



Pacific Trade Invest  
New Zealand

# STRATEGIC PLAN 2021 - 2023



PACIFIC ISLANDS  
FORUM SECRETARIAT



NEW ZEALAND  
FOREIGN AFFAIRS & TRADE  
MANATŪ AORERE





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# FROM THE TRADE COMMISSIONER

I am proud to introduce Pacific Trade Invest New Zealand's 2021–2023 Strategic Plan. The Strategic Plan embraces the collective strength of the Pacific Trade Invest Network and the Pacific Islands Forum Secretariat along with our host Government.

To ensure we remain effective, it is vital that we continue to evolve how we deliver our focussed Trade and Investment programmes. The need to get maximum returns from the deployment of our resources and the financial investments we make is greater right now than at any time in our past due to the continuing roll out of new technologies and, in particular, the impact of the COVID-19 pandemic. At the time of writing this plan, our COVID-19 survey, Pacific Business Monitor, indicates a flattening off of the downward economic trend with a moderate outlook for improved trading conditions in 2021. But it also makes clear there will continue to be significant challenges and support required going forward in some manner across the three years duration of this strategic plan.

Our ability to adapt to this changing and challenging situation has already been tested by the pandemic and we have learned a lot about how best to respond amongst the growing number of respondents both regionally and internationally. We launched the Pacific Business Monitor survey this year to assess the impacts the pandemic is having on businesses in the region; we set up a new bespoke Business Mentorship Programme for a small number of businesses in Fiji to begin with, to equip them with tools and resources to gain market entry to New Zealand.

Pacific Trade Invest New Zealand has operated at speed to respond to the pandemic and we have instigated an even greater attitude and approach towards functioning in a highly agile manner to address the evolving trade and investment priorities of each of the Pacific Island nations. We know that 'one size' does not fit all when it comes to supporting communities, and enriching the lives of those who live there. Our renewed focus on investment will see new technical programmes roll out from 2021 supported by a new database of international investors.

I would like to acknowledge and thank the Pacific Islands Forum Secretariat and the New Zealand Ministry of Foreign Affairs and Trade for their commitment to support the essential mission of Pacific Trade Invest New Zealand.



A handwritten signature in black ink, appearing to read 'Glynis Miller'.

Glynis Miller  
Trade Commissioner  
Pacific Trade Invest New Zealand



# WHO WE ARE

The Pacific region's lead trade and investment promotion agency

Pacific Trade Invest New Zealand is the Pacific region's lead trade and investment promotion agency, tasked by Pacific Islands Forum Leaders to facilitate trade and investment between the economies of the Pacific Island Countries and Territories and New Zealand.

We are part of the Pacific Trade Invest Network. With offices in Australia, China, Europe, and New Zealand, the global network supports and delivers to the Pacific Island Forum Secretariat's Strategic Outcome C – *Increasing Economic Prosperity*.

Our offices are funded through the support of our host governments being the Government of Australia, the Government of New Zealand, and the Government of the People's Republic of China.

Being aligned to the Pacific Islands Forum Secretariat gives Pacific Trade Invest New Zealand and the global network a comparative advantage in having direct access to regional policies and frameworks; to technical agencies; and to Government officials in capitals through the Secretariat's meeting platforms and dialogues. We are unique in that we serve all 16 members of the Forum Island Countries and Territories.

# OUR VISION

Improving the livelihoods of Pacific Peoples by enabling decent work and economic growth in the Blue Pacific

# WHAT WE DO

**Create business  
growth through  
exports and foreign  
investments**

**Create jobs**

**Focus on  
creating  
commercial  
opportunities**

**Improve  
livelihoods of  
people in the  
Blue Pacific**

We focus on creating commercial opportunities for export capable and export ready enterprises across the Blue Pacific by facilitating trade and investment between businesses in New Zealand and the Pacific Island Countries and Territories.

Specifically, we promote their products and services in the New Zealand market and facilitate investments from New Zealand to the Blue Pacific economies.



# OUR VALUE PROPOSITION

As the only not-for-profit, government funded, regional agency based in New Zealand our unique trade and investment facilitation work adds value to exporters in all 16 Blue Pacific Forum Island Countries and Territories (clients) and buyers and investors in New Zealand (customers).

