



Pacific Trade Invest
AUSTRALIA

PACIFIC TRADE INVEST AUSTRALIA STRATEGIC PLAN 2019–2022



PACIFIC ISLANDS
FORUM SECRETARIAT



Australian Government
Department of Foreign Affairs and Trade

OUR ROLE

As the Pacific's lead trade and investment promotion agency, we develop and promote businesses and people from the Pacific through trade, investment, tourism and labour mobility.

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

PTI Australia is an agency of PIFS, funded by Australia's Department of Foreign Affairs and Trade (DFAT).

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FROM THE TRADE & INVESTMENT COMMISSIONER

I am proud to introduce Pacific Trade Invest (PTI) Australia's 2019–2022 Strategic Plan.

In 2019, PTI Australia will celebrate its 40th anniversary, marking four decades of supporting private sector growth in the Pacific. Our anniversary is an important milestone and an opportunity to reflect on our outcomes in the Pacific. It's also an opportune time to launch PTI Australia's 2019–2022 Strategic Plan mapping our future direction.

We have a clear Vision to enable decent work and economic growth in the Pacific and to positively impact the livelihoods of those who call the Pacific home. We have the honour of working across 16 island nations of the Blue Pacific that are diverse and unique in their trade and investment needs.

To ensure we remain effective, it's vital that we continue to evolve how we deliver our programs. Our 40th anniversary provides us with a great opportunity to be bold and look at innovative ways to achieve our Vision and in particular, our commitment to empowering women in business.

PTI Australia's 2019–2022 Strategic Plan establishes a framework for the next stage of our development. It embraces the collective strength of the Blue Pacific, with flexibility to address the distinct trade and investment priorities, and challenges each island nation faces.

It strengthens our commitment to private enterprises in the Pacific that drive the economy for Pacific countries, creating jobs, supporting communities and enriching the lives of those who live there. We cannot achieve our Vision alone and we remain committed to collaborating with partners to amplify our reach, effectiveness and ultimately, commercial outcomes.

Connectivity and technology is rapidly changing the trade and investment landscape in the Pacific; a focus on leading-edge initiatives such as digital trade, tourism and impact investment will drive our ability to remain agile and respond to market-driven opportunities. The introduction of Australia's Pacific Labour Scheme in July 2018 is an exciting development. We see this as an opportunity to capitalise on our skills and strong networks in the Pacific and Australia to drive investment, specifically through labour mobility, where remittances can create investment opportunities into local Pacific economies.

PTI Australia's 2019–2022 Strategic Plan has been developed in consultation with our key stakeholders and PTI Australia's management team. I appreciate their valuable input as it ensures we continue to work together in a transparent and performance-focused way.

I would like to acknowledge and thank the Pacific Islands Forum Secretariat and the Australian Department of Foreign Affairs and Trade, which have supported PTI Australia and our work in the Pacific for the past 40 years. It's a testament to the strong bonds between Australia and the Pacific region.

I look forward to continuing to work together as we strive to improve the livelihoods of people in the Pacific by enabling decent work and economic growth.

Caleb Jarvis
Trade & Investment Commissioner
PTI Australia





OUR VISION

“IMPROVING THE LIVELIHOODS OF PACIFIC PEOPLE BY ENABLING DECENT WORK AND ECONOMIC GROWTH IN THE BLUE PACIFIC.”

Pacific Trade Invest Australia’s Vision is founded on the United Nations Sustainable Development Goal (SDG) 8 – Decent work and economic growth.

STRATEGIC SETTING

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

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. These impacts affect the ability of Pacific Island countries to provide sufficient 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. Part of the solution is increasing the quantity and quality of exports produced in the Pacific – including tourism, cultural, mercantile and commodity exports. Another part of the solution is labour mobility, for example through the Australian Pacific Labour Scheme (PLS) and the New Zealand Recognised Seasonal Employer Program.

The World Bank's Trading Across Borders rankings indicate that Pacific Island countries are relatively difficult places to do business, with 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.

PTI Australia complements other efforts by advocating for improved business-enabling environments for exporters and foreign investors through sharing lessons from PTI clients with national agencies, and the regional and aid programs engaged in developing a better business environment in Pacific Island countries.

PTI Australia appreciates the complexities of Pacific Island countries and is aware of the contextual factors impacting their economic development, growth potential and the evolving geopolitical climate. These include:

- Poor macroeconomic performance with economies prone to various supply shocks and obstacles that have hindered economic effectiveness and performance. This includes poor government policies, lack of opportunities for economic diversification, small size of the economies, weak private sector, narrow economic base, poor state of infrastructure, and low-level human capital.
- An outward-looking trading pattern, relating more directly with countries outside the region than with their neighbours within. Regional dynamics are dominated by the trading and political relations of individual countries with partners outside the Pacific. The diverse economic strategies and country contexts require a multi-country approach.

