



Pacific Islands
Trade & Invest

REVIEW OF THE PACIFIC ISLANDS TRADE & INVEST

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List of Acronyms
ADB - Asian Development Bank
BDAs - Bilateral Development Agencies
CRM – Customer Relations Management
FDI - Foreign Direct Investment
FICs - Forum Island Countries
FTMM - Forum Trade Ministers Meeting
FTOM - Forum Trade Officials Meeting
IFIs – International Financial Institutions
IFRS - International Financial Reporting Standards
KPI – Key Performance Indicators
LDCs - Least Developed Country
PIC - Pacific Islands Centre
PICs – Pacific Islands Countries
PIFS – Pacific Island Forum Secretariat
PSD . Private Sector Development
PT&I - Pacific Islands Trade and Invest
SIDS - Small Island Developing States
UNDAF – United Nations Development Assistance Framework for the Pacific sub region
USA – United States of America

Executive Summary

Pacific Islands Trade & Invest (PT&I) is the leading regional export development and investment promotion agency for the Pacific Islands. PT&I is an agency of the Pacific Islands Forum Secretariat (PIFS) that aims to improve the livelihood of the people in the Pacific Islands ('The Region') by supporting businesses to increase their exports and investment, hence creating jobs for sustainable communities and greater Prosperity.

The PT&I has its strength in its network with presence in key markets of interest to the Pacific Islands. It is built on a business model and has performed satisfactorily to serve the key stakeholders under its current limited budget. The PT&I services are needed by the regions SMEs, and it is a good example of a regional public service which individual Pacific Islands will have difficulty in providing.

In executing the mandate of this review (determining the medium to long term effectiveness of the role, functions and performance of the PT&I network measured against its objectives in meeting the needs of its clients in the Pacific Islands Countries), several key facts have come to light. While it is clear that the PT&I network is an excellent model for providing regional service, and is currently equipped with good strategic partnerships and a strong team of professionals that promote the Region for increased exports and investments, the focus of this report is to highlight areas of improvements for even better results. The main areas of attention are as follows:

1. PT&I represents 14 Forum Island Countries (FICs) that currently have significantly different levels of development needs along with other special and unique characteristics which, at times, compromises PT&I's ability to meet the needs of its very diversified clients. It is therefore important that the FICs' trade and investment promotion agencies are actively involved in working with the PT&I network;
2. The five different strategic focus areas of the PT&I are largely in-line with the private sector needs of The Region as identified by the private sector, although private sector awareness of the strategic focus areas of the PT&I needs to be improved. More broadly, the PT&I network needs to promote/advertise its services actively and prominently in the Pacific and by doing so, allocate an adequate budget to such activity;

3. It is important that the overall governance of the PT&I Network be strengthened, including linkages with PIFS and without compromising the flexibility needed for the PT&I offices to respond to the private sector promptly;
4. Existing funding of PT&I activities can potentially be supplemented by building better and new relationships with other 'Sources' of funding for The Region including The European Union, the UN, The World Bank, ITC, the Asian Development Bank and others;
5. The Pacific region could benefit from increased cooperation between regional Business Support Organisations and donor funds could be better utilized by supporting joint initiatives. The PIFS and the PT&I network is well placed to assist in this coordination role.

Specific recommendations, insights and impacts arising out of this review include development of a Web-based Pacific Trade Development Portal to strengthen and improve the PT&I services, a new and more results oriented budget forecasting process, a focus on developing and strengthening partnerships and joint ventures between PT&I and public and private sector organizations in the region, additions / changes to the existing organizational chart of the PT&I, and suggested changes to the relationship between key stakeholders and the PT&I.

It is clear to the Review Team that PT&I is uniquely positioned as the development agency for the Pacific Islands because it has offices in 5 key markets for the FICs and a demonstrated track record in providing tangible, long lasting sustainable development initiatives relating to trade, investment and tourism.

The Review Team has, based upon regional wide consultations, provided nine clear and concise recommendations that should resonate with PT&I network, PIFS and FICs, all stakeholders who are in the business of building a better future for the region through sustainable communities, sustainable livelihoods and greater prosperity.

Purpose & Objectives

Through an extensive regional evaluation process, the purpose of this review is to determine the medium to long term effectiveness of the role, functions and performance of the PT&I network, measured against its objectives in meeting the needs of its clients in the Pacific Islands Countries ('The Region').¹ More specifically, this review seeks to determine the extent to which the PT&I network has addressed these needs effectively.

In response to the recommendations of previous reviews, this review will assess and, where applicable, make recommendations on the appropriate coordination and governance structure of the PT&I network. This review will also assess the current funding arrangements and make recommendations on the appropriate levels of funding for the medium to long term.

The objectives of this review are to:

- Determine the trade and Investment promotion needs of The Region; taking into account the varying stages of development across the 14 Forum Island Countries (FICs) and evaluating the effectiveness of the role, function and performance of the PT&I network in meeting those needs;

¹ Pacific Islands Trade & Invest Review 2013 Terms of Reference.

- Explore ways that PIFS can improve the leadership and management of the PT&I network as a whole and make recommendations on an appropriate coordination and governance structure;
- Assess the current funding arrangements and make recommendations on the appropriate levels of funding for the medium to long term;
- Review the PT&I strategic focus areas and the subsequent service offerings, taking into account the ability to coordinate activities with other agencies, leadership, management, structure, staff resources, financial resources and organisational culture;
- Assess the strengths and the adequacy of links with the FIC private sector, Governments and stakeholders and identify gaps and opportunities; and
- Assess the sustainability of the PT&I network.

Scope of Work

This review should aim to build regional consensus on the future direction of PT&I and offer practical models articulating the structure and form to strengthen PT&I operations. It should also provide a platform for prioritizing innovative solutions for FICs' in their trade and investment facilitation endeavours. The review should propose ways to strengthen PT&I engagement with key stakeholders including development partners, examine the position of PT&I in private sector development for the region and identify opportunities within which the PT&I could position itself more effectively; and examine funding arrangements to ensure sustainability.

Key work undertaken by the reviewers were as follows:

- The Consultants were required to conduct in-country travel to Fiji, Papua New Guinea, Samoa, Tonga and Kiribati as well as to the PT&I Offices in Australia, China and New Zealand and to engage in wide-ranging consultations involving private sector representatives, businesses and key partners including host governments, government departments, Forum Member governments officials and regional organisations.

- While in Samoa, the Consultant attended the Forum Trade Officials (FTOM) and the Forum Trade Ministers Meeting (FTMM) and presented the consultancy framework and sought the views and feedback of the Forum Trade Officials and Ministers. The formal consultations with stakeholders under this review were launched in July 2013, at the FTMM.
- A structured questionnaire was used to seek feedback from key stakeholders in all the FICs, the host countries of the PT&I Offices, development partners and key technical agencies working in the region.
- Given the uniqueness of the Pacific Islands Centre (PIC) in Tokyo, Japan and the Japanese market segment, a separate review was undertaken by Japanese consultants, and their report is attached as Annex 1.

Approach

Through a competitive tender process, Kisserup International Trade Roots Europe Aps was contracted to undertake the PT&I review to develop an independent expert assessment. This report represents views from a wide-ranging group of stakeholders from member countries, staff of the Secretariat, partner organisations and donors, including Kisserup's expert opinions.

The approach to the design and implementation of this project is based on the following principles:

- emphasis on a practical, participatory and results-oriented strategy, capable of implementation and performance measurement;
- focus on the needs of PT&I and its stakeholders and the various processes through which a review of the agency's work can enhance its contribution to greater trade and investment activity among Pacific Islands Forum Countries;
- provision of a highly experienced, well-balanced, team of consultants, with the appropriate mix of technical, capacity building skills, relevant trade experience working with governments and the private sector, as well as the inter-personal attributes, to execute the project successfully;
- a guarantee of quality management through our commitment to the Code of Conduct of the Institute of Project Management Consultants and our back-up support and project review arrangements; and
- a flexible and adaptable attitude to introduce meaningful reforms.

Every Kisserup project is approached with a six step project management methodology. Prior to the execution phase, we determined the needs, requirements and the overall objective of the project. Then, the project was initiated and the planning phase began. Once we were confident that we had a clear understanding of the project requirement and expectations, the project was carefully executed, monitored, controlled and finalized. Kisserup's overall approach for the

management of the contract performance is based on proven delivery methodologies, disciplined and professional project management, continuous monitoring and management of risks and a firm commitment to working closely with the contracting authority and the various stakeholders to achieve success. In order to achieve the project objectives, we also undertook primary and secondary research.

Primary research included regional stakeholder consultations and PT&I and PIFS staff interviews. The Pacific Plan Review Team was approached several times as part of the stakeholder outreach via email and telephone requests. Unfortunately, no response was received in time to be included in this Report due to agreed timelines between the Contracting Authority and the Consultant.

As part of stakeholder consultations, a questionnaire was drafted in consultation with staff from the Pacific Island Forum Secretariat and PT&I offices to assist in an assessment of the main challenges faced by the FICs, functions, performance, current governance and effectiveness of the PT&I network. The structured and comprehensive questionnaire was designed to outline the objectives of the interview. Research questions were used to standardize the process and information gathering. A portion of the questionnaire was designed using a semi-structured format to be able to analyse and tabulate data. The full questionnaire is provided in Annex 2.

The stakeholder consultations and interviews were conducted by our team through the use of in-person interviews, online tools, VoIP, emails and telephone calls as part of the information gathering process. A total of 102 stakeholders were consulted under this review, either by interviewing or completing the questionnaire.

The stakeholders' consultation list was developed with assistance from the Pacific Island Forum Secretariat, PT&I staff and secondary research guided by actors in market. PT&I and their staff arranged meeting schedules for the in-country consultations. Our team consulted with a wide-ranging group of stakeholders that included Government Ministers and Officials, private sector (past, present and future clients and customers), donor agencies, development partners, regional agencies, trade commissioners and their staff, business councils, Chambers of Commerce and similar entities. A full list of respondents is provided in Annex 3. As part of the primary research, our Team also interviewed PT&I staff in country offices of Australia, China, Geneva and New Zealand.

Our team conducted secondary research to assist with the analysis as part of the review. The secondary research included obtaining internal PIFS and PT&I documents as well as external reports, studies, journals, articles, etc. related to trade and investment within the Pacific. A full list of secondary sources obtained and reviewed can be found in Annex 4.

The Review

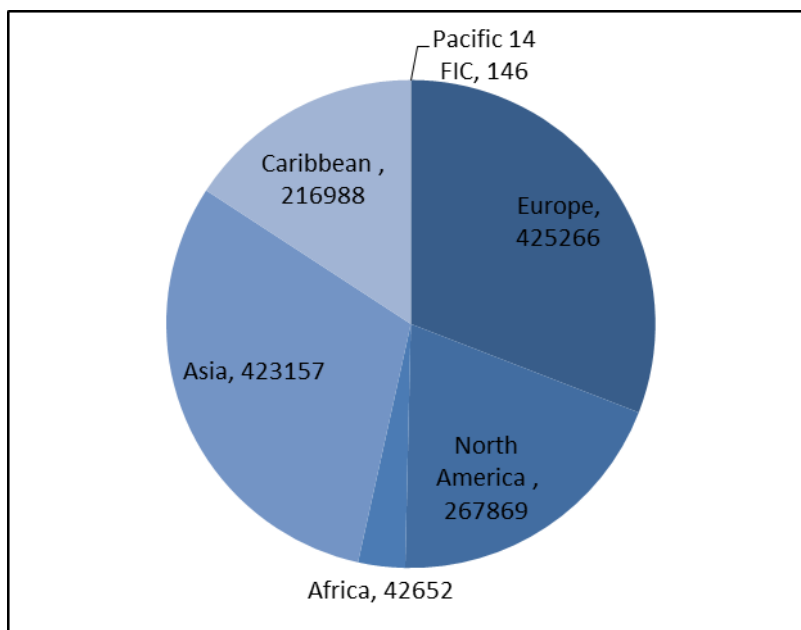
Trade & Investment Needs of the Region

To assess the trade and investment promotion needs of The Region, one needs to recognize that there are significant differences in the current levels of development (and therefore the needs) across the 14 FICs. Furthermore, many of the FICs are small remote economies with limited diversification and institutional capacity as well as being 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 have presented challenges.

The high degree of challenge is clearly evident to provide sustainable and meaningful economic and social opportunities and services for the populations within the PICs. International Financial Institutions (IFIs) support developing countries to adopt policy regimes that encourage surges in cross-border capital flows. Increased trade and inflows of Foreign Direct Investment (FDI) are defining features of globalization and affect economic growth, which in turn impacts social development. Basically, capital inflows enable recipient countries to increase the investment rate beyond what they could sustain with their domestic financial capacity. However, in the Pacific region, constraints include economic and environmental vulnerability, changing global trade regimes and lack of institutional and human capacity in identifying practical options in response to the continuing process of globalization.

As a result, The Region is struggling to attract FDI inflows and is not presently comparable to other regions and economies as illustrated in figure 1. In 2011 the FDI inflows to the 14 FICs was USD146 million.

Figure 1: FDI inflows by region in 2011 (Millions of US dollars)²



The following table (Table 1) provides an overview of the FDI inflow from 2007 to 2011 for each of the 14 FICs. It is interesting to highlight that the top countries attracting FDI inflows in the Pacific are Fiji, Solomon Islands, Vanuatu and Papua New Guinea.

Table 1: FDI inflow from 2007 to 2011 for each of the 14 FICs.³

Table 1: FDI Inflows	2007	2008	2009	2010	2011
Cook Islands	0	1	1	1	1
Fiji	376	354	137	195	204
Kiribati	1	3	3	4	4
Marshall Islands	12	6	8	9	7
Federated States of Micronesia	17	6	8	10	8
Nauru	1	1	1	1	1
Niue	-	-	-	-	-
Palau	3	2	2	2	2

² Figures from the World Investment Report 2012: Towards a New Generation of Investment Policies.

³ UNCTAD, FDI/TNC database. Retrieved online: <www.unctad.org/fdistatistics>.

Papua New Guinea	96	-30	423	29	-309
Samoa	7	49	10	1	12
Solomon Islands	64	95	120	238	146
Tonga	29	6	0	9	10
Tuvalu	0	2	2	2	2
Vanuatu	57	44	32	41	58

The asymmetries of the Pacific region also needs to be understood since the Pacific is the largest geographical entity in the world accounting for one third of the Earth’s surface, however it has by far the smallest population, with less than 10 million inhabitants and a land area of approx. 527,937 km².⁴ With the exception of Papua New Guinea, the islands are very remote, not only from the nearest continent but also between each other (on a country basis). According to the 2013 World Investment Report, the average distance to the nearest continent for the Pacific islands is more than four to five times that applicable to the average country in the Caribbean or sub-Saharan Africa and this has significant impact on transport, trade and investment. Even with stronger regional integration efforts, achieving economies of scale would 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.

STAKEHOLDER FEEDBACK

Through consultations and research it is clear that, on a regional level, greater economic integration, a more open goods, services and labour market; and improved methods for adaptation to climate change are needed to better ensure the long term economic prosperity of the Pacific Islands.

⁴ Source: SPC and SOPAC databases, UN Statistics Division National Accounts Main Aggregates Database and Draft Pacific Human Development Report 2009 in the Pacific Regional Report for 5-Year Review of the Mauritius Strategy for Further Implementation of the Barbados Programme of Action for Sustainable Development of SIDS (MSI+5).

Note: Land area of Timor Leste was not considered in the land area of 527,937 km² stated in this report.

Stakeholders expressed clear and immediate concerns related to climate change, since most of the Pacific Island countries are comprised of low lying islands and are among the most vulnerable countries in the world to be affected by climate change and natural disaster. The World Bank has indicated that of the 20 countries in the world with the highest average annual 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 is significant and has direct implications on the ability to attract trade and investment within the Pacific region.

Another major concern expressed by some stakeholders is land ownership. Ownership of land and resources has caused international and intra-State conflicts in the Pacific.⁵ A paper was commissioned as an independent consultancy report for the Pacific Islands Forum Secretariat on *“Land and Conflict in the Pacific Region, Land Management and Conflict Minimisation Sub-Project”* by Chris Wilson. Within this report, land ownership and land issues in the Pacific are noted as related to customary tenure, compensation for alienation of land, compensation for leasing of customary land, diverging perceptions of land ownership, intra-generational conflict over land, intergenerational tension and different systems of descent and land shortages and quality. The report focuses on three cases (Bougainville, Solomon Islands and Fiji) that had the most impact on The Region and best demonstrated the role of land conflicts in the Pacific. This report indicates that such conflicts have exerted substantial social, economic and political costs, impacting on the states and communities involved as well as on the surrounding region through lost revenue from international investment and tourism due to violence and instability. This Review recognizes the importance of sustainable land management as a potential foundation to political security, poverty reduction and sustainable development while understanding much work is necessary related to broad-based reforms, policy changes and targeted interventions.

Each Forum Island Country is very diverse and at a varying stage of development. All of the 14 FICs (Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Nauru, Niue, Palau, Papua New Guinea, Republic of Marshall Islands, Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu) are categorized as a Small Island Developing States (SIDS) with Kiribati, Samoa, Solomon Islands, Tuvalu and Vanuatu also being considered Least Developed Countries (LDCs) according to the

⁵ Pacific Islands Forum Secretariat: Land and Conflict in the Pacific Region, Land Management and Conflict Minimisation Sub-Project written by Chris Wilson in 2008

UN Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States.

It is worthy of note that Samoa is set to graduate out of LDC status in 2014. LDCs and SIDS, despite their diversity, share many challenges such as scarcity of financial resources, vulnerability to environmental degradation, high levels of public debt as well as issues related to infrastructure, remoteness and public communication in the case of the Pacific.

The size difference of the FICs is also significant between the countries. For example PNG is 462,000 km² while Nauru is 21 km². While some countries are rich in resources such as PNG, the area and resource base of others such as Tuvalu and Marshall Islands is very limited.

The World Bank “Doing Business Report” was also reviewed and it is interesting to note that relatively high rankings on the ease of doing business in certain countries in The Region indicates that the regulatory environment is favourable to establishing and operating a local business. Among the Pacific countries, Fiji, Samoa and Tonga are the best performers. The following rankings in Table 2 were obtained from the World Bank Doing Business Database.

Table 2: World Bank Doing Business Ranking.⁶

Table 2: Country	Ease of Doing Business Rank		Trading Across Borders Rank	
	2012	2013	2012	2013
Fiji	54	60	112	111
Kiribati	115	117	89`	88
Marshall Islands	103	101	65	65
Micronesia, Fed States	146	150	102	100
Palau	109	111	109	108
Papua New Guinea	108	104	117	120
Samoa	55	57	66	66
Solomon Islands	94	92	88	86
Tonga	61	62	76	77

⁶ Note: The 2012 and 2013 Doing Business surveys covered 183 and 185 countries, respectively. See: World Bank Doing Business Database.

Vanuatu	78	80	129	132
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Two interesting and poignant conclusions can be drawn from the World Bank “Doing Business Surveys”:

- (1) An average ranking in 2013 for The Region of 93rd for Ease of Doing Business, and 95th for Trading Across Borders is indicative of the present challenges that The Region currently has in expanding Trade and increasing Investment; and,
- (2) No meaningful improvement in either category from 2012 to 2013 is indicative of the fact that, at least by this measure, things are not improving.

The PT&I network has a critical role in increasing trade and investment in the Pacific islands.

PT&I’s Response to The Trade and Investment Needs of the Region

The PT&I have played and continue to play an active role in meeting the trade and investment needs of The Region. According to the draft 10 Year Strategic Plan 2011 to 2021, the PT&I believes in focusing their work by providing a small but tailored range of services that best serve the needs of the businesses in the Pacific island countries.

The PT&I has the following four long term development goals:

1. Increased Diversification of Exports and Investment;
2. More Women in Trade;
3. Increased Demand for Creative Industries and Indigenous Knowledge Products; and,
4. Improving Capacity for Trade Promotion in Pacific Island Countries.

The PT&I network indicates that each Development Goal supports the vision of a better future for Pacific Island Countries through more sustainable communities and greater prosperity.

While Goal 1 aims to build a more diverse export base to build more resilient economies, Goals 2 and 3 aim to build export capacity most likely to benefit those communities that are less prosperous and less able to participate in international trade. In order to achieve these long term goals, PT&I pursues five different strategic focus areas:

- (1) Trade;
- (2) Investment;
- (3) Tourism;
- (4) Creative industries; and,
- (5) Knowledge management.

