rolled out.
- 3 The PTI Biennial Export Survey is conducted.
- 4 The quarterly Pacific Focus e-newsletter is published.

Partners: Private sector operators and businesses who are retailers, distributors, importers and exporters, e-tailers, growers and processors; national governments of Forum Member countries and departments; councils, business chambers of commerce and other national and regional private sector organisations that advocate on barriers to private

sector growth; regional sector-based associations and industry groups; think-tanks and academic entities that influence public policy; multilateral organisations and their programs that work to improve BEE such as the Asian Development Bank and its Private Sector Development Initiative, the International Finance Corporation (IFC), the Enhanced Integrity Framework; and services providers such as research firms.

## Alignment to 2050 Strategy pathways:

- i) Governance,
- ii) inclusion and equity,
- iii) education, research and technology,
- iv) resilience and wellbeing,
- v) partnerships and cooperation

# BENEFICIARIES

PTI's primary beneficiaries are private sector operators in the Pacific who are ready to grow and expand their operations into international markets, and to connect with international investors.

PTI's secondary beneficiaries are international buyers and investors seeking opportunities in the Pacific.

PTI also works with partners and stakeholders to contribute to the business enabling environment, which directly impacts the effectiveness of PTI's activities, and the economic development of the Forum Island Countries it serves.





# PTI VALUES

Values underpinning the work of the Pacific Trade Invest are:

## AGILITY AS A COMPETITIVE EDGE

Outcomes-focused, PTI remains agile when adapting to changes in the political, social, and economic environment. Such changes will be captured through ongoing monitoring and situational assessments, before being measured against regional, international and host country-specific risks. Working towards a future-proofed business model, PTI continues to foster a culture of innovation, harnessing this as a means to ensure that agility remains at the forefront of PTI's competitive advantage.

## COLLABORATION FOR IMPACT

PTI will strive for inclusive and productive partnerships based on mutual accountability and respect with clients, governments of Member countries, donors and other partners who have interests in the development of the private sector within the Blue Pacific.

## BEST-PRACTICE DATA STEWARDSHIP

PTI will build trust by maintaining integrity, assuring the confidence of its services-users through best-practice data stewardship. Data gathered through surveys and from data entry and processing through the Client Relationship Management (CRM) system will be confidential and only used for statistical purposes. The analysis and interpretation of such data will be reflected in an impartial manner and presented for informed decision-making that contributes to positive and sustainable trade and investment outcomes for Forum Member countries.

## ACCOUNTABILITY

PTI fosters an organisational culture of accountability augmented by continuous learning and improvement. Accountability is essential to achieving the trade and investment aspirations of Forum Member countries. PTI works to develop employees' diverse talents and leadership capabilities through a supportive, encouraging, and empowering culture.

# MONITORING AND EVALUATION OF PTI

PTI is a results-focused network.

The PTI monitoring and evaluation framework is based on TIPO Best Practice Management Measurement of Macro-economic Indicators, Individual Business Results, Client Satisfaction reports and longitudinal evaluative Case Studies. This is embedded through the Results Framework at Appendix 1.

Key performance indicators for each KSA have quantitative targets. The quantitative targets will be complemented by qualitative and evaluative studies, as well as contextual meta-analysis as part of the regular sequence of annual results measurement and reporting.

Using the CRM system as a tool, PTI tracks disaggregated qualitative and quantitative measures, and monitors its operating context with meta-data. The CRM database houses upwards of 6,000 clients and stakeholder records, across both public and private sectors. It is a system that enables efficient servicing of businesses and enterprises as they reach out to PTI seeking an information or a service. Entering the CRM, clients are filtered to service-pathways appropriate to the supplied information whether it is for upskilling in brand development or matching with investors or other forms of support. The CRM has been honed and improved over the years and is rich in quantitative data. This data is used to review PTI's portfolio of partnerships and market interventions.

The PTI approach to results-measurement, reporting and continuous improvement has been developed and agreed upon in consultation with PIFS and includes feedback and communication with client businesses and key stakeholders.

## PTI MONITORING & EVALUATION FRAMEWORK

This strategic plan will be complemented by a

Monitoring & Evaluation Framework.

## RISKS-MONITORING

Risks that are identified and monitored against are i) Changes to the Operating environment; ii) Reputational Risk; iii) Sustainability Risk; and iv) COVID-19 Associated Risk. The risks are captured and monitored against in detail, in the PTI Project Risks Register. Additional risks of donor partner imperatives that can conflict with Forum objectives in trade and investment; the high cost of freight as an operating risk for Pacific businesses; and the impact of climate change and of natural disasters will be considered for monitoring.