- Reliance on external sources of investment for much of their capital formation – they have small populations, small revenue bases and relatively high investment needs per capita compared with larger, more densely populated countries. In 2016, the Pacific Small Island countries' average net inward foreign direct investment was 4.8% of GDP, which compares well to the equivalent ASEAN measure in 2016 of 3.8%. Inward investment can take the form of foreign direct investment, remittances, and impact investment in social enterprises.
- International tourism is an important and growing source of Pacific export revenue. Tourism is categorised as an export sector as the demand side is external to the domestic economy. Tourism is also an important people-to-people dimension in the bilateral relationship between Australia and Pacific Island countries and increases awareness of source markets for exported products. For example, the rate of growth in Australian tourist visits over the past decade is around 14% for Fiji and 7% for Vanuatu.
- 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. Creative industries, agriculture and fisheries are important sectors in the domestic and export economy of Pacific Island countries.
- Evolving geopolitical climate, with new participants playing a significant role in future development of the region.
- Vulnerability to climate change and natural disasters negatively impacting economic development and the livelihoods of communities.
- Lack of sufficient domestic employment opportunities. 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. Women are twice as likely to be unemployed. One result of labour mobility is inbound remittances. A 2017 World Bank impact evaluation found the average Pacific seasonal worker remits around A\$2,200 while in Australia and transfers A\$6,650 in savings home at the end of their employment. The Pacific-wide factor increase on income is 4.3. For example, since 2012, employment of Pacific workers under the Seasonal Workers Program (SWP) delivered A\$143 million in net income gain to the region. In Tonga, the largest provider of seasonal workers in 2016–2017, remittances amounted to over A\$13 million that year, which was almost half the value of Australian annual Official Development Assistance (ODA).