The PT&I services provided span from providing basic trade and export information and advice to actually introducing buyers to sellers and potential investors to project owners.

Similar long-term development goals are cited within the PT&I Annual Report 2012. Within both the 2011 and 2012 Annual Reports, the PT&I states that the PT&I network works with exporters to promote their products and services and attract investment to Pacific island businesses by:

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

Within the 2011 Annual report it is indicated that the above core service offerings are common across their four offices in Australia, Japan, New Zealand and the People's Republic of China, however each office also responds to the particular service needs and cultural differences of the key stakeholders and markets in which they operate. In 2012, the PT&I network expanded to include the European Union market with a desk based in PIFS' office in Geneva, Switzerland.

While customisation of services in markets serve as added value services to FIC SMMEs, it is important that the PT&I office respond to the FIC private sector needs. Based on consultations with stakeholders that occurred as part of this Review, it was clear that research, information and market intelligence was a key identified need (Figure 2) followed by improved trade and investment infrastructure as well as training and skills improvement. Many stakeholders did not appear to be aware that some of these services are currently offered by PT&I. While research, market intelligence and sector reports are among services currently provided by the PT&I Network, and much of this data is available online from the PT&I website, it is perhaps a lack of promotional efforts and funds that further creates the gap identified by Stakeholders.

However, the research and market intelligence (trends & data) needs are not explicitly addressed as a core business service or cited as one of the top PT&I service offerings, which is an important finding to highlight.

Figure 2: Stakeholders Trade and Investment Needs for Direct Investment or Trade Users.



The PT&I service offerings are outlined in Annex 5.

The Pacific Islands Trade and Invest Service Offerings included the following in 2012:

1. Advice or referral relating to finance
2. Assess client capability/need
3. Assist with Public Relations
4. Assist with marketing and promotions
5. Client participation in an event or activity
6. Direct Financial Support
7. Facilitate access to government representative, influencers and key decision makers
8. Facilitate client customer agreement negotiations
9. General information about international market and doing business internationally
10. Identification, prioritisation and selection of most suitable markets
11. Identify or introduce potential customer
12. Image Library Access
13. In-market briefing
14. In-market support during international visit

15. Overview advice and information
16. Promoting Investment opportunity
17. Referral to an external service provider
18. Referral to Auckland FTO
19. Referral to Beijing FTO
20. Referral to Geneva FTO
21. Referral to Sydney FTO
22. Referral to Tokyo FTO
23. Referrals to deal with dispute/challenges
24. Sample provision or organisation
25. Support and develop customer network
26. Tailored research or advice to support client

In the 2011 PT&I Annual Report the following were listed as the service offerings:

1. Client participation in an event or activity
2. Identify or introduce potential customer
3. Assist with marketing and promotions
4. Support and develop customer network
5. Referral to an external service provider
6. Facilitate access to government representatives, influencers and key decision makers
7. Overview advice and information
8. Assess client capability/need
9. Tailored research or advice to support client
10. Sample provision or organisation
11. Advice or referral relating to finance
12. In-market support during international visit
13. General information about international market and doing business
14. Facilitating client customer agreement negotiations
15. Assist with Public Relations

16. In-market briefing
17. Referral to Beijing FTO
18. Referral to Tokyo FTO
19. Identification, prioritisation and selection of most suitable markets
20. Referral to Auckland FTO
21. Referral to Sydney FTO

In 2012, the top usage of service offerings was to assist with marketing and promotions, identify or introduce potential customer, client participation in an event or activity, tailored research or advice to support client and assess client capability/need. In 2011, the top usage of service offerings were client participation in an event or activity, identify or introduce potential customer and assist with marketing and promotions.

As part of desk research, the review team reviewed the PT&I “Our Services” publication. Within this document the services are broken into the following four categories:

1) Invest

- Investor matching services
- Connecting investors to businesses and decision makers
- Promoting investment opportunities online
- Market information for international investors
- Marketing support and branding development
- Specialised business advice for investees
- Business documentation assistance

2.) Tourism

- Connecting you with the travel industry
- Promoting you in your target markets
- Online marketing for your business
- Develop your bookings capability
- Workshops and special training
- Branding development

- Exhibitions and shows - links and expertise
- Tourism business advice

3.) Creative Arts

- Exhibit at Maketi Ples
- Connect with buyers and galleries
- Promotion and marketing
- Facilitate commissioned work
- Introduce importers of niche products
- Introduce and facilitate niche product developers
- Research market information
- Research artisan home-ware market information

4.) Export

- Connecting you with buyers
- Market information for Pacific Islands exporters
- Packaging assistance
- Promotions and marketing services
- Branding development
- Exhibitions and events
- Labeling advice
- Logistics guidance and links
- Pricing advice and expertise
- Business planning advice for exporters
- Marketing support and branding development
- Specialised business advice for investees
- Business documentation assistance

OUTREACH AND PARTNERSHIPS

The review team was pleased to see labelling and marketing related services within the invest and export categories, workshops and special training within tourism as well as research within creative industries as these were needs often identified by stakeholders consulted.

When researching the PT&I website and consulting with the PT&I offices, we found that detailed research studies and reports were undertaken for Australian and New Zealand markets. However, few stakeholders were aware of the reports available and many did not understand how to access these studies despite them being available publicly on the PT&I website - <http://www.pacifictradeinvest.com/index.php/resourcesa> .

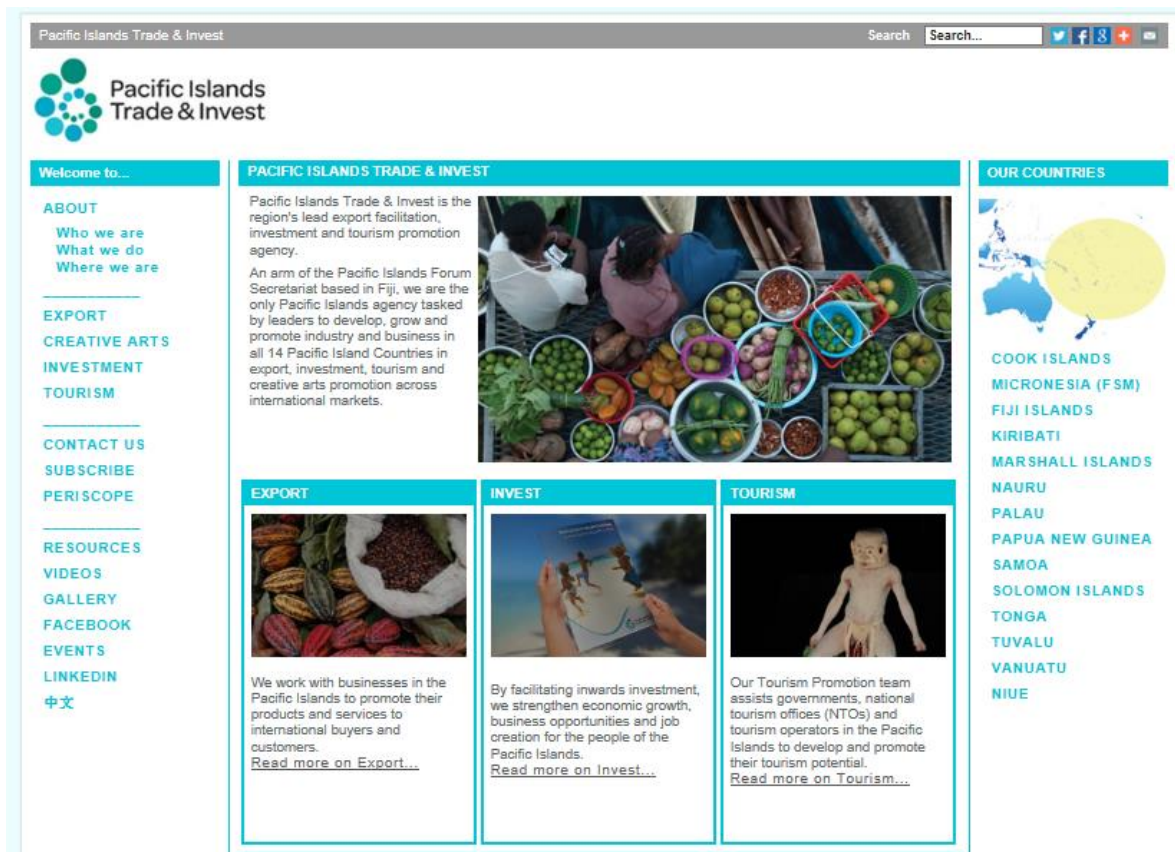
We emphasize that the use of the Pacific Periscope (regional news bulletin) does serve as a well-received tool for distribution of information. However, it is a passive approach; and while informative it is not tailored to subscribers, in particular to SMMEs needs as identified by stakeholders.

The PT&I website has four main categories of selection in services, which include:

1. Export;
2. Creative arts;
3. Investment; and
4. Tourism.

When one individually selects any of these four categories, the specific service offerings are not clearly defined to the reader with the exception of general text under tourism and export.

The PT&I website offers an opportunity for subscription to “Trade Facilitation, investment attraction and Tourism Promotion” and very basic data is required to do so (Name, company, email, address, country). While this subscription may add to building a regional database, it is a “Push” approach and not an interactive Push- Pull approach. The significance of this is that stakeholders are not engaged, they are not asked to identify product/services, export markets of interest or needs.



Services directly relate to the function of the PT&I network and services are key indicators related to performance. **If stakeholders do not fully understand the service being offered, this directly relates to their interpretation of the role and the effectiveness of the PT&I.**

The review team would like to highlight that many respondents were unsure of the exact line of services offered by the PT&I, while others indicated a structured core service offering was not available. With respect to the actual services required by stakeholders, it was indicated that market research, buyer requirements and market intelligence/trends & data is a specific set of service offerings that would be of huge interest to PT&I clients (past, present & future clients). Based on PT&I publications and promotional materials, some of these services are already being offered to certain categories of clients. However, no overall allocation of funds is set aside for generation of data or the promotion of some publications and data sets.

PT&I has developed a “Our Services” brochure to provide an overview of services. To better clarify service offerings, PT&I may want to consider streamlining services into a select number (1-6) of broad service categories for promotional materials to stakeholders. It may also be beneficial to add a “Services” to the website or description within each of the categories pages. Streamlining the services will make it easier to promote the network as it will enable the development of a consistent and clear message across the organisation. This may help bridge the gap in terms of awareness and understanding about how PT&I can assist in responding to the trade and investment needs of the region. It also gives confidence to stakeholders in the Pacific by knowing that as they expand and look at new international markets they can be confident of receiving the same core services in each market that we have offices in.

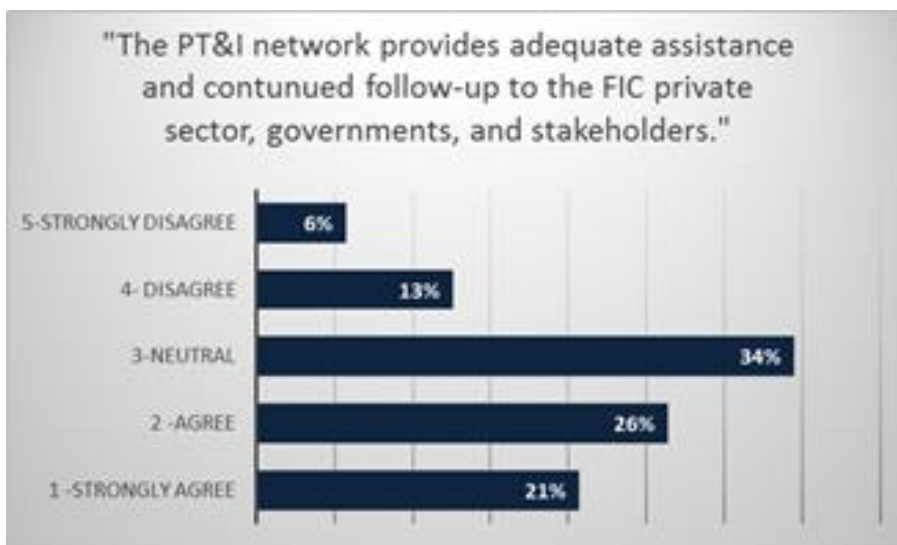
However, it is important to note that the different budgetary levels of each office make it challenging to provide consistent service levels in each market. It is important to define the core services and determine what the cost is to provide a standardised service level for each category across the markets and assess whether these service levels can be delivered under existing budget allocations for each office or if new approaches or sources of funding need to be explored.

Upon review of the country consultations, missions, service offerings and case studies within the annual reports, the following are a few categories of services that could be considered:

- 1.) Market Intelligence & Research**
- 2.) Opportunity Identification & Matchmaking**
- 3.) Marketing Support**
- 4.) Technical Assistance & Training**

With respect to the function and performance of the PT&I network in meeting the stakeholder needs, we consulted with stakeholders and varied responses were received. When we asked respondents to indicate if they felt that the PT&I network provides adequate assistance and continued follow-up support to FIC private sector, governments and stakeholders the following responses were provided as set out in Figure 3 below:

Figure 3: Stakeholder Consultation on Adequate Assistance and Continue Follow up



Nearly half (47%) of stakeholders agreed that the PT&I network is certainly providing adequate assistance with an additional 34% of respondents being neutral on the statement. Only 19% indicated that the assistance provided by PT&I may be inadequate due to insufficient follow-up support.

Some stakeholders expressed an almost competitive relationship to the service offerings of the PT&I, rather than seeing it as a complementary service. This is not seen in isolation within the Pacific, this is a phenomenon experienced in various regions where regional BSOs position themselves for a limited pool of donor available funds.

It shall be noted that other regional organisations are offering business support services in similar areas, and that increased cooperation between regional organisations would not only optimize best use of donor funds but also maximize the reach of Pacific SMMEs. PT&I has already made significant inroads in this area, and it needs to be further strengthened. Regional entities and programmes such as SPTO, SPC, IACT, PHAMA, FFA, etc. have tapped on the strength of the PT&I network to build effective partnerships.

Internal Processes and Procedures of Staff

The review team felt it was important to also consult with staff at each PT&I office to discuss the internal processes and procedures as it relates to the role, function and performance of the PT&I network in meeting the needs of the region.

All of the offices have a good understanding of the role and mandate of the PT&I. Staff know that the PT&I is a regional export development and investment promotion agency for the Pacific islands. Staff understand that their role is to provide services that contribute to the sustainable economic development of the Pacific Island Countries by creating opportunities and successful business relationships for Pacific exporters, investors, tourism operators and other stakeholders.

Each PT&I office functions and operates under the overall PT&I mandate, however priorities and functions varies due to cultural differences in each market. In the financial section of this review, the review team provides a percentage breakdown of the operating expenditures for administration, personnel and programmes. Also provided is a breakdown of the percentages allocation for core services (ex: investment and promotional seminars, export marketing, tourism promotions and development, communications, trade, etc.) for the programme expenditures in each office. Consistency between the operating and programme expenditures was not apparent in any of the offices.

The underlying comment stated by all senior staff who had been employed by the PT&I for more than 5 years was that the Senior Trade Commissioner in each office sets the direction how the office functioned. These consistent statements resonated with the review team and it is supported clearly within the financial expenditures. It has been noted by PIFS that each office has a workplan which links to the overall PT&I Strategy.

If core services can be agreed upon, then it provides a foundation that can be built on. Once core services and budget requirement for delivery is defined this will allow for more consistency within the network.

It was also indicated that a well-defined system which allows Trade Commissioners to introduce new innovations should be developed or agreed upon. This may be in the form of Special

Projects that may require external funding to ensure core services are not affected and/or an internal process which may require consensus amongst all trade commissioners in the network.

Annual Reports

With respect to performance, the annual reports are useful publications that have been evaluated during our review. Key achievements for 2011 and 2012 are outlined in the financial section. Within the annual reports, information on projects, case studies, country consultations, missions and service offerings of the work undertaken with outcomes is provided. The combined annual reports ensure that all markets are represented and the mention of specialised services that the network offers in each market are included. Our review team also consulted with past and current PT&I Client, PT&I and PIFS staff about these results and it was inspiring to speak with the passionate staff that have shaped the successful programmes.

Case Study: Maketi Ples

Senior staff from the Australian office are the driving force for the development of Maketi Ples, which is a core activity undertaken by the Creative Arts program. This involves the strategic placement of a professionally presented, commercially focused art and artisan based exhibition that provides a platform to promote the creator communities of the Pacific. According to the 2013 Maketi Ples publication, this activity occurred over a 3 week period and involved 7 countries, 38 artists and 800 objects. During stakeholder consultations, the impact to small artisans in the Pacific, which includes women and men artisans of urban and rural communities, was evident and consistently rated of very high value and of essence to supporting sustainable livelihood by SMMEs. This program, Maketi Ples, is currently only offered by the Australian office because the need and opportunity existed and was recognised. It is important to highlight that although offices work independently with the same long-term goals and strategic focus areas, flexibility does need to be provided to ensure that key regional successful activities continue and grow. Maketi Ples is an event that is being planned to be held in other markets in the future.

The PT&I Annual reports include an overview of all the offices quantitative statistics. These statistics included key outcomes, selected financial highlights, industry sectors and service

offerings with a breakdown of the total service offerings by office (ex: Sydney: 307, Auckland:121 and 96 trade inquiries for Beijing in 2011). The financial highlights section of the 2011 report included the total of goods exports facilitated \$7,410,659, creative arts exports facilitated was \$131,273, services exports facilitated was \$499,558 and the investment facilitated was \$3,516,267 for a total of \$11,439,607. The 2012 Annual Report has additional statistics. Similar and more detailed statistics are recommended.

COMMUNICATIONS

A relatively new function and strategic focus areas is knowledge management. The review team was pleased to see the initiative to improve the knowledge, communication and information management of the PT&I Their multi-channel communications platforms and services include: www.pacifictradeinvest.com , an online investment database, social media platforms, pacific periscope, trade winds, specialist publications and media relations. The Australia and NZ offices collaborate to manage communication platforms for the network.

The internet, social media and website of the PT&I are very valuable and important mechanisms that directly relate to the function of the PT&I and impact the ability to connect with stakeholders for service requests. Since the 2011 launch of www.pacifictradeinvest.com , new website traffic has grown exponentially according to the 2012 Annual report. The site received more than 1.7 million hits, and 294,868 visits, representing an 80 per cent growth in site visitation since 2011.

The PT&I Web portal is an unfinished tool that regularly requires updates and improvements with links to other social media platforms. With a strong Facebook following, this tool can be utilized as a means of information dissemination.

Staff in all offices recognized the importance of the Pacific Periscope and said that regular updates with general information on trade news were being developed. All PT&I offices have their own web presence linked to the central portal.

The Client Relationship Management (CRM) System

The Australian office has demonstrated their online virtual (in Cloud) Client Relationship Management system that is said to track all email correspondence, services and outcomes for each and every client and customer. This is the main tool used by staff to track performance. This office has indicated that the functions of the online virtual platform (CRM) is very flexible, allows any PT&I staff anywhere in the world to access publications, information, templates, services, trends, market information, etc. and can be designed to meet the needs of the organisation and its users.

The other PT&I offices are yet to exploit the CRM to effectively use it as a tool to provide measureable performance indicators. The CRM applications may need to be customized for use in other offices. All the PT&I Office now have at least one CRM license and a training programme to support other officers who are yet to embrace the CRM as much as the Sydney office. The value of the CRM should not be underestimated, especially when donors are looking at what they are getting for their money. Staff at the PT&I China office raised many concerns with the system because they did not have the funds required for the licensing fees and also because it did not function in their office. PIFS has indicated that the problem faced by the team in Beijing was related to their IT system – more specifically, the building that the office is located in, is not fully efficient for internet access. There are a few technical issues with the CRM's functionality in some of the PT&I Offices that needs to be to be resolved. .

Each office is funding their CRM licences themselves, which has introduced an element of ownership in the CRM.

Staff have indicated that the services offerings on the CRM are not applicable across the CRM network. While there are similarities in some core services the system should also add some of the tailored services provided by an individual office. Limited funds have constrained development work in this area. Funding constraints has resulted in the reduction of CRM licenses to 3 in the Auckland office. Increased funding in this area will help synchronize the PT&I infrastructure – CRM, website and newsletter system. It will also help align the needs of Pacific Island stakeholders/companies to each market.

