



Creating Jobs in the Pacific

PT&I AUSTRALIA STRATEGIC PLAN : 2017



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Pacific Islands
Trade & Invest



PACIFIC ISLANDS
FORUM SECRETARIAT

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From the Trade Commissioner

An Ocean of Opportunity

Private sector development through trade and investment is essential for growth in the Pacific, however scarce resources, shortages of active investors and limited capacity (export and investment ready opportunities) presents real challenges for the region. The World Bank published that over the last 10 years the 'Ease of Doing Business Rank' and 'Trading across Boarders' in the Pacific Islands has deteriorated.

The role of Pacific Islands Trade and Invest (PT&I) Australia is crucial to ensure the sustainable economic development of Pacific Island Countries (PICs) through trade and investment. At a time of global political uncertainty, the proximity of the Pacific Islands to Australia as well as its natural resources, agribusiness and tourism assets will reveal PICs position as an untapped market. With over 37 years of proven experience working in and with Pacific nations, PT&I Australia is strongly positioned to use this competitive advantage to drive economic outcomes for the PICs we represent through trade and investment.

Our size requires us to be targeted in the range of initiatives we invest in. We will continue in 2017 to work in a transparent and competitive way and engage with the private sector in our four key focus areas (Export, Investment, Tourism, and Creative Industries). We have set a solid foundation in all four key focus areas, 2017 presents the opportunity to leverage our resources through innovation and digital transformation. The four flagship initiatives for 2017 are impact investment, e-commerce enablement, connecting to global value chains and commercial partnerships in creative industries. These initiatives could yield large commercial benefits for PICs. Running concurrently, our marketing strategy will be implemented to strengthen our position in the private sector as the trusted expert on trade and investment in the Pacific to drive further opportunities in the market.

It is important to note that PT&I has a mandate to focus on women owned and operated businesses in the Pacific Islands. We also strive to provide as many services as possible to those organisations existing in the Small Island States. These two priorities can be clearly seen in the major projects we will be working on 2017.

There has never been a more exciting time to work in trade and investment. The Pacific is an ocean of opportunity and PT&I Australia is in a strong position to take the lead in delivering export and investment outcomes for Pacific Island business



Caleb Jarvis
Trade & Investment Commissioner

Our Role

Who we are

Pacific Islands Trade & Invest (PT&I) is the region's lead export facilitation and investment promotion agency. There are six PT&I offices: Australia, China, Japan, New Zealand, Switzerland and Fiji.

PT&I Australia adheres to the principals laid out in the Framework for Pacific Regionalism. Our vision, values, objectives and monitoring processes are guided by the Framework which is clearly reflected in our 2017 Strategic Plan.

What we do

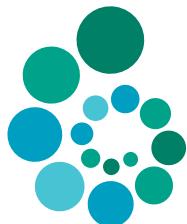
PT&I Australia creates jobs in the Pacific Islands. We do this by developing and promoting Pacific Islands exports, investments, tourism and creative industries in the Australian market. We are the lead agency in the region promoting and supporting emerging and established enterprises of the Pacific Islands with a particular focus on women owned or managed business.



Where we are

In late 2016 Pacific leaders accepted French Polynesia and New Caledonia as full members of the Pacific Islands Forum. Therefore the 16 Pacific Island Countries (PICs) we now service are Cook Islands¹, Fiji², FSM³, Kiribati⁴, Marshall Islands⁵, Nauru⁶, New Caledonia⁷, Niue⁸, Palau⁹, Papua New Guinea¹⁰, Samoa¹¹, Solomon Islands¹², Tahiti¹³, Tonga¹⁴, Tuvalu¹⁵, and Vanuatu¹⁶.





Pacific Islands
Trade & Invest

CREATING JOBS

OUR ESSENCE

We are the Pacific's lead export and investment facilitation 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, creative industries and tourism with the aim to improve the livelihood of people in the Pacific Islands.

OUR MISSION

To create jobs in the Pacific Islands by developing and promoting Pacific Islands exports, investments, tourism and creative industries across international markets.

OUR ESSENCE

TRADE, PROSPERITY, GROWTH

1

Our Strategic Setting

Whilst the Pacific Islands offer great potential for trade and investment the region is often beset by political, economic, and environmental disasters.

Challenges

PT&I Australia is mindful of emerging internal and external factors (including global political shifts as well as economic and environmental disasters), affecting economic conditions and internal business environments in the Pacific region. The vital support we receive from our partnerships with PIC governments and Australian private and government organisations is becoming ever more important in extending the reach of PT&I Australia and in delivering outcomes at the business level.

The World Bank Doing Business Rankings is indicative of the present challenges, with all tracked Pacific Island nations losing ground in recent years, and all by an alarming number of positions.

Country	2006	2011	2016	Change in rank
New Zealand	1	3	2	-1
Australia	6	10	13	-7
Tonga	36	71	78	-42
Fiji	34	62	88	-54
Vanuatu	49	60	94	-46
Samoa	39	61	96	-57
Solomon Islands	53	96	112	-59
Palau	50	120	136	-86
Marshall Islands	48	108	140	-92
PNG	64	103	145	-81
Micronesia Fed States	56	141	148	-92
Kiribati	45	93	149	-104

Assessing the trade and investment promotion needs of the PICs is difficult, there are significant differences in the current levels of development (and therefore the needs) across the 16 PICs. Many of the PICs are small remote economies with limited diversification and institutional capacity. They are also vulnerable to external economic and environmental factors.