## REPORTING OUTPUTS

PTI report outputs include the monthly risks-monitoring; the quarterly reporting on activities and implementation rate; the monthly Profit & Loss finance reports as well as Balance Sheet reports; the annual audits into financial statements and the annual reports. Annual implementation plans are produced in the last quarter of the year.

Outputs will include – in line with international best practice – reporting against positive impact assessments considering gender, financial inclusion, diversity and climate resilience.

## LEARNING-FOCUS FOR PTI INSIGHTS

Both inward-facing to inform improvements in aspiring towards best-practice standards as a TIPO, and outward-facing to influence policies and regional strategies, PTI will utilise insights into businesses to regularly review its annual implementation plans.



# PTI GOVERNANCE

The PTI Independent Advisory Board will provide advice to the Office of the Secretary General on the strategic direction of the network. Consisting of external members as private sector representatives, the Board will ensure that there is a direct line from clients and end-users of PTI services to the network. The establishment of the new Programme Management Unit will contribute to enhancing effectiveness across the network through streamlined, consistent and harmonised management and reporting processes.

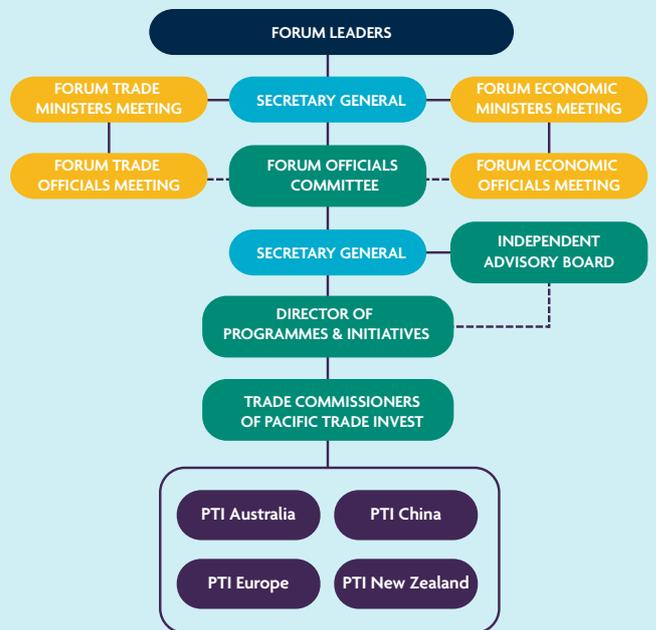
The potential for PTI as a regional entity to contribute to the economic development of the region is significant. The management and strategic direction-setting of PTI is key to its success as a network of offices operating within multiple markets.

## OPERATIONAL MANAGEMENT



- Monitors monthly risks reporting
- Endorses monthly finances monitoring
- Reports to the FOC through the Audit Risk Sub-Committee
- Reviews annual audits
- Centralised HRM and IT services