The CRM system is a useful performance mechanism tool and can be considered as a Best Practice model as part of an overarching system. With improvements and customization to the

system, as well as commitment from staff in all offices, it would certainly provide a valuable tool that could support the evaluation of the role, function and performance of the PT&I network in meeting needs. For our review, we have considered the data while recognizing that currently only one PT&I office has more than one year of accurate baseline data, which does not provide an accurate picture of the overall delivery from the PT&I. Although China Office has been using the system for nearly 3 years and New Zealand Office longer, both offices were not actively using the tool to the full capacity. For this reason our evaluation is mainly based on primary research from the stakeholder consultations and also considers secondary research from the documents in Annex 4.

Providing quantitative statistics that clearly illustrate how the PT&I enhances and contributes to greater trade and investment activity among the PICs would be extremely beneficial. Key performance indicators that are consistent across all the offices would provide baseline data and accurate quantitative statistics for analysis. By strengthening monitoring and measuring mechanisms, the statistics can be used to support the growth and development of the PT&I network. The CRM system, as a part of an overall online strategy is strongly recommended.

PARTNERSHIPS

When PT&I staff was consulted about the needs within The Region, varied responses were provided. The staff in New Zealand raised some interesting points. One staff person indicated that in the past a Customs expert had been available at the port to assist with incoming shipments, stating that was very helpful. This was a NZ Bio security agency initiative and this was an example of highly effective PT&I collaboration with partner agencies. We were informed that this position no longer exists and that this was a need that had been communicated. When our review team consulted with the Oceania Customs Organisation Secretariat, the need for technical trade knowledge of PT&I staff was emphasized and they also made reference to this technical position at the port that had previously existed.

The New Zealand office also stressed the importance of research and had a designated staff person responsible for such activities. A set of six exporting guides for Pacific Islands agriculture exporters were developed and this was undertaken as a joint project between Food and Agriculture Organisations of the United Nations (FAO) and the PT&I. The New Zealand office

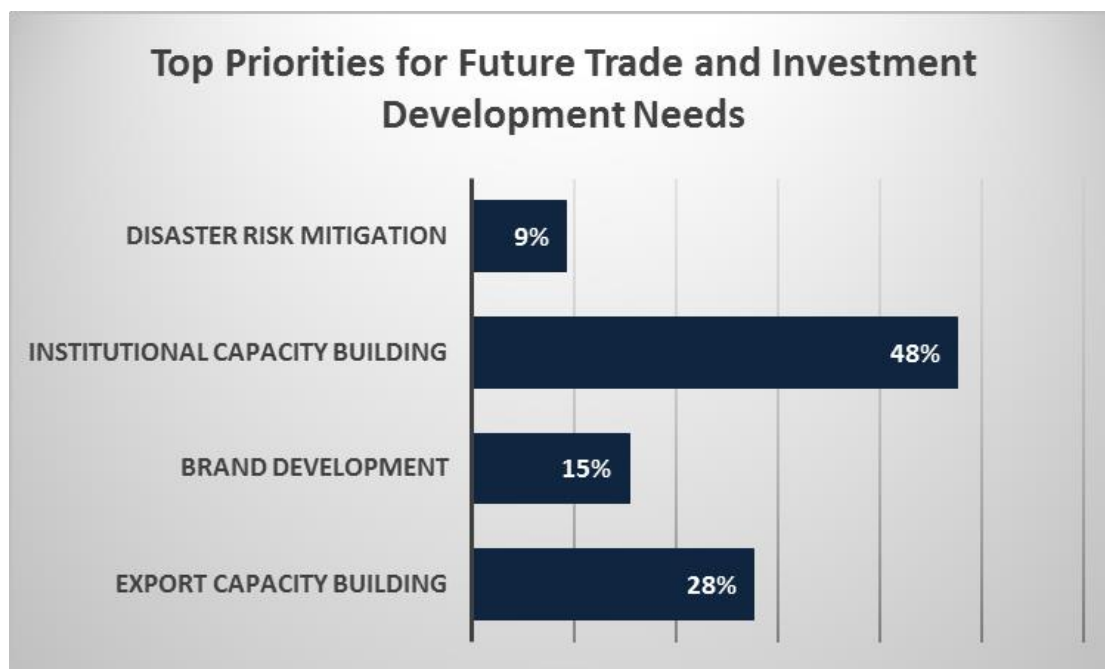
indicated that as a result of discussions with various industry leaders, researchers and business owners, a gap existed between well researched technical documents on products and industry and short trade and export oriented market research. The stakeholder consultations for this review also confirmed this finding. Unfortunately, many stakeholders were unaware of these export guides, despite them being promoted on the PT&I website and in local media which indicates an issue of communications.

Staff in the China office indicated that they often struggled with meeting the needs of clients due to limited resources, lack of funding and little travel to the Pacific, interacting with the FICs. Market research and publications profiling Pacific economies and projects are needed. The Business Advantage Papua New Guinea 2013 publication and the custom publication for the Investment Opportunities in the Pacific Islands 2011 are good examples. If internal resources are limited between the offices, then a partnership or collaboration for the distribution of relevant market research and publications that would be of benefit to stakeholders, might also avoid future duplication of efforts. Individual investment profiles with specific information and the funding available to support such projects in the Pacific are needed. Staff from the PT&I China office rarely travel, if ever, to the region. Consultations with the Australia office highly promoted the 2011 and 2012 “Investment Opportunities in the Pacific Islands” publication that was complementary to their online database of opportunities across the 14 Forum Islands. The difference market segments have different needs. For example, Chinese investors have detailed and specific information and requirements on investments, financial figures and markets. General sector, location, description and investment size is not adequate for Chinese investors.

Future Trade & Investment Needs

PT&I staff indicated that they often struggled with meeting the needs of clients due to limited resources, lack of funding and little travel to the Pacific which didn't allow for interaction with the FICs. Stakeholders were also asked to indicate their three top priorities, ranked in order of importance for future trade and investment development needs. These results can be seen in Figure 4, below:

Figure 4: Stakeholder Consultation on Top Priorities for Future Trade and Investment Development Needs



These responses, as seen in Figure 4, above suggest that PT&I is aligned with the basic stakeholder priorities for The Region (with the exception of Disaster Risk Management which we consider to be outside of the mandate of the present PT&I). Although it is outside of the mandate, climate changes are estimated to have significant impacts on trade and investment and is certainly an important consideration when assessing future development needs. It was interesting to note the comment of one stakeholder when asked what sort of Trade Commission they would like in 10 years. The response to the question was “A person who understands the role in the Pacific, motivated to provide advisory to the government, both state and government. Migrate and raise awareness and advice on climate change to have that vision because the world will be different in 10 years.”

Secretariat Leadership

Based on the Forum Secretariat Structure organisation chart provided by PIFS, the leadership and management of the PT&I falls under the direction of the Director of Economic Governance,

who reports to the DSG Economic Governance & Security, who in turn reports to the Secretary General as outlined in Figure 5. According to the PT&I office agreements, all financial and operational reports are to be submitted to the Secretary General. Each of the Trade Commissioners indicated that they report directly to the Director for Economic Governance.

Figure 5: Secretariat Structure Organisation Chart

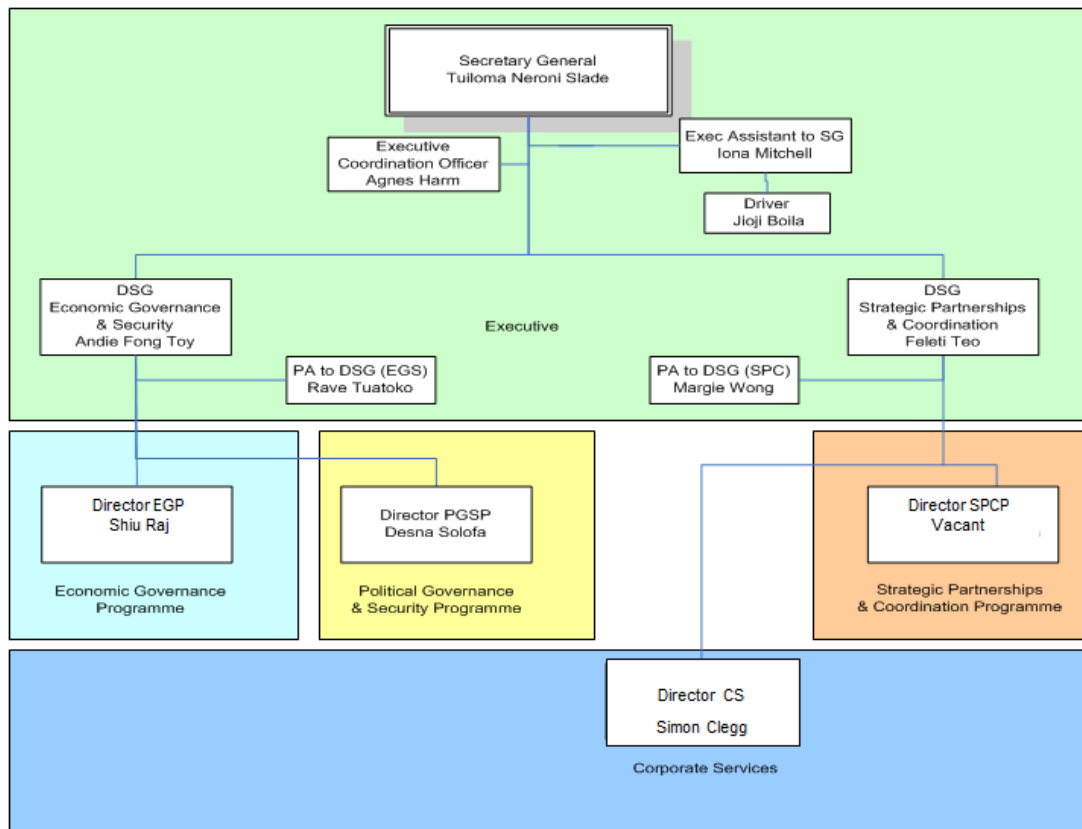
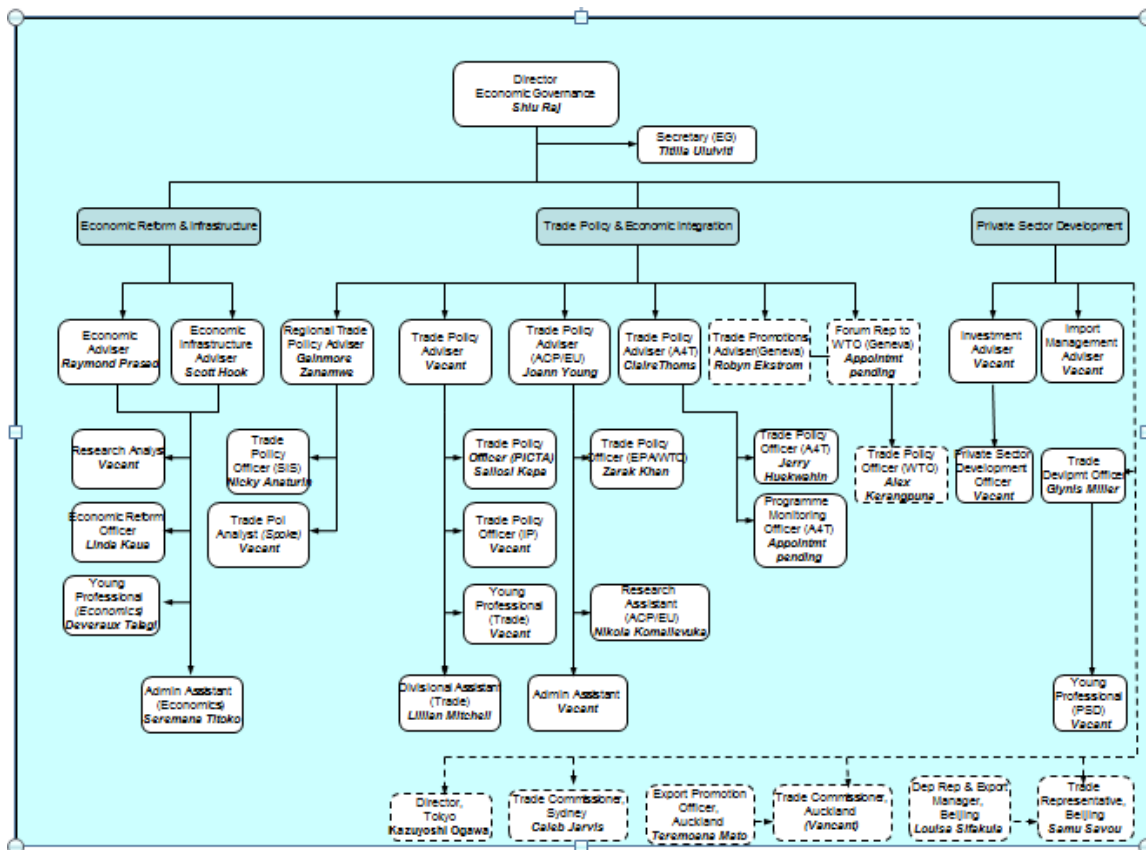


Figure 6: EGP Organisation Chart



Each of the Trade Commissioners are leading and managing their individual office with minimal supervision, input or leadership from PIFS. The Trade Commissioners' interaction and communication with the Director for Economic Governance is not on a regular daily or weekly basis but as and when the need arises. The Trade Development Officer at PIFS has the liaison role on administrative work of the PT&I, who is the regular contact. PIFS has indicated that the governance and management of the PT&I offices are deliberately kept as relatively independent so that their operations are not affected by bureaucracy, and the PT&I Offices are able to operate like a private sector entity and respond to the private sector needs swiftly.

The Australian office has been instrumental in the operation of the PT&I Network, often in their capacity as Best Practices for the PT&I network. For example, leading the charge for a unified CRM reporting communication and KPI system throughout the PT&I network the network, and is therefore the repository for the data on PT&I performance. Also, stakeholders within the Pacific have noted the frequency of promotional communication from the PT&I network. Australian office. It is also interesting to highlight that we had PT&I staff from various offices

indicate more of a willingness to report directly to the Australia Office as opposed to PIFS directly. It is recommended that the Trade Commissioners Quarterly meetings be organised for improved reporting and collaboration. Also, consideration should be given to an annual or bi-annual PT&I staff meeting(s) to discuss the direction and implementation of the policies and sharing of best practice.

A lack of dedicated hands-on private sector trade and investment knowledge within PIFS has been expressed by the PT&I network and by stakeholders. The stated hands on knowledge is resident in the PT&I network. Upon review of the job description for the Director for Economic Governance at PIFS, a clear trade policy focus is evident. The reference to private sector is under the performance requirements of key results areas for the policy advice category to provide policy analysis and advice on economic governance, trade and private sector issues as required and in response to direction from Leaders, Ministers and Officials as well as a reference for coordinating the preparation and support for high level Ministerial and Leaders' meetings that includes the Private Sector Dialogue. Under the Knowledge/Experience section of the job description, the essential elements does not include direct private sector, trade or investment experience. Also, the word investment does not appear in the job description. Based on the job descriptions, each Trade Commissioner is responsible to the Director, Economic Governance Programme..

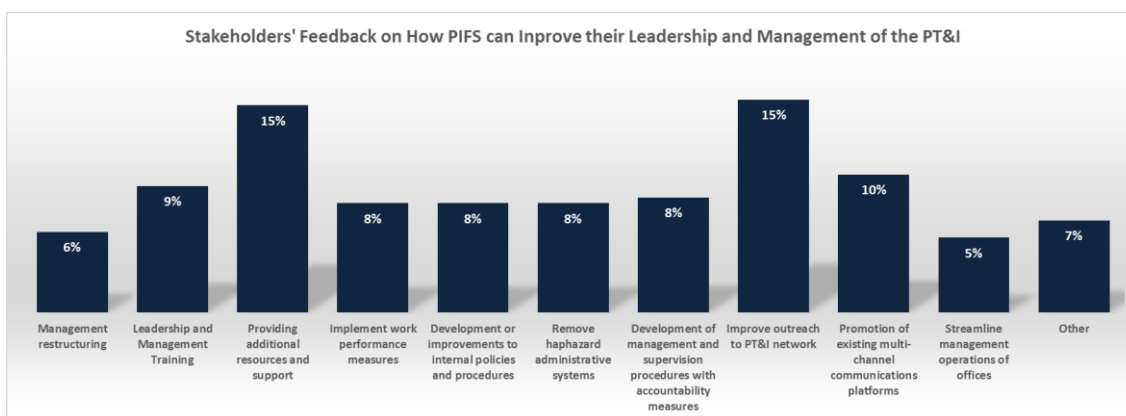
Our review team recognizes that PIFS is a policy driven organisation with goals to stimulate economic growth and enhance political governance and security for the region, through the provision of policy advice; and to strengthen regional cooperation and integration through coordinating, monitoring and evaluating implementation of Leaders' decisions. However, for this review the team has been asked to assess how the leadership and management of the PT&I network as a whole can be improved. Clearly, a gap is evident when Trade Commissioners for the leading regional trade and investment promotion agency for the Pacific Islands are responsible to a Director, Economic Governance Programme who is not required to have any direct knowledge or experience with private sector trade development and investment promotion. PIFS is aware of this gap and has made provisions for a General Manager position at

PIFS for PT&I oversight and management but the position has been vacant since its inception in 2010 due to funding constraints. The knowledge base and experience of the Director and the Trade Development Officer therefore forms the basis for continued support to the PT&I network.

With respect to the current governance structure, the review team found that many key elements are in place including but not limited to a mission statement, level of transparency and financial audits. An area that could be improved upon is the existence of critical decision-making bodies (ex: Board of Directors, Committee, Manager, etc.) to support the approval, supervision, performance and management functions of the PT&I offices.

The review team also consulted with stakeholders asking them how PIFS could improve their leadership and management of the PT&I network and the responses can be found in Figure 7.

Figure 7: Stakeholders’ Feedback on How PIFS can Improve Leadership of the PT&I.



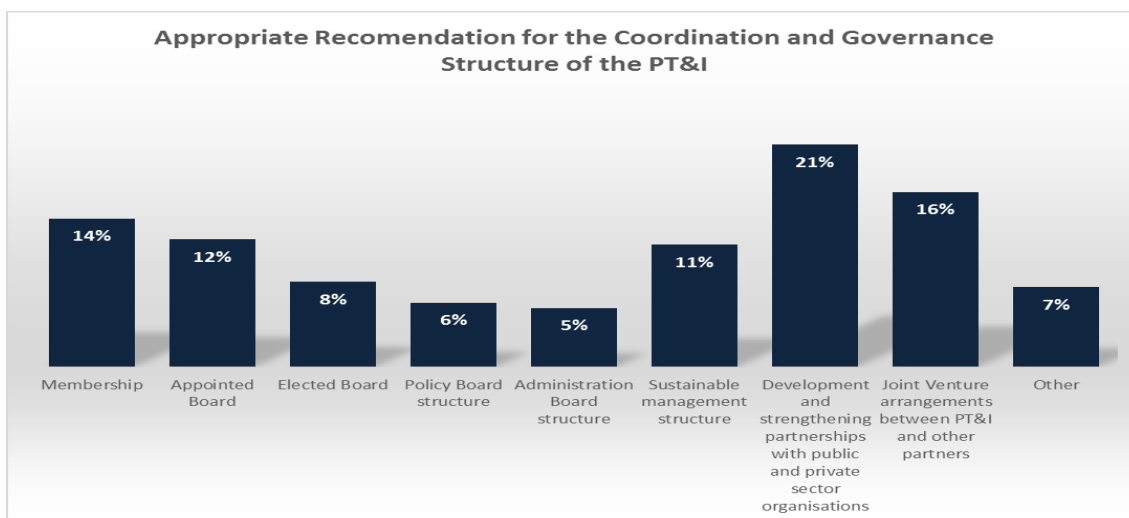
From Figure 7, one can see that a full thirty percent (30%) of respondents listed, ‘Providing Additional Resources and Support’ and, ‘Improve Outreach to PT&I Network’ as priorities. This feedback suggests that PIFS needs more resources and time to effectively lead and manage PT&I, and exploit the resources effectively.

