



Pacific Islands
Trade & Invest

Strategic Plan 2016



“We are living in a phenomenal age. If we can spend the early decades of the 21st century finding approaches that meet the needs of the poor in ways that generate profits and recognition for business, we will have found a sustainable way to reduce poverty in the world.”

– Bill Gates

VISION

We work together to create international opportunities for Pacific Islands businesses to build a better future through more sustainable communities and greater prosperity.

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1.0 SUMMARY

Pacific Islands Trade & Invest (PT&I) is the region's lead export facilitation investment & tourism promotion agency.

PT&I adheres to the principals laid out in the Framework for Pacific Regionalism. Our vision, values, objectives and monitoring processes are guided by the Framework and this is clearly reflected in this 2016 Strategic Plan.

More specifically, PT&I contributes to the sustainable economic development of the Pacific Island Countries by creating opportunities and successful connections for exporters, investors, tourism operators, creative artists and stakeholder organisations.

In October 2015 the Minister for Tourism and International Education and Minister Assisting the Minister for Trade and Investment, Senator Richard Colbeck, announced an increase in Australia's contribution to trade initiatives in the Pacific. "I'm pleased to announce that Australia will increase its contribution to PT&I Sydney Office to \$2.5 million per annum," Senator Colbeck said. "Economic growth in the Pacific is underpinned by trade, tourism and investment - this increased support will assist countries increase their trade and tourism with Australia and attract Australian investment to the region."

PT&I's aim is to improve the livelihood of the people in the Pacific Islands. The 14 Forum Island Countries we represent are Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Marshall Islands, Nauru, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu, and Vanuatu.

Our offices are located in Auckland, Beijing, Geneva, Sydney, Tokyo and Suva, positioning the organisation to provide the region with high-quality export facilitation, investment and tourism promotion services across international markets.

PT&I believes in focusing our work by providing a tailored range of services that best serves the needs of the private sector in Pacific island countries. We believe that the quality of our services is maximised by focusing on our strengths and comparative advantage. We collaborate and partner with other key regional stakeholders to help the private sector access capacity building and other assistance to develop their ability to trade. PT&I then helps companies to become export-ready and successfully enter export markets.

In order to achieve the long term goals PT&I pursues 5 different strategic focus areas:

- i. Trade
- ii. Investment
- iii. Tourism
- iv. Creative Industries.
- v. Knowledge Management

This categorisation allows PT&I to tailor our services to the specific industries in the Pacific Islands that have been identified as regional strengths. The services we deliver range from providing basic information and advice, through to introducing buyers to sellers and investors to project owners. These services are further detailed later in this document.

Accurate and in depth knowledge of an organisation's outcomes is vital for effective operation. PT&I bases its performance on the milestones achieved by its clients after they have received our service offerings. To make this possible, PT&I Sydney has developed a state of the art Customer Relationship Management System (CRM) which has since been adopted network wide.

PT&I maintains a close relationship with our clients and is thereby able to track the specifics of how our programs have assisted our Pacific Island businesses. We track both financial outcomes as well as meaningful, non financial outcomes, such as social benefits, gender empowerment, and environmental impacts.

2.0 INTRODUCTION

As an arm of the Pacific Islands Forum Pacific Islands Trade & Invest is the region's lead export facilitation, investment and tourism promotion agency.

The Framework for Pacific Regionalism presents four high-level strategic objectives for regionalism, which continue on from the four pillars of the Pacific Plan: sustainable development, equitable and inclusive economic growth, strengthened governance, and security.

It is the second pillar under which PT&I operates. With offices in Auckland, Beijing, Geneva, Suva, Sydney and Tokyo we are the only Pacific Islands agency entrusted by the Pacific leaders to develop, grow and promote businesses in the region. We do this by focusing on four key areas including: export, investment, tourism promotion and creative industries.

With the aim of improving the livelihoods of people in the Pacific Islands, we work with the private sector to build a better future through more sustainable communities and greater prosperity.

The specific programmes in this plan are ultimately influenced by our drive to create opportunities and connections for exporters, investors, tourism operators, creative artists and stakeholder organisations. We do this by taking a respectful and accessible approach to the way we interact with our diverse client base and markets. We aim to achieve our strategic plan's mission by proactively supporting our stakeholders to achieve outcomes that are of the greatest benefit to them and their communities.

Some of the projects in this plan will involve joint venture arrangements between PT&I and other partners, and some will be implemented solely by PT&I staff.

PT&I is mindful of emerging internal and external factors affecting economic conditions and internal business environments in the Pacific region. Notwithstanding, PT&I believes that the Forum Island Countries (FICs) do have the capacity and resources to improve overall performance and output - that which is necessary to improve their competitiveness individually and as a region.

Many of the programs in this Strategic Plan are designed in partnership with Pacific Island stakeholders. For this reason, the Strategic Plan makes the following assumptions:

- i. That governments and the private sector in the FICs are committed to improving and initiating business development policies which yield improved domestic, regional and global trade performance.
- ii. That FIC governments and their respective National Tourism Offices (NTOs) and tourism service providers, are able to develop their tourism industries in ways which are sustainable and/or protect and preserve their social and cultural integrity and natural environments.
- iii. That FIC governments and their Investment Promotion Agencies (IPAs) collaborate with their private sectors to develop and maintain investment environments which are conducive to domestic investment growth and which readily attract foreign direct investment (FDI) including from within the region.
- iv. That FIC Governments are willing and able to pursue national enterprise or entrepreneurial development objectives specifically focusing on their SMME sectors.
- v. That all PT&I sponsored projects recognise the importance and value of gender equality issues, women & youth in commerce and the SMME sectors.
- vi. That FIC governments and the private sector continue to promote the importance of the sustainable management of the region's natural resources.
- vii. That all policy and decision makers, in their stock take of FIC resources, include those which are both tangible and intangible. Intangible resources include indigenous values and knowledge systems, specifically that knowledge that is specific to living and thriving within an environment, knowledge for expressions of culture (arts), and sacred sites.
- viii. That regional partnerships involving private sector development constituencies includes non-government organisations (NGOs) and ministries in economic portfolios in FICs that are able to maximize their skills and resources so as to reduce the continuing costly duplication of business development activities in the region.
- ix. That FIC and donor agency policies and interests remain favourable to labour movement from the FICs into international labour markets.

2.0 INTRODUCTION CONT...

The region confronts a rapidly changing economic and commercial context resulting from globalisation. This has resulted in a proliferation of international standards, norms and regulations that has accelerated over the last decade. The response to this evolving situation will vary with the size, structure and capacity of individual FICs but remains underpinned by their small size and vulnerability.

The Framework for Pacific Regionalism sets out clear strategic goals towards allowing all the FICs (despite their relative economic sizes) to address the multiplicity of economic and commercial challenges they face. PT&I, operating under the Framework's economic growth pillar, will continue to facilitate trade and investment for our Pacific Island clients. Our work and outcomes will be measured primarily through our highly structured CRM system as well as through surveys, reports and constant reflection.

OUR ESSENCE



As an arm of the Pacific Islands Forum Pacific Islands Trade & Invest is the region's lead export facilitation, investment and tourism promotion agency.

OUR VALUES

- Success
- Collaboration
- Optimism
- Honesty
- Empathy

OUR PERSONALITY

- Fresh
- Engaging
- Active
- Professional
- Authentic

OUR SERVICE

We work with exporters to promote their products and services and attract investment to Pacific Island businesses.

STRATEGIC OBJECTIVE

To support trade, investment and tourism with the aim to improve the livelihood of people in the Pacific Islands.

OUR MISSION

To contribute to the sustainable economic development of the Pacific Islands countries by creating opportunities for exporters, investors and stakeholders.

OUR ESSENCE

TRADE, PROSPERITY, GROWTH

3.0 DEVELOPMENT GOALS

Almost fifteen years ago, the Millennium Development Goals were agreed. These provided an important framework for development and significant progress has been made in a number of areas. But the progress has been uneven, particularly in Africa; Pacific Islands; least developed countries; landlocked developing countries; and small island developing states; and some of the MDGs remain off-track. The high-level Political Forum on Sustainable Development is the central UN platform for the follow-up and review of the 2030 Agenda for Sustainable Development adopted at the United Nations Sustainable Development Summit on 25 September 2015. The UN has established an improved paradigm whereby there are now 17 Sustainable Development Goals (SDG's) with 169 associated targets. PT&I works directly towards achieving the following goals

- Goal 1: End Poverty in all its forms everywhere
- Goal 5: Gender Equality
- Goal 8: Decent work and Economic Growth, full and productive employment and decent work for all
- Goal 9: Industry, Innovation and Infrastructure
- Goal 10: Reduce inequality within and amongst countries
- Goal 11: Sustainable cities and Communities

Many Pacific Island countries are small in size and physically remote from global markets. They suffer both environmental and economic shocks that affect exports, particularly when exports are concentrated in a small range of goods and services. A diverse trading base – both markets and products – can help minimise the impact of individual shocks to trading partners and commodity prices. While trade is also constrained by a range of policy and regulatory factors, PT&I focuses on helping countries to expand and diversify their markets and products for export, thereby building a more stable economy and building a better future through more sustainable communities and greater prosperity.

Export success requires that companies take steps to develop the skills necessary for export promotion and investment attraction. PT&I provides services to lift Pacific companies beyond their home markets, building production and service capability that will offset the inherent challenges of the Pacific in market size and distance from larger markets.

Export success in the Pacific requires innovation. Commodity exports are well defined, and include

coconut, fish, palm oil, coffee, timber, cocoa and vanilla, but increasingly success is found in innovative and niche products such as mineral water, 'nutriceuticals', beauty products and high-quality indigenous art. Tourism is also a source of Pacific exports, and has the greatest potential for growth in most FICs.