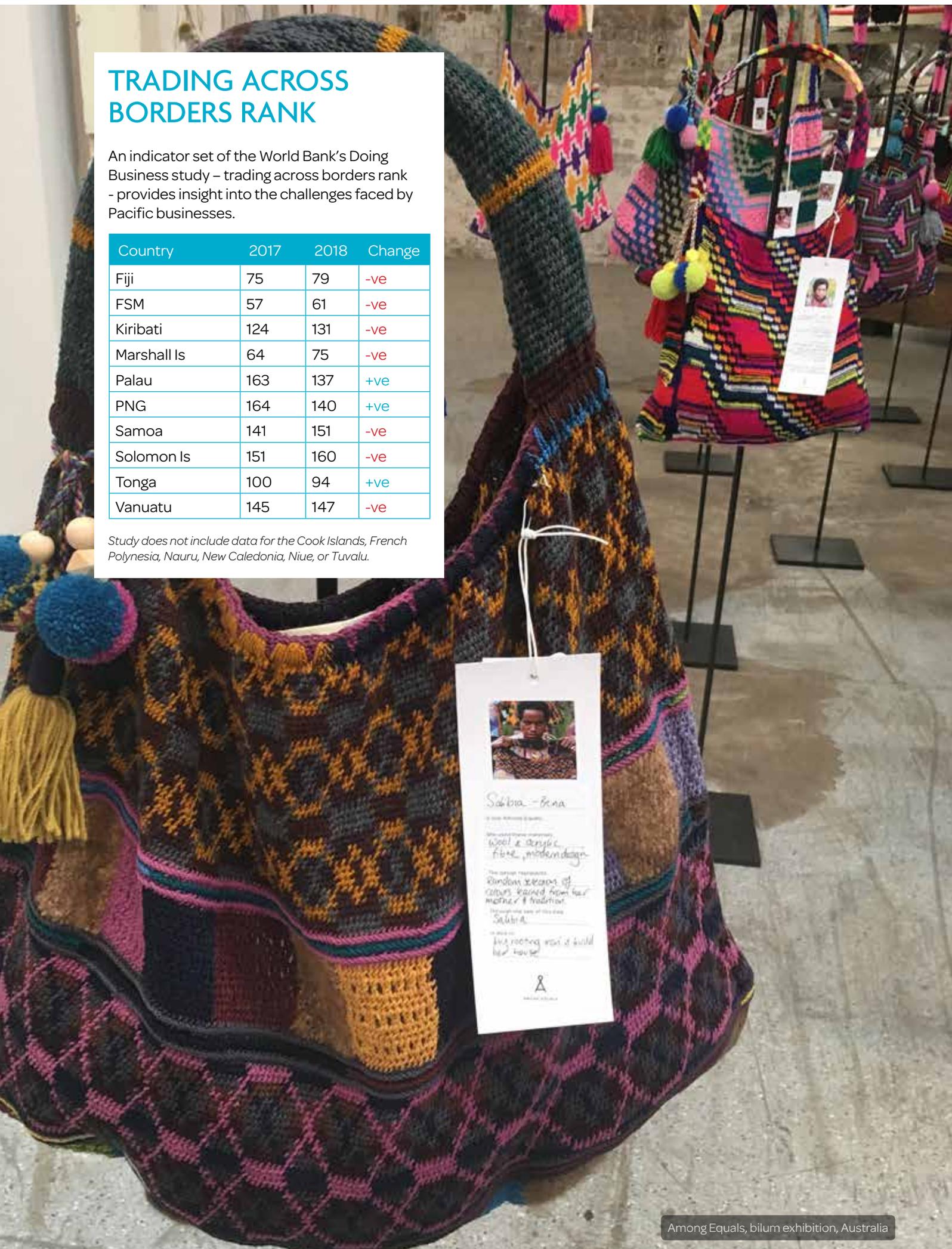


TRADING ACROSS BORDERS RANK

An indicator set of the World Bank's Doing Business study – trading across borders rank - provides insight into the challenges faced by Pacific businesses.

Country	2017	2018	Change
Fiji	75	79	-ve
FSM	57	61	-ve
Kiribati	124	131	-ve
Marshall Is	64	75	-ve
Palau	163	137	+ve
PNG	164	140	+ve
Samoa	141	151	-ve
Solomon Is	151	160	-ve
Tonga	100	94	+ve
Vanuatu	145	147	-ve

Study does not include data for the Cook Islands, French Polynesia, Nauru, New Caledonia, Niue, or Tuvalu.



STRATEGIC FRAMEWORK

PTI Australia's Strategic Plan outlines our key priorities for 2019–2022 as we work towards our Vision of 'enabling decent work and economic growth in the Blue Pacific.' Our Vision is aligned to SDG8 and SDG5, while contributing to the Pacific Island Forum Secretariat's *Strategic Outcome C – Increasing Economic Prosperity* and five of DFAT's *Making Performance Count – Key Strategic Targets*.

Our work is focused on four key strategic areas to drive growth for the Blue Pacific economy: trade, investment, tourism and labour mobility. Areas that work across the Blue Pacific and can be tailored to the unique dynamics of each island nation.

Seven Core Work Programs (CWPs) underpin these key strategic areas to improve livelihoods in the region through trade and investment.

Our CWPs ensure that we effectively drive commercial outcomes for Pacific businesses and people. These CWPs are driven by three enablers (people, partnerships and services) to ensure implementation success.

Our progress will be assessed through a well-developed Monitoring and Evaluation Framework.



KEY STRATEGIC AREAS

Our key strategic areas reflect our overarching priorities to drive trade and investment in the Pacific. Underlying all our activities is PTI Australia's continued commitment to empowering women in business and supporting the smaller island states (SIS) of the Pacific.



TRADE

Growing private sector businesses sales to the Australian market.



INVESTMENT

Attracting capital to foster sustainable economic growth and prosperity in Pacific countries.



TOURISM

Increasing digital capabilities and promoting the Pacific tourism sector globally.



LABOUR MOBILITY

Connecting Pacific people to good job opportunities in Australia.

CORE WORK PROGRAMS (CWPs)

PTI Australia's seven CWPs focus our activity across our five strategic areas:



CWP 1

Promoting export-ready businesses and connecting them with international buyers, including through e-commerce platforms.



CWP 2

Introducing purposefully selected investors to Pacific countries.



CWP 3

Coaching and mentoring purposefully selected Pacific Island tourism enterprises to use channel management and digital tourism market aggregators.



CWP 4

Developing export-capable businesses.



CWP 5

Facilitating growth of the Australian Government Pacific labour mobility initiatives through collaboration with the PLF.



CWP 6

Providing promotional support, networks and technical expertise, including collaboration with other Australian Government-funded Pacific programs.



CWP 7

Contributing information for a better business enabling environment.

OUTCOMES & IMPACT

We are committed to delivering measurable outcomes for Pacific businesses and people. The programs we deliver through our key strategic areas enable a positive impact in the following areas:



Deals

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



Smaller Island States

Actively identifying opportunities in trade and investment for the Pacific Islands' SIS.



SDG 5 – Gender equality

Actively supporting women-led businesses in the Pacific.



SDG 8 – Decent work and economic growth

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

OUR ENABLERS

To align with our Vision and achieve our Strategic Plan, a strong foundation is critical. We have identified three enablers that underline our work.