It is interesting to also highlight that in the 2012 Review of the PIFS, the review team raised concerns with the Secretariat and the Steering Committee that the return from the PT&I was not high enough, stating that the preliminary view of the Review Team was that either the

programme should be wound up or fundamentally reviewed to improve the delivery. Within this report it is recognized that the PT&I program was not set up to run on a commercial model and therefore, the cost effectiveness of the network as a whole and the contribution that it is making to economic development should take into account.

Improvements to PT&I service delivery can be made through the development of improved coordination and governance structures. Stakeholders were also asked which would be an appropriate recommendation(s) for the coordination and governance structure of the PT&I network and responses can be found in Figure 8.

Figure 8: Stakeholder Consultation on Recommendation for the Coordination and Governance Structure of the PT&I.



From figure 8 above, a full thirty-seven percent (37%) of respondents listed partnerships and joint ventures ('Development and strengthening partnerships with public and private sector organizations' and, 'Joint Venture arrangements between PT&I and other partners') as avenues to how PIFS coordination and governance structure can be improved. It is interesting to note that the third most selected option was membership, representing 14% of responses. Membership would be a more commercial model.

The final question of our questionnaire to stakeholders was open ended and asked “What sort of Trade Commission would you like in 10 years?”. A surprising number of respondents stressed the importance of a private sector focus with a goal, impact and results oriented structure. Verbatim responses follow:

“Govern by private sector board - eat sleep and breathe like private sector”

“One that can skate about how effective it has been in achieving its goal of delivering on assistance and support to the private sector in particular as it is the private sector rather than the government where export capacities lie.”

“A trade commission that has 50 pages of pacific island companies that have done joint ventures, sales, etc. Real Results!”

“More connection to the private sector and regional organisations”

“A go to office in terms of market access to support all private sector countries. Current deployment to live up to be constituent and visible. Visible, traffic, transparent.”

“A very vibrant one. Less talk and more work that is action and impact oriented. People in the island treasure the little things that you do.”

“I would like the trade commission to be more active and engaged and also creating milestones and to boast about it. Very little acknowledgement and recognition, an enhanced profile.”

“I would like to see a vibrant trade commission with a lot more genuine and sustainable success stories. Realistic and existing achievements.”

“A proactive and committed one”

A number of stakeholders unofficially, while others were very forthcoming in stating the perceived need for the PT&I leadership and management as well as staff to include more

representation from indigenous Pacific Forum Island country persons. Such comments included the following verbatim responses from stakeholders included:

“I would like to see a Trade Commission that had good representative of indengious forum country people.”

“Staff who can provide guidance and speaks the local languages.”

“A trade commission with greater involvement and direction within the Pacific. One that is more hands on with the right skills set and more brown faces!”

It is clear that PT&I leadership and management has to reach out further to involve private sector. Our review team agrees with stakeholder recommendations for the development and strengthening of partnerships with public and private sector organisations. The appropriate coordination and governance structure will need to actively involve private sector.

Improvements to communication and performance requirements will be vital to improve coordination and governance of the structure. A governance structure that the review team has seen work effectively internationally is an advisory board structure. Based on stakeholder feedback, we would recommend a public and private sector advisory board consisting of business leaders from across the FICs to support the PT&I network. Terms and service for board members could vary between 2 and 4 years for appointments or elections. It would be recommended that this board consist of individuals representing the PT&I strategic focus areas. Best practices can be taken from other organisations with similar mandates, including but not limited to some of the following:

Caribbean Export Development Agency, a CARIFORUM regional export development agency is governed by a Board of Directors appointed by the Member States from public and private sectors. The Board is accountable to the CARIFORUM Council of Ministers and meet semi-annually. The Agency’s membership base consists of the fifteen (15) Member States of

CARIFORUM. The Agreement Establishing the Caribbean Export Development Agency can be found on the CARICOM Secretariat website.⁷

The Eastern Cape Development Corporation (ECDC) is an economic development agency that reports to an independent Board of Directors representing all stakeholders in the Eastern Cape of South Africa and works with provincial and national ministries, municipalities, chambers, private business, communities and other development agencies to implement the economic development policies of the Eastern Cape provincial government. Services and programmes include but are not limited to development investments, investment promotion, trade promotion, enterprise development services and project development. The directors are appointed by the Department of Economic Affairs, Environment and Tourism. In their Annual Report 2012/13: Facilitating Real Economic Growth it states that “Looking to the future, the board will continue to monitor the pulse of the organization to ensure that its vital organs are responding to their core function of delivering tangible economic benefits for the Eastern Cape citizenry. It will ensure that the corporation responds to the needs of the economy and that its general health is geared towards sustained viability. Furthermore, the board will continue to advocate for high-value partnerships that have the effect of providing a greater development impact.”⁸

Funding for PT&I

In order to meet the project’s objectives the Review Team was also required to assess the current funding arrangements and make recommendations on the appropriate levels of funding for the medium to long term. Relevant funding-related documentation has been reviewed and staff from PIFS and the PT&I have been consulted.

Current PT&I Funding Arrangements

The current funding arrangements for each office are separate and each office operates very differently, primarily due to the objectives by donors and cultural differences in markets of

⁷ See: <http://www.caricom.org/jsp/secretariat/legal_instruments/agreement_caribbean_export.jsp>.

⁸ Annual Report 2012/13: Facilitating Real Economic Growth. Retrieved online: <<http://www.ecdc.co.za/ecdc/files/report/131113221938.pdf>>.

presence. Funding should be reviewed annually and increased annually to account for the rising costs. Salaries should be reviewed against annual performance and market values in each country.

The following tables provide key information from each of the office:

Table 3: PT&I Auckland

Commission	South Pacific Trade Commission (SPTC) Auckland
Location	Auckland, New Zealand
Agreement & Date	Arrangement signed November 1994 ⁹
Purpose/Function	Assist with Forum Island countries and other territories with: ¹⁰ <ul style="list-style-type: none"> ➤ Development of export ➤ Promotion of foreign investment and tourism ➤ Cost-effective import procurement
Donor	Government of New Zealand ¹¹
Funding, Income & Expenditure	<ul style="list-style-type: none"> ➤ Operating costs is subject to annual discussions between the Government of New Zealand and the Secretariat.¹² ➤ The amount is subject to annual approval by the Minister of Foreign Affairs and Trade and appropriation by the New Zealand Parliament and is paid directly into a New Zealand bank account of the Commission. ➤ It should be noted that the amount has never been paid into the New Zealand account directly (except this year), which has been the cause of delays in receiving funding for this office. ➤ The commission must submit monthly financial and operational reports.¹³ ➤ The funding amount plus interest covered the operating expenditure with an operating profit of 18% in the year 2012. The allocation of operating expenditure was:¹⁴

⁹ ARRANGEMENT BETWEEN AND THE GOVERNMENT OF NEW ZEALAND FOR THE OPERATION AND MANAGEMENT OF THE SOUTH PACIFIC TRADE COMMISSION (SPTC) AUCKLAND, dated 4 day of November 1994 (Arrangement PT&I Auckland).

¹⁰ Arrangement PT&I Auckland section (ii).

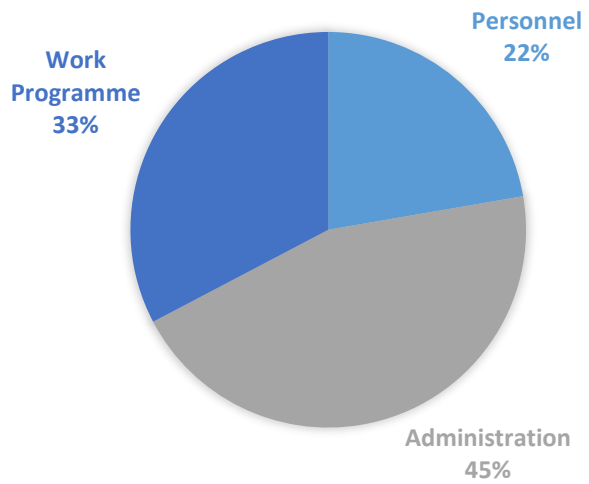
¹¹ Arrangement PT&I Auckland section (ix).

¹² Arrangement PT&I Auckland section (ix).

¹³ Arrangement PT&I Auckland section (x).

¹⁴ These amounts are estimated based on PT&I 2012 Annual Report, retrieved online:

<http://www.pacifictradeinvest.com/PDF/RESOURCES/pti_2012_web.pdf>.

	<p style="text-align: center;">PT&I AUCKLAND EXPENDITURE</p>  <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Administration</td> <td>45%</td> </tr> <tr> <td>Work Programme</td> <td>33%</td> </tr> <tr> <td>Personnel</td> <td>22%</td> </tr> </tbody> </table>	Category	Percentage	Administration	45%	Work Programme	33%	Personnel	22%
Category	Percentage								
Administration	45%								
Work Programme	33%								
Personnel	22%								
<p>Staff</p>	<ul style="list-style-type: none"> ➤ The Trade Commissioner is the head of the Commission.. He/She is a contract employee appointed by the Secretary General (appointment panel) on such terms and conditions as are agreed between the Secretariat and the Ministry of Foreign Affairs and the Trade of New Zealand. The Trade Commissioner should be a national of a Forum member country.¹⁵ ➤ Other staff: they are locally engaged staff appointed by the Trade Commissioner.¹⁶ ➤ Current number of staff is 7.¹⁷ 								

¹⁵ Arrangement PT&I Auckland section (v).

¹⁶ Arrangement PT&I Auckland section (vi).

¹⁷ "PT&I Staff List". Provided in Consultation.

Table 4: PT&I Beijing

Trade Representative Office	Pacific Islands Forum Trade Office (PIFTO) China (In 2013, the PIFTO was rebranded as part of the PT&I network)								
Location	Beijing, China								
Agreement & Date	Agreement signed October 31st, 2000 ¹⁸								
Purpose/Function	Promote and intensify the cooperation between Forum Island countries and the PRC in economic, trade, investment and other fields.								
Donor	Government of the People’s Republic of China								
Funding, Income & Expenditure	<ul style="list-style-type: none"> ➤ 2009, 2010, 2011, 2012 – annual funding USD 250K for activities and operations ➤ The allocation of operating expenditure was: <div style="text-align: center;"> <p>PT&I BEIJING EXPENDITURE</p> <table border="1"> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Personnel</td> <td>45%</td> </tr> <tr> <td>Administration</td> <td>40%</td> </tr> <tr> <td>Work Programme</td> <td>15%</td> </tr> </tbody> </table> </div>	Category	Percentage	Personnel	45%	Administration	40%	Work Programme	15%
Category	Percentage								
Personnel	45%								
Administration	40%								
Work Programme	15%								
Staff	<ul style="list-style-type: none"> ➤ The Trade representatives is the head of the PT&I Beijing and is under contract with PIFS.¹⁹ ➤ Current number of staff is 7.²⁰ 								

Table 5: PT&I Sydney

Commission	South Pacific Trade Commission Australia
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¹⁸ AGREEMENT BETWEEN THE SOUTH PACIFIC FORUM SECRETARIAT AND THE GOVERNMENT OF THE PEOPLE’S REPUBLIC OF CHINA ON THE ESTABLISHMENT OF A FORUM TRADE REPRESENTATIVE OFFICE IN CHINA (China Agreement), dated October 31, 2000.

¹⁹ China Agreement Article 4.

²⁰ Pacific Islands Trade & Invest. Beijing, PRC, August, 2013 “List of Staff and Organisation Chart”.

Provided in Consultation.

Location	Sydney, Australia
Agreement & Date	MOU signed 19th of April 1996 ²¹
Purpose/Function	<ul style="list-style-type: none"> ➤ Assist with the development of exports ➤ Promotion of foreign investment and tourism ➤ Cost-effective import procurement for the Forum Island Countries and such other territories as may be determined by the Forum Officials Committee²²
Donor	Australian Government/ Australian Agency for International Development (AusAID) ²³
Funding, Income & Expenditure	<ul style="list-style-type: none"> ➤ Budget consulted annually among PIFS, Commission & AusAID. Report on cost must be submitted by the Commission²⁴ ➤ Commission will submit monthly financial and operational reports to the Secretary General who will forward a copy to AusAID²⁵ ➤ Annual funding schedule are appended to MOU²⁶ ➤ In the past year there has not been a formal agreement instead Exchange of Letter (EoL) between PT&I Sydney and AusAID. Years ago PT&I Sydney funding from AusAID was merged into PIFS core funding since then an annual letter from PIFS to PT&I Sydney outlining the timing and amount of funds is the practice.²⁷ ➤ The funding amount plus interest covered 97.5% of the office expenditure for 2012. The allocation of operating expenditure was:²⁸

²¹ MEMORANDUM OF UNDERSTANDING BETWEEN THE SOUTH PACIFIC FORUM SECRETARIAT AND THE GOVERNMENT OF AUSTRALIA FOR THE OPERATION AND MANAGEMENT OF THE SOUTH PACIFIC TRADE COMMISSION (SPTC) SYDNEY (MOU PT&I Sydney), dated 19th day of April 1996.

²² MOU PT&I Sydney section (iii).

²³ MOU PT&I Sydney section (vii).

²⁴ MOU PT&I Sydney section (iv).

²⁵ MOU PT&I Sydney section (viii).

²⁶ MOU PT&I Sydney section (vii).

²⁷ Statement from Mr. Caleb Jarvis, PT&I Sydney Trade Commissioner on Nov 3, 2013.

²⁸ These amounts are estimated based on PT&I 2012 Annual Report, retrieved online:

<http://www.pacifictradeinvest.com/PDF/RESOURCES/pti_2012_web.pdf>.

	<p style="text-align: center;">PT&I SYDNEY EXPENDITURE</p> <table border="1"> <caption>PT&I Sydney Expenditure Data</caption> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Personnel</td> <td>54%</td> </tr> <tr> <td>Administration</td> <td>30%</td> </tr> <tr> <td>Work Programme</td> <td>16%</td> </tr> </tbody> </table>	Category	Percentage	Personnel	54%	Administration	30%	Work Programme	16%
Category	Percentage								
Personnel	54%								
Administration	30%								
Work Programme	16%								
Staff	<ul style="list-style-type: none"> ➤ The Trade Commissioner is the head of the Commission.²⁹ He/She is a contract employee appointed by the Secretary General (appointed panel which conduct interviews and recommend candidates) on such terms and conditions as are agreed between to the Secretariat and AusAID. The Trade Commissioner must have an extensive knowledge of the Australian market for Forum Island country products, possible sources of foreign direct investment into the FICs, and the Australian Government system. ➤ Other Staff: locally engaged staff appointed by the Trade Commissioner. ➤ Current number of staff is 7. 								

Funding for the PT&I offices comes also from different donors such as EU, on occasions through the European Development Fund, PICs, Private sector, World Bank, IMF, UNCTAD, WTO, UNIDO, ITC, among others.³⁰ A considerable amount of the annual revenue from PIFS and PT&I is made up of individual grants or donations for specific projects. For this reason, the Secretariat has adopted a fund accounting system.³¹

²⁹ MOU PT&I Sydney section (iv).

³⁰ "Regional Pacific Island Trade Facilitation Activities (current and planned) as at March 2011".

³¹ PIFS Consolidated Financial Statements For year ended December 31st, 2012

http://www.forumsec.org/resources/uploads/attachments/documents/2012_Financial_Statement_s.pdf

According to the PIFS 2012 Consolidated Financial Statements, it is necessary to establish a separate fund to record the donor amount received, expenditure incurred and the net balance of the funds available to be carried forward into the next financial period. The identification of funds is maintained within the accounting system, thus providing the necessary controls to ensure that each specific donation or fund is used only for the purpose for which it is received. The notes from the PIFS Consolidated Financial Statements for the year ended 31 December 2012 for revenue recognition, detail that the contributions from Members are recognized on an accrual basis while donor funds are recognized on a cash basis.

**Notes to the Consolidated Financial Statements
For the Year Ended 31 December 2012**

	2012	2011
	FJD	FJD
2. Contributions from members – General Fund		
Australia	1,498,230	1,498,230
Cook Islands	40,714	40,714
Federated States of Micronesia	79,966	79,966
Fiji	90,296	90,296
French Polynesia (Associate)	17,825	17,825
Kiribati	40,714	40,714
Nauru	40,714	40,714
New Caledonia (Associate)	17,825	17,825
New Zealand	1,498,230	1,498,230
Niue	40,714	40,714
Papua New Guinea	221,192	221,192
Palau	40,714	40,714
Republic of Marshall Islands	40,714	40,714
Samoa	79,966	79,966
Solomon Islands	79,966	79,966
Tonga	79,966	79,966
Tuvalu	40,714	40,714
Vanuatu	79,966	79,966
	<u>4,028,426</u>	<u>4,028,426</u>

The financial statements of the Secretariat are drawn up in accordance with International Financial Reporting Standards (“IFRS”) and the provisions of the Financial Regulations of the Secretariat. The financial auditors’ report for Australia is conducted in accordance with the Australian Auditing Standards, for New Zealand in accordance with International Standards on Auditing and in China in accordance with the Auditing Standards for Chinese Certified Public Accountants.

Cash flow projections are based on previous year figures and funds for the PT&I offices are disbursed in December and April to ensure the offices have the resources to operate.³² During consultation issues with the disbursements of operational and programme funds were evident in two of the three offices. Basic approved operational funds were not initially being provided and had serious implications on daily operations for New Zealand and China based PT&I offices.

The Trade Commissioner in each office drives the work programmes, activities and areas of focus related to funding. The term “discretionary funds” was used by some stakeholders during consultations. A joint system and process for the direction, disbursement, effectiveness, supervision and accountability for the office operations for certain monetary thresholds could create better symmetry and align with best practices to streamline the accountability of operations.

The PT&I 10 Year Strategic Plan structures the services provided by PT&I into 5 key programs (Exporter Services, Investment Promotion Services, Tourism Promotion, Creative Industries and Knowledge and Information Management) and listed the milestones achievement to be used to track success of PT&I endeavours. While the Strategic Plan does not provide budget projections and allocation to each of those key programs, based on the analysis of the 2011 and 2012 Statement of Income and Expenditure³³, it was deduced that, from the amount allocated to programmes in general, the resources were spent as follows:

Figure 9: PT&I Auckland Work Programme Expenditure³⁴

³³ PT&I, “2011 Annual Report and 2012 Annual Report”, Statement of Income and Expenditure for Auckland, Beijing, and Sydney.

³⁴ Expenditure for Export Marketing was 0%.