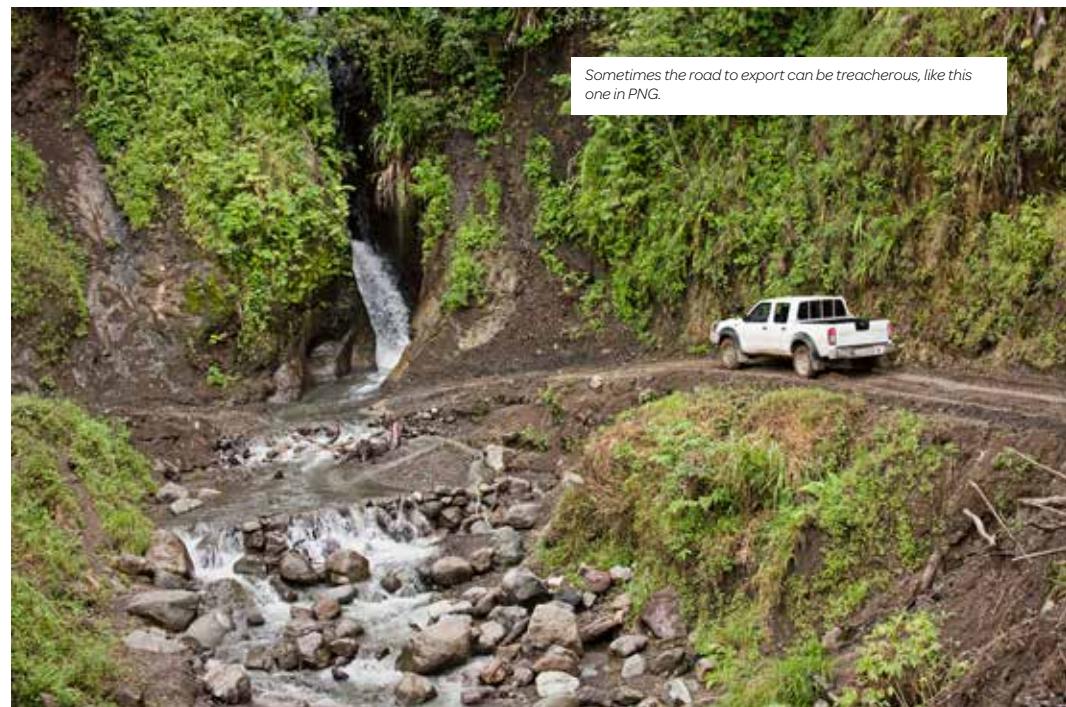
Private sector development through trade and investment is essential for growth in the Pacific however limited resources, shortages of active investors and weak capacity present ongoing challenges.

There is a high degree of challenge in providing sustainable and meaningful economic and social opportunities for populations within the PICs. Increased trade and inflows of Foreign Direct Investment (FDI) are defining features of globalisation and affect economic growth, which in turn impacts social development.

Capital inflows enable recipient countries to increase their investment rate beyond what they could sustain with their domestic financial capacity. However, in the Pacific region, countries face constraints including economic and environmental vulnerability, changing global trade regimes and lack of institutional and human capacity. These constraints provide a real barrier for both trade and investment.

To aid development the Pacific Islands require very costly infrastructure improvements, including further and new development of merchant ship routes and frequency, more passenger and cargo planes, improvements and expansion to existing ports, airports and telecommunication infrastructure.

Another challenge is environmental. The World Bank has indicated that of the 20 countries in the world with the highest average annual natural disaster losses scaled by gross domestic product, eight are Pacific Island countries (Vanuatu, Niue, Tonga, the Federated States of Micronesia, the Solomon Islands, Fiji, Marshall Islands and the Cook Islands). This has significant implications on the ability to attract trade and investment within the Pacific region.



Following world standards

With the Millennium Development Goals finishing in 2015 we now look to the Sustainable Development Goals for high level guidance of our strategic planning.

Our work in trade and investment facilitation will move each country closer to all the SDGs, however due to our focus we will have the greatest impact on the following SDGs.



Gender inequality plays a large role in the perpetuation of poverty and its risks; by focusing on jobs creation, youth and gender, we work towards SDG 1.



Agriculture is the single largest employer in the world, providing livelihoods for 40 per cent of today's global population. Much of the work we do is within this sector, providing job security and income for communities.



PT&I Australia focuses on assisting, and providing our services to small businesses and organisations that are owned or run by Pacific Island women.



By promoting sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all, PT&I's various programs fit well in this SDG category.



Our work builds resilient infrastructure, promoting inclusive and sustainable industrialization and fostering innovation.



PT&I Australia has a strong ongoing tradition of partnering with key players in the Pacific region in order to better leverage both ours and our partners assets ensuring more successful results in all areas.

2

Our Approach

Developing and promoting Pacific Islands exports, investments, tourism and creative industries in international markets. Promoting and supporting emerging and established enterprises, focusing on women owned business.

Partnerships

Coming together is a beginning...

keeping together is progress, working together is success*. Pooling talent and resources in partnerships and collaborations has always been key to our success. In the ever shifting political and economic environment we find ourselves in, working together is more important than ever.

In particular, partnerships with PIC governments and Australian private and government organisations are vital as they help us to extend the reach of PT&I Australia and deliver commercial outcomes for business.