## GOVERNANCE



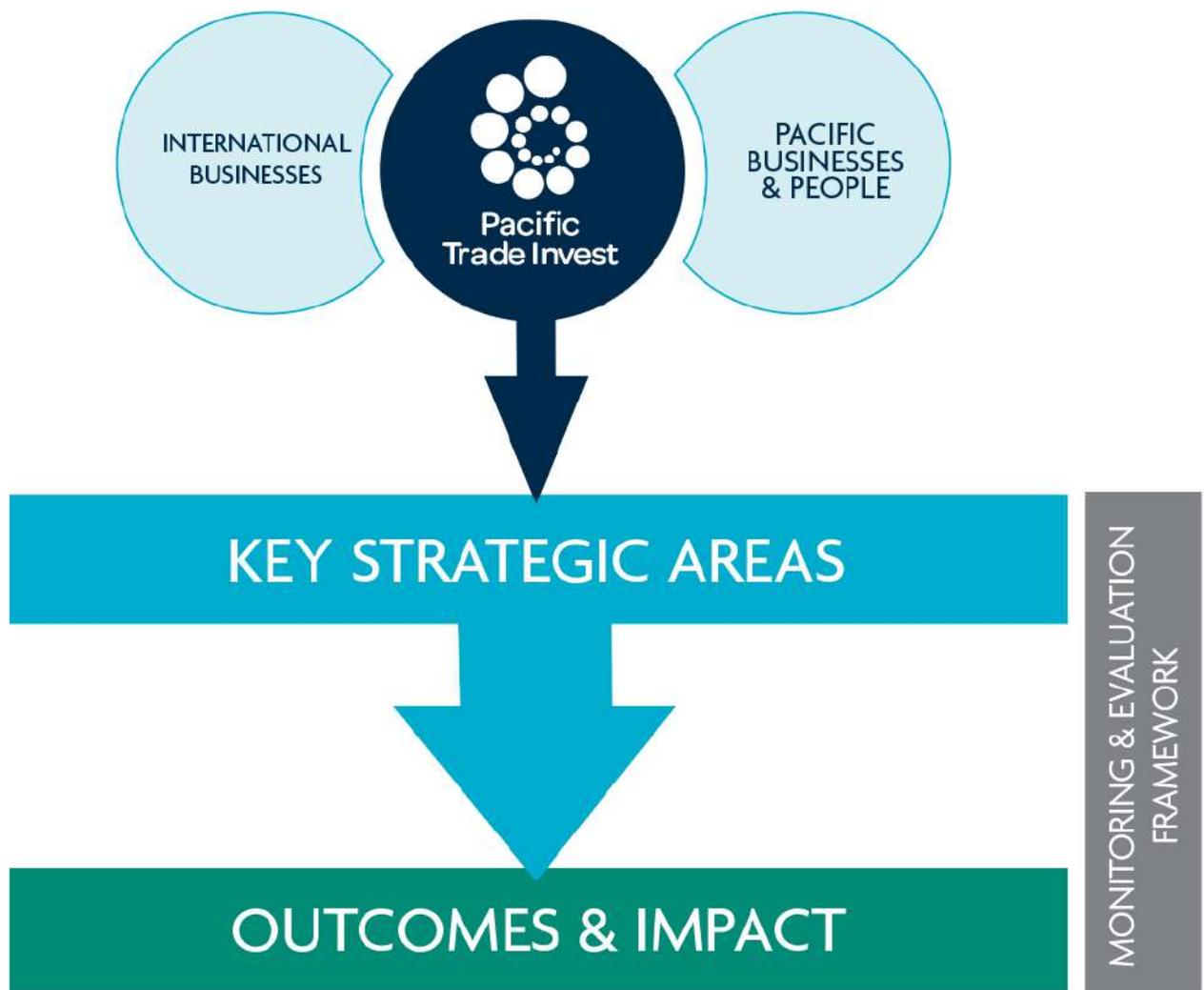
- IAB
- convenes twice-yearly as formal board meetings
  - considers annual reports, and annual implementation plans
  - advises Secretary General on strategic direction of Pacific Trade Invest
  - additional twice-yearly technical meetings with PTI global network

# PTI'S STRATEGIC FRAMEWORK

This Strategic Plan outlines PTI's key priorities for 2023-2026 working collectively towards the Vision of 'enabling decent work and economic growth in the Blue Pacific'.

Our work is focused on two key strategic areas to drive growth for the Blue Pacific economy, i) Export Trade of Pacific Goods and Services and ii) Sustainable Investments.

Annual Implementation plans will be formed that are specific to the international market being accessed, and in a coordinated approach to servicing the three sub-regions of the Blue Pacific. Our progress will be assessed through the PTI Monitoring and Evaluation framework.



# PTI'S KEY FOCUS AREAS



## KSA 1: TRADE (EXPORT OF GOODS AND SERVICES)

KPI (over 2023-2026)

Assist 1,000+ businesses

Assist >600 women-led businesses

\$195m in exports facilitated

### Trade (export of goods and services)

PTI's trade focus connects Pacific based exporters with buyers in international markets. This KSA includes work in the tourism and services sectors, as the net effect is remittance of foreign currency. The services sector is important as a sustainable sector that harnesses the comparative advantage of the Pacific as a mostly young, mostly rural-based population. With technology rapidly changing global supply chains, PTI will focus on supporting SMEs to embrace technology in adapting to eCommerce opportunities.

Businesses, exporters and producers including in tourism sector - attend international trade shows and exhibitions to sample products, meet buyers, test the market, and visit prospective leads; selected businesses undertake Business Mentorship Training to move from export-capable to export-ready with targeted support including testing marketability of products/product testing; Product catalogues as promotional tool for introducing international buyers to a listing of available niche Blue Pacific products; Deliver pathways and mechanisms to build connections between Blue Pacific communities with business leaders of the Pacific Diaspora; provide market-related services, including advice and market information; build capacity of service-providers and exporters through targeted upskilling including to enhance their digital presence and utilise e-trade opportunities including through the delivery of E-Commerce initiatives; work with tourism operators in Forum Member countries in innovative ways to promote Pacific tourism offerings especially Small Island States offerings, with key tourism stakeholders in the region and in international markets.