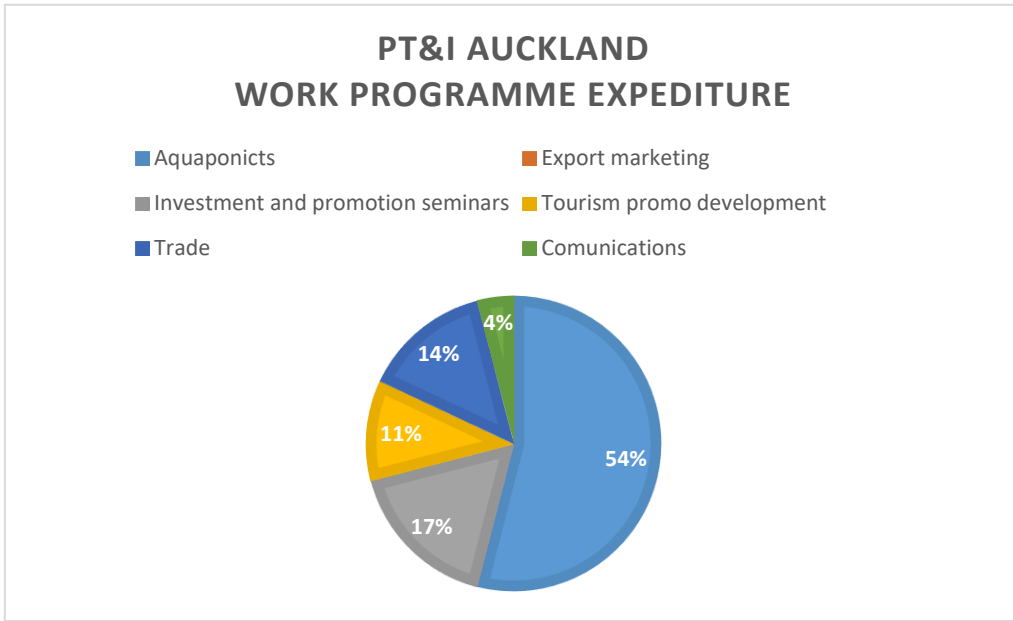
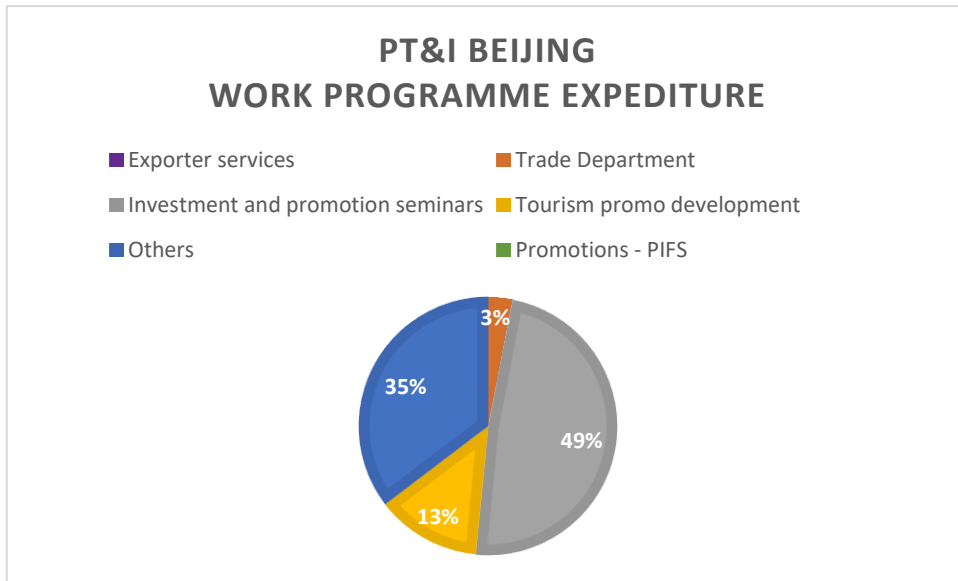
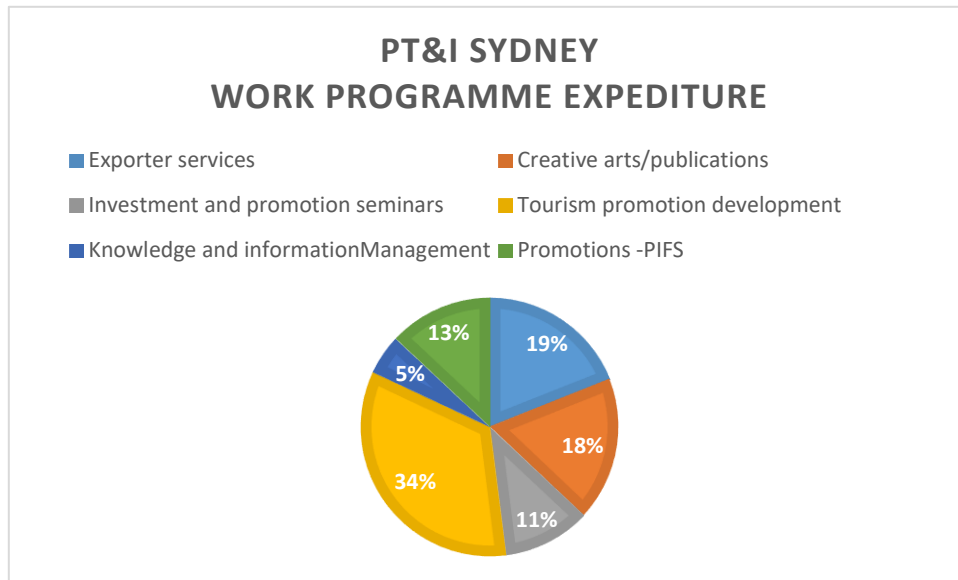


Figure 10: PT&I Beijing Work Programme Expenditure³⁵



³⁵ Expenditure for Promotions – PIFS was 0%.

Figure 11: PT&I Sydney Work Programme Expenditure



The outcomes of the expenditures in programmes are tangible as conveyed in the Annual Reports³⁶ and summarized below:

Key Achievement in 2011

- ✓ Knowledge and Information Management such as new website launched alongside a new collaborative newsletter that is linked to the 4 trade offices; systems in place to measure the number of visitor to PT&I website.
- ✓ 152 Exporter Services Provided
- ✓ Investment Promotion Services Provided to Clients 51
- ✓ Tourism Promotion activities that improved the online presence of Pacific Islands tourism and developed a niche market approach to tourism across different areas of interest such as health and wellbeing, agriculture, volunteer, adventure and others; also built strategic partnerships with major online travel agents and specialist niche online travel sellers.
- ✓ Sales of AU\$112, 344 in the Creative Industries

³⁶ See: PT&I, "2011 Annual Report and 2012 Annual Report". Also PT&I Australia CMR Activity for 2011 and 2012 reported substantial achievements (document provided for consultation).

2011 Achievements by Country

- ✓ Cook Islands: through the Creative Arts program offered marketing and promotional assistance to local artists including Mii Quarter and Kay George who were part of the Maketi Ples exhibition in Sydney.
- ✓ Federated States of Micronesia: 101 client relationships registered.
- ✓ Fiji: AU\$3.3m in export sales facilitated.
- ✓ Kiribati: 19 client relationships registered.
- ✓ Marshall Island: identified a strong opportunity to market handicrafts produced by Marshallese women in Japan.
- ✓ Nauru: 23 client relationships registered.
- ✓ Niue: 12 client relationships registered.
- ✓ Palau: 3 marine tourism businesses participated in PT&I international events.
- ✓ Papua New Guinea: 9 artists achieved international sales.
- ✓ Samoa: AU\$ 142,605 in foreign direct investment facilitated.
- ✓ Solomon Islands: AU\$166,392 in export sales facilitated.
- ✓ Tonga: 37 client relationships registered.
- ✓ Tuvalu: 39 client relationships registered.
- ✓ Vanuatu: 20 Clients received tailored research and advice in Vanuatu.

Key Achievements in 2012

- ✓ Exporter Services Provided to 247 Pacific Export Companies
- ✓ Investment promotion achieved AU\$350m
- ✓ Tourism promotion through 49 websites built for tourism operators
- ✓ Export sales facilitated of AU\$127,251 in the Creative Industries
- ✓ Knowledge and Information Management endeavours reach 9,000 and plus contacts in PT&I database

2012 Achievements by Country

- ✓ Cook Islands: \$22,249 in online sales for tourism operators.
- ✓ Federated States of Micronesia: 107 client relationships registered.
- ✓ Fiji: AU\$4m in export sales facilitated.
- ✓ Kiribati: 44 services delivered.
- ✓ Marshall Island: 5 tourism investment projects promoted via new online database.
- ✓ Nauru: 2 identified investment opportunities.
- ✓ Niue: AU\$9,700 in export facilitated.

- ✓ Palau: 7 tourism investment projects promoted via new online database.
- ✓ Papua New Guinea: AU\$110,000 of creative arts sold by 9 different artists.
- ✓ Samoa: AU\$88,000 in export facilitated.
- ✓ Solomon Islands: AU\$144,905 in export facilitated.
- ✓ Tonga: 51 services delivered to clients.
- ✓ Tuvalu: 43 client relationships registered.
- ✓ Vanuatu: introduced 10 new buyers to Vanuatu exporters.

Level of Funding of PT&I

The overall funds allocated to each office are low to the point that the 2 out of the 3 offices analysed do not have the sufficient resources to cover the costs to run their office to fulfill the expectations of the private sector and PICs.. Moreover, the expenditure allocation to work programmes is low. With more funds, PT&I offices could allocate more resources to programmes and maximise outcomes and benefits for the Pacific Countries. An adequate level of funding should cover the totality of office expenses and should allocate at least 30-40% more into work programmes.

The following matrix summarizes the funding provided by the main donors of each office:³⁷

Office	Funding	Year
PT&I Auckland	NZ\$ 890,000	2008
PT&I Auckland	NZ\$ 890,000	2009

³⁷ April 2008, Pacific Forum Secretariat Core Funding 2007 Letter of Variation No 1 - PT&I Commission Contribution; Feb 2009, Pacific Forum Secretariat Core Funding 2009 Letter of Variation No 1 - PT&I Commission Contribution; Dec 2009, Partnership Arrangement Between NZAid and PIFS 2010; April 2011, Pacific Economic Growth PIFS 2011 Partnership Funding Arrangement Letter of Variation No 1; Dec 2013, Partnership Arrangement Between NZAid and PIFS 2012; April 2009, Review of the Pacific Islands Forum Trade Office Beijing, China Information Provided by Pacific Islands Forum Trade Office; May 2007, AMENDMENTS TO ANNEX A OF THE EXCHANGE OF LETTERS UNDER THE MOU BETWEEN THE PACIFIC ISLANDS FORUM SECRETARIAT AND THE AUSTRALIAN GOVERNMENT RE THE PACIFIC ISLANDS TRADE & INVESTMENT COMMISSION, SYDNEY; May 2007, Amendment to the PT&I Commission (PITIC) EoL; March 2008, AMENDMENTS TO THE PACIFIC ISLANDS TRADE AND INVESTMENT COMMISSION (PITIC), SYDNEY EXCHANGE OF LETTERS; May 2010, 2010 Funding; March 2012, 2010 Funding; Nov 2013, Feedback on Preliminary Report.

PT&I Auckland	NZ\$ 890,000	2010
PT&I Auckland	NZ\$ 890,000	2011
PT&I Auckland	NZ\$ 890,000	2012
PT&I Auckland	NZ\$ 890,000	2013
PT&I Beijing	USD\$ 250,000	2008
PT&I Beijing	USD\$ 250,000	2009
PT&I Beijing	USD\$ 250,000	2010
PT&I Beijing	USD\$ 250,000	2011
PT&I Beijing	USD\$ 250,000	2012
PT&I Beijing	USD\$ 250,000	2013
PT&I Sydney	AU\$ 1,250,000	2008
PT&I Sydney	AU\$ 1,250,000	2009
PT&I Sydney	AU\$ 1,250,000	2010
PT&I Sydney	AU\$ 1,250,000	2011
PT&I Sydney	AU\$ 1,500,000	2012
PT&I Sydney	AU\$ 1,500,000	2013

Findings from desk research shows, that the main donors have been reluctant to disburse additional funds due to other competing priorities. Nonetheless, there have been increased funds made available by PIFS in some cases to complement the work of the PT&I. We strongly recommend for PT&I to establish a financial data/ programme outcomes reporting system that ties funds expenditures with tangibles outcomes, as it could help bring greater coherence and synergy among the PT&I offices and the donors, who will then receive information as to how their contributions were expended and what benefits were created. Consequently, donors would be more prone to increase donations.

The former Canadian International Development Agency (CIDA) had in place several reporting systems with the goal to track funds and direct benefits produced by them. A simple, easy to complete and follow report is recommended, for example:

PT&I Office		Work Programme	
Source of Funding			
Planned Spending	Actual Spending	Difference	
Expected Results	Performance Indicators	Target	Actual Results

It is crucial for PT&I to secure more funds from their main donors and/or to secure other sources of funding from further international development programmes if they are to deliver the services they are mandated with. With that purpose in mind, the next section describes the principal sources of funding available for the Pacific region.

Principal Source of Funding for the Pacific Region

The Pacific Islands have depended heavily on external assistance to assist with country and regional development. Bilateral Development Agencies (BDAs) provide support for development through various funding mechanisms, including direct contracting, grants, loans and contributions to governments and international agencies. Due to the historical ties and national interest, the top bilateral assistance to The Region flows from Australia, China, Japan, New Zealand and USA, while top multilateral partners include The Asian Development Bank and the European Union along with specialized agencies such as the United Nations and the World Bank providing contributions. Aid coordination and a sustained development approach are required for long-term cooperation by all international partners involved.

Australia is the leading donor to the Pacific and in 2013 to 2014, the aid budget to The Region is more than \$1.1 billion, accounting for almost half of all assistance to The Region. Major focus areas include gender equality, climate change, education and health. A 10-year program worth \$320 million was announced by the Australian Prime Minister at the 2012 Pacific Islands Forum, for the *Pacific Women Shaping Pacific Development* as the major focus area for this financial year. The majority of Australia’s assistance is delivered through bilateral programs with priority areas for assistance agreed to with each member government under a Partnership for Development.

Comprehensive current information on aid from China to the Pacific is not readily and publicly available. China has a different approach to foreign aid with basic principles within their foreign aid policy. It is interesting to highlight that grants, interest-free loans and concessional loans are used by China as mechanisms for aid.

A report released in 2011 by the Lowy Institute for International Policy estimated that China's soft loans to the Pacific region had increased from US\$23 million in 2005 to over US\$183 million in 2009, which is a significant increase. Between 2006 and 2011, China provided US\$850 million in bilateral aid into the South Pacific.

The New Zealand Aid Programme is the New Zealand Government's international aid and development programme and is managed by development specialists in the Ministry of Foreign Affairs and Trade. The Pacific is a core geographic focus for New Zealand and accounts for over half of New Zealand's total aid. In the New Zealand Aid Programme Sector Priorities 2012-15, the drivers of growth over the next three years are agriculture, fisheries and tourism. The enablers of growth include renewable energy, transportation and communication infrastructure, private sector development, education and training, health, water supply and sanitation and safe and secure communities. Identified cross-cutting issues included environment, gender and human rights.

The funding from New Zealand flows through a number of channels as illustrated in Table 6³⁸ that shows the indicative program allocation from 2012 to 2015 and the individual amounts for the country programmes.

Table 6: NZ Funding Flow

³⁸ New Zealand Aid Program. Online: <<http://www.aid.govt.nz/about-aid-programme/aid-statistics/aid-allocations-201213-201415>>.

Programmes	12/13 Indicative Allocation \$000	13/14 Indicative Allocation \$000	14/15 Indicative Allocation \$000	Total three year indicative allocation \$000
Country programmes				
Cook Islands	14,000	14,000	14,000	42,000
Fiji	4,000	4,000	4,000	12,000
Kiribati	15,000	12,000	10,000	37,000
Nauru	2,000	2,000	2,000	6,000
Papua New Guinea	18,000	18,000	18,000	54,000
Samoa	13,000	13,000	12,000	38,000
Solomon Islands	25,000	25,000	20,000	70,000
Tonga	12,000	12,000	12,000	36,000
Tuvalu	4,000	3,500	3,500	11,000
Vanuatu	14,000	12,000	12,000	38,000
Niue	14,000	13,500	13,000	40,500
Pacific Transformational Projects*	25,000	35,000	40,000	100,000
Country Total:	224,300	212,300	201,500	638,100
Regional programmes				
Pacific Economic Development *	18,000	15,000	15,000	48,000
Pacific Human Development	15,000	15,000	15,000	45,000
Pacific Regional Agencies	21,000	20,000	20,000	61,000
Pacific Regional total:	54,000	50,000	50,000	154,000

Aid funding to The Region from the USA is significant but it is important to highlight that much of it in the past has been restricted to the Compact States (Federated States of Micronesia, Marshalls and Palau) and statistics can be misleading. The USA government treats these nations uniquely by granting access to certain domestic programs, such as their disaster response and recovery and hazard mitigation program, weather forecasting, postal and aviation services. The current Compact agreement permits the USA to operate armed forces in Compact areas on their land for operating bases and excludes the militaries of other nations access without USA permission. As of 2010, the value of the trust fund set up under the Compact was valued at approximately \$160 million and representing the bulk of the USA's Pacific aid investments. However, in 2011, USAID opened a regional office in Fiji with a US\$20 million budget for regional activities with programs focusing on health, environment, governance and disaster preparedness.

The European Union, between 2008 and 2013, has €114 million earmarked for the Pacific Regional Indicative Programme. A Regional Strategy Paper and the Indicative Program was developed for the Pacific Region. The EU Response Strategy is directly linked to the Pacific Plan. The 10th EDF Response Strategy addresses the challenges of the Pacific ACP countries in the context of the Pacific Plan and The Region's commitment to liberalising trade and consolidating economic integration. The Review Team believes that it is imperative for PT&I senior staff to be directly involved in the positioning of the Pacific for allotment of funds under the 11th EDF.

The United Nations has been strongly involved with development efforts in the Pacific Region. The Development Assistance Framework for the Pacific sub region (UNDAF) sets out a strategic focus for the UN to address the challenges, needs and priorities of The Region, which included poverty reduction and inclusive economic growth. With an extremely similar mandate, we believe that PT&I could secure funding for programmes through this UNDAF.

The World Bank has increased assistance to the Pacific Islands while switching from a regional approach to individual country strategies. This approach was adopted to better acknowledge country-specific challenges and priorities. The portfolio focuses on transportation, communications and climate change resilience. Currently, ten Pacific Islands countries (Federated States of Micronesia, Fiji, Kiribati, Marshall Islands, Palau, Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu) are members of The World Bank. Pacific Islands World Bank country offices are located in Solomon Islands, Tonga, Fiji, Vanuatu, Samoa and Kiribati with a Pacific Islands united base in Australia. As of April 2013, the Bank's participation in the Pacific Island countries was \$197.05 million spread over 32 active projects.

The Asian Development Bank (ADB) has been actively involved in the development efforts of The Region as well. Thus, we consider ADB to be a good strategic partner to attempt to secure funds. With the exception of Niue, all the FICs are members of the ADB as well as Timor-Leste. In 2012, the ADB provided \$208.2 million in assistance as loans and grants for 49 projects in The Region. The main sectors of support were transportation accounting for 66%, multi-sector

accounting for 26% and public sector management accounting for 3%. ADB indicated a plan to increase its assistance to information and communication technology and renewable energy.

PT&I Strategic Focus

PT&I's Strategic focus reflects its mission "to contribute to the sustainable economic development of the Pacific Island countries by creating opportunities for exporters, investors and stakeholders"³⁹ and 'supporting trade, investment and tourism with the aim to improve the livelihood of the people in the Pacific Islands'.⁴⁰ Its long term development goals are:⁴¹

- 1) Increase the diversification of exports and investment for business in the Pacific Islands;**
- 2) Increase trade, tourism and investment opportunities for women in the Pacific Island;**
- 3) Increase the demand for creative industries and indigenous knowledge products from the Pacific Islands; and**
- 4) Improve the capacity for tourism promotion in the pacific island countries.**

To that end, PT&I offers export development services, investment promotion services, tourism promotion services, a creative industries program, market research and information and knowledge management services.

In the consultation part of the stakeholder survey, one objective was to identify the current usage of PT&I services and the desired usage of PT&I services by the Stakeholders in order to identify the areas where additional strategic focus is needed. The respondent classification groups of the survey were "Private Sector Entity", which are PT&I users and beneficiaries or clients; "Government" that are public representatives of the Country Island; members and 4 out of the 5 countries / regions where PT&I has offices (Australia, New Zealand, China, and Europe);

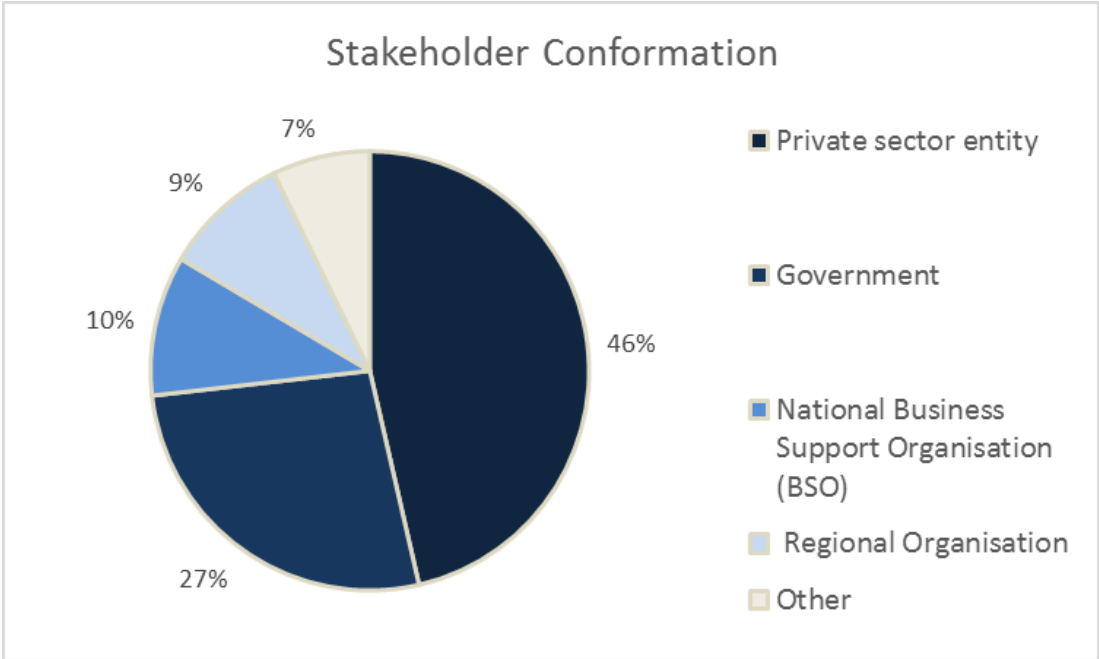
³⁹ Pacific Island Trade and Invest Sydney Office, "Strategic Plan 2013".