We also add value to the New Zealand Ministry of Foreign Affairs and Trade, Pacific Islands Forum Secretariat, and other development agencies by helping to fulfil their goals and objectives for trade and investment development.

This is achieved by being part of a well-resourced global network with more than 1000 private sector contacts and around 200 investment-ready projects. We have access to regional policies and frameworks, technical assistance programmes from the Council for Regional Organisations in the Pacific\*; to apply these in our development services.

We add further value to the stakeholder community by bringing influence to bear on chambers of commerce, national economic development agencies and government officials by briefing them on the development needs of our clients and customers.

This advocacy work is underpinned by our ability to qualify and quantify the results of our direct interventions that drive the export and investment deals we generate.



\*Council for Regional Organisations in the Pacific (CROP). Consists of the Pacific Community (SPC – Suva, Fiji), Forum Fisheries Agency (FFA – Honiara, Solomon Islands), Pacific Power Association (PPA – Suva, Fiji), South Pacific Tourism Organisation (SPTO – Suva, Fiji), Pacific Aviation Safety Office (PIASO – Port Vila, Vanuatu), Secretariat of the Pacific Regional Environment Programme (SPREP – Apia, Samoa), University of the South Pacific (USP – Suva, Fiji), Pacific Islands Development Program (PIDP – Honolulu, Hawaii) and Pacific Islands Forum Secretariat (PIFS – Suva, Fiji)



# BLUE PACIFIC STRATEGIC SETTING

The island economies in the Pacific Ocean, referred to as the Blue Pacific are supported by the Pacific Islands Forum which is the region's premier political and economic policy organisation.

Founded in 1971, the Forum comprises 18 members: Australia, Cook Islands, Federated States of Micronesia, Fiji, French Polynesia, Kiribati, Nauru, New Caledonia, New Zealand, Niue, Palau, Papua New Guinea, Republic of Marshall Islands, Samoa, Solomon Islands, Tonga, Tuvalu, and Vanuatu.

The Pacific Forum's 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.

Pacific Islands Forum Members are currently developing their own long-term strategy for the region\* *The 2050 Strategy for the Blue Pacific Continent* will refine this vision and outline how we can achieve it as a strong and united region. Their strategy will shape the ever-evolving strategy for Pacific Trade Invest New Zealand.

A key part of developing the 2050 strategy is to take into account the many enduring challenges and opportunities that affect the ability of Pacific Island countries to provide sufficient employment or economic opportunities for their people.

## These include:

- Structural constraints, such as distance from markets, small productive base, high transport costs
- Ongoing vulnerabilities to environmental, climate change, disaster risk and economic shocks
- Low levels of economic growth exacerbating the levels of poverty and inequalities
- Continued dependencies on aid and external financing
- Advances in technology that can enable the region to overcome limitations of distance
- An agreed set of values that underpin Pacific regionalism, including the cultural values that help guide the region.

\*2050-Strategy-for-the-Blue-Pacific-Continent <https://www.forumsec.org/wp-content/uploads/2020/08/Flyer.-2050-Strategy-for-the-Blue-Pacific-Continent.pdf>

# OUR STRATEGIC SETTING

The economies in the Blue Pacific Island nations are impacted, to differing extents, by their small size, remoteness from major markets and internal population dispersion.

Vulnerability to climate change and natural disasters also negatively impact economic development and the livelihoods of communities.

People are increasingly attracted to towns, with these urban areas becoming centres of commerce, seats of government, and places of opportunity and hope.

However, informal settlements dominate urban growth and are usually characterised as having inadequate levels of basic services and infrastructure, such as water, sanitation, and waste disposal.

These conditions affect the ability of Pacific Island countries to provide sufficient domestic employment or economic opportunities for their people with employment rates estimated to be less than 50% of the working age population in many Pacific countries.

A third of the Pacific region's population are between 15–24 years of age with fewer than half engaged in formal employment or paid work.

The World Bank's Trading Across Borders rankings indicate that Pacific Island countries are relatively difficult places to do business, with challenges for opportunities to improve the export and investment business environments.

They also indicate that there is a general relationship between ease of doing business and ability to attract foreign direct investment.