3.1 INCREASED DIVERSIFICATION OF EXPORTS AND INVESTMENT

Trade in both goods and tourism services remains poorly diversified by both partner and product. Pacific Islands Trade & Invest can address this in two ways: by encouraging innovative approaches to support product development and market awareness, and by building market familiarity.

Work in North Asia is led through our Beijing and Tokyo Offices, both of which are working to promote the awareness for Pacific island products in their markets. The Beijing Office led the inaugural "China-Forum Island Countries Trade and Investment Symposium," which brought together Pacific island and Chinese businesses with the aim of strengthening trade and economic cooperation.

3.2 MORE WOMEN IN TRADE, TOURISM AND INVESTMENT

Women's contributions to poverty reduction, economic growth, and private sector development are increasingly recognised globally. A growing amount of research demonstrates the link between women's empowerment and societal well-being. Yet research also indicates that women's economic contributions continue to lag behind their achievements in health and education, and a variety of barriers still prevent women in many parts of the world from fully contributing to the economy. Women's participation in international trade is particularly low.

Several areas offer particularly good opportunities to help women engage more actively in trade and support their economic empowerment. Tourism offers significant opportunities to build women owned businesses, and employs women in large numbers: in Samoa 60 per cent of those employed in the tourism industry are female. Certification programs like Fairtrade can be effective in helping women and marginalized producers integrate with international markets, as women's participation is a goal of many of these programs. Creative industries and indigenous knowledge products also offer opportunities for women, and has the benefit of both preserving traditional artisan techniques and providing home-

based income earning opportunities for women in remote areas.

PT&I is well placed to target assistance to women exporters to encourage their greater participation in international trade. With the increase in funding it is intended that PT&I Sydney will recruit the expertise of a gender empowerment specialist to ensure women's empowerment is front and centre of all PT&I's work.

Over the next decade, PT&I will aim to significantly increase the number of companies we assist that are led or significantly managed by women.

This will be a particular focus on export services, tourism and creative industries assistance, recognizing the significant opportunities for women in these areas.

Increasing exports in creative and indigenous knowledge products can be particularly effective for increasing women's participation in trade. For example, in Vanuatu women make up 88 percent of the handicrafts industry and 96 percent of open-air vendors catering to tourists. However, products from the Pacific tend to be poorly developed and do not have a broad appeal to tourist or export markets.

3.3 INCREASED DEMAND FOR CREATIVE INDUSTRIES AND INDIGENOUS KNOWLEDGE PRODUCTS

Pacific Islands Trade & Invest will work with creative artists in FICs to develop and promote their products to export markets. We will do this by creating business links between producers and buyers, building greater awareness of target market needs, and promoting Pacific island products through targeted activities. PT&I will aim to double the size of the market for Pacific island creative industries and indigenous knowledge products over the next ten years.

This program is being managed through the Sydney Office, which has a senior staff member focused on creative industries. In 2015, the Sydney Office coordinated the Maketi Ples event, which presented the work of Pacific island artisans in fields such as fine art, basketry, weaving, shell and bone jewelry and wood products, directly to Australian consumers, designers, retailers, importers and media. In 2016 the Sydney Office will again provide the venue, promote the event, engage with the participants as the event manager, act as the Australian facilitator and provide framing and exhibition support.

We have successfully managed 5 Maketi Ples events generating significant financial earnings for the creators.

Maketi Ples could be considered in other locations, particularly Japan and New Zealand.

PT&I aims to develop a focused and well resourced creative industries support program in each Office.

3.4 IMPROVING CAPACITY FOR TOURISM PROMOTION IN PACIFIC ISLAND COUNTRIES

The Pacific Islands have outstanding natural tourism assets and with increased aviation and cruise ship services bolstering arrival numbers, the sector continues to become more valuable to improved economic growth. Consistent with PT&I's overall goal of increasing prosperity in the FICs, via the generation of employment and income opportunities, the Tourism Promotion (TP) program will focus on both improving the FICs online presence as well as on a niche marketing approach to drive Australian visitors towards special interest adventure holiday opportunities in the FICs.

As thought leaders in the region, in 2016 PT&I's tourism program will focus on delivering innovative programs that will help to creatively address some of the region's long standing challenges in tourism, especially around distribution and market access, image management, promotion and investment attraction.

As always, we will work to support small and medium size, locally owned enterprises and maintain a particular focus on working directly with tourism-ready operators in the region and to provide them with new opportunities for growth and success.



Mambawan Cafe, along seafront, Port Vila, Vanuatu
David Kirkland

4.0 OBJECTIVES

To reach our long term goals of increasing Pacific Island export sales, tourism promotion and attracting foreign investment we strive towards a set of concrete objectives including:

- Developing export-capable businesses;
- Promoting and connecting export-ready businesses;
- Connecting exporters with international buyers;
- Facilitating the marketing of niche Pacific Island tourism services and products;
- Introducing potential investors to the Pacific islands;
- Promoting the value of Pacific Island artists and artisans work;
- Providing promotional support, networks and technical expertise; and
- Facilitating shared understanding between markets.

4.1 DEVELOPING EXPORT-CAPABLE BUSINESSES

Pacific Islands Trade & Invest works with businesses in both their home and export markets to build export capacity and investment potential. We help our clients achieve their business outcomes through sharing innovative business ideas and approaches, combined with our in-depth understanding of the diverse situations and challenges faced by businesses in the Pacific Islands.

We are committed to increasing the diversity of our clients through the promotion of women entrepreneurs, creative arts and Indigenous and traditional knowledge to international markets.

4.2 PROMOTING EXPORT-READY BUSINESSES

Pacific Islands Trade & Invest understands the export potential and customer base for Pacific Islands businesses in the five markets in which we operate. Through innovative and creative approaches, we bring exporters to the market and help the market find their products.

We work with producers in-country by helping them develop their products and proposals, connecting them with buyers, assisting in meeting quarantine requirements, and helping with other logistical and operational needs.

4.3 CONNECTING EXPORTERS WITH INTERNATIONAL BUYERS

With an international network and on-the-ground professional services in high priority markets, Pacific Islands Trade & Invest can fast track the growth of Pacific Islands businesses. We can provide contacts for logistics, advice on customs clearance and quarantine requirements, and arrange business matches through our extensive market knowledge. Our services include both identifying buyers for Pacific Island producers and identifying suppliers to meet new and emerging foreign market demand.

4.4 SUPPORTING THE MARKETING OF NICHE PACIFIC ISLAND TOURISM SERVICES AND PRODUCTS

Pacific Islands Trade & Invest works to promote tourism in Pacific Island countries with a particular focus on the independent traveller and adventure markets. By forging stronger relationships with tourism industry partners and assisting tourism-related businesses market their product (particularly online) we enable FICs to draw on their diverse cultures to build strong niche markets.

4.5 INTRODUCING POTENTIAL INVESTORS TO THE PACIFIC ISLANDS

The in-depth knowledge gained through our experience working in the Pacific Islands, combined with our presence in five key markets, enables us to facilitate investment opportunities for our clients. With the goal of raising awareness and creating new opportunities for the region, PT&I has facilitated events in 2015 to encourage networking amongst Pacific Island businesses and foreign investors.

4.6 PROMOTING THE VALUE OF PACIFIC ISLAND ART AND ARTISANS WORK

Pacific Islands Trade & Invest offers a dedicated creative arts program that seeks to increase and promote the work of local artists in international markets.

By encouraging investment in the creative arts sector, we are helping to place a commercial value on the Pacific Island community's traditional knowledge and cultural expressions. We are also working with creators and artists in the region to create new export networks, connecting individuals with international partners and collaborators.

4.7 PROVIDING PROMOTIONAL SUPPORT, NETWORKS AND TECHNICAL EXPERTISE

Pacific Islands Trade & Invest offers trade promotion services, business networking opportunities and technical expertise either directly by our staff or through the procurement of specialised skills to meet client needs. These services include support in areas such as graphic design, branding, standards and compliance, customs and quarantine requirements, and product development.

4.8 FACILITATING SHARED UNDERSTANDING BETWEEN MARKETS

Our extensive experience and in-depth knowledge allows us to provide credible and constructive advice and support for exporters and investors alike. Through awareness-raising seminars, training workshops, trade missions and country promotion, PT&I fosters new market opportunities for Pacific Island businesses and investment opportunities for foreign investors.

5.0 STRATEGIC FOCUS

To further our objective to increase the international export and tourism sales of PIC companies and attract investment this Strategic Plan structures our offering into five (5) key programmes as outlined in the workplan.

This one page graphical representation of the Strategic Plan shows how the programmes and the ensuing activities will be undertaken and how the results will be measured against a set of (4) key performance indicators (KPIs). Export, Investment, Tourism and Creative Arts.

These strategic focus areas will be implemented through separate annualised workplan with corresponding budgets and expenditure. The programs are integrated in terms of their delivery and expected outcomes. Potential risks associated with their implementation have been identified and mitigating remedies to avert any erosion of the success of the Plan in the long term will be reviewed at PT&I's midyear program performance evaluations.

PT&I STRATEGY

EXPORT INVESTMENT TOURISM CREATIVE



5.1 EXPORTER SERVICES (ES)

In order to achieve development goals 3.1 & 3.2 we will focus on the development of export capable businesses and the international promotion and support of exporters to enable sustainable economic growth and increased trade for FICs. Through our work, we focus on helping countries to expand and diversify their markets and products for export to offset the inherent challenges of the region's market size and distance from larger markets. The Exporter Services (ES) programme concentrates on delivering practical, entity specific assistance which will lead to commercial outcomes for Pacific Island businesses.