⁴⁰ PT&I Strategic Objective.

⁴¹ Pacific Trade & Invest Annual Report 2012.

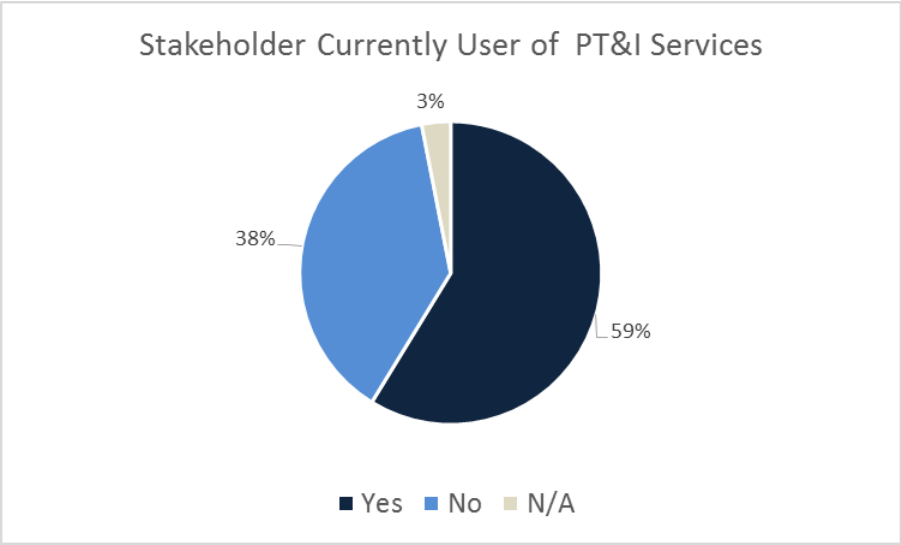
“National Business Support Organizations (BSO)” and “Regional Organizations”, that are PT&I’s strategic partners; and, a residual category “Others”, for: not-for-profit organizations, NGOs, Multilateral Financial Organizations and PT&I offices. Figure 12 shows the Status by percentage of the survey respondents.

Figure 12: Stakeholder Status



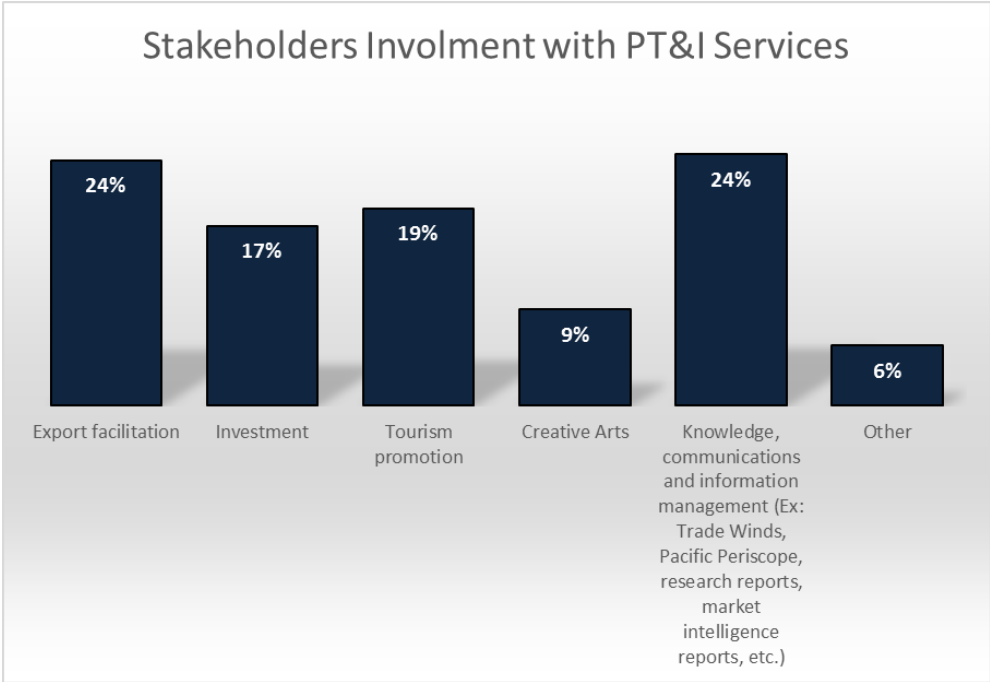
From those Stakeholders consulted, fifty-nine percent (59%) are currently using at least one of PT&I’s services as illustrated in Figure 13.

Figure 12: Stakeholders Currently Using PT&I Services



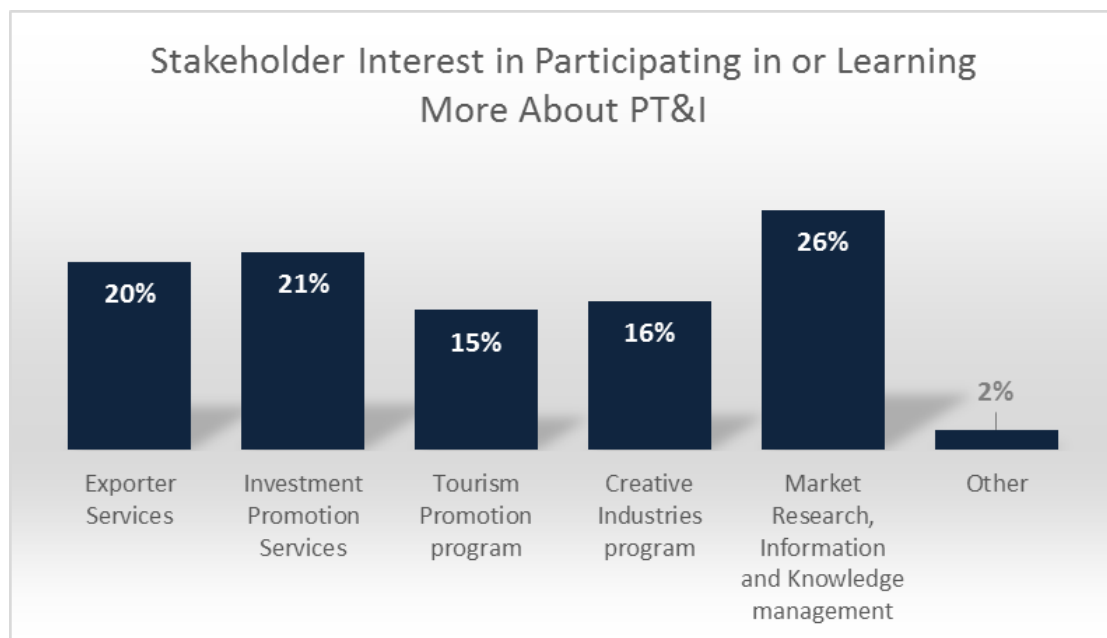
With respect to the specific PT&I services used by survey respondents, Figure 13 below details that almost fifty percent (50%) of respondents used either Export Facilitation or Knowledge, communications and information management. These two staple-like services thus appear to dominate existing PT&I usage.

Figure 13: Stakeholder Involvement



When asked in which areas and/or services the stakeholders would like to participate in with PT&I, a large percentage answered market research, information and knowledge management services (26%), investment promotion ranked the second highest at 21%. Of particular interest, these are the same two categories that dominated responses regarding currently used services. (Figure 14)

Figure 14: Stakeholder Interest in Participating in or Learning More About PT&I



The survey results have thus identified export facilitation, market research, information and knowledge management and tourism promotion as the most demanded services as well as being very attractive for stakeholder participation. We noticed through the consultation that PT&I has been successful in identifying and, to some degree, addressing the demands for those services. We also noticed that there is a large interest compared to the low actual involvement for the investment promotion services and creative Industries program.

Accordingly, we note that these are areas where more strategic focus, outreach and promotion are needed.

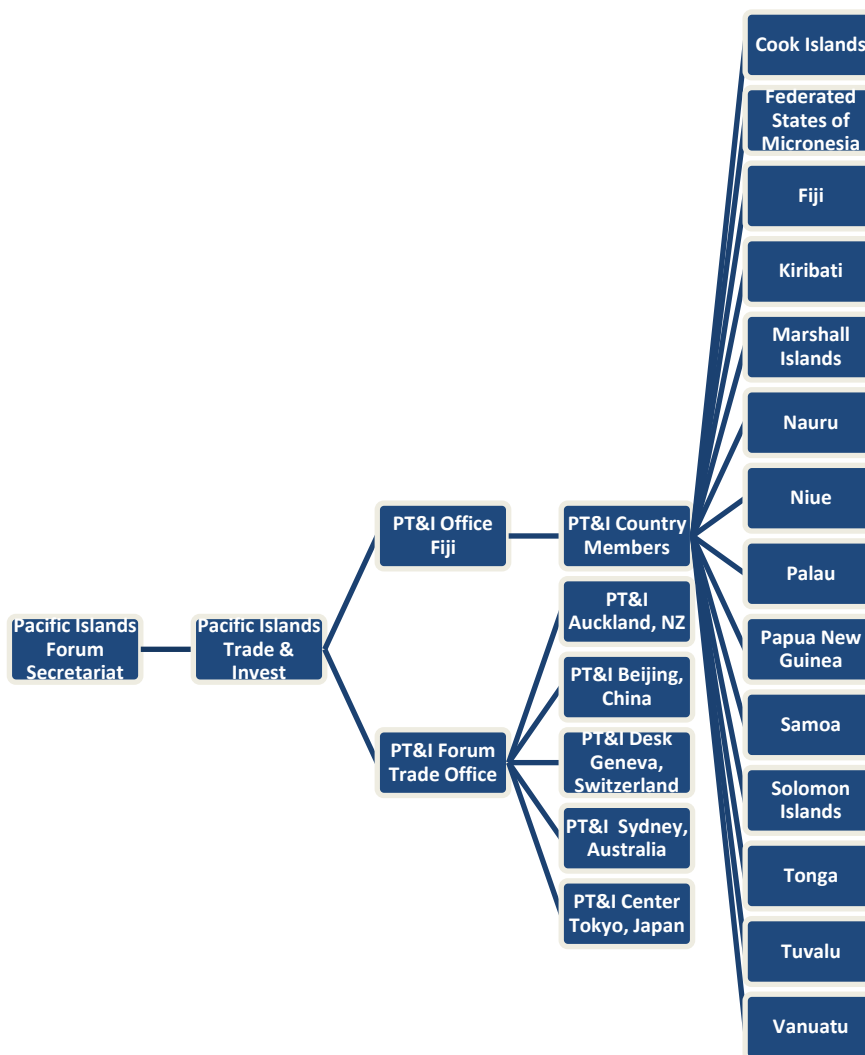
Finally, when considering the survey responses on existing participation with PT&I together with the responses on Interest in Participating in or Learning more, it is clear that the categories of services presently offered by PT&I very accurately reflect the actual demand for services. What is also clear is that the level of outreach and promotion of the PT&I services may not be adequate due to very limited promotional funds.

Strength of Links

The Pacific Trade and Invest (PT&I) is a development agency of the Pacific Islands Forum Secretariat and has a very set structure. Its goal is to improve the livelihood of the people of its members by contributing to their sustainable economic development. Its members are 14 different Country Islands, each of them with different social, cultural, political, economic and geographical characteristics.

Additionally, PT&I is uniquely positioned as the development agency for the Pacific Islands because it has offices in 5 key markets for the FICs. The following Figure 15 illustrates the structure of PT&I.

Figure 15: PT&I Structure Chart



PT&I works for and with a wide sector of stakeholder and strategic partners. They are: private sector entities, government, national business support organizations (BSO), regional organizations and other development partners such NGOs and non-for-profit organizations.

Within the May 2012 Review of the Pacific Islands Forum Secretariat, a Review Team outlined program issues, indicating a concern that the PT&I programme is an odd fit with the policy and political focus of the organisation. It was also stated, “To be successful this programme requires very strong links to the private sector both across the Pacific and in the target markets. In all other respects the Secretariat engages with governments, international organisations and NGOs.”

During consultations, the review team consulted with national and regional business councils, chambers of commerce, various associations, investment promotion agencies, tourism associations, national government departments and regional bodies such as PIPSO, SPTO, PCF and the Oceania Customs Organisation Secretariat (see stakeholder list in Annex 4). Our review team was not always initially warmly received in meetings and it was clearly communicated by some stakeholders that the PT&I was not in regular communications with stakeholders and strategic partners.

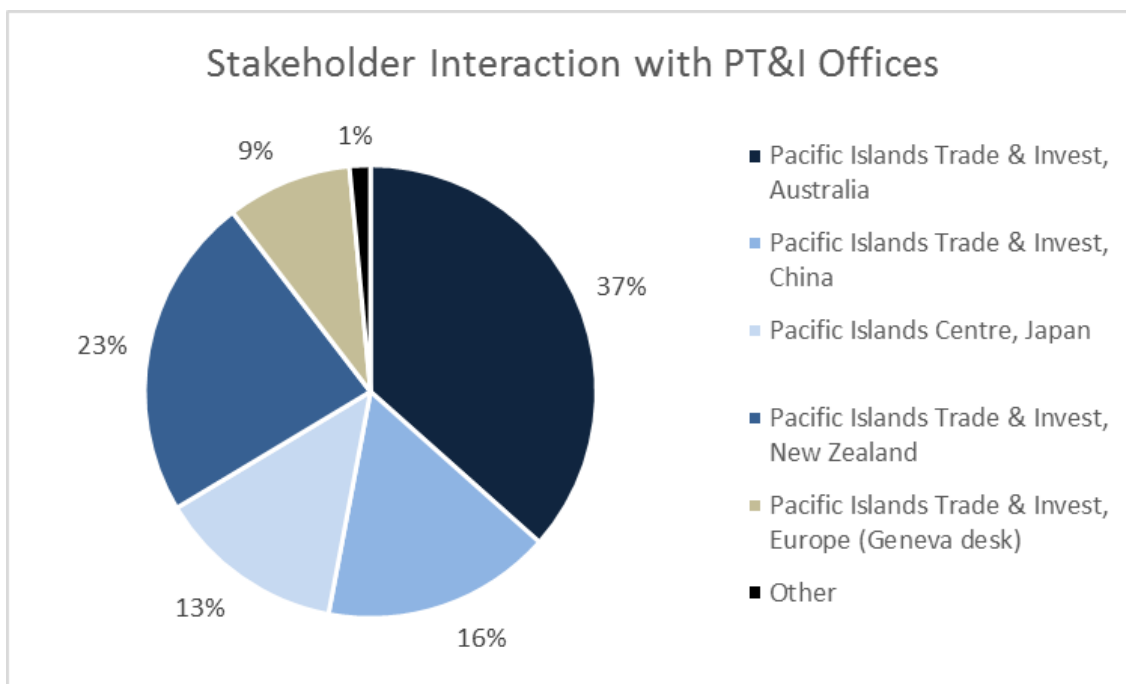
It is clear from stakeholder feedback that the PT&I service offering is very well received, however not widely communicated. A lack of reach, engagement of social media, increased outreach and marketing tools could likely be engaged to bridge this gap.

It was indicated by some regional stakeholders that the PT&I was not proactive and strong connections or links with other organisations were not evident. It is important to highlight that the majority of these organisations voiced the willingness to partner and work with the PT&I network – some just did not feel they had been given the appropriate opportunity because they were not consulted or approached.

Each PT&I office operates independently and differently, with varying staff sizes, priorities and budgets. All PT&I offices typically receive client inquiries for services by email and at times by telephone with some clients located in the country office location and other in the FICs. The time difference impacts the method of communication and the majority of communication is conducted by email. The process to request and receive services was described to our review team as an informal process with limited reporting/KPI measures. In an effort to introduce structure and accountability we recommend that guidelines, eligibility criteria and an application process (ex: project application form with panel review or approval) be developed.

The results from the consultations show that stakeholders interact with PT&I offices in key markets in very different proportions. PT&I's office in Australia interacts with the highest amount of stakeholders (37%), the New Zealand office ranked second (23%), third PT&I office in China (16%), fourth Japan Center (13%), fifth Europe Desk (9%) and a last category, 'other' that accounts for online services through both the Australia and New Zealand offices. See figure 16.

Figure 16: Stakeholders Interaction with PT&I



This distribution appears to align with office staff numbers, budget allocations.

In the stakeholder survey, an open ended question was asked to stakeholders requesting their opinion as to what the gaps were in order to strengthen the existing links with the FIC private sector, government and stakeholders. The answers vary but some patterns were found as to the reasons:

- insufficient resources
- lack of leadership
- Insufficient promotion of PT&I services, lack of information and/or communication.

Our interpretation from the in-country consultations at PT&I offices is that adequate links with the FIC private sector, Governments and stakeholders exists. The PT&I network has an opportunity to improve communications and direct outreach efforts with the FICs to strengthen these linkages.

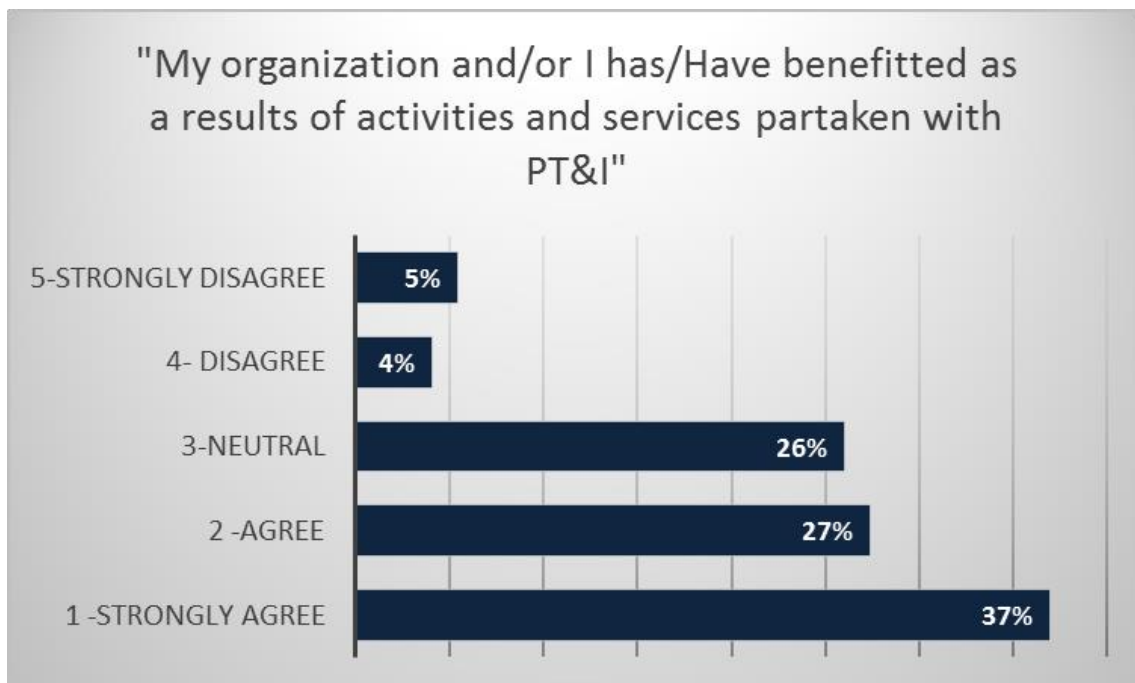
However, the PT&I Geneva based office is current functioning as a more policy and political office for representation to the WTO and must be included in the overall trade, export and

investment budget allocation and promotional efforts of the PT&I & PIFS in order to be able to optimize the strategically important office within Europe.