Further challenges and complexities of Pacific Island countries that impact economic performance include:







**High cost of doing business**

**Diverse economic strategies and country contexts require a multi-country approach**

**Small populations, small revenue bases and relatively high investment needs per capital compared with larger, more densely populated countries**

**Skilled population retention (in the case of countries like Cook Islands and Niue due to easy market access to New Zealand)**

**Reliance on external sources of investment for much of their capital formation**



Over half the population in most Pacific Island countries live in rural areas. Women and girls remain economically disadvantaged in many Pacific Island countries. While performing the greater share of foundation work in many supply chains, women also dominate many small-scale market operations. Women are twice as likely to be unemployed.

On the positive side, the potential for economic growth is substantial. The Pacific Island countries are rich in natural resources including agriculture and fisheries which contribute to their export revenues.

Moreover, their geography and natural beauty attracts international tourism which is an important and growing source of export revenue. Tourism also contributes to increasing awareness of the Pacific Island countries as source markets for exported products.

As a Pacific country New Zealand has always had a strong focus on the Blue Pacific, connected to the region by culture, history, and politics. In fact, one in five New Zealanders (approx. one million people) have Māori or Pasifika heritage.

New Zealand does a great deal to nurture this sense of shared regional identity including significantly lifting its ambition and investment in the region through its Pacific Reset policy launched in March 2018.

The Government of New Zealand is committed to assist Pacific Island countries to achieve sustainable economic growth and improved public financial management; to lift living standards by resourcing vital government services.



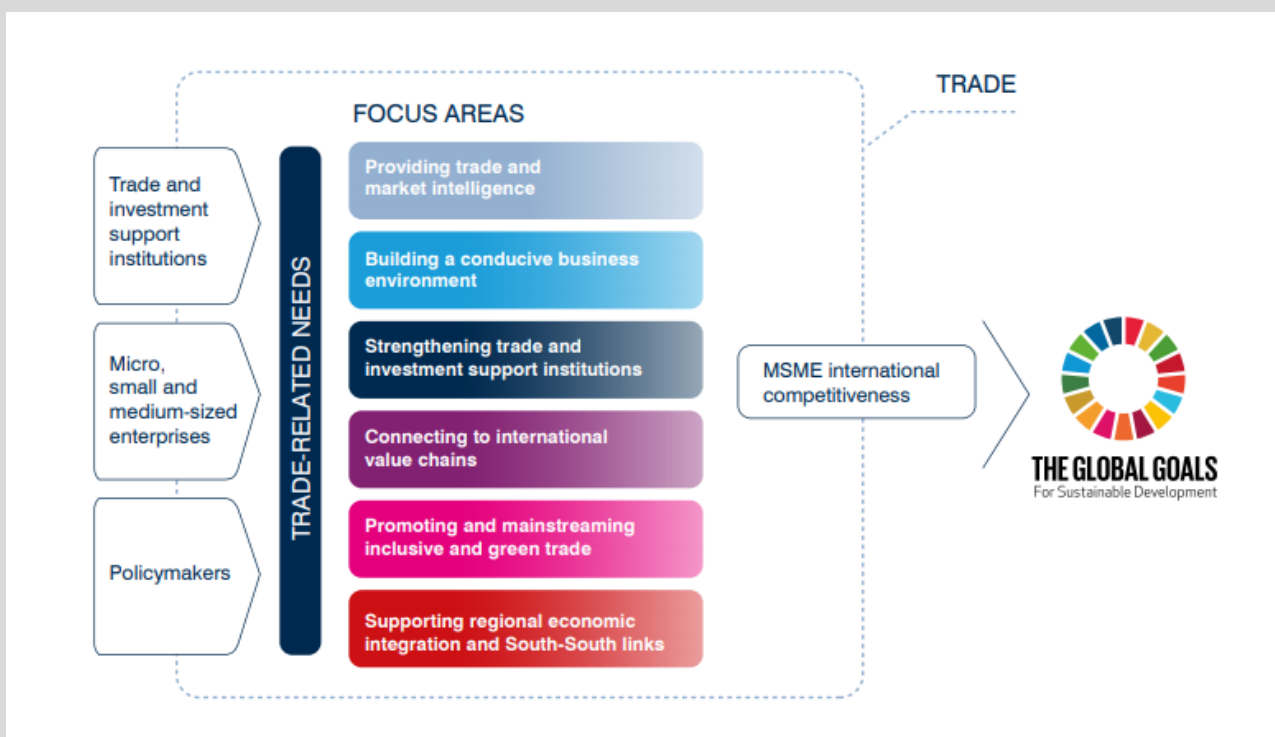


# OUR ROLE

Pacific Trade Invest New Zealand is typically a trade and investment promotion organisation.