1. PEOPLE



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

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

**Appendix 4*

2. PARTNERSHIPS



IDENTIFY NEW RELATIONSHIPS AND STRENGTHEN EXISTING PARTNERSHIPS IN THE PRIVATE AND PUBLIC SECTORS IN PACIFIC COUNTRIES AND AUSTRALIA

The vital support we receive from our partners*, PIFS, Pacific governments, the Australian Government and private organisations, is becoming increasingly important to extend our reach and deliver outcomes for businesses and people in the Pacific region.

**Appendix 3*

3. SERVICES



CONTINUOUS IMPROVEMENT AND EVALUATION OF OUR SERVICES

Working with export and investment ready businesses and people in the Pacific, our core services include:

CONNECTING BUSINESSES

- Introductions
- Missions and events
- Promotion and marketing
- Referrals to specialist service providers

CAPACITY BUILDING

- Identify and qualify potential clients and partners
- Providing support and specialised business advice
- Develop / facilitate workshops
- Develop and disseminate industry, market and research reports
- Talent development program

Through PTI Australia's monitoring and evaluation framework we track our clients' advocacy and our outcomes, adjusting service offerings and delivery as required.

MONITORING AND EVALUATION FRAMEWORK

PTI Australia is a results-focused organisation. Our Results Framework (Appendix 1) is embedded into this Strategic Plan through our results measurement and reporting processes reflected in the Annual Implementation Plans.

Key performance indicators for each key strategic area have quantitative targets. These are complemented by qualitative and evaluative studies, contextual meta-analysis as part of a regular sequence of annual results measurement, and reporting.

The information is used to review our portfolio of business partnerships and market interventions. Our approach to results measurement, reporting and continuous improvement was developed and agreed in consultation with DFAT and PIFS, and includes feedback and communication with client businesses and key stakeholders.

RESULTS MEASUREMENT & REPORTING PROCESS

Step 1: Portfolio preparation and review

Market diagnostics, periodic strategic and tactical review of portfolio, business readiness assessment, engaging client businesses

Step 2: Organisational strength

Continuous professional development and PTI Australia's system updates

Step 3: Service delivery

Implementing annual plans and refining tactics as needed during implementation

Step 4: Evaluative studies

Periodic case studies including output-to-outcome reviews, context updates, and Pacific Exporter Surveys

Step 5: Reporting and feedback

Communication of quality information and knowledge products, performance and progress reporting, feedback and use of results with partners

Step 5: Reporting and feedback

Step 4: Evaluative studies

Step 3: Service delivery

Step 1: Portfolio preparation and review

Step 2: Organisational strength

Monitoring & Measurement

Monitoring and results measurement

Continuous results measurement. Using PTI Australia's CRM as a tool, we track disaggregated quantitative and qualitative measures and monitor context with meta-data

OUR MONITORING AND EVALUATION FRAMEWORK:

- Is aligned to SDG 8 - Decent work and economic growth
- Contributes to SDG 5 - Gender equality
- Contributes to the Pacific Island Forum Secretariat's Strategic Outcome C – Increasing Economic Prosperity
- Is aligned with DFAT's Key Target 1 - Promoting prosperity
- Contributes to DFAT's Key Target 2 - Engaging the private sector
- Contributes to DFAT's Key Target 3 - Reducing poverty
- Contributes to DFAT's Key Target 4 - Empowering women and girls
- Is aligned with DFAT's Key Target 5 - Focusing on the Indo-Pacific region

RESULTS MEASUREMENT CALENDAR

RESULTS MEASUREMENT AND REPORTING	J	F	M	A	M	J	J	A	S	O	N	D
Annual implementation plan												
Annual report and portfolio review												
Pacific Trade Invest context update					Biennial							
Quarterly progress report												
Quarterly internal portfolio review												
Regular update of CRM system data												
Monthly internal performance review												
Output to outcome case studies												
Other evaluative studies												
Biennial Pacific Islands Export Dynamics Survey [2020, 2022]												
Net Promoter Score survey												
Financial acquittal statements (annual)												
Individual performance review												



KEY STRATEGIC AREAS



TRADE

Pacific Islands



TRADE

GROWING PRIVATE SECTOR BUSINESSES' SALES TO THE AUSTRALIAN MARKET

Our Trade program focuses on connecting Pacific-based exporters with buyers in the Australian market. With technology rapidly changing global supply chains, PTI Australia's Digital Trade program enables businesses in the Pacific to use these technologies to their advantage to establish and enhance pathways into the Australian market. Aligned with this, PTI Australia delivers market-related services, advice and information to assist Pacific Island export-ready companies to connect with opportunities in Australia.