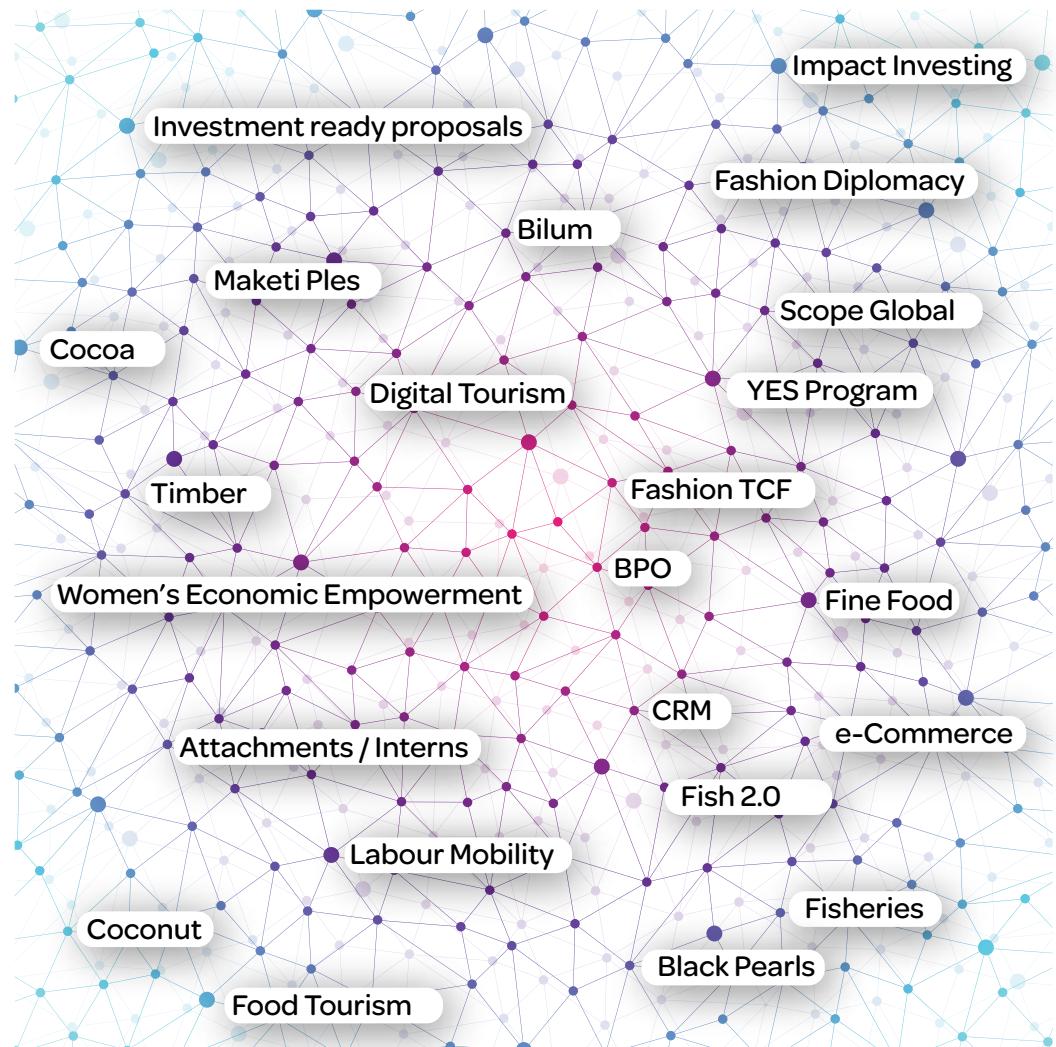


*Henry Ford

2017 Key Projects

Interconnected and targeted

Our key projects for 2017 are interconnected, each project is related to one or more of our Key Focus Areas of Export, Investment, Tourism and Creative Industries. These projects will allow us to connect more buyers and sellers, and more investors with investees.



Reaching a deal

Core services

PT&I Australia offers clients a core set of services that directly lead towards investment and export deals. These services will be provided to clients as part of our 2017 key projects. The services will be tracked and reported through our CRM system.

- 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 markets 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



Key Focus Areas

At PT&I Australia, we channel our knowledge and resources through four key focus areas (KFAs) that directly reflect the strengths and needs of the Pacific Islands.

Each area will be developed through separate annual, budgeted workplans.

These programs are integrated, with program managers collaborating and engaging on a daily basis.

The four key focus areas are:

- Export
- Investment
- Creative Industries
- Tourism

This following sections of the strategic plan further define our KFAs.



KFA-1

Export

The Pacific Islands have some of the world's best exports, in both product and service. The unique location, environment, and people lend great value to their exports. Finding a buyer for these products is our expertise.

KFA1 - Export

Export services

Exports play an important role in the economies of the Pacific, influencing the level of economic growth and stability, employment and the balance of payments, acting as an engine to improving the livelihoods in the Pacific Islands.

PT&I the largest and only regional Trade Promotion Organisation responsible for the promotion, and facilitation of exports from the 16 Pacific Island countries to Australia and the world. It understands the challenges of exporters and doing business in the Pacific. We aim to be the first point of contact for Pacific Island exporters looking to export to Australia and/or Australian retailers, buyers, distributors seeking Pacific Island goods. Working in partnership with each of the 16 countries International Trade offices, we deliver market related services, advice and information to assist Pacific Islands export ready companies connect with opportunities in Australia.

Partnerships

PT&I Australia intends to be the starting point for all export related enquiries from Australia. In order to achieve this we will develop our existing strategic partnerships with Pacific IPAs, Chambers of Commerce, Government Departments, Regional Organisations in the Pacific, industry organisations and all key players. We will also continue to search for and develop relationships with private sector entities on both sides of the trade line – importers and distributors in Australia; exporters and aggregators in the Pacific Islands.

These relationships will ensure our network of professional referrals is reliable and trustworthy, resulting in the most successful, long term deals possible.

Key industries for 2017

PT&I Australia has identified the most promising sectors of Pacific Island exports and will target these in 2017. An 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, timber and fish.

Key services

To ensure the success of our key activities we will provide targeted market research; the identification of international partners; provision of tailored industry intelligence including advice on marketing, branding, pricing and logistics.

Digital innovation and e-trade

We operate in an increasingly digital market which has a direct impact on all steps of the value chain. E-Commerce is the world's fastest growing retail channel, globally valued at USD\$16 trillion. While \$15 trillion of this is business to business (B2B), the \$1.2 trillion business to consumer (B2C) segment is growing at a much faster rate, especially in Asia.

As a key flagship initiative for 2017, we will focus on how digital innovations can add value to how Pacific Island exporters do business, shifting them to e-trade businesses. This will include the use of established e-commerce platforms such as Range ME, Shopify, Ebay, Pacific Wild Harvest and Sookah Crew to add both efficiencies and reach into the Australian market.

Internship program

In 2017 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 longer term.

Focus on women owned or managed export

With so much social and economic value arising from the empowerment of women, and the fact that so much of the Pacific Island workforce is women, PT&I Australia will continue to focus on servicing women owned or run businesses in 2017.

PT&I is committed creating more opportunities for women in trade and ensuring their inclusion in the global economy. We will work with women entrepreneurs, enhancing their competitiveness, enabling them to tap into global market opportunities and introducing potential buyers.

Key activities

At heart, export facilitation hinges on the connections between Pacific Island exporters and Australian buyers. Therefore, PT&I Australia will have three major activities in 2017:

1. Outward buyer missions to selected Pacific Island Countries
2. Inward seller missions to the Eastern seaboard of Australia
3. Trade shows

These three processes will form the backbone of all activities in the Export Services KFA.



misiluki™

Samoan company Misiluki displays their world class products on the PT& Australia stand at the Australian Health & Beauty Exhibition in 2016.