Sustainability

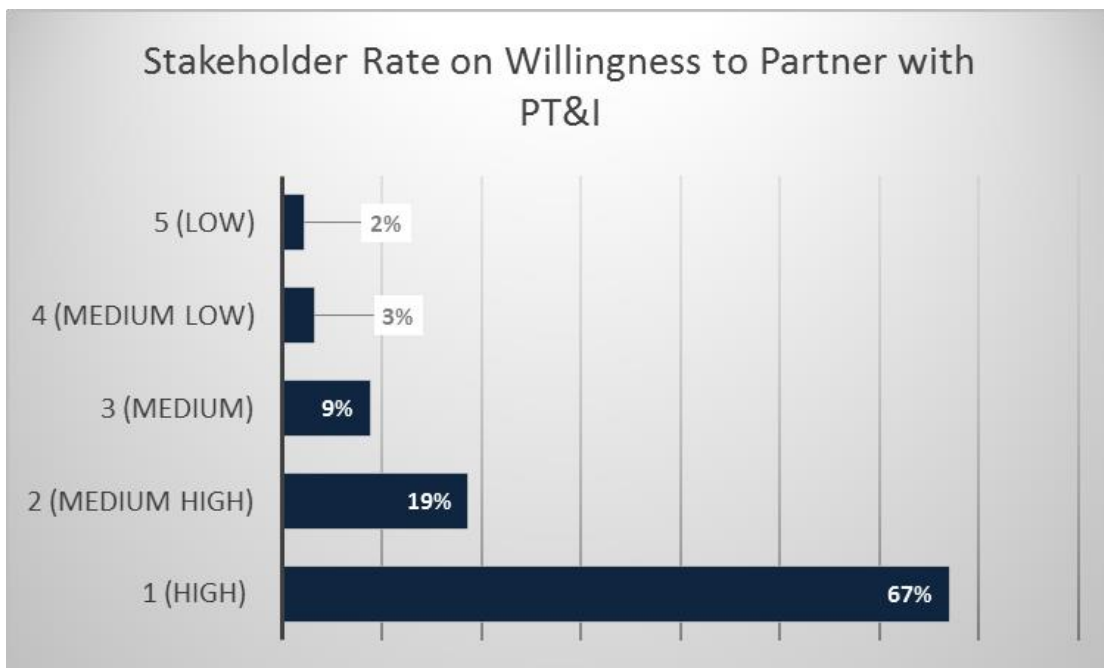
To address future PT&I sustainability, it is important to acknowledge that PT&I faces resource constraints. As detailed in the funding section of this report, PT&I funds come through the PIFS, arrangements with the Governments where PT&I has offices and other donors. It is our understanding that the bulk of funds are used to pay the administrative overhead cost of the offices (salaries, office rent, and others), leaving very little funding to sponsor programmes and thus limiting the capacity of PT&I to carry out programmes to achieve its goals. The value of PT&I to its stakeholders is tangible. **When asked about the impact of PT&I activities and services, more than 60% of stakeholders consulted agreed that they had benefitted as a result of activities and services undertaken with PT&I.** See Figure 18.

Figure 18: Stakeholder Perceived Benefits



Likewise, more that 60% of stakeholders, that have not used or worked with PT&I yet, responded that their willingness to partner with PT&I is high. See Figure 19 below.

Figure 19: Stakeholder Willingness to Partner with PT&I



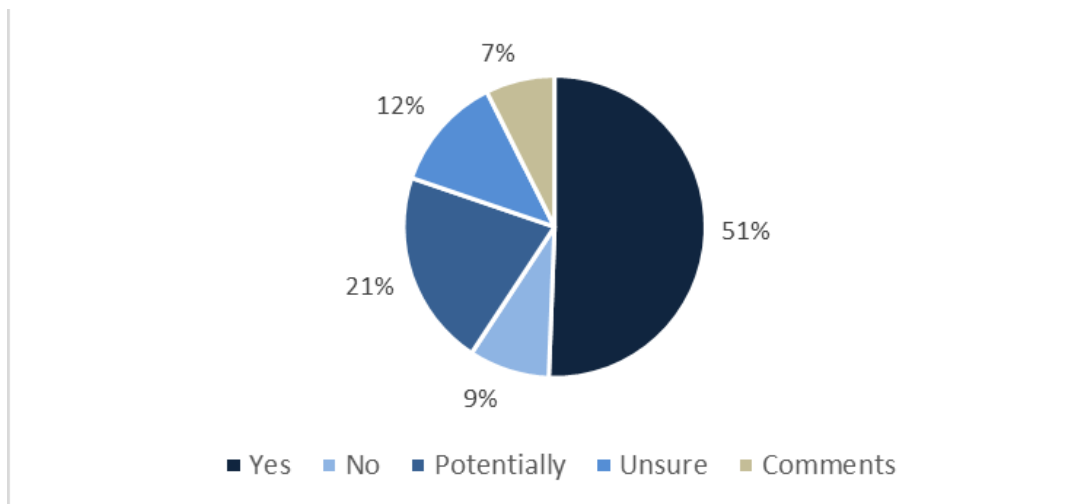
However beyond the perceived value of PT&I and positive demand for PT&I services, greater sustainability is needed.

PT&I’s ability to endure and be sustainable will depend on its capacity to secure funds and integrate the existing resources of the agency (financial, infrastructural and human resources) and align them to fulfill the trade and investment needs of the PICs through programmes.

As part of the consultation process we did ask stakeholders if they believed that the PT&I network had the ability to be sustainable. More than fifty percent of respondents indicated ‘yes’ to this questions as illustrated in Figure 20.

Figure 20: Stakeholders' Feedback on PT&I Sustainability

Do you believe that that the PT&I network has the ability to be sustainable?



The two simplest ways for the PT&I network to better secure its future sustainability is to generate more funds or better use / allocate its existing funding. These two are, of course, not mutually exclusive. PIFS has commented that the certainty for sustainability that the PT&I has through its association with PIFS, which is governed by Forum Members.

Recommendations - Key Insights & Impact

The PT&I has the potential to continue to create real impact and help develop the Pacific region and thus experience increased economic prosperity. Increased trade and investment opportunities can positively impact countries and regions to improve development, sustainable livelihood and private sector capacity. The value of PT&I to its stakeholders is tangible and stakeholders have indicated a willingness to partner. The Pacific has its challenges and based upon the analysis undertaken of funding within The Region, aid funding is available to support and assist the needs of The Region. A number of recommendations have been included within the subsections of this report.

Based on the consultation process, best practices and the review team's experience working internationally with other trade and investment organisations in equally isolated island economies, we highly recommend implementing the major recommendations as a result of this

Review. These recommendations are meant to better ensure the future sustainability and success of the PT&I and thus The Region:

1. Development of a Web Based Pacific Trade Development Portal to strengthen and improve the PT&I service delivery and regional cooperation. (proposed draft TOR included).

In order to strengthen and improve PT&I's relevance to and with its stakeholders, an online interactive Trade Development Portal should be developed to provide clients and stakeholders with information about services, publications, outreach activities and events to improve communication and consultations. This tool would allow clients the opportunity to register online and develop a tailored profile, creating a pull-demand driven approach to development. With a tailored profile, companies can specify detailed information (e.g. markets of focus, sectors, services of interest, reports, market trends, investment, etc.). By indicating tailored preferences, and allowing for a push-pull approach, PT&I can become more relevant to SMMEs and stakeholders of the Pacific region and increase its reach and promotion of services.

The PT&I could completely integrate their offices into a Trade Development Platform and use the tool as a method to communicate internally and externally. For example, if the PT&I office in China has developed a list of trade and in-market events, this information could be distributed automatically to all registered users having indicated an interest in the Chinese market, on the platform.

PT&I would have the opportunity to market its highly valued sectorial reports to all SMMEs and stakeholders and thus minimize the cost, enhance distribution and limit the environmental impact of printed versions. Also, investment profiles with detailed profiling of investment opportunities should be developed as needed and accessed on this platform.

The Stakeholder partnership outreach/Joint Venture service that is called for by some stakeholders could be implemented in an online Trade Portal where Best Practices, KPI and sector information could be shared and make The Region stand more united in its PSD efforts, and as a by-product, become much more attractive to increased IFI funding. PT&I could work in collaboration with regional BSOs (such as PIPSO, SPTO, OCO Secretariat, SPC and PCF) in populating a Trade Development Portal with trade development information,

increasing reach and content while minimising donor funding overlap. The Trade Development Portal should be populated with existing data from existing BSOs and thereby creating a Regional forum for cooperation among regional actors rather than having them operate in silos and in isolation.

Donors to the Region should be consulted and included in the development efforts. From feedback solicited within this Review, donors to The Region are more than willing to assist in developing more joint initiatives and regional cooperation.

The Web-based Trade Development Portal should actively engage social media as it is currently linked on the PT&I website: Facebook, Twitter, LinkedIn, etc.. PT&I website could be benchmarked against other similar organisations websites to determine the areas that need to be enhanced in order to effectively upgrade their offer.

While ICT infrastructure in The Region may not always facilitate access to and usage of High Speed internet connections, the Pacific has an above average use (compared with other regions) of social media, such as Facebook, and this should be utilised in trade and development outreach.

The CRM system, as a part of an overall online strategy is strongly recommended. The existing CRM system developed and the use in some PT&I offices should be incorporated as part of the Trade Development Portal. As a back-end operation, this system has proven to create value for development partners and donors by providing an actual Monitoring and Evaluation system: something the PT&I Network should not be without when administering public funds.

Lastly, the proposed Web-based Trade Development Portal's engagement of participatory methodologies, push-pull data and monitoring and evaluation should not be based upon a "buy-in" or as a purchased licensing system for PT&I offices. If such a regional wide system is developed, it should be a mandatory solution for the PT&I Network, not one to opt in to or out of based upon fee per user.

A Web based Trade Development Portal does not replace nor reduce staff in current PT&I offices. It shall, in this review, be seen as a much needed promotional and delivery tool that will engage a much larger portion of potential clients within the Region, optimizing and

maximizing reach and delivery of services within the FICs for exports and investment attraction in North America, Europe, India, Korea, Singapore etc.

A proposed Terms of Reference (TOR) for funding and development of a Web Based Trade Development Portal has been included in annex 5.

The ownership of such a tool is proposed to be resident within PT&I with project management out of the PT&I Sydney, Australia office as this office possesses the most relevant data set in terms of volume and current data.

The funding for the TOR, if positioned correctly, could be sourced under the mandate of such organisations like BizClim (Brussels) or ITC (Geneva).

Visibility for the proposed Trade Development Portal would also be web-based and circulated to past and present PT&I clients and through various forms of available social media.

As an immediate action, work needs to continue on strengthening the CRM system, and the expansion of the existing PT&I website to make it more interactive. The development of the Web based Pacific Trade Development Portal is highly recommended to become part of immediate initiatives with special allocated funding or of to become part of future initiative such as submission for the 11th EDF regional projects

2. PT&I Core Services need to be defined and tailored with accountability measures.

It is clear from stakeholder feedback that the PT&I service offering is very well received, however not widely communicated. To better clarify service offerings, PT&I should consider streamlining services into a select number (1-6) of broad core service categories for promotional materials to stakeholders. It may also be beneficial to add a “Services” to the website or description within each of the categories pages. Once core services for the network have been agreed upon it will be easier to develop common information resources that can be shared across markets. Currently basic standardised marketing messages produced by PT&I Australia have been utilised by other offices. This collaboration has helped save time and money. Standardised core services will allow for collaboration on standardised promotional materials that can be adapted for each market.

Further to this, the PT&I Geneva based office is current having a large policy and political focus and must be more firmly included in the overall Trade and investment delivery, budget allocation and promotional efforts of the PT&I & PIFS in order to be able to optimize the strategically important office within Europe.

As Best Practices guidelines, eligibility criteria and an application process (ex: project application form with panel review or approval) should be developed for CORE SERVICES and made available on the Trade Development Platform. Such a process would provide PT&I clients with a structured and clearly defined set of guidelines and eligibility criteria for services with a method to inquire about services for approval. Requests should be filled out online and procedures for responses defined and followed by all offices.

This model has been used internationally and Best Practices can be drawn from existing platforms. This tool can be a customized service window for trade and investment services 24 hours a day, 7 days a week.

Introducing a transparent mechanism for application for a service will provide for accountability and will help in increasing visibility through the marketing process. This will mean increased administrative work at the back-end, and will require a commitment to respond within 24 hours, and handling 'complaints'. This recommendation can be implemented as part of the recommended Web based Trade Development Portal , and can be one of the visible achievements of the reforms.

3. Accountability & Transparency: Appropriate Budget Forecast, Monitoring and Evaluation

We strongly recommend for PT&I to establish a financial data/ programme outcomes reporting system that ties funds expenditures with tangibles outcomes, as it could help bring greater coherence and synergy among the PT&I offices and the donors, who will then receive information as to how their contributions were expended and what benefits were created. Consequently, donors would be more prone to increase donations.

Each activity undertaken by the PT&I needs to be evaluated on a 'results' basis. Donors demand accountability and tend to donate more readily when transparent accountability is in place. PT&I's annual budget forecast should include a forecast of the economic benefit to The Region as a result of PT&I's activities (expressed as increased employment, increased tax revenue etc.).

No PT&I client should be permitted to access PT&I services without first filling out a standardized application form, which should include a forecast as to what the value to The Region will be based upon accessing the services. For example, if a PT&I client requests funds to attend a trade show in China, Australia or Europe, what are the forecasted costs to attend, what is the requested participation costs by PT&I, and what is the forecasted economic benefit (increased sales of \$x, the hiring of x new employees etc.).

The existing CRM system, merged into an online portal has great potential for fulfilling the monitoring and evaluation part of this recommendation, if made mandatory. This yardstick of accountability will create the basis to justify increased donor funding and also better permit PT&I to prioritize client requests for services.

It will be important to ensure that newly recruited Trade Commissioners and/or Management will be onboard with the CRM system so that they can also reinforce with their existing and new staff joining the network the importance of the CRM system.

4. Create a focus on developing and strengthening partnerships and joint ventures with public and private sector organizations through appointment of a PT&I Managing Director/General Manager (GM).

Stakeholder feedback was not always positive when addressing cooperation within The Region and it was clear that regional and national links can be further strengthened. The PT&I should be in regular communication with stakeholders and strategic partners to develop stronger connections and networks for the benefits of The Region. It is important to highlight that stakeholders were very willing to partner and work with the PT&I network. Internal discussions should occur on how to capitalize and improve linkages with donors, and how to implement a mandatory monitoring and evaluation conformance within the PT&I Network.

In order to make the commitment necessary to undertake the activities sought by stakeholders, we believe that a specific PT&I Management position should be created whose exclusive mandate is to identify opportunities for partnerships and joint ventures and to better exploit these opportunities. A job description, and a formal approval for a position of “General Manager, Pacific Islands Trade and Invest” has been approved by FOC since 2010 yet never implemented due to resource constraints. It is the recommendation of the Review Team that this position be filled at the earliest convenience. Recruitment for such a position could advantageously be promoted within the existing PT&I network.

As previously noted, the structure linking the PT&I Network with PIFS set up has proven to be challenging at times in its responsiveness to challenges that the network faces. Given that the General Manager position has already been approved, the implementation of this position will help bridge the gap between policy and private sector and may help with the efficient implementation of the review recommendations.

5. Private Sector Advisory Board

Based upon feedback from Stakeholders, PT&I should be able to act more independently from the more policy focused PIFS. A private sector led Board is being recommended based upon stakeholder consensus. The Advisory Board should be made up of 10-12 experienced private sector business people from the Region. Focus has to be on skill set and experience rather than geographical issues. A professional recruiter could be used to create a list of names.

Each Advisory Board position would be for 2 - 4 years and would include reimbursement of travel expenses for meetings and a small honorarium payable only for attended meetings. Appointment length would be staggered from day one to allow for continuity within the Board.

Three member nations would also appoint, on a rotating one year basis, a political appointee that would have observer status (ie: no vote) at the Advisory Board level only and not on Advisory Board Committees, and would pay their own expenses (both travel and ‘other’).

The appointed Advisory Board members would choose a Chairman and the Chairman would then present proposed Chairs and members of the Investment, HR, and Audit committees to the full Board for approval.

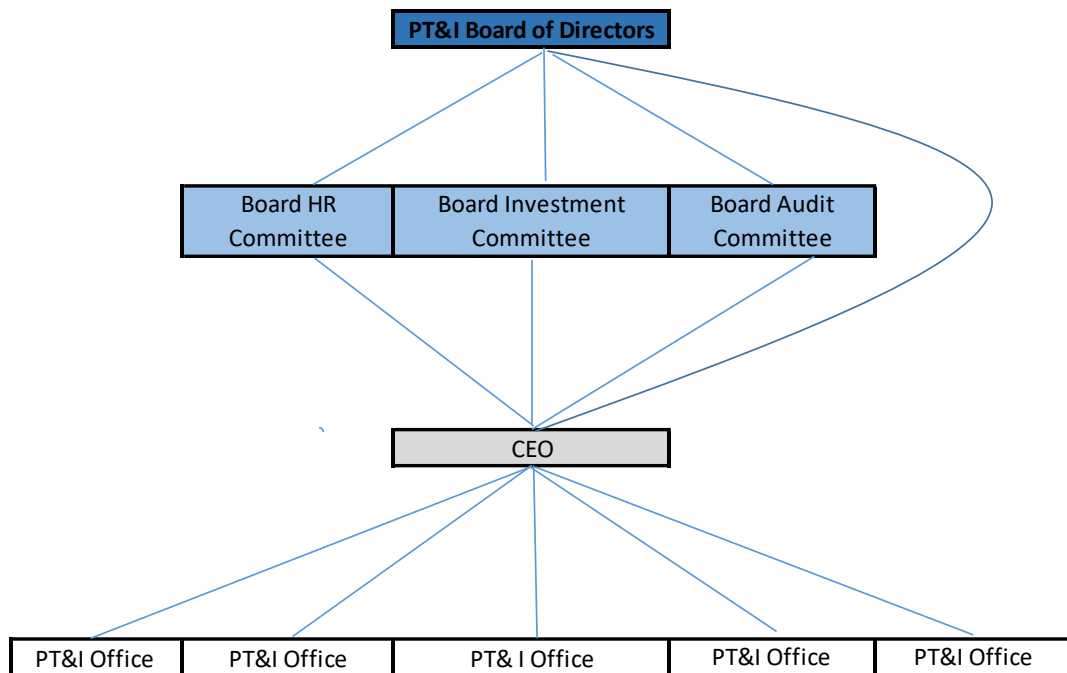
The HR Committee would be responsible for drafting a Job Description for the GM/CEO position and, if required, oversee the recruitment for this position. The GM/CEO would report directly to the Advisory Board Committees and also with dotted line reporting to the Advisory Board as a whole. The HR Committee would work with the GM/CEO to institute and continue Best HR Practices throughout the organization. The HR Committee would also be responsible for developing and maintaining a list of potential future Advisory Board members for submission and approval by the full Board

The Investment Committee would develop and maintain policies for investment-based activities by PT&I. These policies would include monetary expenditure limits for Senior Management (ie: The GM/CEO) that are in the ordinary course of business (based upon the current budget) or those that require further approval (ie: from the Investment Committee or the full Board).

The Audit Committee would be responsible for all financial matters including the Annual Audit. The Audit Committee would also work with Senior Management to develop PT&I's annual budget and submit to the full Board for approval.

One of the keys to a structure such as this is that the GM/CEO receives a mandate from the Board, and implements this mandate while continuing to report to the Board Committees (and the full Board as appropriate).

The attached DRAFT Organizational Chart envisions how PT&I might function going forward.



Once operating, the Board would meet quarterly, with the Board Committees meeting more frequently, if required.

An Advisory Board could also include the representatives of the trade and investment promotion agencies in the Pacific, including IFIs such as ADB, WB, WU, UNDP, etc as observers. The Stakeholders can make an assessment on how the new proposed structure works after a few years.