Through PTI Australia's Creative Industries program we promote the creative skills of Pacific countries. Our key partner is REAL Impact. As the founding partner of 'Considered by REAL', REAL Impact brings together skilled artisans of the Pacific to create market-driven designs.

WE WILL

- Continue to work closely with the international trade offices of the Pacific countries and the private sector to identify and connect export-ready companies with buyers in Australia
- Provide market-related services, including advice and market information
- Build buyer awareness and demand in Australia for Pacific exporters
- Add value to how Pacific Island exporters do business, enhancing their digital presence and building their e-trade capability, including through the delivery of PTI Australia's E-Commerce Workshop
- Build capacity through PTI Australia's Talent Development Program: hosting Pacific Island officers in our Sydney office with a minimum of two officers hosted per year
- Build the creative industries ecosystem with REAL Impact, to work with 46 producer groups
- Support the continued development of bilum exports through the Goroka Women's Weaving Association, Mt Hagen Bilum Weavers, Among Equals and other weaving groups and buyers

KEY PERFORMANCE INDICATORS * 2019–2022

- Contribute to assisting 600 women-led businesses
- Contribute to A\$80 million in exports facilitated (with an increase in exports by women-led companies)
- Increase exports through targeted inbound and outbound trade missions (with an increase in exports by women-led companies)

The following CWPs will drive the achievement of PTI Australia's key trade performance indicators:



CWP 1

Promoting export-ready businesses and connecting them with international buyers, including through e-commerce platforms.



CWP 4

Developing export-capable businesses.



CWP 6

Providing promotional support, networks and technical expertise, including collaboration with other Australian Government-funded Pacific programs.



CWP 7

Contributing information for a better business enabling environment.



Considered by REALcollection

**For each KPI, specific measurements (Appendix 1) have been developed to monitor progress across the period of this Strategic Plan*

INVESTMENT



INVESTMENT

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

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

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

WE WILL

- Solidify and cultivate PTI Australia’s role as key agency for investment in Pacific
- Be recognised as an active player in the impact investment ecosystem
- Increase the profile of the Pacific as an investment destination
- Develop a comprehensive database of qualified, investment-ready and potentially investment-ready businesses
- Promote investment-ready opportunities from Pacific countries
- Build a pool of Australian investors and diversify through PTI Australia’s Pacific Impact–Diaspora program
- Strengthen and leverage partnerships with allies for impact
- Strengthen partnerships with investment-attraction offices
- Promote gender-lens investment
- Increase investment in enterprises led and/or managed by women
- Increase investment and awareness of infrastructure opportunities

KEY PERFORMANCE INDICATORS* 2019–2022

- Facilitate A\$10 million of value in investments
- Facilitate 20 investment deals

The following CWP’s will drive the achievement of PTI Australia’s key investment performance indicators:



CWP 2

Introducing purposefully selected investors to Pacific countries.



CWP 6

Providing promotional support, networks and technical expertise, including collaboration with other Australian Government-funded Pacific programs.



CWP 7

Contributing information for a better business enabling environment.



**For each KPI, specific measurements (Appendix 1) have been developed to monitor progress across the period of this Strategic Plan*

TOURISM



TOURISM

INCREASING DIGITAL CAPABILITIES AND PROMOTING THE PACIFIC TOURISM SECTOR GLOBALLY

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

WE WILL

- Increase the capacity of the tourism industry in the Pacific
- Increase awareness of PTI Digital Tourism offerings
- Develop innovative ways to promote Pacific tourism offerings
- Strengthen relationships with key tourism stakeholders in Australia and the Pacific
- Enable opportunities for women to start small-to-medium-sized enterprises (SMEs) in tourism
- Increase awareness of tourism offerings in the SIS
- Deliver an enhanced digital tourism model that includes in-depth training and support to tourism operators to enable them to utilise digital channels to grow and promote their businesses
- Act as a conduit between tourism stakeholders
- Increase awareness of Pacific as a tourism destination
- Develop a solid partnership with national tourism offices, regional agencies and stakeholders
- Empower tourism operators to actively participate in the global tourism space

KEY PERFORMANCE INDICATORS* 2019–2022

- Contribute to assisting 600 women-led businesses
- Contribute to A\$80 million in exports facilitated (with an increase in exports by women-led companies)

The following CWP's will drive the achievement of PTI Australia's key tourism performance indicators:



CWP 3

Coaching and mentoring purposefully selected Pacific Island tourism enterprises to use channel management and digital tourism market aggregators.



CWP 4

Developing export-capable businesses.



CWP 6

Providing promotional support, networks and technical expertise, including collaboration with other Australian Government-funded Pacific programs.



CWP 7

Contributing information for a better business enabling environment.