In global terms, the primary role of trade and investment promotion organisations is to facilitate small and medium-sized enterprises' success in international business through the delivery of integrated programmes that provide trade and market intelligence, create connections to international markets, promote inclusive trade and strengthen investment support.

Trade and investment promotion organisations work directly with the private sector to fulfil their role as buyers, investors, and providers of technical assistance.



As relatively small organisations, trade and investment promotion organisations are able to rapidly shape their approach based on insights and perspectives of its beneficiaries and partners. This flexibility enables them to adapt to the changing needs of clients in a dynamic fast-paced international business environment.

Trade and investment promotion organisations like Pacific Trade Invest New Zealand bring together public and private sector actors to help in strengthening the competitiveness of exporters, build vibrant, sustainable export businesses and provide entrepreneurial opportunities, particularly for women, young people, and marginalised communities.

Pacific Trade Invest New Zealand's work is focussed on creating commercial opportunities for export capable businesses across the Blue Pacific by facilitating trade and investment between businesses in New Zealand and the Pacific Island Countries and Territories.

We develop and deliver programmes that help promote Pacific Islands' products and services by connecting exporters to international buyers and importers in the New Zealand market.

We facilitate investment between New Zealand and the Blue Pacific economies by introducing potential investors from New Zealand to the Pacific Islands businesses.

Pacific Trade Invest New Zealand also provide active promotional support services such as online resources, trade promotion events, e-commerce platforms, seminars, thematic webinars, and we create access to commercial networks and technical expertise in order to build shared understanding between markets.

Incorporated in all our activities is Pacific Trade Invest New Zealand's continued commitment to empowering women in business and supporting the Smaller Island States of the Pacific to achieve commercial outcomes.



# COVID - 19 IMPACT

The economic impact of COVID-19 has been devastating across the Blue Pacific region due to the downturn of economies due largely to the collapse of vital industries, loss of jobs, closed borders, restricted travel, and escalating freight costs.

Key economic sectors and drivers of growth such as tourism, exports, fisheries, and remittances were hard-hit and have seen a regional economic contraction by -4.3% to -6.1%.

Moreover, 91% of Pacific businesses report a decline in revenue, and 62% report being severely impacted.

As an example of the value of this process responses gathered between the 2nd - 15th November 2020, from 171 businesses across the Pacific region, including 88 female-led/owned businesses provided valuable insights into the ongoing effect COVID-19 is having on the private sector and the support needs resulting from those issues.

Pacific Trade Invest New Zealand is well placed to help businesses navigate their way through some of the challenges by providing both complementary and bespoke programmes which addresses specific needs of small to medium enterprises. These are fundamental objectives of our business purpose, creating commercial opportunities for export capable and export ready businesses. As such, the good news is that we only have to adapt, not re-develop our business model or services.

The planned core programmes, resources, and expertise for 2021 - 2023 can and will be adjusted in line with the continuing market feedback on the evolving requirements flowing from COVID-19 economic Impacts. We fully anticipate that we can make positive contributions to the economic recovery process through our trade and investment facilitation work.

In 2021, Pacific Trade Invest New Zealand will align its attention to the Pacific Islands Forum Secretariat's mandates as we move beyond the initial responses to COVID-19. These will include addressing connectivity issues to deal with the tyranny of distance and isolation by leveraging digitalisation for e-commerce; and supporting small to medium enterprises with particular emphasis on women's economic empowerment.

Beyond these business-as-usual activities we foresee potential for further upside opportunities. These will arise through the increases in financial assistance for specific projects by our clients. For example, the anticipated restructuring of global value chains may provide opportunities to attract Foreign Direct Investment which can be used in tandem with our work.

Moreover, through our network collaboration activities we will continue to monitor the key lessons being learned and provide input from our own discovery work to inform both our own and the wider network's strategic plans and work programmes. Our aim is to maintain vigilance on COVID-19 related agenda to ensure all our activities are targetted and aligned with each other for maximum impact.