KFA2

Investment

PT&I Australia has identified some promising new investment ready projects and Impact Investors.

KFA2 - Investment

Increased private sector investment is a vital ingredient in creating sustainable economic growth, increasing employment opportunities and reducing poverty improving livelihoods in the Pacific Islands. It brings financial capital that businesses need to expand their operations or meet the cost of accessing overseas markets, stimulating productivity improvements by allowing firms to unlock more productive capital. Attracting investment can also bring additional benefits, such as providing access to new ideas and markets, technology or production process that can help to innovate and add value to the goods and services the region produces, and skills transfer.

PT&I, the largest and only regional Trade & Investment Promotion Organisation (TIPO) responsible for the promotion, attraction and facilitation of Foreign Direction Investment (FDI) into 16 Pacific Island countries across the region, understands the challenges of investing and doing business in the Pacific.

Partnering for success

We aim to be first point of contact for all investment enquires from Australia. Working in partnership with each of the 16 countries Investment Promotion Authorities, we facilitate information that is required to make a good investment decision and to provide a streamline approach that saves investors time and money.

Services include:

1. Co-ordination of investment enquires and assistance
2. Building a network of investors
3. Identify and promote investment ready opportunities
4. Provide information on country business and regulatory environment

Making investment easy

PT&I Australia will act as a central point of contact facilitating introduction of investors to investment ready opportunites, providing market intelligence, guidance on doing business, information on business cost, tax regime, ease of doing business, investment regulations, skills availability, immigration, introductions to specialist and possible partners, and identification of specific locations and sites.

Showcasing Pacific Island investment opportunities

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. Australia's appetite to investment in the Pacific region continues to remain low. In confronting these challenges, PT&I Sydney will undertake investment promotion in Australia and internationally in partnership with other stakeholders to promote greater awareness of

the region. We will work with partner organisations and deliver outbound investment missions, webinars and investment awareness campaigns/events. Through these activities, PT&I Australia's aim is to raise the profile of the Pacific as an investment destination and region to do business and ultimately attract investment. Each activity will be tailored and focused around a particular country and a specific industry that the country has potential commercial opportunity.

Developing investment ready proposals

Attracting high quality investment requires PT&I Australia to have high quality investment ready opportunities and offerings. We will maintain a regional pipeline of investment ready opportunities to underpin the coordination of our investment attraction efforts. PT&I Australia will engage with key partners in the region including members Investment Promotion Authorities, Chamber of Commerce, Association, Business Councils, brokers and DFAT country post assisting with the identification of investment ready opportunities, showcasing and creating increase awareness of investment ready opportunities to Australia and global investors, lift the profile of the members economies in the international investment community and provide guidance and mentoring to companies to shape and refine their message to potential investors.

Empowering Pacific women in business

PT&I Australia understands the importance of empowering women in business and the need to incorporating this in every investment. PT&I is committed to creating more opportunities for women through foreign investment and ensuring their inclusion in the global economy. Working across PT&I's other key focus areas we will work with Pacific women to enhance their competitiveness, enabling them to tap into global market opportunities and introducing potential investors, in particular impact investors.

KFA3

Creative Industries

*The Melanesian, Polynesian and Micronesian cultures are diverse yet unique.
Separated from the rest of the world by vast watery distances.*

KFA3 - Creative Industries

An increasingly dynamic sector

"There are countries where the creative industries are an almost unnoticed part of the economy, especially the Pacific Islands." (UN)

It is our mission to change this. Not only are the Pacific Islands a unique cultural environment, with great diversity and originality, separated from cultural globalisation by immense ocean distance, the communities are often heavily dependant on the sale of their creative products. That's why PT&I Australia places a high priority focus on this increasingly dynamic sector.

Our approach

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 an organisation to identify buyers with the intention to increase visibility and sales of Pacific Island creative products in Australia. PT&I Australia undertakes several approaches to resolve this:

- Continuing to undertake an acquisition and research campaign to build a database/network of creators and or creator groups in the Pacific Region
- 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
- Our annual marketing and promotional platform event, Maketi Ples, which promotes Pacific Island art and achieves great transactional sales
- Working in partnership with Australian Institutions through their Acquisition Programs to source purchasable Pacific Island artwork and further drive imports into Australia.
- Establishing and maintaining strategic alliances with Australian service providers who provide commercial opportunities for PIC creators (eg individuals, commercial galleries, public institutions, publications etc)
- Continuing to research new and exciting ways to find international buyers of Pacific Island creative products

REAL Pacific Impact

In 2017 PT&I Australia will partner with REAL Impact to develop a *for-profit* company that operates as a regional development, management and sourcing hub in the creative industries sector.

PT&I Australia will bring its Pacific region experience, networks, senior management resources together with REAL Impact's management and development model and together operate as a business partner and investor to Creative Industry enterprises in the 16 Pacific Island countries we service.

With an initial focus on building Bilum capacity, this program will create a positive social impact in the areas of poverty alleviation, job creation, education, gender empowerment, and financial literacy - aligning with the UN Sustainable Development Goals.

REAL Pacific will be a commercially viable business, providing not only investment and networking opportunities, but also specialised training and assistance to improve business operations, product design, branding, and marketing.

The REAL Pacific Impact program will be a major focus for PT&I Australia in 2017 and beyond, going through three typical business stages over 3-5 years:

- Phase 1 - Due diligence and research : Incubating and validating business case
- Phase 2 - Development : Capital raising
- Phase 3 - Scale : Invest and accelerate to global business

Pacific fashion - the designer, stylist, individual and the artisan community

PT&I Australia will continue to support key annual fashion events that showcase Pacific fashion in the Australian market; such as Mercedes-Benz Fashion Week Australia and Pacific Runway.

Many Pacific Island materials can be considered an art unto themselves and, increasingly, designers are coming to us to source these unique materials to fashion into creative wearable pieces that continue to impress the industry. 2017 will see PT&I Australia further explore and open up these avenues to increased export sales and better jobs, especially for women and young entrepreneurs.