**For each KPI, specific measurements (Appendix 1) have been developed to monitor progress across the period of this Strategic Plan*

LABOUR MOBILITY



LABOUR MOBILITY

CONNECTING PACIFIC PEOPLE TO GOOD JOBS IN AUSTRALIA

Labour mobility through the Australian Government's Pacific Labour Scheme (PLS) will have a positive impact on the Pacific region and Australia. It provides opportunities for people from the Pacific to export their skills to fill labour shortages in Australia's regional and rural areas; with employee remittances creating investment opportunities into local Pacific economies.

Through our strong network, brokering and facilitation skills, PTI Australia will work in partnership with the Pacific Labour Facility (PLF) to connect eligible Australian employers across key industry sectors including tourism and hospitality services, health care and social assistance, and non-seasonal agricultural, forestry and fishing. These connections will stimulate investment in the form of remittances, build good practical skills and experience, drive economic development and deepen relationships between Australia and Pacific countries.

WE WILL

- Promote tailored recruitment missions to target countries in partnerships with the PLF and Australian employers
- Map a Pacific Labour Market ecosystem identifying sector opportunities, employers and key stakeholders
- In partnership with the PLF, increase connections between Australian employers and qualified employees from Pacific countries
- Increase awareness and understanding of the PLS in eligible Pacific countries and to Australian employers

KEY PERFORMANCE INDICATORS * 2019–2022

- Facilitate new Australian employers to take part in the PLS
- Mobilise workers to work in Australia under the PLS in partnership with the PLF

The following CWPs will drive the achievement of PTI Australia's key labour mobility performance indicators:



CWP 5

Facilitating growth of the Australian Government Pacific labour mobility initiatives through collaboration with the PLF.



CWP 6

Providing promotional support, networks and technical expertise, including collaboration with other Australian Government-funded Pacific programs.



CWP 7

Contributing information for a better business enabling environment.



i-Kiribati worker

**For each KPI, specific measurements (Appendix 1) have been developed to monitor progress across the period of this Strategic Plan*







An aerial photograph of a tropical archipelago, likely Palau, showing numerous small, rounded islands covered in dense green vegetation. The water is a vibrant turquoise color, indicating shallow depths and coral reefs. The sky is bright blue with scattered white clouds. A white rectangular box is overlaid on the right side of the image, containing the word 'APPENDICES' in a bold, teal, sans-serif font.

APPENDICES

KEY STRATEGIC AREA: TRADE

Growing private sector businesses' sales to the Australian market

Key Performance Indicators	Unit of Measure	Baseline (3yr avg)	Cumulative Target Values				Frequency	Data Source / Methodology	Data Collection	Description
			2019	2020	2021	2022				
Value of exports facilitated	A\$	A\$22m [A\$5m]	A\$20m [A\$5m]	A\$40m [A\$10m]	A\$60m [A\$15m]	A\$80m [A\$20m]	Annual	PTI Australia CRM System	PTI Australia team and their business clients	Disaggregated by total value and for women-led businesses
Number of export deals facilitated	#	219 [197]	300 [150]	600 [300]	900 [450]	1200 [600]	Annual	PTI Australia CRM System	PTI Australia team and their business clients	Disaggregated by total number and for women-led businesses

KEY STRATEGIC AREA: INVESTMENT

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

Key Performance Indicators	Unit of Measure	Baseline (3yr avg)	Cumulative Target Values				Frequency	Data Source / Methodology	Data Collection	Description
			2019	2020	2021	2022				
Value of investments facilitated	A\$	A\$4.83m	A\$2.5m	A\$5m	A\$7.5m	A\$10m	Annual	PTI Australia CRM System	PTI Australia team and their business clients	Total dollar value
Number of investment deals facilitated	#	5	5	10	15	20	Annual	PTI Australia CRM System	PTI Australia team and their business clients	Total number of deals

KEY STRATEGIC AREA: TOURISM

Increasing digital capabilities and promoting the Pacific tourism sector globally

Key Performance Indicators	Unit of Measure	Baseline *2017 *2018	Cumulative Target Values				Frequency	Data Source / Methodology	Data Collection	Description
			2019	2020	2021	2022				
Australian tourist arrivals in Pacific Countries	#	630,699*	650,000	665,000	685,000	700,000	Annual	SPTO Annual Review of Visitor Arrivals in the Pacific	Meta-analysis, SPTO data reported–July each year	Number of Australians arriving in Pacific ACP and SPTO countries
Rate of change in Australian arrivals in Pacific Countries	%	2.7%*	2.7%	2.7%	2.7%	2.7%	Annual	SPTO Annual Review of Visitor Arrivals in the Pacific	Meta-analysis, SPTO data reported–July each year	Year-on-year change in total Australians arriving in Pacific ACP and SPTO countries
Global average rate of change for tourism arrivals	%	5%*	3.5%	3.5%	3.5%	3.5%	Annual	UNWTO Barometre	Meta-analysis, UNWTO data reported–March each year	Year-on-year change in total tourism arrivals across all countries