5.1.1 2016 programme will work with export ready businesses in both their home and export markets to build their export capacity and investment potential. PT&I will provide FIC companies with the knowledge, advice and practical support to enable them to grow and internationalize their business. The ES strategy offers a range of services designed to facilitate PIC exports across all segments of the Australian market for export ready businesses which will lead to commercial outcomes for them.

The strategy focuses on supporting our clients who are ready to export, or who are already exporting and wish to expand regionally or into the Australian marketplace. ES will work closely with these clients to help them achieve their international goals via a range of customized services, including but not limited to: targeted market research; the identification of international partners; provision of tailored industry intelligence including advice on marketing, branding, pricing and logistics as well as development and delivery of customized visit or sales programs.

5.1.2 For those export capable businesses (small and medium sized FIC businesses that are new to, or have limited experience in exporting) advice will be given to these eligible businesses to help develop their skills, knowledge and attributes required in order to be ready to seek out export opportunities. With increase in funding from the Australian Government PT&I will be able to aggressively roll out the Path to Market (P2M) workshops which will help to build the capacity of new and established exporters alike. The P2M Workshop can also be customised depending upon the needs of the exporter communities we will work with. The P2M workshops focusing on packaging design for food will be run in Samoa and Tonga in 2016 with four other locations to be determined.

In order to promote the ES programme and source export ready companies in 2016 for the Australian market visits will take place to:

- Samoa and Tonga slated for Path 2 Market workshops, with another 4 locations in planning stages.
- Papua New Guinea working in conjunction with the PNG IPA, SBDC, IBBM, government and industry bodies.
- Fiji working in conjunction with Investment Fiji, other government and private sector organizations.

In 2016 an intern program will take place where selected government employees from PIC's will work in the Sydney office for 1 – 2 months to gain exposure to our programs and the Australian market. In certain circumstances this arrangement could be extended with a longer term.

With increased funding PT&I will expand the Exporter Services program which will require the recruitment of a second Export Services Manager which will expand our reach and depth of services. Food Tourism is an emerging sector and an area which PT&I Sydney are well placed to develop. Import substitution will become an increased focus for the Sydney office. Work has already begun and it appears that there exists a great opportunity to work with large hotels, resorts and cruise lines although it is recognised that it is challenging for small businesses to meet the strict procurement guidelines and controls often stipulated by resorts and Cruise Lines such as Carnival Cruises.

5.1.3 To further our aim of bringing Pacific Island sellers together with international buyers PT&I will select Pacific Island export ready companies to attend and exhibit their products at Fine Food Australia 2016 in Melbourne and Beauty and Spa Expo in Sydney. Previous participation at this event has resulted in significant export sales by FIC companies and secured distribution agreements for the Australian market. See www.finefoodaustralia.com.au

5.1.4 In 2016 ES will continue on a systematic campaign to expand access to and establish relationships with Australian based importers / distributors / agents and other stakeholders, focusing particularly on those located on the Eastern Seaboard of Australia. Within the Exporter Services programme increased emphasis and resources will be allocated to the organic sector and added value products such as Virgin Coconut Oil (VCO), coffee, cocoa, spices, vanilla and fish.

To ensure that ES is meeting client's needs, the online client satisfaction survey will be maintained. Feedback from this survey will be used to fine tune service offerings in line with client expectations. In addition this data will be incorporated into PT&I's performance management process, most significantly that governed by our Customer Relationship Management system (CRM) allowing us to determine the impact of our services as well as plan intelligently for the future.

Within this strategy the emphasis will be placed on fostering reliable and professional referral and partnership networks that will assist PT&I to provide complete and timely assistance to our clients. Stakeholders that enhance PT&I business relationships to include SPC, FIC Private Sector Development organisations, FIC IPA's, FIC business councils, lawyers, accountants, marketing specialists, consultants and logistic providers.

We will continue to optimise the efficacy of our service provision by ensuring we migrate successful clients between the PT&I international offices and thereby exposing these high performing companies to a greater range of international markets and buyers.

A rolling program of media releases and engagement with the media throughout the region to promote PT&I initiatives will be undertaken in 2016 in order to better inform all stakeholders and potential customers of PT&I activities and services that we can offer and how we can add value to their businesses.

5.2 INVESTMENT SERVICES

Increased private sector investment is a vital ingredient in creating sustainable economic growth, increasing employment opportunities and reducing poverty in the Pacific Islands. To that end, PT&I will continue to provide in-market support and services as well as thought leadership to the Pacific Islands' business community. PT&I Australia will seek to do this by continuing to promote inward investment both from the Pacific Islands region and further abroad.

5.2.1 INVESTMENT PROMOTION AND FACILITATION

While the Pacific Islands offer some good investment prospects, it remains a relatively challenging investment climate, and one that is largely unknown to the international investment community. In confronting these challenges, PT&I Sydney will undertake investment promotion activities in Australia and internationally in partnership with other stakeholders to promote greater awareness of the region, with an emphasis around socially responsible investing. This type of investment is ideally suited for the Pacific Islands and intends to generate a measurable, beneficial

social and/or environmental impact alongside financial returns. PT&I will undertake a mix of online initiatives, out bound missions and Australian investment events to draw the attention of international investors to the region.

5.2.1 PT&I ONLINE INVESTMENT DIRECTORIES

PT&I Australia administer an online investment promotion directory, which is housed on the organisations website and features investment ready opportunities from all sectors. In 2016 further emphasis will be made to identify more quality investment ready opportunities and global investees. PT&I Sydney will revitalise the investment promotion directory with the introduction of a qualification process of potential investment opportunities. Only those investment opportunities that meet the criteria of being investment ready will be uploaded on the directory. This will lift the quality of the opportunities showcased and draw a high calibre investee. Secondly it will also allow us to identify where there is a need for capacity building to lift potential investment opportunities to investment ready stage. The investment promotion directory will be promoted more aggressively through various internal and external platforms, including facebook, Pacific Periscope e-newsletter and partner organisations.

5.2.2 INVESTMENT MISSIONS

PT&I Australia with a partner organisation will deliver a minimum of 4 outbound investment missions (Fiji, Samoa, Vanuatu and Tonga). The type of missions and timing of missions will be considered after closely consulting with relevant National Governments, industry associations, regional partners and the private sector. These missions will always be focused on attracting investors who seek sound financial returns as well as investors who also value high social and ethical returns. Through our support, the missions offer a clear and smooth path to opportunities that exist in the Pacific, connecting to key stakeholders and decision makers (public and private), introduced to qualified and investment ready opportunities, and understanding on how to do business in the Pacific.

5.2.3 INVESTMENT GENERATION

PT&I Australia will provide support to members IPA's and individual companies, assisting with the identification of investment ready opportunities, showcasing investment opportunities to Australian and global investors, lift the profile of the members economics in the international investment community and provide guidance and mentoring to companies to shape and refine their message to potential investors.

5.2.4 FINANCIAL INCLUSION

In the Pacific Islands, it is understood that the private sector growth is constrained by numerous factors including limited access to capital, unidentified business growth opportunities, and a lack of skills and resources, particular at the SMME level. That being said, PT&I will continue to focus a significant portion of our attention and resources on financial inclusion programmes with the introduction of the Your Enterprise Scheme (YES)

5.2.5 YOUR ENTERPRISE SCHEME (YES)

PT&I understands the economic and social benefits that can be had by having a robust, sustainable and thriving private sector, which can only be achieved through:

- Better access to capital for SMME's
- Increasing the opportunity for commercial outcomes through private sector engagement
- Increase growth for participant's, benefiting the wider community
- Enhance employment opportunities for the wider community, and
- Skills development and capacity building

In 2016, PT&I will partner with Australian Business Volunteers (ABV) and deliver up to 4 Your Enterprise Scheme (YES) programmes across 4 Pacific Island countries.

YES is a comprehensive training and mentoring programme in business management for small business owners and managers. The YES programme couples intensive management training with one-on-one mentoring from Australian business experts. It is designed to raise the skills of small business owners and managers to develop and run a successful business. Workshops cover the fundamentals of:

- Business Planning, market research and risk analysis
- Finance, record keeping, sourcing funds and cash flow
- People management and health & safety
- Marketing and customer service



5.3 TOURISM PROMOTION

It is widely understood that tourism in the Pacific Islands has much potential for growth and the vast bulk of the tourism product is at the SMME level (often family run operations). However small, these businesses are where women, youth and communities, find significant employment opportunities. In 2016, the tourism program will focus on working with SMME tourism-ready operators in the region and providing them with new opportunities for growth and success. It will do this by focusing on three key areas – building the online presence of tourism businesses, supporting Australian marketing campaigns, promoting tourism investment opportunities. We will also focus on promoting our projects via media channels, as well as Pacific Periscope and Facebook.

5.3.1 ONLINE MARKETING AND DISTRIBUTION

Following on from the success 2015 PT&I tourism SME e-marketing support for accommodation providers and tourist service operators, PT&I Sydney will move to stage two of the programme. Stage two there will be an emphasis on working with those operators that have demonstrated regular usage of their website but are still not utilising the website full potential to drive more business, in particular with social media and digital communications.

For each country where our assistance is offered, we will produce a press release in partnership with the recipient organisation or agency for publication via Pacific Periscope and Facebook as well as other media channels.

5.3.2 IN-MARKET TOURISM PROMOTION SUPPORT

Over the past few years, PT&I have been financial and in-kind sponsor to the Treasures of the South Pacific road show. We will continue to sponsor Treasures of the South Pacific, and participate in at least one of their Sydney road show events, and host their AGM in our offices.

In 2016 in partnership with South Pacific Tourism Organisation, we will support the establishment of Hidden Treasures. Hidden Treasures is cluster of the small island countries that don't have the financial resources to fund an individual representative in the Treasures of the South Pacific.