Focusing on Small Island States

The creative industry is present in all Pacific Islands, including the Small Island States. The Small Island States (SIS) grouping comprises the Cook Islands, Kiribati, Nauru, Niue, Palau, Republic of the Marshall Islands and Tuvalu. A large number of artisan communities living and creating in these countries are women. The Pacific Leaders' vision and declaration in 2006 on the specific needs of the SIS group was to develop new initiatives and advocate for the needs of Smaller Island States, particularly given their limited capacity and their fragile and vulnerable environment, including the impact of climate change.

The impact of climate change on a number of SIS communities is visually evident in terms of the limited diversity in sourcing, processing and producing traditional or culture based objects (e.g. body adornment). Traditionally, cultural objects were created utilising plant material sourced from the environment however new and or introduced materials has enabled the continuation of artisan practises within these communities and is a reflection of the collective strength and their adaptability as a people.

Women owned or run business

The 2017 strategy includes a highly focused and contextual approach to engage with women artisan groups and or individuals. The products we have chosen to promote and represent are traditionally created by the women of the Pacific Islands.

KFA4

Tourism

Tourism across the Pacific is the biggest industry, but it's a region in transition. There exists to bring a lot more local product to the surface. We plan to be active in the area of Digital Tourism for many years to come.

KFA4 - Tourism Promotion

A vital industry

PT&I Australia aims to drive economic development which will lead to job creation through increased tourism bookings. The strategy focuses on promotional activities of PICs' tourism offerings and addressing capacity constraints hindering further growth.

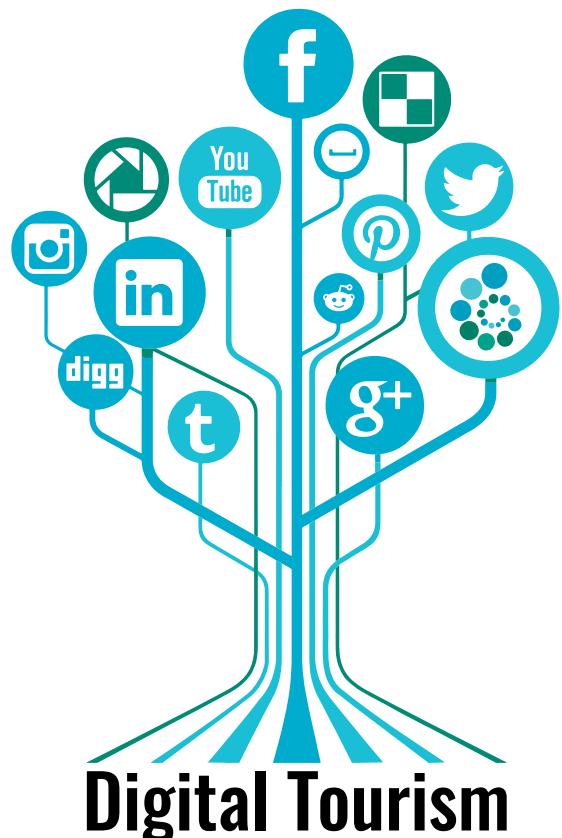
The most recent tourism statistics available* show strong tourism growth in the Asia Pacific region, with Oceania showing the highest growth of 10%. It is widely understood that tourism in the Pacific Islands has much potential for growth and the vast bulk of the tourism product is at the SME level (often family run operations). However small, these businesses are where women, youth and communities find significant employment opportunities. In 2017, the tourism program will focus on working with SME tourism-ready operators in the Pacific 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 through the digital tourism program, supporting Australian marketing campaigns and promoting tourism investment opportunities.

Digital Tourism

A hotel's website should be considered it's most important communication channel. A hotel's website is the shop face to consumers, it's important that the website is attractive, user friendly, has updated information and conveys confidence that leads potential customers to make reservations. Tourism operators also need to understand the importance of digital marketing and social media and how it can drive business growth. Digital marketing can help create a strong brand, allow greater exposure world wide, drive sales, create and maintain better relationships with customers and provide a great tool to interact directly with them.

In 2017, PT&I Australia will support the delivery of PT&I's Digital Tourism Program in partnership with WHL. The program comprises of two phases. Phase 1 involves the development of a new website for hotels and tourism operators. Phase 2 involves the support of up to 20 Digital Tourism Marketing packages supporting hotels and tourism operators that have demonstrated good understanding, are utilising the tools of their current website, have generated sufficient sales and are seeking further growth through digital marketing.

PT&I Australia will deliver phase 1 in Palau, New Caledonia, Solomon Islands and Tahiti. Phase 2 will involve the development of a digital marketing strategy along with 3 months dedicated marketing work, for each applicable client.



*Source : http://spto.org/images/Resources/Quarter_2_2016_Tourist_Arrivals_Report.pdf

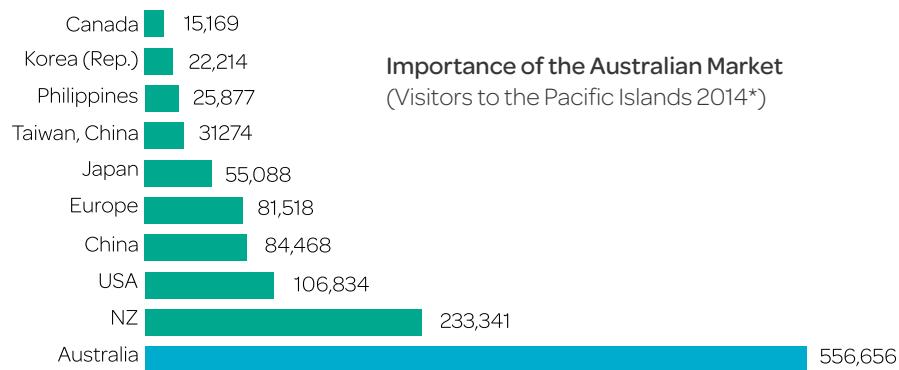


Focusing on Small Island States

The tourism industry is competitive and countries are all vying to attract more tourist to visit their countries. The best way to communicate a countries tourism offerings is via a National Tourism Website. In 2017, PT&I Australia will support the development of state of the art National Tourism websites in partnership with WHL and the National Tourism Authorities of the Marshall Islands, Federated States of Micronesia, Nauru and Kiribati.