KEY STRATEGIC AREA: LABOUR MOBILITY

Connecting Pacific people to decent jobs in Australia

Key Performance Indicators	Unit of Measure	Baseline	Cumulative Target Values				Frequency	Data Source / Methodology	Data Collection	Description
			2019	2020	2021	2022				
Number of missions and visits	#	2	5	10	15	20	Annual	PLF monitoring system	PLF – reporting to DFAT, cc PTI Australia	Number of Australian employers approved under the PLS
Number of approved Australian employers engaging Pacific workers	#	1	5	10	15	20	Annual	PTI Australia CRM System & PLF monitoring system	PLF – reporting to DFAT, cc PTI Australia	Number of Australian employers engaging Pacific workers under the PLS
Number of Pacific people facilitated to mobilise to Australia	#	21	50	100	200	300	Annual	PTI Australia CRM System & PLF monitoring system	PLF – reporting to DFAT, cc PTI Australia	Number of Pacific Island workers facilitated to mobilise to Australia to work under the PLS

ORGANISATIONAL HEALTH–KEY ENABLERS

1. Identify new relationships and strengthen existing partnerships in the private and public sectors in Pacific countries and Australia
2. Continuous improvement and evaluation of our services
3. Support and enable our people to achieve PTI Australia's vision and strategic outcomes

Key Performance Indicators	Unit of Measure	Baseline	Cumulative Target Values				Frequency	Data Source / Methodology	Data Collection	Description
			2019	2020	2021	2022				
16 country rankings for trading across borders	Rank	2018 DB results	n/a	n/a	n/a	n/a	Annual	Annual World Bank Doing Business Survey for 16 targeted countries	Meta-analysis, WB data reported–each October	Country rankings for trading across border metrics in Doing Business Survey for 16 targeted countries
Private sector leverage – sharing of activity and/or event costs	%	22%	25%	25%	25%	25%	Annual	Business partner client records and PTI Australia monitoring records for key activities and events	PTI Australia team and their business clients	Disaggregated for sector, total leverage [Cash investment by partner/Cash investment by PTI for each activity or event] and for women-led businesses
Number of people completing talent development program	#	2	3	6	9	12	Annual	PTI Australia Monitoring System	PTI Australia team and Pacific Island partners	Number of people completing talent development program disaggregated by gender & country of origin
Number of businesses assisted (serviced)	#	668 [197]	650 [175]	1300 [350]	1950 [525]	260 [700]	Annual	PTI Australia CRM System	PTI Australia team and their business clients	Disaggregated by total number and women-led businesses
16 countries FDI inflows and exports	US\$	2018 results	n/a	n/a	n/a	n/a	Annual	ITC	Meta-analysis, ITC data reported	Foreign Direct Investment into the 16 Pacific countries and exports from the Pacific countries



Country	2016		2017		2018	
	Exports (World)	Investment	Exports (World)	Investment	Exports (World)	Investment
Cook Islands	37,511	17.5	47,051	20.3	44,509	N/A
Fiji	2,295,849	280	2,422,141	299	2,632,281	N/A
French Polynesia	1,203,232	61.5	1,238,653	47.2	191,114 #	N/A
Federated states of Micronesia	104,412	N/A	151,038	N/A	128,808#	N/A
Kiribati	33,216	2.1	175,553	1.4	136,401#	N/A
Marshall Islands	623,547#	-3.1	662,376#	0.2	683,159#	N/A
Nauru	21,856#	91,956.20	25,518#	N/A	16,614#	N/A
New Caledonia	1,891,397	1,498.50	2,245,516	1,422.40	2,126,759#	N/A
Niue	2,208#	-5,532.70	54,171#	N/A	132,095#	N/A
Palau	6,540#	35.1	6,420#	35.5	29,891#	N/A
Papua New Guinea	8,880,046	-39.8	10,868,209	-200.5	11,580,624	N/A
Samoa	247,670	2.5	256,396	9	276,284	N/A
Solomon Islands	560,024	37.3	638,800	36.5	1,078,341	N/A
Tonga	92,598	8.8	97,990	13.8	102,361	N/A
Tuvalu	47,255	0.3	12,572	0.3	33,545	N/A
Vanuatu	630,600	21.6	599,852	24.7	175,299#	N/A

Exports All services and all products

Investment Foreign Direct Investment Inflow (merchandise and services)