5.3.3 MEMBERSHIP OF SPTO

In the spirit of cooperation, the PT&I network will become full paid-up members of the South Pacific Tourism Organisation (SPTO). This will give us a greater voice in decision making, while also demonstrating our support for the organisation and building trust.

5.3.4 TOURISM PROMOTION CAMPAIGN

PT&I recognises the importance the tourism sector is to the economic development of the Pacific Islands. Too often the Pacific Islands is overlooked and seen merely as a fly and flop destination. The Australian market don't understand some of the world's most incredible natural wonders, colourful cultures and exciting adventures are right on their doorstep.

In 2016 PIT&I will partner with SPTO, Carnival Cruises, resorts, National Tourism bodies, airlines and other key stakeholders to deliver joint (regional) destination and single country integrated marketing campaign (incorporating travel trade and public activities) to lift the awareness of the Pacific's offering and drive an increase in holiday bookings for Pacific Island destination. The campaigns will have a focus on showcasing the country/s unique offering (i.e fishing, trekking, diving, bird watching), targeting consumers in these sectors, predominately sitting and promoted online to ensure it is targeted and measurable.

5.3.5 IMPACT GRANT AND INTERNSHIP PROGRAMME – AUSTRALIAN VOLUNTEERS

PT&I recognises the great work volunteers provide in the Pacific Islands. They generally work at the grassroots level, are extremely resourceful and think out of the box.

PT&I will commence a strategic alliance with Scope Global in 2016 with a focus on collaborating on opportunities for the economic and sustainable development of the Pacific Islands. This will be achieved through:

- Increasing the opportunity for commercial outcomes through private sector engagement in tourism sector development
- Capacity building of small business with an emphasis on women and youth
- Strengthening Australian engagement in the Pacific through tourism

Through the alliance, PT&I will manage and provide funding for an impact grant to support volunteers initiatives and activities in the areas of tourism development. In order to be successful the volunteer must demonstrate the project will:

- Grow demand for tourism sector
- Encourage investment into the tourism sector
- Increase supply of labour and skills
- Build industry resilience, productivity and quality
- Yield a broad return across the tourism supply chain

In addition to the grant, PT&I will offer the volunteers an opportunity to undertake a 2 week internship prior

to their assignment and 2 weeks after the assignment. The internship is at the volunteers own cost, scope will provide funding supporting for the 2 weeks after the assignment. This will enable PT&I Australia to have a key ally in market that it can utilise on a needs bases and someone that can market PT&I services to a broader audience.

5.4 CREATIVE ARTS (CA) - PROGRAMME

The United Nations Conference on Trade and Development (UNCTAD) Creative Economy Report (2008) states "... there are countries where the creative industries are an almost unnoticed part of the economy, especially in the Pacific Islands. In these countries, creative industries exist mostly in terms of more traditional cultural activities and the cultural manufacture that is part of the communities' (traditional) life..." however it is widely recognised that the communities of the PICs depend upon the sale of their cultural products, to each other or as tourist souvenirs as a means to supplement the household income.

Consistent with the CA program development goal to increase sales of Creative Industry products, PT&I places a high priority focus on this increasingly dynamic sector.

The Australian consumer market of creative products and services is complex and multicultural. Conversely, the Pacific Island community in Australia is relatively small and there has not been a large scale effort by any organisation to find buyers and increase sales of Pacific Island art in Australia. PT&I Sydney's CA program undertakes a number of approaches to resolve this such as:

- Large scale art exhibitions in market, such as our annual Maketi Ples, which both promotes Pacific Island art and achieves great transactional sales and ongoing commercial agreements.
- Working in partnership with Australian Institutions through their Acquisition Programs to source purchaseable Pacific Island artwork and further drive imports into Australia.
- Engaging with creators (individuals, consolidators and cooperative groups) who produce items with export potential, and who have good business skills, to bring them to market.
- Continuing to research new and exciting ways to find international buyers of Pacific Island creative art.



AUSTRALIAN CA MARKET PARTNERS

The CA strategy will establish and maintain strategic alliances with Australian service providers who provide commercial opportunities for PIC creators (eg individuals, commercial galleries, public institutions, publications etc).

The CA program will continue to undertake an acquisition and research campaign to build a database/network of creators and or creator groups and will utilize that information to promote the PIC contacts and their products to assist with the appropriate placement of creative products in relevant segments of the Australian and or international market.

NICHE PRODUCT CONNECTION – THE DESIGNER, THE STYLIST, THE INDIVIDUAL, THE COMMUNITY

Lines of products based upon the fine art of creatives in the Pacific Islands have a much greater export potential than single works. Therefore the CA program will form strategic partnerships with Australian and or international based entities and introduce them to the most appropriate FIC creator/cooperative/community, with the desired effect of developing a product line or series of products.

MAKETI PLES – CREATING OPPORTUNITIES FOR PACIFIC ISLANDS ARTISTS AND ARTISANS.

PT&I Sydney has facilitated great financial outcomes for Pacific Island artists through five annual Maketi Ples events (2011 to present) which showcased art and artisan objects produced within the Pacific Islands.

The event provides a solid platform for the marketing and promotion of the different mediums such as contemporary fine art, textiles, weaving, ceramics, jewellery and sculpture.

The CA program will continue to seek Partners and sponsors to support this exciting activity. Maketi Ples returns as a two week art exhibition event in 2016.

5.5 KNOWLEDGE AND INFORMATION MANAGEMENT (KIM)

The functionality and effectiveness of all PT&I offices will be further improved through the Knowledge and Information Management program in 2016 .

A key aspect of the KIM program for 2016 will be the development of an all-program encompassing Digital Communication Strategy (DCS) that will formalise our marketing, awareness raising and general communication campaigns into a single, purposeful strategy.

The DCS will control such communication activities as brand building, business metric analysis, success measurement, research and the development of marketing and business development resources.

It is anticipated that social media will be a major focus in the DCS. Facebook and LinkedIn will continue to be an important means of communication, awareness raising and outreach for the PT&I network. As our follower numbers grow, we will need to be even more consistent with our messaging and ensure that all offices send information for posting to Facebook and LinkedIn. Getting in-country content such as pictures and quotes during missions is very valuable social currency and should be encouraged across all offices in the PT&I network.

PT&I Australia will endeavour to become a font of information and market intelligence in both tourism and investment. A key part of this will be the dissemination of reports, news articles, and primary research produced internally. This information will be distributed via the social media pipes set in place by the DCS and will be designed to position PT&I as a source of market knowledge.

These communication services will also continue to be a service offering to PT&I's clients in the Pacific Islands.

The Customer Relationship Management (CRM) System has now been well established in the organisation. Officers can now access and contribute to the CRM in Sydney, Auckland, Beijing, Tokyo, Geneva and Suva.

KIM will continue to provide graphic design services to the organisation and its clients. Up to the minute design trends and fashions will be incorporated into PT&I and client branding. Assistance with packaging and labelling was a highly sought after service in 2015 and is predicted to continue to be in demand in 2016.

KIM will regularly form a communications medium between trade offices and service providers during events planning and other visually orientated programs to ensure efficacy of planning, smooth operations and optimum results.

Media liaison services will also be provided in the form of writing and editing media releases and case studies.



6.0 PARTNERSHIPS

At the heart of Pacific Islands Trade & Invest's strategy for stakeholder engagement is a commitment to consultation and collaboration.

PT&I has an in-depth understanding of the different concerns and objectives of our various stakeholder groups spanning exporters, investors, partners and supporters. Through effective stakeholder engagement Pacific Islands Trade & Invest is able to play an important role in making connections that create sustainable development outcomes.

PT&I will continue to work closely with regional organisations to improve development outcomes for private sector programs. These include :