# STRATEGIC ACTIVITIES



# STRATEGIC ACTIVITIES

Our key strategic activities reflect our overarching priorities to drive trade and investment in the Pacific. We focus on creating commercial opportunities for export capable businesses by facilitating trade and investment between New Zealand and Pacific Island Countries. Recognising the complex nature of the countries we serve, including economies of scale; remoteness, economic capacity, economic maturity, exposure to climate change, aid dependency and other vulnerabilities and risks we make concerted efforts to:

- Assist export-capable business
- Promote and connect exporters to international buyers
- Introduce potential investors from New Zealand to the Pacific Islands businesses
- Provide promotional support, access to commercial networks and technical expertise
- Facilitate shared understanding between markets

Our work is focussed in two strategic areas of activity to encourage economic growth in the Blue Pacific economies: Trade Promotion and Investment Facilitation. These activities are in turn supported by two strategic enabling sets of activities, Marketing and Communications, and Engagement and Advocacy involving our network of stakeholders.

Our marketing and communications efforts are directed towards creating awareness of Pacific Trade Invest New Zealand's purpose, activities, and opportunities for collaboration by providing all stakeholders with insight about markets, market opportunities, and agencies that can provide assistance.

Marketing and communications activities are defined in an annual communications strategy that sets out how we deploy our capabilities via our website, manage social media campaigns (e.g. Instagram, Facebook, You Tube) execute digital marketing campaigns (e.g. Pacific Periscope e-newsletter), and leverage mainstream media.

Through our engagement and advocacy activities we work alongside the Pacific Trade Invest Network and other relevant agencies in New Zealand and in the Pacific Island Countries to leverage common resources, skills, and knowledge to achieve efficiencies from our synergies.

Examples of this collaboration are Pacific Trade Invest Network CRM for reporting and management, the Pacific Trade Invest Network Business Monitor Survey and a common digital transformation strategy implementation. We also engage with and provide support to the Pacific Island Business Councils in NZ and foster dialogue with the Pacific Islands Diplomatic Corps on topics of mutual interest to enable easier market access for fresh and frozen products from the Pacific.

# TRADE

## Goals and Activities

Driving sales growth for Pacific SMEs in exports through fostering sustainable connections. In the area of Trade, our goal is to be the principal contact to lead and facilitate relationships between exporters in the Blue Pacific with importers from New Zealand to help them gain access to the highly competitive New Zealand Market.

Within the Trade programme project activities are designed to respond to COVID-19 constraints and challenges where Pacific Trade Invest New Zealand can make a difference. In the medium to longer term this will lead to the sustainable growth of Pacific businesses, create employment, and contribute to economic wellbeing.

Through our Trade Programme we will:

- Assist Pacific Islands exporters and producers participate in New Zealand trade shows and exhibitions to sample products, meet buyers, test the market, and visit prospective leads
- Provide dedicated Business Mentorship Training to selected small to medium enterprises to help graduate from export capable to export ready
- Dedicate resources to assist Pacific Island businesses' export readiness and marketability of products including product testing for the New Zealand market
- Conduct webinar series for current and new exporters on pathways to the New Zealand market
- Maintain a Product Catalogue as a promotional tool for introducing New Zealand buyers to a listing of available niche products
- Build online e-commerce platforms for small to medium enterprises to improve exporters digital footprint
- Deliver Trade Facilitation Seminars dedicated to the New Zealand Pacific Diaspora business leaders
- Deliver an on-line Supply Chain Management masterclass series dedicated to medium enterprises to improve operations, improve export capability, and increase revenue.



# INVESTMENT

## Goals and Activities

Fostering sustainable economic growth and prosperity by drawing in investment capital and facilitating investment deals. In the area of Investment, our goal is to foster sustainable economic growth and prosperity in the Blue Pacific by drawing in investment capital from New Zealand and abroad to Pacific Island businesses.

Investors garner confidence from the fact we are engaged in the region on a regular basis attending key forums and events that add to our repository of commercial information. We continually collaborate with national Investment Promotion Agencies for details on investment ready projects and update our Investment Hub; provide support to interested parties and make introductions with foreign investors.

Through our Investment Programme we will:

- Facilitate foreign direct investment into the Pacific Island countries
- Build our portfolio of investment ready projects in the Pacific Hub
- Produce investment resources for Forum member countries
- Conduct investment webinar series and organise Investment Seminars for New Zealand Pacific Diaspora business leaders
- Build investor relations with New Zealand institutions including New Zealand investment fund managers
- Strengthen our collaboration with Foreign Investors Council's Investment Promotion Agencies.