N/A Information is not available for the period or only partial information not full 12 months

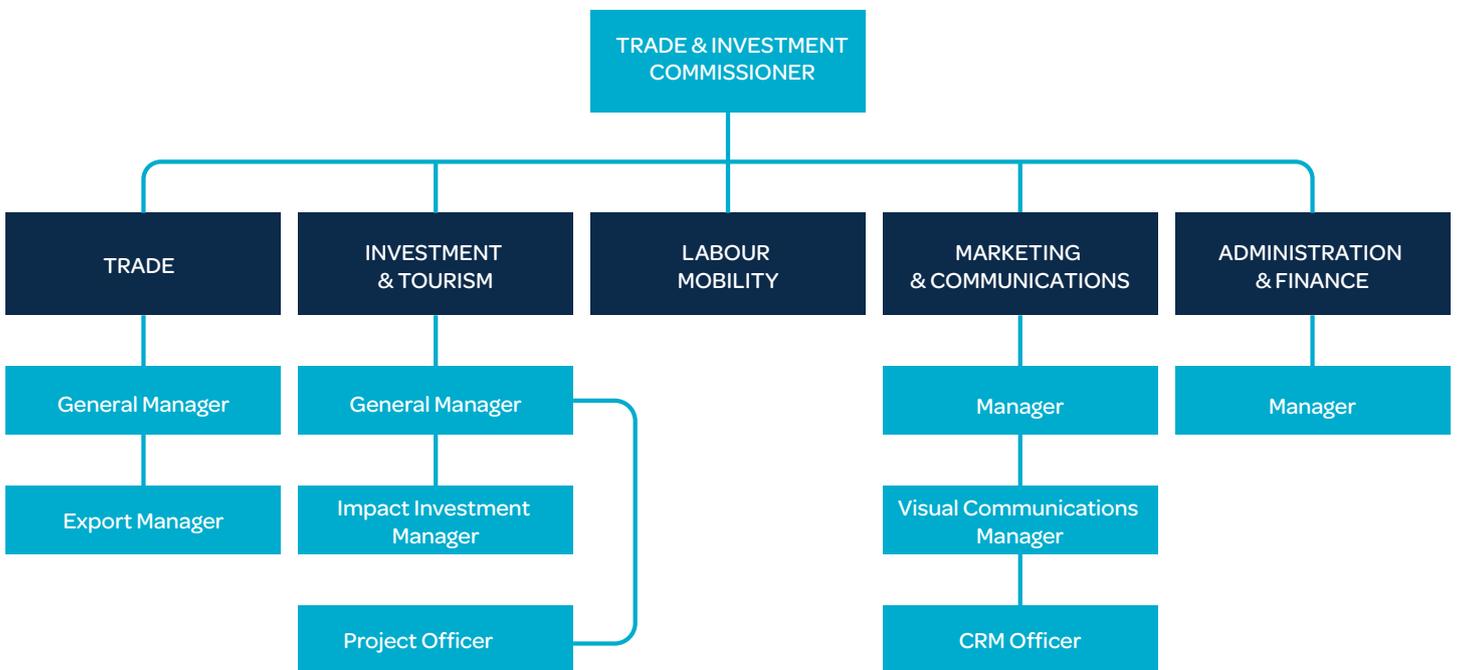
..... Excludes Export services data, not available

All figures are US\$Millions

Data source International Trade Centre



- Aggregators including Airbnb, Booking.com and TripAdvisor
- Austrade
- Australian Government, Department of Foreign Affairs & Trade (DFAT)
- Australian Volunteers Program
- Business chambers and councils
- Donor organisations
- EastWest Centre
- Fusion Foundation
- Granger Australia
- Grameen Australia
- Hidden Treasures of the South Pacific (HTSP)
- Impact Investment Intermediaries including Enterprise Angels, Good Return, IIX and The Difference
- Incubator (TDI), Social Outcomes, REAL Impact, Pacific Diaspora, Criterion Institute
- Investment Promotion Agencies (IPAs)
- Kiva
- Multilateral organisations
- Market Development Facility (MDF)
- National governments of Pacific countries
- National private sector organisations (NPSOs)
- National tourism organisations (NTOs)
- Pacific Islands Forum Secretariat (PIFS)
- Pacific Islands Private Sector Organisation (PIPSO)
- Pacific Labour Facility (PLF)
- Pacific RISE
- Pacific Women in Business
- Pacific Horticultural & Agricultural Market Access Program (PHAMA Plus)
- REAL Social Impact
- Secretariat of the Pacific Community (SPC)
- South Pacific Tourism Organisation (SPTO)
- Strongim Bisnis
- Treasures of the South Pacific





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Australian Government
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