In this way, PT&I Australia will shine a spotlight on the Pacific's beautiful Small Island States. The new National Tourism websites will enhance the attractiveness of each of the countries tourism offerings, lift each countries profile and generate new arrivals.

Following the development of the National Tourism websites, we will also support the delivery of PT&I Australia's Digital Tourism Program in partnership with WHL to Kiribati, Nauru, Federated States of Micronesia, Marshall Islands and Tuvalu. PT&I's Digital Tourism Program will further assist the regions hotels drive sales.



*World Bank - Tourism Summary Paper
<http://pubdocs.worldbank.org/en/668071466580390790/PACIFIC-POSSIBLE-Tourism-Summary-paper.pdf>

In-market support and partnerships

PT&I Australia will be an important sponsor of the Treasures of the South Pacific, as a member and through the road shows. We will participate in at least one of their Sydney road show events and host their AGM in our offices.

In partnership with South Pacific Tourism Organisation, we will support the Hidden Treasures. Hidden Treasures is a cluster of the small island countries comprising of Kiribati, Nauru, Marshall Islands, Palau, FSM, Tonga, Tuvalu, American Samoa, and Niue that don't have the financial resources to fund an individual representative in the Treasures of the South Pacific. The support will include the clusters membership of Hidden Treasures as well as a Hidden Treasures representative.

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.

An integrated marketing campaign in Australia

Too often the Pacific Islands is overlooked and seen merely as a fly and flop destination. The Australian market doesn't understand that some of the world's most incredible natural wonders, colourful cultures and exciting adventures are right on their doorstep.

In 2017 PT&I Australia will partner with SPTO, Hidden Treasures, resorts, National Tourism bodies, airlines and other key stakeholders to deliver joint (regional) destination and single country integrated marketing campaigns (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 destinations. 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, through a digital marketing campaign.

Impact grant and internship program - Australian Volunteers

PT&I Australia will have a strategic alliance with ScopeGlobal, focusing on collaborating on opportunities for the economic and sustainable development of the Pacific Islands in the tourism sector. Through the alliance, PT&I Australia will manage and provide funding for up to 10 impact grants (max grant AU\$1500) to support volunteers initiatives and activities in the areas of tourism development. PT&I Australia recognises the great work volunteers provide to the Pacific Islands, working at grassroots level. The grant is available to those projects that grow demand for tourism sector, encourage investment in the tourism sector, increase supply of labour and skills, empower women in the tourism sector, build industry resilience, productivity and quality and yield a broad return across the tourism supply chain.

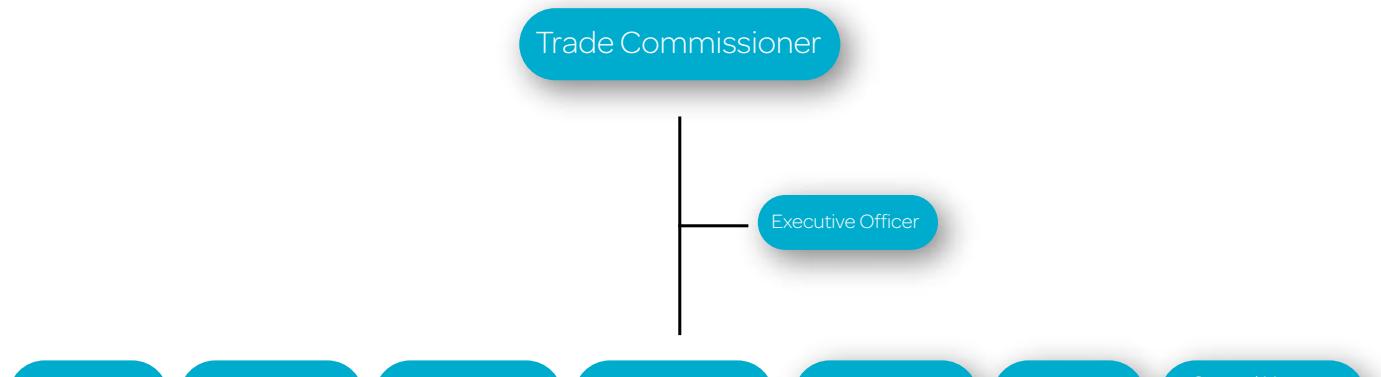
3

Our Strengths

PT&I Australia's work in the Pacific is vital to the region's prosperity, therefore we must harness our resources in the most efficient way possible, strengthen our operational core and always search for innovative ways to improve our effectiveness.

Our Team

Staff



Strengthen the core

In October 2016 we created a new role: **Communication and Marketing Manager**. PT&I Australia's Communication and Marketing function will work in partnership with the Knowledge Information Management program (KIM) with the objective of strengthening PT&I Australia's position as the trusted expert in trade and investment in the Pacific Islands. A three step approach will be executed in 2017.

1. Build our assets

With a new website launched in late 2016, a content marketing plan will be developed and executed to provide a roadmap across all communication channels ensuring each channel is used effectively.