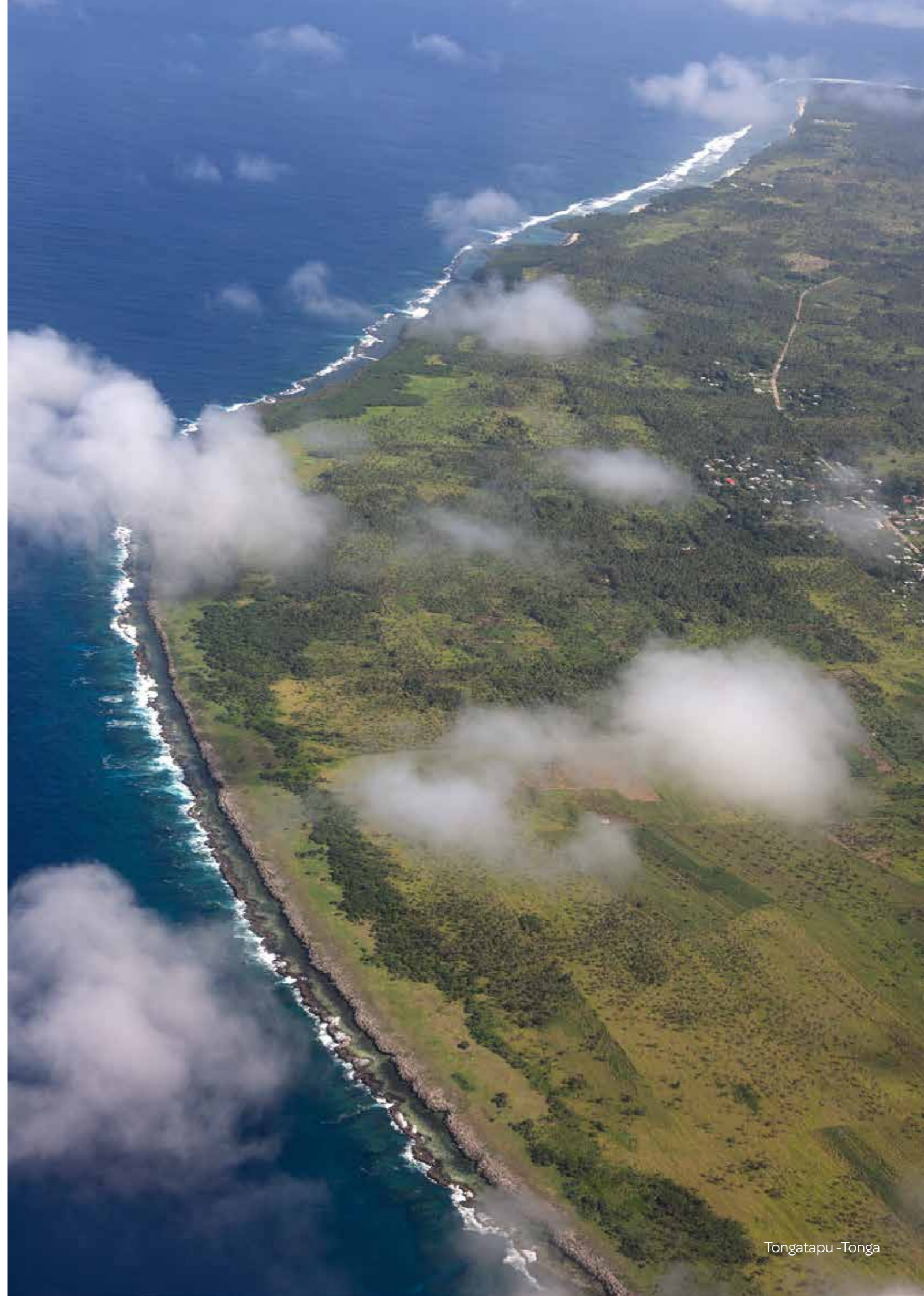
- Private Sector
- Pacific Islands Forum Secretariat (PIFS)
- Investment Promotion Agencies (IPAs)
- National Governments
- Business Councils
- National Tourism Organisations (NTOs)
- Service Providers
- Donor Organisations
- Australian Volunteers International (Scope Global)
- Pacific Islands Private Sector Organisation (PIPSO)
- South Pacific Tourism Organisation (SPTO)
- Secretariat of the Pacific Community (SPC)

- The difference Incubator

PT&I believes that the people of the Pacific Islands are one of its greatest assets and we're keen to support its future leaders. As part of that commitment, in 2011, we welcomed our first intern, a young professional from Kiribati.

As a result of that experience, it was logical for us to develop an internship program, and saw the value in hosting a recipient of the Australian Government's Prime Minister's Pacific Australia Awards. The Prime Minister's Pacific Australia Awards provide work placements and leadership training for selected Australia Awards scholars, after their studies are complete. Working with the PMPAAs ensure a supply of quality candidates who are supported during their placement, enhancing their experiences with real-world knowledge and regional understanding.

We have since hosted 3 more interns and will continue the program in 2016.



7.0 SERVICE OFFERINGS

Pacific Islands Trade & Invest promotes and supports existing and established enterprise of the Pacific islands international, with its core service offering focusing on export facilitation, investment and tourism promotion. With a network of 5 overseas offices that differ in size and with various degree of resources available, each office scope of services may differ. The offices must tailor and respond to the needs of the market it is servicing. Our service offerings, therefore, should be viewed as a focused suite of core products that are common across Offices, and do not exclude additional services that respond to the needs of Pacific island stakeholders.

The following list is an example that clarifies and defines the discrete services we provide to our clients. This list is also a core element in our Customer Relationship Management (CRM) system and allows PT&I to keep meaningful records of our work in the region.

- Advice or referral relating to finance
- Assess client capability/need
- 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 market and doing business internationally
- Identification, prioritisation and selection of most suitable markets
- Identify or introduce potential customer
- Image library access
- In-market briefing
- In-market support during international visit
- 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

8.0 OUTCOMES

Pacific Island Trade and Invest is commercially driven, outcome focused agency. Its aim is to achieve sustainable commercial outcomes for its clients and the 14 FICs. Measuring these outcomes is accomplished through recording milestones through the networks CRM system under one of the following headings:

- Improved product / service
- New or improved promotional or marketing material
- Useful information or advice
- Introduction to relevant contacts
- Growing their business
- Export sales \$
- Attracting investment \$

As well as inputting all services and outcomes in the CRM system, PT&I has developed an online survey system that targets recently serviced clients. This is an effective and efficient way to measure advocacy levels and client satisfaction. When a client advises that our service offering has been effective in a significant way that data is categorised and recorded in the CRM system for future reporting and ultimately allows PT&I to be more strategic and effective.

While our primary focus is the creation of export sales, facilitation of investment into the Pacific and promoting the regions tourism offerings it must be noted that it is vital we continue to respect commercial in confidence sensitivities of our clients and so many of our financial successes are not included in our report totals.



Target number of Services Provided for 2016



Target number of Milestones for 2016

9.0 INCOME AND EXPENDITURE BUDGET 2016

EXPENDITURE	
Salaries and wages	\$950,000.00
Short term training	\$15,000.00
Staff airfares	\$50,000.00
Staff accommodation	\$50,000.00
Staff per diems	\$50,000.00
Books & publications	\$1,500.00
Publishing costs	\$2,500.00
Trends & developments	\$3,000.00
Printing & stationery	\$10,000.00
Freight & postage	\$25,000.00
Telephone & faxes	\$15,000.00
Internet charges	\$10,000.00
Hospitality & refreshments	\$11,500.00
Office consumables	\$5,000.00
Advertisement / PR	\$10,000.00
Workplan	\$920,000.00
Computer repairs & sundry	\$15,000.00
Software & licence fees	\$10,000.00
Bank charges	\$10,000.00
Workshop & conference fees	\$4,000.00
Consultants - fees	\$4,000.00
Cleaning agents	\$3,000.00
Vehicle fuel & oil	\$3,000.00
Vehicle repairs & sundries	\$90,000.00
Rent of premises	\$215,000.00
Utilities(Electricity/Gas/Wat)	\$8,000.00
Contingencies	\$1,500.00
Accountancy	\$5,000.00
Audit	\$11,000.00
Legal fees	\$20,000.00
Insurance	\$12,000.00
Total	\$2,540,000.00

INCOME	
Funding	\$2,500,000.00
TD Interest + GST Refund	\$40,000.00
Total Income	\$2,540,000.00

10.0 STAFF LIST

Caleb Jarvis	Trade Commissioner
Chris Brimble	Knowledge and Information Manager
Chad Morris	Manager - Investment and Tourism
Paula Bjelanovic	Creative Art and Events Manager
Jeremy Grennell	General Manager - Export Services
Susan Yan	Finance and Events Assistant

11.0 WORK PLAN

11.1 EXPORT SERVICES - CALEB JARVIS ; JEREMY GRENNELL ; MONA MATO

MONTH	ACTIVITY	DESCRIPTION	AMOUNT	EXPECTED RESULTS/OUTCOMES
Jan - Dec 2016	Provide complete and timely assistance to Export ready PIC clients and Australian based distributors / importers.	Facilitate contact between export ready clients and Australian based importers / distributors with trade assistance and bringing to market PIC products.	\$0	6 Export sales facilitated.
Jan - Dec 2016	Execute an ongoing program to identify / source potential customers through relevant distribution channels and manage the ongoing relationships.	Utilise internet, industry associations, NGO's, channel specific focused activity to source reputable importers / distributors for PIC exporters	\$0	Channel specific buyers identified, contact initiated and business is qualified as a suitable for PIC exporters.
Mar - May 2016	Utilise ESP program for selected PIC based companies	2 PIC companies are awarded financial support via the ESP program to strengthen their capability to export.	\$25,000	Export sales increased with new capability arising from ESP support
Mar - Jun 2016	Exporter P2M Workshops in Tonga & Samoa	Professional delivery of P2M program to PIC exporters.	\$40,000	Capability strengthened and & export sales increased.
Jan - April 2016	Plan, select and execute Fine Food Australia event with 11 X PIC companies.	Feb - PT&I- Branded Expressions of Interest, P,R release, social media activity sent out and responses collated / assessed.	\$0	Fine Food 2016 EOI distributed to all stakeholders in PIC's through newsletter and email blasts and social media news.
Jan - Dec 2016	Develop content for media releases and for PT&I Facebook site. Engage with media throughout the region to promote PT&I initiatives.	Media releases sent out to Pacific Periscope and other relevant media outlets as well as content uploaded for PT&I Facebook site.	\$0	Media releases, PT&I initiatives published in social media outlets and PIC's newspapers, .
Jan - Dec 2016	Boost posts on Facebook to advertise Sydney office activity and events in line with overall PT&I social media strategy.	Facebook posts	\$2,000	Increased engagement and likes for PT&I Facebook
Jun - Aug 2016	Utilise ESP program for selected PIC based companies	2 PIC companies are awarded financial support via the ESP program to strengthen their capability to export.	\$25,000	Export sales increased with new capability arising from ESP support
JUL - SEPT 2016	Exporter P2M Workshops in XXXX & TBC	Professional delivery of P2M program to PIC exporters.	\$40,000	Capability strengthened and & export sales increased.
Jan - Dec 2016	Visit selected PIC's in conjunction with Creative Arts Manager to cover off Australian export market opportunities, Fine Food Australia and Maketi Ples.	Visit PIC's to meet and document export capable enterprises & establish contact with key in country partners, export and capacity development agencies and creative arts producers. Samoa / Tonga - March - June, Fiji ongoing	\$0	Businesses and stakeholders contacted and meetings undertaken, recorded in database.
Jan - Dec 2016	Represent PT&I on the Executive of the Australia Fiji Business Council and the Australia Pacific Islands Business Council	Attend all scheduled business council meetings / business forums in 2016	\$0	PT&I Sydney presence enhanced in business councils, meetings undertaken and recorded in database.
March 2016	ADMA Digital Marketing Course	Course covers the basics of digital marketing	\$2,000	Learnings from course integrated into current role
Sept - Dec 2016	Utilise ESP program for selected PIC based companies	4 PIC companies are awarded financial support via the ESP program	\$50,000	Export sales increased with new capability arising from ESP support
March - Dec 2016	Appoint Food P.R. Specialist to engage food media in Australia	Food media are targeted around key events and products	\$25,400	Pacific Island products receive positive media coverage.