# ENGAGEMENT AND ADVOCACY

## Goals and Activities

Proactively work with Pacific Trade Invest Network partners, our host government, the Pacific Islands Forum Secretariat and New Zealand-based stakeholders to maximise the Trade and Investment results achieved.

Pacific Trade Invest New Zealand is part of the Pacific Trade Invest Network which has Pacific Trade Investment offices in Australia, China, and Geneva, all providing similar support services to business entities and stakeholders.

In our Engagement and Advocacy Programme we will:

- Work with the Pacific Trade Invest Network to harmonise common work programmes across the network to deliver as "One Pacific Trade Invest" - including;
  - Pacific Trade Invest Network Customer Relationship Management system upgrades, reporting and management
  - Pacific Trade Invest Network Pacific Business Monitor survey
  - Digital Transformation Strategy Implementation.
- Provide support to the Pacific Island Business Councils in New Zealand
- Support young Pacific leaders through our Pacific Internship Programme
- Formalise regular dialogue with New Zealand-based agencies who are involved in private sector and economic development.









# MONITORING AND EVALUATION FRAMEWORK

Pacific Trade Invest New Zealand is a results-focussed organisation.

Our approach to results measurement, reporting and continuous improvement was developed and agreed in consultation with the New Zealand Ministry of Foreign Affairs and Trade and the Pacific Islands Forum Secretariat and includes feedback and communication with clients and key stakeholders in the region.

Key performance indicators for each of the key strategic areas, Trade and Investment, have quantitative targets.

These are complemented by qualitative and evaluative studies, stakeholder feedback, contextual meta-analysis as part of a regular sequence of annual results measurement, and reporting.

Through Pacific Trade Invest New Zealand's monitoring and evaluation framework we track our clients' feedback and advocacy of our work, adjusting service offerings and delivery as required.

Ultimately, we will determine our success by the outcomes achieved.

Especially as the total amount of net new export revenues achieved, the number and total value of investments facilitated, the number and quality of jobs created and the number of services delivered directly to women entrepreneurs, across the Blue Pacific.



# KEY PERFORMANCE INDICATORS

## KEY STRATEGIC AREA: TRADE

Enabling Activities	Bi-monthly Results						Cumulative YTD
	Jan-Feb	Mar-Apr	May-Jun	Jul-Aug	Sep-Oct	Nov-Dec	
<b>Quantity</b>							
Capability assessments							
Programs delivered							
Events, missions & exhibitions							
<b>Quality</b>							
Written customer testimonials							
<b>Effectiveness</b>							
Export deals - total number plus value							

## KEY STRATEGIC AREA: INVESTMENT

Enabling Activities	Bi-monthly Results						Cumulative YTD
	Jan-Feb	Mar-Apr	May-Jun	Jul-Aug	Sep-Oct	Nov-Dec	
<b>Quantity</b>							
Packageable projects listed on Pacific Hub							
Development of numerous investment pitch decks							
Identification and engagement with appropriate investors							
<b>Quality</b>							
Written customer testimonials							
<b>Effectiveness</b>							
Investment deals - total number plus value							



## KEY ENABLING AREA: MARKETING AND COMMUNICATIONS

Enabling Activities	Bi-monthly Results						Cumulative YTD
	Jan-Feb	Mar-Apr	May-Jun	Jul-Aug	Sep-Oct	Nov-Dec	
<b>Quantity</b>							
Pacific Periscope							
Media							
Instagram							
Facebook							
YouTube							
Bi-Monthly Report							
Pacific Business Monitor							
Image Gallery							
Website Upgrade: Phase Two							
<b>Quality</b>							
<b>Effectiveness</b>							

## KEY ENABLING AREA: ENGAGEMENT AND ADVOCACY

Enabling Activities	Bi-monthly Results						Cumulative YTD
	Jan-Feb	Mar-Apr	May-Jun	Jul-Aug	Sep-Oct	Nov-Dec	
<b>Quantity</b>							
Demonstrated collaboration with similar entities and access to the PTI Network to show complementary work streams to avoid duplication							
Carry out Pacific small to medium enterprise COVID-19 survey and analysis to inform the development of responsive trade programmes							
<b>Quality</b>							
<b>Effectiveness</b>							





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