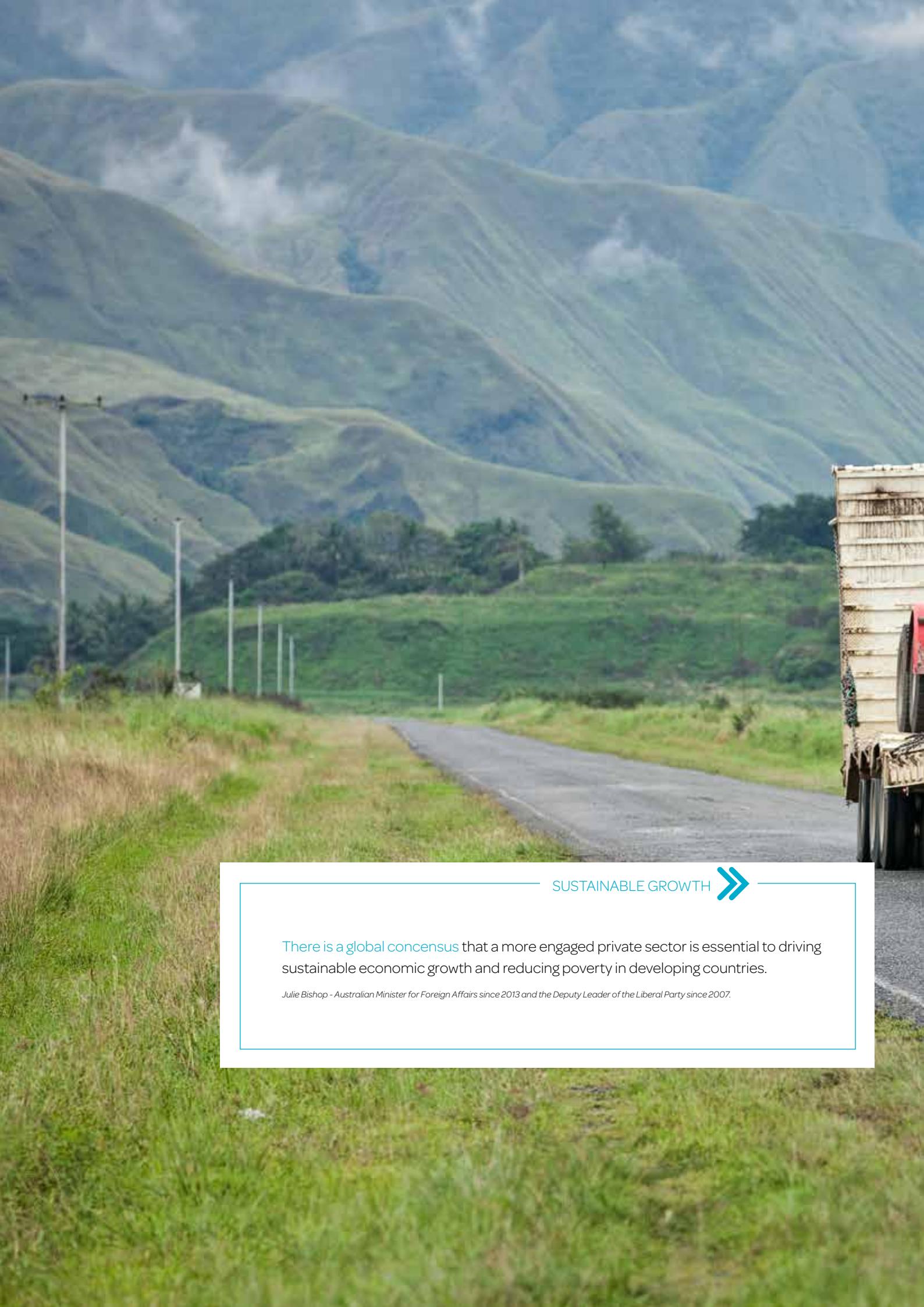
The CRM database will continue to be an important reporting tool, we will continue to strengthen the core of the system through rigorous data validation, duplication detection, weeding, and architectural maintenance. The connections between the CRM, the PT&I website and digital marketing solutions will be improved in order to better leverage each systems' assets.

2. Target our reach

Increasing clutter in market requires PT&I Australia to become both targeted in our approach and message to ensure engagement and cut through. Reporting and segmentation through our KIM program will enable us to be targeted in our approach, receive real-time feedback on success allowing us to be dynamic in our approach to increase audience engagement.

3. Amplify our message

We will use an integrated approach across all communication channels to amplify our messages in the market. Through KIM we will implement a data driven approach to understand influencers in the market and establish partnerships to maximise our organic reach.



SUSTAINABLE GROWTH ➤

There is a 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.



4

Our Targets

Success is the result of perfection, hard work, learning from failure, loyalty, and persistence. - Colin Powell

To know where you are going,

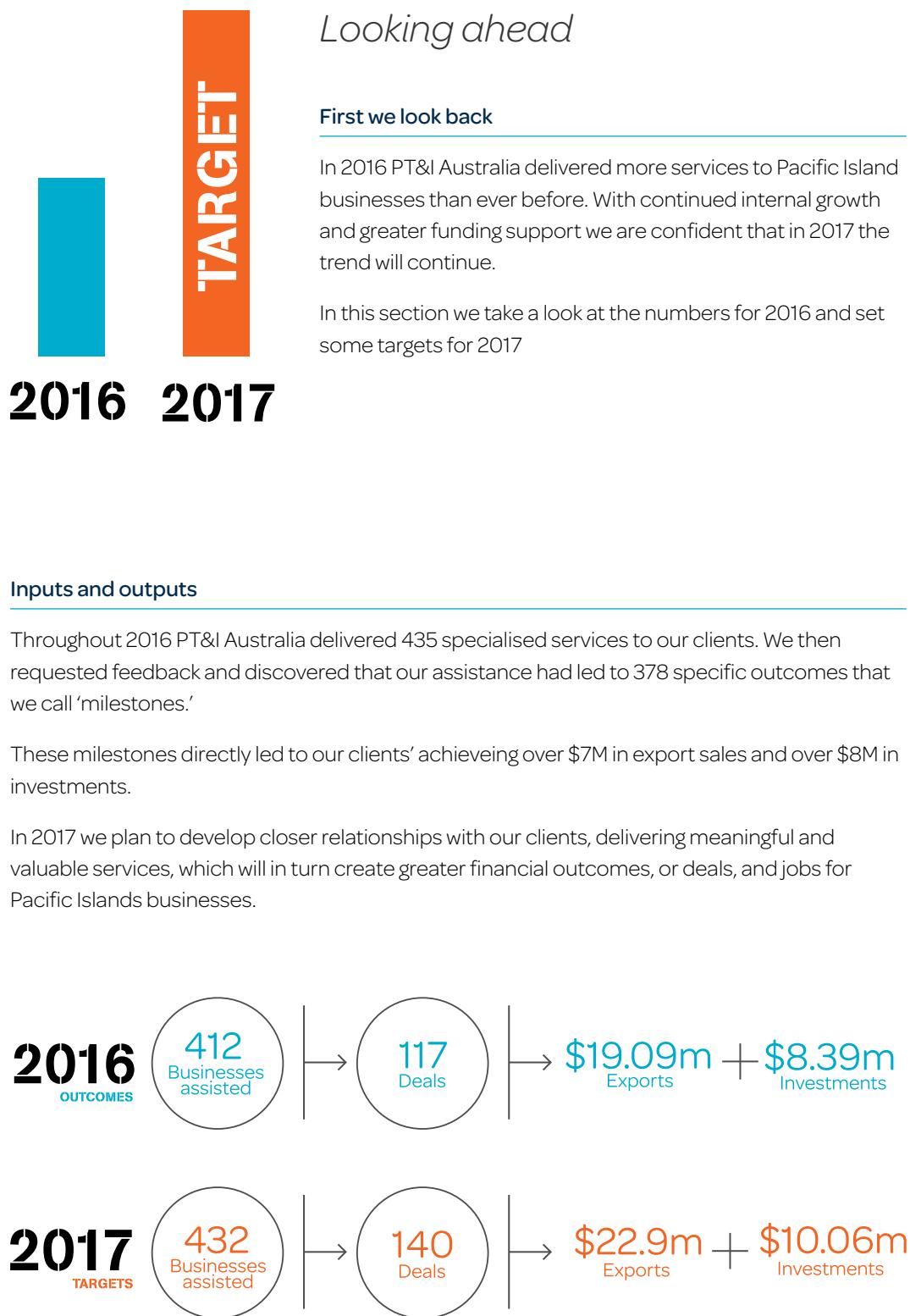
you must know where you came from. Accurate and in depth knowledge of an organisation's outcomes is vital for effective operation.