EXPORT SERVICES CONT....

June 2016	Plan, select and execute Fine Food Australia event with 11 X PIC companies in conjunction with SPC.	EOI Submission end / Assessment of applicants in conjunction with SPC. Confirm participation to applicants.	\$0	Successful trade show participants identified, participants confirmed, contracts signed and approved
Feb - Dec 2016	Engage with Fiji TCF Council / Made it in Fiji to support Australian activity.	Financial support if required to participate in 2016 Sourcing Fair.	\$10,000	Successful Participation in the 2016 Sourcing Fair in Melbourne in November
JULY 2016	Plan, select and execute Fine Food Australia event with 11 X PIC companies.	Coordinate PIC companies final preparations with regards to logistics, scheduling and accommodation.	\$30,000	All arrangements for Fine Foods locked in.
30th July 2016	Disseminate Fine Food Participant background in PTI Pacific Periscope.	Press release formulated and distributed via Pacific Periscope.	\$0	Ability to refer activity to greater stakeholder groups.
20-21st August 2016	Attend Beauty Expo Australia with Pacific Island Skin care companies	Attend show with 3-4 Pacific Island skin care companies	\$30,000	3 Export Sales facilitated. Successful trade show with increased leads / contacts / foot traffic and increased business for participants.
August - September 2016	Intern(s) joins PT&I Sydney for 3 months	Intern(s) joins PT&I for work experience looking at developing country profiles and assisting in Fine Food Australia 2016	\$15,000	Intern(s) comes away with a full appreciation of what a trade office does in facilitating introductions
12th - 15th September 2016	Fine Food Australia	Co-ordination and project management of Fine Food 2016 in Melbourne.	\$0	9 Export sales facilitated. Client feedback surveys and quantitative client verification sent out on last day of Fine Food Event 2016
Jan - Dec 2016	Coordinate PIC exporter market visits to Australia	Research route to market for PIC exporters, make contact with potential distributors and facilitate business meetings with distributors / e	\$0	Viable distribution channels established after PIC visits to Australia. Service offerings entered into CRM database.
Oct - Dec 2016	Exporter P2M Workshops in XXXX & TBC	Professional delivery of P2M program to PIC exporters.	\$40,000	Capability strengthened and & export sales increased.
November 2016	Attend Primes Ministers Export Awards in Fiji coupled with market visit to Fiji exporters	Fiji visit(s) to meet and document export capable enterprises and establish contact with key in country partners, export and capacity development agencies, associations and service providers.	\$0	Businesses and stakeholders contacted and meetings undertaken, recorded in database. Attendance at Exporter Awards for networking.
Mar - Jul 2016	PT&I Annual Report	Contribute informative and relevant export services case studies on successes in 2016 for PT&I reports.	\$0	Relevant stories included in the PT&I annual report
Mar - Dec 2016	P2M, Fine Foods, Beauty & Spa, Carnival, Food Tourism, Top 20 (ESP) Campaigns	Execute campaigns utilising PT&I cross functional resources		Export sales increased following completion of campaigns.
Export Total			\$369,400	

11.2 INVESTMENT - CALEB JARVIS ; CHAD MORRIS

MONTH/DATE	ACTIVITY	DESCRIPTION	AMOUNT \$	EXPECTED RESULTS / OUTCOMES
Feb-16	Investment profile list	Implement new investment qualification questionnaire, launch new investment ready opportunities online profile list		Higher quality investment opportunities, increase awareness of opportunities in pacific.
Mar-16	Impact Investment Missions (Samoa)	The Difference Incubator (TDI) / Benefit Capital - Samoa scoping impact investment mission	\$15,000	Partner with TDI to Assist social enterprises become financially viable to the point at which they can access capital from investors and traditional financial institutions. Identify and qualify 3-5 new impact investment opportunities.
Mar-16	Investment Generation	Identify min of 2 investment ready opportunities		Identifying 2 new investment ready opportunities, qualifying readiness, delivering practical advice, mentoring and coaching to pacific island companies to attract investment, lift profile of opportunities through networks and online
Mar-16	Investment Mission (Fiji)	Facilitate and lead investment mission Fiji Infrastructure (1/3 - 4/3)	\$3,000	Develop and provide onground support, business to business matching and information and tools for Australian investors looking to invest in the region. Promote the regions investment opportunities. Increase investment, jobs, skills. Partnering with Austrade
May-16	Capacity building - Your Enterprise Scheme	Your Enterprise Scheme Business and mentoring programe in business management for small business owners (TBC - PNG) access to finance	\$5,500	Raise skills of up to 15 small business owners and managers to develop and run successful business. Provide participants with professional business plan, providing access to commercial finance
May-16	Investment Generation	Identify min of 2 investment ready opportunities		Identifying 2 new investment ready opportunities, qualifying readiness, delivering practical advice, mentoring and coaching to pacific island companies to attract investment, lift profile of opportunities through networks and online
Jun-16	Capacity Building Investment Ready- Enterprise Support Fund	Entrepreneur Support Program (ESP) - outcome based funding program X 2 grants assist companies become investment ready	\$30,000	Build capacity of 2 potential investment opportunities to investment ready
Jun-16	Impact Investment Missions	The Difference Incubator (TDI) / Benefit Capital - Facilitate, and manage impact investment missions and capacity building programmes	\$15,000	Partner with TDI to Assist at least 3 social enterprises become financially viable to the point at which they can access capital from investors and traditional financial institutions.
Jul-16	Investment Mission (Fiji)	Facilitate and lead investment mission Business Outsourcing	\$3,000	Partnering with Fiji Consulate. Develop and provide onground support, business to business matching and information and tools for Australian investors looking to invest in the region. Promote the regions investment opportunities. Increase investment, jobs, skills.
Jul-16	Capacity building - Your Enterprise Scheme	Your Enterprise Scheme Business and mentoring programe in business management for small business owners , access to finance(TBC either Small Island States, Solomons, Cook Islands, Vanuatu, Samoa, Palau)	\$5,500	Raise skills of up to 15 small business owners and managers to develop and run successful business. Provide participants with professional business plan, providing access to commercial finance
Aug-16	Investment Generation	Identify min of 2 investment ready opportunities		Identifying new investment ready opportunities, qualifying readiness, delivering practical advice, mentoring and coaching to pacific island companies to attract investment, lift profile of opportunities through networks and online
Aug-16	Capacity Building Investment Ready- Enterprise Support Program	Entrepreneur Support Program (ESP) - outcome based funding program X 2 grants assist companies become investment ready	\$30,000	Build capacity of 2 potential investment opportunities to investment ready
Sep-16	Capacity building - Your Enterprise Scheme	Your Enterprise Scheme Business and mentoring programe in business management for small business owners, access to finance (TBC either Small Island States, Solomons, Cook Islands, Vanuatu, Samoa, Palau)	\$5,500	Raise skills of up to 15 small business owners and managers to develop and run successful business. Provide participants with professional business plan, providing access to commercial finance

INVESTMENT CONT...

Sep-16	Investment Generation	Identify min of 2 investment ready opportunities		Identifying 2 new investment ready opportunities, qualifying readiness, delivering practical advice, mentoring and coaching to pacific island companies to attract investment, lift profile of opportunities through networks and online
Oct-16	Investment Mission (PNG)	Facilitate and lead investment mission (Industry TBC)	\$3,000	Develop and provide onground support, business to business matching and information and tools for Australian investors looking to invest in the region. Promote the regions investment opportunities. Increase investment, jobs, skills. Partnering with Austrade
Oct-16	End of year reporting	Draft 2016 business plan		
Nov-16	Capacity Building Investment Ready- Enterprise Support Program	Entrepreneur Support Program (ESP) - outcome based funding program X 2 grants assist companies become investment ready	\$30,000	Build capacity of 2 potential investment opportunities to investment ready
Nov-16	Impact Investment Missions	The Difference Incubator (TDI) / Benefit Capital - Facilitate, and manage impact investment missions and capacity building programmes	\$15,000	Partner with TDI to Assist social enterprises become financially viable to the point at which they can access capital from investors and traditional financial institutions.
Nov-16	Capacity building - Your Enterprise Scheme	Your Enterprise Scheme Business and mentoring programe in business management for small business owners, access to finance (TBC Fiji)	\$5,500	Raise skills of up to 15 small business owners and managers to develop and run successful business. Provide participants with professional business plan, providing access to commercial finance
Dec-16	Investment Generation	Identify min of 2 investment ready opportunities		Identifying new investment ready opportunities, qualifying readiness, delivering practical advice, mentoring and coaching to pacific island companies to attract investment, lift profile of opportunities through networks and online
Dec-16	End of year reporting	Assist with the production of annual report		Report produced highlighting PIT&I outcomes
Dec-16	Pathways 2 Finance	Evaluate YES results		Report on YES program highlighting outcomes
Dec-16	Investment mission	Evaluate mission results		Report on Investment missions highlighting outcomes
Monthly	Conference and Networking	Teleconference with PIT&I network monthly		Greater cohesion among investment team within the PIT&I network
Ongoing	Investment Facilitation	Facilitation of investors seeking opportunities in the region		Identifying and presenting investment ready opportunities and delivering practical in market support, advice and insights to Australian investors
Ongoing	Investment Generation	Identify new investment ready opportunities		Identifying 10 new investment ready opportunities, qualifying readiness, delivering practical advice, mentoring and coaching to pacific island companies to attract investment, lift profile of opportunities through networks and online
Ongoing	Conference and Networking	Participate in relevant conferences and events as appropriate		Great network contacts, promote PIT&I server offerings
Ongoing	CRM strengthening	Strengthen CRM database, increasing contacts and improving quality of information - look at developing a referral data base		Improved contact list, improving relevant targeted CRM listings
Ongoing	Publications	Develop content for trade portal and other resources based on needs identified during development of Online Communications Strategy.		Phases: planning; researching; writing; editing; layout; graphic design; proof read; printing; dissemination.
Total			\$166,000	