## KSA 2: INVESTMENTS

### Investments

KPI (over 2023-2026)  
\$45 million in investment deals  
>50 investment deals facilitated

PTI works with Pacific businesses and enterprises, promoting their investment-ready opportunities and initiatives to investors, whilst also assisting investors to identify opportunities in Pacific countries. PTI facilitates investment deals by providing confidential services, professional advice, and connecting investors and investees throughout its extensive networks. Key considerations in working with investors to the Pacific are matches that result in positive social and/or environmental impacts in communities across the Blue Pacific.

PTI works to attract capital that will contribute to sustainable economic growth and prosperity in Forum countries.

Increase the profile of the Pacific as an attractive destination for sustainable investment opportunities; develop a comprehensive database of qualified, investment-ready and potentially investment-ready, businesses; promote investment-ready opportunities from Forum Island countries including in sustainable environmentally-sound sectors of carbon trading, and renewable energy; build a pool of international investors and diversify through the PTI Pacific Impact-Diaspora program; promote gender-aware investment by increasing awareness of investment opportunities in enterprises led and/or managed by women; strengthen partnerships with investment attraction offices; increase awareness of infrastructure-investment opportunities

## ENABLERS

### PTI research, communication and advocacy

KPI (over 2023-2026)  
PTI Communications Strategy  
Rollout of PTI Digital Transformation Strategy  
Biennial Export Survey

The effectiveness of PTI is directly impacted by the business enabling environment of the region and the countries where PTI clients come from.

PTI is driven by the desire to tell real stories about its clients and will utilise its rich database of surveys, and insights to contribute to policy-making that brings about positive changes to the business environment.

Insights on business experiences gained through its research and survey activities will inform PTI's engagements with partners to effect changes to the business enabling environment. PTI will deploy deliberate campaigns of dissemination of stories/case studies, statistics and impartial commentaries on exports, trade and investment phenomena. PTI online platforms and social media will be utilised to communicate business experiences as well as through e-newsletters. PTI will develop tools and systems such as the PTI Communications Strategy; it will optimise digital channels available to it; produce progress and annual regular reports; and implement the PTI Digital Transformation Strategy. PTI will advocate for improvements based on business insights gained from its research, through positions and commentaries on barriers to trade and to investments.

# APPENDIX 1. PTI GLOBAL NETWORK RESULTS FRAMEWORK

## KEY STRATEGIC AREA: TRADE (GOODS AND SERVICES)

Key Performance Indicators	Unit	Targets					Source	Data Collection	Description
		2023	2024	2025	2026	TOTAL (4Year)			
Value of exports facilitated	A\$ (million)	42	46	51	56	195m	CRM	PTI Staff and their business clients	Disaggregated by total value and for women-led businesses
		16.87	16.87	16.87	16.89	67.5m			
Number of export deals facilitated	#	320	327	330	333	1,310	CRM	PTI Staff and their business clients	Disaggregated by total value and for women-led businesses
		157	159	161	163	640			

## KEY STRATEGIC AREA: INVESTMENT

Key Performance Indicators	Unit	Targets					Source	Data Collection	Description
		2023	2024	2025	2026	TOTAL (4yr)			
Value of investments facilitated	A\$ (million)	9	11	12	13	45M	CRM	PTI Staff and their business clients	Total dollar value
Number of investment deals facilitated	#	10	12	14	16	52	CRM	PTI Staff and their business clients	Disaggregated by total value and for women-led businesses
		6	8	8	9	31			

## KEY ENABLERS & MACRO-ECONOMIC INDICATORS

Key Performance Indicators	Unit	Targets					Source	Data Collection	Description
		2023	2024	2025	2026	TOTAL (cumulative)			
Number of businesses assisted (services)	#	550	605	665	732	2,552	CRM	PTI staff and their business clients	Disaggregated by total number and women-led businesses
		137	151	166	183	637			