Our performance is measured by the deals achieved by our clients. Their successes, the deals they make, and the milestones they pass along the way. This is tracked in our Customer Relationship Management System.

Our system, and our close relationships with clients, allows us to report on both financial outcomes as well as meaningful, non financial outcomes, such as social benefits, gender empowerment, and environmental impacts.

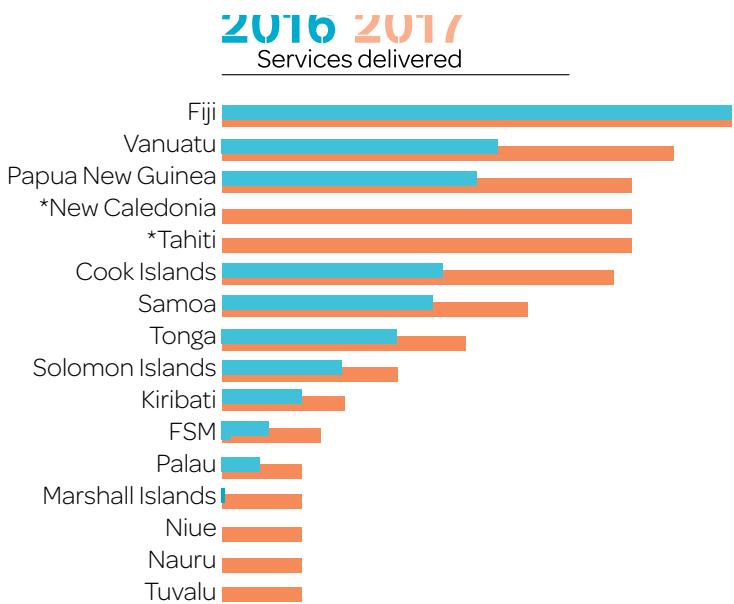
Our performance criteria is set out in consultation with the Australian Department of Foreign Affairs and Trade and the Pacific Islands Forum Secretariat. The metrics captured and tracked by our CRM will be measured against the following:

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



Targeting the Small Island States

By their very nature, the larger islands contain more opportunities for success, this is reflected in the numbers of services and milestones recorded against our clients. It is PT&I Australia's aim to focus on the Small Island States in 2017. While we do plan to increase the number of services provided, our main aim is to focus on delivering deeper, more valuable services.



Budget forecast for 2017

Income	
Funding	\$2,500,000.00
TD Interest + GST Refund	\$30,000.00
Total Income	\$2,530,000.00

Breakdown	
Salaries and wages	\$1,150,000.00
Short term training	\$15,000.00
Staff airfares	\$75,000.00
Staff accomodation	\$60,000.00
Staff per diems	\$75,000.00
Books & publications	\$4,000.00
Publishing costs	\$10,000.00
Trends & developments	\$1,000.00
Printing & stationery	\$10,000.00
Freight & postage	\$10,000.00
Telephone & faxes	\$15,000.00
Internet charges	\$10,000.00
Hospitality & refreshments	\$11,500.00
Office consumables	\$25,000.00
Advertisement / PR	\$150,000.00
Workplan	\$501,500.00
Computer repairs & sundry	\$25,000.00
Software & licence fees	\$25,000.00
Bank charges	\$5,000.00
Workshop & conference fees	\$4,000.00
Consultants - fees	\$5,000.00
Cleaning agents	\$5,000.00
Vehicle fuel & oil	\$3,000.00
Vehile repairs & sundries	\$35,000.00
Rent of premises	\$210,000.00
Utilities(Electricity/Gas/Wat)	\$6,000.00
Contingencies	\$9,000.00
Accountancy	\$35,000.00
Audit	\$25,000.00
Legal fees	\$10,000.00
Insurance	\$5,000.00
Total	\$2,530,000.00

Acronyms

FSM	Federated States of Micronesia
PT&I	Pacific Islands Trade & Invest
SDG	Sustainable Development Goal
PIFS	Pacific Islands Forum Secretariat
IPA	Investment Promotion Authority
NTO	National Tourism Organisation
PIPSO	Pacific Islands Private Sector Organisation
SPTO	South Pacific Tourism Organisation
SPC	Secretariat of the Pacific Community
CRM	Customer Relationship Management
ES	Exporter Services
PIC	Pacific Island Country
GVC	Global Value Chain
SIS	Small Island State
PHAMA	Pacific Horticultural & Agricultural Market Access Program
MDF	Market Development Facility
VCO	Virgin coconut oil
B2B	Business to business
B2C	Business to consumer
UNCTAD	United Nations Conference on Trade and Development
PNG	Papua New Guinea
MVB	Minimum Viable Business
CI	Creative Industries
SME	Small and Medium sized Enterprises
UN	United Nations
WHL	World Hotel Link
KIM	Knowledge and Information Management
FSM	Federated States of Micronesia
PR	Public relations
TD	Tax Deduction
GST	Goods and Services Tax



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