11.3 TOURISM - CALEB JARVIS ; CHAD MORRIS

MONTH/DATE	ACTIVITY	DESCRIPTION	AMOUNT \$	EXPECTED RESULTS / OUTCOMES
Mar-16	Tourism Promotion	Sub regional tourism promotional campaign - South Pacific Small Islands Marketing Campaign - Kiribati, FSM, Nauru, Marshall Islands	\$10,000	Increase awareness, engagement, bookings. Promote Kiribati, Marshall Islands, FSM and Nauru as a tourist destination including destination overview, accessibility (Air Nauru), natural beauty, rich cultures and adventure, including the niche messages of Fishing. In partnership with SPTO and GTI
Apr-16	Capacity building- Australian Volunteers Impact Grant	Round 1 Impact Grant available to AVI volunteers (Scopeglobal) to deliver programmes targeted at tourism capacity building/development - max \$1,500 per grant (Fiji, Samoa, Kiribati, Tonga, Vanuatu)	\$7,500	5 individual programmes - increase skills, employment, product development and quality, product offering. Increase bookings. In partnership with Scopeglobal. Increase awareness in market of PT&I
May-16	Capacity building - WHL internet development	Website workshops and development of website for hotels and tourism operators	\$12,500	Increase awareness and overall demand, increase engagement and increase bookings. Partnering with SPTO and GTI
Jun-16	Tourism Promotion	Sub regional tourism promotional campaign	\$10,000	Increase awareness and overall demand, increase engagement and increase bookings. Partnering with SPTO and GTI
Jul-16	Tourism Promotion - Carnival Cruises	Promotional campaign in partnership with Carnival cruises showcasing pacific islands unique offerings and experience. Leveraging high profile pacific islands chef, identifying local artist and products	\$25,000	Increase awareness and profile of Pacific as a cruise destination, showcasing its unique offerings/experience and products, increase bookings
Aug-16	Capacity building - WHL internet development	Website workshops and development of website for hotels and tourism operators	\$12,500	Increase hotel and service providers profile by having an online presences, increase bookings, - min 2 destination
Sep-16	Tourism Promotion	Sub regional tourism promotional campaign	\$10,000	Increase awareness and overall demand, increase engagement and increase bookings. Partnering with SPTO and GTI
Oct-16	Business Plan	Drafted 2017 business plan		
Nov-16	Capacity building- Australian Volunteers Impact Grant	Round 2 Impact Grant available to AVI volunteers (Scopeglobal) to deliver programmes targeted at tourism capacity building/development - max \$1,500 per grant (Fiji, Samoa, Kiribati, Tonga, Vanuatu)	\$7,500	5 individual programmes - increase skills, employment, product development and quality, product offering. Increase bookings. In partnership with Scopeglobal. Increase awareness in market of PT&I
Dec-16	Membership	SPTO annual membership	\$1,000	Acknowledgment from SPTO of PIT& support
Dec-16	End of year reporting	Assist with the production of annual report		Report produced highlighting PIT&I outcomes
Dec-16	Membership	Treasures of South Pacific grant	\$5,000	Improve relationship with NTO reps, support NTO at industry events, increase awareness of region,
Monthly	Conference and Networking	Teleconference with PT&I network monthly Tourism		Greater cohesion among tourism team within the PIT&I network
Ongoing	Intern	AVI intern 2 weeks per intake		Improved capacity of sector, increased tourist, expanding alumni network, improved awareness of PT&I and a direct contact in country
Ongoing	Conference and Networking	Participate in relevant conference and events as appropriate		Greater network contacts, promote PT&I service offering
Ongoing	CRM Strengthening	Strengthen CRM database, increasing contacts and improving quality of information - look at developing a referral data base		Improve contact list, improving relevant targeted CRM listings
Ongoing	Tourism Promotion	Ongoing tourism promotion/marketing/networking		Increase awareness of region as a tourism destination, increase tourist numbers,
Ongoing	Publications	Develop content for trade portal and other resources based on needs identified during development of Online Communications Strategy.	\$6,000	Phases: planning; researching; writing; editing; layout; graphic design; proof read; printing; dissemination.
Total			\$107,000	

11.4 CREATIVE ARTS - CALEB JARVIS : PAULA BJELANOVIC

MONTH	ACTIVITY	DESCRIPTION	AMOUNT	EXPECTED RESULTS / OUTCOMES
January - December	Establish and maintain strategic alliances with Australian and FIC based businesses, producers/artists and galleries.	"Directly engage with Australian/International art galleries, museums, art curators, importers and retailers, interior designers and stylists. Directly engage with FIC based exporters, agents or producers of contemporary fine, traditional and performance arts. "	\$0	"Increase and build relevant contacts in client and customer markets"
January - December	Export opportunities for PIC's	Liaise with PIC's creators and facilitate interest / queries generated for Maketi Ples	\$7,000	New creators to attend the Maketi Ples exhibition.
January - December	Expand profile for Pacific Art	Expand profile for Pacific art in Australia through promotional websites, online and retail stores	\$8,500	To increase advertising/promotion for Pacific Island art in Australia and International markets. Export Sales Facilitated
January - December	Maketi Ples event Interstate	Look at sourcing galleries in Brisbane & Melbourne for Maketi Ples	\$3,140	Expand Pacific Island Art and Craft interstate through MP event
Mar-16	Marketing Course	Increase knowledge & skills in the Australian Market	\$1,500	Better marketing strategies to enter the Australian market for Pacific Island Artists and Artisans
May-16	Artisan Gallery Exhibition -Brisbane	Art Exhibition - Assist with the coordination of Bilum dresses and Bilum bags	\$10,000	6 Week Exhibition in Brisbane - Increased sales and promotion of bilum wear in international markets
May-16	Festival of Pacific Art - Guam	Liaise with PIC's creators and facilitate interest / queries generated for Maketi Ples		Promote MP and Increase number of creators to attend the Maketi Ples exhibition.
Oct-16	Maketi Ples	Final Preparation and delivery of Maketi Ples 2016 - Sydney - All costs related to the event, eg: Gallery Hire, PR, Photographer, Entertainment, catering etc...	\$50,000	Successful market leading event held. Export Sales Facilitated
Total			\$80,140	

11.5 KNOWLEDGE AND INFORMATION MANAGEMENT - CALEB JARVIS : CHRIS BRIMBLE

MONTH/DATE	ACTIVITY	DESCRIPTION	AMOUNT \$	EXPECTED RESULTS / OUTCOMES
January	Develop Online Communications Strategy [Stage 1/3]	Engage with external service provider / consultant to develop a PT&I wide online communications strategy	\$30,000	Contract signed. Workplan and expected results determined and agreed upon. Goals clear in the minds of all key personnel. Buy in and acceptance of the plan from all PT&I offices.
February	Export Course	2 day 'Sydney-Export Procedures and Documentation Course'. Improve my understanding, skills and knowledge in export procedures to better assist our clients.	\$760	Certificate of Achievement
February	PT&I network events Calendar	Collect 2016 event information from all PT&I offices and collate into a single document	\$0	Calendar of events finalised and distributed.
February	Website/Portal launch	Social media and direct email publicising of new PT&I website and trade portal.	\$200	Website live and functioning. Publication of the event in various mediums.
February	Develop Quarterly Reporting functionality	Re-engage with the organisation that upgraded our CRM to develop quarterly reporting functionality.	\$5,000	Industry standard CRM reporting systems in place to facilitate Quarterly Reports to PIFS.
March	SEO specific maintenance	A focused overview and bolstering of the SEO related elements of the PT&I website. Possibly hire an external consultant to review our website's optimisation. May vary depending on outcomes of Online Communications Strategy development	\$5,000	Improved website statistics - measured end of year

KNOWLEDGE AND INFORMATION MANAGEMENT CONT...