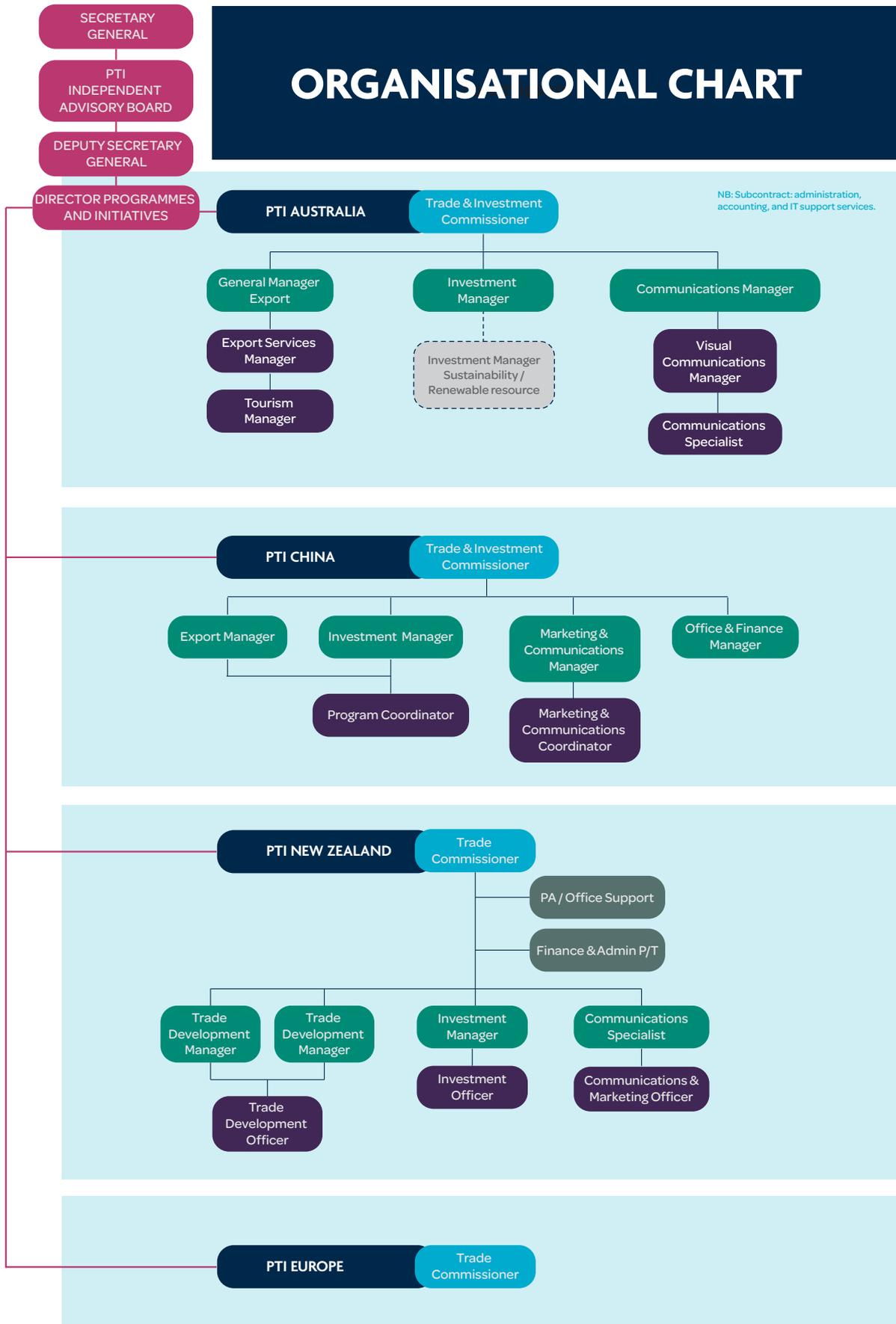
# APPENDIX 2. PTI GLOBAL NETWORK COORDINATION RESULTS MONITORING PLAN

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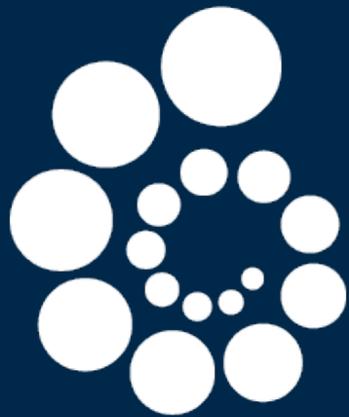
Output	J	F	M	A	M	J	J	A	S	O	N	D
Audited financial statement			All audit reports									
Annual report			All annual reports									

# APPENDIX 3.

## ORGANISATIONAL CHART







# Pacific Trade Invest

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