March	Quarterly Report [1 of 4]	Production of Quarterly Report for PIFS including CRM stats and brief narrative of expectations for next coming quarter.	\$0	Accurate report, professionally finished and designed according to our branding philosophies.
June	Quarterly Report [2 of 4]	Production of Quarterly Report for PIFS including CRM stats and brief narrative of expectations for next coming quarter.	\$0	Accurate report, professionally finished and designed according to our branding philosophies.
June	Develop Online Communications Strategy [Stage 2/3]	Online Communications Strategy finalised. Begin implementation	\$30,000	Paths of action determined and responsibilities assigned.
June	Branding and image building administration	Organise and bring together previously developed graphical elements, paragraph styles (etc.) and produce an in-depth and structured branding guide and set of materials for future PT&I officers throughout our network engaged in design work.	\$0	PT&I's professional publications are maintained at a high level of currency, accuracy and aesthetics. Branding coordination between PT&I offices.
September	Quarterly Report [3 of 4]	Production of Quarterly Report for PIFS including CRM stats and brief narrative of expectations for next coming quarter.	\$0	Accurate report, professionally finished and designed according to our branding philosophies.
September	Pacific Export Survey	Engage with ACA Research company to survey PT&I database of clients and determine exporting needs/issues/ ongoing concerns/perceptions of the region and the industry.	\$40,000	Production, marketing, printing, distributing survey results.
October	Develop Online Communications Strategy [Stage 3/3]	Review of implementations to date and PT&I network engagement.	\$30,000	Statistical analysis of marketing campaign showing positive results.
November	Purchase new SLR camera	Office camera to be used at events and trips to improve PT&I image library, online marketing and other purposes.	\$6,000	Suitable camera purchased.
December	Quarterly Report [4 of 4]	Production of Quarterly Report for PIFS including CRM stats and brief narrative of expectations for next coming quarter.	\$0	Accurate report, professionally finished and designed according to our branding philosophies.
December	PT&I Christmas message delivery	Relationship building and marketing device.	\$0	Message format decided, created and delivered to recipients by early Dec 2016
December	Strategic Plans (local/global)	Brand and produce report in conjunction with team.	\$0	Plan professionally finished and designed according to our branding philosophies.
Ongoing	Yearly Report (local/global)	Support Suva PT&I office in the production of the 2015 Annual Report including statistical information research and branding and layout.	\$0	Accurate report, professionally finished and designed according to our branding philosophies.
Ongoing	Publications	Develop content for trade portal and other resources based on needs identified during development of Online Communications Strategy.	\$6,000	Phases: planning; researching; writing; editing; layout; graphic design; proof read; printing; dissemination.
Ongoing	CRM System Management	System administration, customisation and data clean-up. User education, assistance and motivation. Data reporting and research. (13 licences @ \$65.60 per month + extra storage space costs) Costs may vary depending on number of users (personnel movement) throughout year.	\$12,000	Quality CRM data available to all users. System operating nominally. Users sufficiently educated and motivated.
Ongoing	Client support	Marketing and branding support for clients. Website creation, editing, logos, publications, fliers, labelling, advice, and all other facets of exporter, investor or tourism operator communications and marketing functions.	\$5,000	%100 positive client feedback
Ongoing	Website Management	SEO management and reporting. Currency, events, link checking. Content additions and edits. Image gallery upkeep and dissemination. Technical and artistic support for NZ newsletter team.	\$5,000	Positive SEO metrics. Increased functionality and usability of website. Improved aesthetics and visual design.

KNOWLEDGE AND INFORMATION MANAGEMENT CONT...

Ongoing	Image library	Purchasing new images for use by PT&I (all branches) and our clients - marketing, websites, packaging etc. Attending events and locations to capture footage for further publication and reporting.	\$5,000	Images from istock / getty. Event and location image and video capture.
Ongoing	English proofing	Editing and proofing text for Japanese and Chinese publications	\$0	English checking requests responded to quickly and effectively.
Ongoing	Supporting Creative Arts	All aspects of communication for Maketi Ples and other events / campaigns. Cataloguing of artwork, promotional campaigns, signage, report development etc. Technical assistance for special projects. On ground assistance at Maketi Ples and other CA events.	\$4,000	Collateral professionally finished and designed according to our branding philosophies.
Ongoing	Supporting Export Services	All aspects of communication for Fine Food Australia and other events / campaigns. Promotional campaigns, signage, report development etc. Technical assistance for special projects. Attend one Path 2 Market in country. On ground assistance at Fine Food Australia in Melbourne	\$5,000	Collateral professionally finished and designed according to our branding philosophies.
Ongoing	Supporting Investor Services	All aspects of communication for Investor missions, Pathways to Finance, and other events. Promotional campaigns, signage, report development etc. Technical assistance for special projects. Support 10 Investment ready projects.	\$2,500	Collateral professionally finished and designed according to our branding philosophies.
Ongoing	Supporting Tourism Services	All aspects of communication for Tourism related events and campaigns. Promotional campaigns, signage, report development etc. Technical assistance for special projects. Provide in country support for two tourism projects.	\$6,000	Collateral professionally finished and designed according to our branding philosophies.
Ongoing	CRM de-duplication	Run through likely double ups and naming issues to strengthen data integrity.	\$0	CRM reports accurately reflecting the activities of staff, system generating intelligence on FTO clients, customers and the region.
Total Budget			\$197,460	

11.6 EVENTS - CALEB JARVIS : PAULA BJELANOVIC

MONTH	ACTIVITY	DESCRIPTION	AMOUNT	EXPECTED RESULTS / OUTCOMES
Apr-16	Path to Market	Provide Assistance with organizing and delivering P2M in the Pacific Island Countries		To provide knowledge and skills of International Markets for PIC's
Jun-16	Path to Market	Provide Assistance with organizing and delivering P2M in the Pacific Island Countries		To provide knowledge and skills of International Markets for PIC's
Aug-16	Path to Market	Provide Assistance with organizing and delivering P2M in the Pacific Island Countries		To provide knowledge and skills of International Markets for PIC's
Aug-16	Spa & Beauty Expo - Sydney	Organize and Coordinate the event		Research of demand in beauty products in Australia through the Spa & beauty Expo.
Sep-16	Fine Food Aust - Melbourne	Final Preparation and delivery of Fine Food Aust 2016 - Melbourne		Successful market leading event held
Oct-16	Maketi Ples	Final Preparation and delivery of Maketi Ples 2016 - Sydney		Successful market leading event held
Total			\$0	

11.7 FINANCE - CALEB JARVIS : SUSAN YAN

MONTH	ACTIVITY	DESCRIPTION	AMOUNT	EXPECTED RESULTS / OUTCOMES
Jan-16	2015 Accts	Reconciliation of Accounts		Accounts to be in order when reconciled against bank statements
Jan-16	2015 Audit	Preparation & finalization of accounts for 2015 Audit		Provide an overview of annual accounts Budget vs Expenditure
Feb-16	Cashflow	To prepare cashflow for the next 4-5 months		Forecast cashflow in order to plan ahead expenditure
May-16	Travel Insurance	Prepare Report for Cover-More, Actual travel and forecast travel		Renewal certificate of travel insurance for 2016-2017
Jun-16	MYOB	Upgrade to Version 23		Version 23 Successfully Installed
Jun-16	Payroll	Upgrade of payroll system and tax tables & Superannuation adjustments		Successful upgrade of payroll system, Tax tables change, therefore salaries will be modified as per Australian laws
Jul-16	Cashflow	To prepare cashflow for the next 4-5 months		Forecast cashflow in order to plan ahead expenditure/Forward funds to 2016
Jul-16	Group Certificates	Organize Group Certificates for period 01.07.15-30.06.16		To prepare employees to do their tax returns
Aug-16	PAYG Summary	To prepare annual PAYG report for ATO		ATO to match monthly payments against annual PAYG report
Aug-16	GST Refund	Preparation and delivery of GST refund Claim		Refund of annual claim on GST
Fortnightly	Salaries	To process salaries on a fortnightly basis in the payroll system		Salaries credited on time
10th of Month	Budget Reports	Monthly Budget Reports & yr to date Reports		Overview the accounts more thoroughly and make sure expenses are under budget
10th of Month	Mastercard Statements	Provide TC with monthly Mastercard statements for signature and approval		To oversee that expenses on mastercards are spent in a professional manner and that they have the TC approval. Meeting Audit requirements
15th of Month	Pay Bills	Monthly Bill Payments, phone, rent, PAYG, Super etc		Bills paid on time
Total			\$0	

11.8 WORKPLAN TOTAL BUDGET

Total budget	
Export Services	\$369,400
Investment Services	\$166,000
Tourism Services	\$107,000
Creative Arts	\$80,140
Knowledge & Information Management	\$197,460
Events Management	\$0
Finance	\$0
TOTAL	\$920,000

ANNEX 1: ACRONYMS

ABV	Australian Business Volunteers
ACO	Australia Certified Organic
AGM	Annual General Meeting
AUD	Australian Dollar
CA	Creative Arts
CCTV	China Central Television
CI	Creative Industries
CRM	Customer Relationship Manager
DCS	Digital Communications Strategy
DVD	Digital Versatile Disk
ES	Exporter Services
EIB	European Investment Bank
FDI	Foreign Direct Investment
FIC	Forum Island Country
FTO	Forum Trade Office
HLS	Hotel Link Solutions
IACT	Increasing Agricultural Commodity Trade
IBBM	Institute of Banking & Business Management
IDLO	International Development Law Organisation
IPA	Investment Promotion Agency
IS	Investment Services
KIM	Knowledge and Information Management
KPI	Key Performance Indicator
MFI	Micro Finance Institution
NGO	Non Government Organisation
NTO	National Tourism Organisation
P2F	Pathways to Finance
P2M	Path to Market
P2P	Peer to peer
PIC	Pacific Island Country
PIFS	Pacific Islands Forum Secretariat
PIPSO	Pacific Islands Private Sector Organisation
PMPAA	Prime Minister's Pacific Australia Awards
PNG	Papua New Guinea
PT&I	Pacific Islands Trade and Invest
SBDC	Small Business Development Centre
SIS	Small Island State
SMME	Small, Medium and Micro Enterprise
SPC	Secretariat of the Pacific Community
SPTO	South Pacific Tourism Organisation
TP	Tourism Promotion
UNCTAD		United Nations conference on Trade and development.
URL	Universal Resource Locator
VCO	Virgin Coconut Oil
YES	Your Enterprise Scheme

“There is global consensus that a more engaged private sector is essential to driving sustainable economic growth and reducing poverty in developing countries.”

Julie Bishop - Australian Minister for Foreign Affairs since 2013 and the Deputy Leader of the Liberal Party since 2007





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