6. Add a General Manager/Chief Executive Officer (CEO) position to the PT&I organizational chart, reporting to other than the Managing Director (Director of Economic Governance)

IFIs, like the Asian Development Bank, The European Union, The World Bank, The United Nations Developing Program and other organizations operating and targeting resources in The Region, are not being fully engaged by the Pacific Region. PT&I needs to better align its activities with some of these organizations where possible / applicable to better access the potential to make PT&I's existing donor funds go further.

The General Manager/CEO would be the person responsible for finances within each PT&I office and office coordination. Financial staff within each PT&I office would report directly to the General Manager/CEO, thereby creating a clear structure and accountability for all financial matters within PT&I and the existing Aid Co-ordination office at the PIFS. It is recommended that the General Manager/CEO actively take part in positioning of PT&I for increased multilateral and bilateral funding opportunities.

7. **Increased project funding for individual PT&I offices, to be based on the needs of The Region and strategic focus areas and service offerings.**

The current level of funding is not adequate for the medium to long term for all PT&I offices if they are required to fulfill the mandate they are tasked with. Service offerings and projects for offices may need to be better tailored to donor requirements and areas of focus as a means to secure increased funding. As an example, the New Zealand Aid Programme Sector Priorities 2012-15 should align with the office priorities and reporting indicators.

Additionally, PT&I is uniquely positioned as the development agency for the Pacific Islands because it has offices in 5 key markets for the FICs. Multilateral and Bilateral donors will need to be approached for additional funding to maintain the offices in existing locations and expanding to new markets with clear commitments for the medium to long term outlining how the offices will be providing services and to whom and providing strict accountability and measurable results .

The PT&I should immediately seek influence in, and position itself strongly for the 11th EDF negotiations and would benefit immensely from input from the Senior Trade Commissioners as it relates to budget requirements, project deliverables and alignment of both to Funding.

Further to the roadmap for the PACER Plus negotiations adopted by the Forum Trade Ministers in July 2013, Members will expand the negotiations into new areas such as trade in services and investment, taking into accounts the discussions at the Dialogue. While the Review Team recognizes that the mandate herein is outside the scope of the PT&I, we strongly recommend that the proposed PT&I CEO and the Director of Economic Governance utilizes the PT&I private

sector dialogue and intelligence to feed into the future inter sessional meeting planned for March or April 2014.

A review of the Aid Coordination Unit at PIFS may be appropriate at this point in time. It may be timely to evaluate if a more direct method of funds management and disbursement to the PT&I may optimize the strategic allocation of funds to PT&I and not allocate any percentage to core operational funding of PIFS operations.

8. PT&I Business Professional Internship

Evident in many small island economies around the world, and not only specific to the Pacific, is the problematic notion of youth retention and thus mitigating the brain drain from occurring among those who are positioned to further develop island economies, sustainable livelihood and economic prosperity. The Pacific region has a large number of family-owned and operated SMMEs and private sector stakeholders all express a concern for the continued sustainability of SMMEs within The Region. Engaging with organisations such as the University of the South Pacific, PT&I could develop a Student Intern program in each of the 14 FICs.

The University of the South Pacific (USP) is the premier provider of tertiary education in the Pacific region and an international centre of excellence for teaching, research consulting and training on all aspects of Pacific culture, environment and human resource development needs. Graduate of International Business and Tourism, Hospitality and Hotel Management programmes could be recruited as PT&I Ambassadors in each FIC upon graduation.

A one year paid internship, placing the graduate within national stakeholder associations, on rotation could mitigate the risk of disconnect that some stakeholder expressed in FICs. The Graduate could serve as a private sector feed in to the PT&I offices in Australia, China, Geneva, Japan and New Zealand. Based upon recent announcements on the high return of PT&I interns in the PT&I offices, this approach should enable PT&I and FICs an increased dialogue, resulting in more direct results for FICs. Also, the PT&I Geneva office could certainly use the additional manpower in order to focus the efforts of the private sector and investment community to an area of 500 million consumers.

Operational funding for such an initiative, positioned correctly, could be well suited for allocation under the 11th EDF. In the experience of this review Team, this could be implemented under EU programme funds, simplified procedure.

9. Best Practices and Shared Findings

Stakeholders consulted throughout the Review Teams consultations expressed a concern over excessive consultancies to The Region, “too many reports – too little action” was common feedback at many of the consultations. The stakeholders and especially private sector SMMEs call for action and accountability of the PT&I. Current and past clients of the PT&I’s services are very appreciative of services rendered and attribute much of the success to the interaction and support of the PT&I network. However, there are a number of stakeholders within The Region who feel excluded and disengaged from the services of the PT&I. The majority of stakeholders consulted expressed an interest in learning the outcome and recommendations of this review and questioned its ability to impact the current state of affairs or drive change and improvement. This sort of consultant/report fatigue is not unique to the Pacific: the Review Team has experienced the same feedback in many regions around the world. Imperative to engaging stakeholders is the ability to take their feedback into account and demonstrate that they have the ability to influence change and development.

It is the recommendation of this Review Team that this report be shared with all Stakeholders consulted and that the nine (9) recommendations herein be actioned with a clearly communicated goal and timeline for stakeholders to be able to monitor and evaluate results, engaging in the positive development of the Pacific Region for the benefit of all.

Conclusion

PT&I is uniquely positioned as the export development and investment promotion agency for the Pacific Islands because it has offices in 5 key markets for the FICs and a demonstrated track record in providing tangible, long lasting sustainable development initiatives within trade, investment and tourism.

Feedback from consulted stakeholders has reported demonstrated sustainable economic development by the PT&I network, however findings consistently show that PT&I core services have to be better and more widely promoted and accessible.

Increased funding, optimisation of ICT technology to create and maintain a further reach to FICs and the creation of a more independent functional role of the PT&I, led by a private sector board has consensus among stakeholders in the region.

The Review team has, based upon region wide consultations, provided nine clear and concise recommendations that should resonate with PT&I, PIFS and FICs, all stakeholders who are in the business of building a better future for the region through sustainable communities, sustainable livelihoods and greater prosperity.

For any validity for this review, an agreed action plan and timeline needs to be made available within 3 months of the finished review. All PT&I staff should be updated with the action plan / timeline post review with monthly updates circulated.

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Review of the Pacific Islands Centre

Tokyo, Japan

Dr. Noriyuki Segawa

Prof. Izumi Kobayashi

September 2013

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Executive Summary

The Agreement Establishing the Pacific Islands Centre in Tokyo (PIC) provides for a review of the effectiveness of the operations of the PICs at intervals of no more than three years. The reviews were undertaken in 1999 (first review), 2003 (second review) and 2009 (third review). The consultancy for this fourth review of the PIC was implemented during August and September in 2013.

The objectives of the review were to:

- Determine the Trade, Investment and Tourism promotion needs of the region; taking into account the varying stages of development across the 14 Forum Countries and evaluate the effectiveness of the role, function and performance of the PIC in meeting those needs;
- Explore ways that the Government of Japan (GoJ) and Pacific Islands Forum Secretariat (PIFS) can improve the leadership and management of the PIC and make recommendations on an appropriate coordination and governance structure;
- Assess the current funding arrangements and make recommendations on the appropriate levels of funding for the medium to long term;
- Review the PIC's strategic focus area and the subsequent service offerings, taking into account the ability to coordinate activities with other agencies, leadership, management, structure, staff resources, financial resources, and organisational culture;
- Assess strengths and adequacy of links with the Forum Island Country (FIC) private sector, Governments and stakeholders and identify gaps and opportunities;
- View the current structure, roles and responsibilities of the PR&I network and make recommendations on the appropriateness of the placement of the PIC as part of the Pacific Islands Trade and Invest Network (PT&I) network; and
- Assess the sustainability of the PIC.

The review's main conclusions are:

- The PIC is the only organisation in Japan to promote trade, investment and tourism between Japan and the FICs. It also serves as the focal contact point especially for the FICs which do not have resident diplomatic missions in Japan.
- The PIC is recognised as a useful resource centre providing information and advice of

trade, investment and tourism in the FICs by Japanese businesses as well as Japanese public.

- The purpose and activities of the PIC indicated in the Article 1 and 2 of the Agreement establishing the PIC are appropriate for the FICs' goal of developing the private sector and sustaining the economic growth.
- The level of awareness of the PIC in the FICs' government and private sector organisations is high. However, the government and private sector organisations do not know the details of PIC's services (what the PIC can do for the FICs). This could be attributed to the frequency and contents of PIC activities in the FICs and poor information dissemination from the PIFS and FICs' government antenna organisations to the relevant ministries and private sector organisations in the FICs. Unless the government and private sector organisations in the FICs know the details of PIC's services, the utilisation of PIC will not increase.
- The level of awareness about the PIC in private companies in the FICs is still very low. Only a few private companies in the FICs know the PIC's services.
- It would be expected that the PIC will communicate continually and organise a meeting frequently with FICs' government antenna organisations in Japan and organise a seminar in the FICs to provide the information of PIC's services and to increase the visibility of the PIC. This will also help the information collection of exportable products and investment opportunities in the FICs and the establishment of a new network.
- Although the level of awareness about the PIC and its services in the FICs has been low, the FICs' government organisations and private companies, which utilise the PIC services, have evaluated the performance of the PIC and the delivery of its work programmes as excellent or satisfactory.
- PIC's total budget size has remained stable at an average of JPY 53.9 million per annum in the period between FY2009 – FY2012. Operating costs account for 70.9% and work programme support accounts for 29.1% of the total budget. The GoJ and PIFS contribute 90% and 10% of the operating budget, respectively. During the period under the review, personnel costs have accounted for an average of 63.6% of the total operating budget, and administrative expenses have been 36.4%.
- The GoJ also funds the PIC's annual work programme budget. This budget has averaged JPY 11.4 million per annum in the period between FY2009 – FY2012.
- The significance and expectation to expand the PIC's budget has been indicated by not only the PIC but also the Japan External Trade Organization (JETRO), the Japan Association of Travel Agents (JATA) and the government organisations and private

companies in the FICs.

- There is a possibility that PIC's budget shortfall will cause the decrease in the quantity and quality of PIC's services.
- The small number of staff has worked very hard. It would be difficult to expect the PIC of further contribution without increasing the number of staff.
- Recruitment and selection process of the PIC's Director, which has been adopted since 2009, has succeeded in recruiting an appropriate person.
- As having abundant experience and knowledge of the FICs, the current Director of the PIC, Mr. Kazumi Ogawa, understands what the PIC can do and cannot do. It can be expected that the PIC will work more effectively.
- The PIC has progressively developed capacity-building activities. These activities have been expected to help improve interaction with the FICs and enhance the effectiveness of the PIC's activities for the promotion of trade, investment and tourism in the future. The capacity-building activities include:
 - Dissemination of trade, investment and tourism information to relevant organisations and companies in Japan;
 - Provision of advisory services to support exportable products;
 - Facilitation of joint-venture partnership and matchmaking of business between Japanese and FICs' companies;
 - Organising and participating in exhibitions and seminars;
 - Financial support for accommodation of exporters and entrepreneurs to participate in trade, investment and tourism exhibitions;
 - Development of website and online trading portal between Japan and FICs;
 - Provision of information on trade, investment and tourism in the Japanese language;
 - Establishment of library with wide collection of books, magazines and video tapes and showroom displaying products in the FICs; and
 - Implementation of Pacific Islanders Club Meeting (having a meeting three times a year).

- In the case that there is a Japanese company which has been interested in FIC's products and investment in the FIC and looked for an exporter and investment opportunities in the FICs, the trade and investment between the FICs and Japan have been successfully materialised in general. On the other hand, trade and investment promotion activities to publicize products and investment opportunities in the FICs to Japanese companies have not worked effectively. As such, it is preferable that the promotion of trade and investment is initiated by the interests and needs of Japanese companies. The PIC has to focus on researching the market opportunities through identifying Japanese companies interested in the FICs products and investment in the FICs and making a list of such companies.
- The PIC should also continuously collect information of exportable products and investment opportunities in the FICs and provide the information on its website. Especially, the PIC has to put emphasis to find a company in the FICs with high reliability and motivation and provide intensive support for them.
- The new strategy of trade promotion, that the PIC focuses exclusively on some countries in the FICs and extend a special invitation to companies in focused countries to the Pacific Islands Exhibition, has been successful in materialising trade between Japanese and FICs' companies as seen in the Pacific Islands Exhibition 2012.
- While the PIC has established a working relationship with the JETRO, the JATA and the Japan International Cooperation Agency (JICA), it has been required to develop the partnership further.
- It is significant for the PIC to effectively and continuously share the information on exportable products and investment opportunities with the PIFS, PT&I, Pacific Islands Private Sector Organisation (PIPSO) and its key stakeholders in the public and private sectors in the FICs.

The Introduction of the Custom-related Management (CRM) system by the PIC in October 2013 is expected to develop the information sharing with the PIFS and PT&I and help increase the PIC's contribution to the promotion of trade and investment.

- As indicated in the previous review in 2009, the PIC has to develop the relationship with the Secretariat of the Pacific Community (SPC) and the Institute for Research Extension and Trading in Agriculture (IRETA) in the University of South Pacific. SPC's programmes and IRETA's research activities can provide

valuable information of exportable products.

Introduction

The PIC operates under the Agreement Establishing the South Pacific Economic Exchange Support Centre (Agreement) which was signed during the 27th Forum meeting in Majuro in September 1996. The PIC opened on 1 October 1996. It was officially inaugurated on 14 October 1996 by the Chairman of the Forum and President of the Marshall Islands, the late HE. Mr. Amata Kabua. The PIC is now located at the 1st floor, Shikon-kan Meiji University, 3-22-14 Ogawa-cho Kanda Chiyoda-ku Tokyo, 101-0052, Japan.

The Agreement specifies the purpose of the PIC as follows:

“to promote exports from the FICs to Japan; to promote the inflow of investment from Japan to the FICs; to assist FICs with cost effective importing from Japan; and to vitalise tourist traffic from Japan to the FICs through cooperation between the Government of Japan and the Forum Secretariat.”

The Agreement requires the conduct of a review of the effectiveness of the PIC’s operations at interval of no more than three years.

The first, second and third reviews were undertaken in 1999, 2003 and 2009 respectively. And, the fourth review has been conducted by Dr. Noriyuki Segawa and his team (Prof. Izumi Kobayashi) in August and September 2013.

The purpose of the review was as follows:

“to determine the medium to long term effectiveness of the role, functions and performance of the PIC, measured against its objectives, in meeting the needs of its clients in the Pacific Islands Countries and in Japan. More specifically, this review seeks to determine the extent to which the PIC has addressed those needs effectively. This review will also assess the current funding arrangement and make recommendations on the appropriate levels of funding for the medium to long term.

The objectives of the review were to:

- Determine the Trade, Investment and Tourism promotion needs of the region; taking into

account the varying stages of development across the 14 Forum Countries and evaluate the effectiveness of the role, function and performance of the PIC in meeting those needs;

- Explore ways that the Government of Japan (GoJ) and Pacific Islands Forum Secretariat (PIFS) can improve the leadership and management of the PIC and make recommendations on an appropriate coordination and governance structure;
- Assess the current funding arrangements and make recommendations on the appropriate levels of funding for the medium to long term;
- Review the PIC's strategic focus area and the subsequent service offerings, taking into account the ability to coordinate activities with other agencies, leadership, management, structure, staff resources, financial resources, and organisational culture;
- Assess strengths and adequacy of links with the Forum Island Country (FIC) private sector, Governments and stakeholders and identify gaps and opportunities;
- View the current structure, roles and responsibilities of the PT&I network and make recommendations on the appropriateness of the placement of the PIC as part of the Pacific Islands Trade and Invest Network (PT&I) network; and
- Assess the sustainability of the PIC.

The review methodology consisted of:

- PIC-related Document Review and Interview with the Director of the PIC;
- Briefing and Interviews with the PIFS staff;
- Country visits and consultations with government organisations and private sector representatives in Vanuatu and Palau;
- Interviews with the Oceania Division of the MOFA, FIC embassies in Tokyo, and other stakeholders;
- Questionnaires to government organisations such as the Ministry related to trade, investment and tourism and private sector organisations such as the Chamber of Commerce in the FICs where the review team did not visit.

1, Description of the Pacific Islands Centre

(1) Background

The PIC was established in October 1996 following an agreement between the South Pacific Forum Secretariat (renamed Pacific Islands Forum Secretariat in 1999) and the Government of Japan. The preamble of the Agreement provides the rationale of the establishment of the PIC.

- The PIFS and GoJ have recognised the vital importance of promoting an increase in exports, flow of investment, and tourism for the sustainable economic development of the South Pacific Forum Islands Countries (hereinafter referred to as FICs).
- The PIFS and GoJ have convinced that cooperative efforts on a regional basis are highly

effective in achieving such objectives.

(2) Governing Board

The PIC is under the control of the Governing Board which is composed of two representatives. One representative shall be the Director General of the Asian and Oceania Affairs bureau of the MOFA and the other shall be the Secretary General of the PIF. The Agreement gives the Governing Board wide ranging powers to govern the PIC and manage its activities. These powers are:

- to decide on the direction and work programme of the Centre;
- to approve the annual work programme and the annual budget of revenue and expenditure of the Centre;
- to approve the annual report on the operation of the Centre;
- to appoint the Director;
- to consider and adopt amendments to this Agreement;
- to conduct a review of the effectiveness of the operation of the Centre;
- to approve the acceptance of financial assistance; and
- to adopt the financial regulations, staff rules, and rules of procedures.

The Agreement requires the Board to hold an annual meeting. The decisions of the Board have to be made by consensus.

(3) Staff

The core staff of the PIC consists of three professional officers namely the Director, the Deputy Director, and the Promotion Coordinator. The position of the Promotion Coordinator was newly established in January 2013 (From October 1996 to September 2009, the Trade Officer was sent from the JETRO. Until December 2012, the PIC maintained the position of Trade Officer).

The current Director was appointed in December 2012, and his total remuneration package paid by the PIC is approximately JPY 9.3 million per annum. The current Deputy Director has been in the position since July 2010, and his annual salary package of approximately JPY 6.2 million has been paid by the PIC. And, the current Promotion Coordinator was appointed in January 2013, and her annual salary package paid by the PIC is approximately JPY 3.6 million per annum (the Trade Officer sent by the JETRO until September 2009 had been paid by the JETRO).

The PIC's support staff consists of an accountant and a secretary working with general office work and inquiries. These staff are employed on a part time basis; both of the accountant and the secretary work for 14 hours a week. The current arrangement of hiring support staff is an effective choice due to the constrained financial resources. Although the PIC would like to employ a person working with the website and IT-related activities, the PIC's current budget does not allow the PIC to recruit more staff.

(4) Funding

The PIC's total budget size has remained at an average level of JPY 53.9 million per annum in the period between FY2009 – FY2012. The GoJ annually contributes to 90% of the PIC's operating expenditure while 10% is contributed by the PIFS.

The budget consists of operating expenditures and programmed expenditures. Operating expenditures on average make up about 70.9% of total budget. These expenditures comprise of personnel costs and administrative expenses. During the period under the review, personnel costs have accounted for an average of 63.6% of the total operating budget, and administrative expenses have been 36.4%.

In addition to its contribution to the operating budget, the GoJ also has funded the PIC's annual work programme budget. This budget has averaged JPY 11.4 million per annum in the period between FY2009 – FY2012. The main components of the programme budget and their average share of the total programme budget have been as follows:

- | | |
|---|-------|
| • Publication | 9.1% |
| • Website | 17.2% |
| • Exhibition and Seminar | |
| • Project for Developing Exportable Products to Japan | 31.7% |

In 2012-2013 programme budget, approximately JPY 8.7 million was allocated to an economic exchange programme between Japan and the PICs.

Supplementary funding has been provided in 2009, 2010 and 2012 from the Pacific Islands Development Cooperation Fund (PIDCF) of the PIFS for special programmes. These programmes are the Pacific Islands Exhibition 2009, Japan Association of Travel Agents (JATA) World Travel Tour 2010, Pacific Islands Festa 2010, and Pacific Islands Exhibition & Festa 2012. Also, in 2009, approximately JPY 33.2 million was aided by the PIDCF for moving the PIC office and building interior.

2, Purpose and Functions of the Pacific Islands Centre

The Agreement establishing the PIC sets out its purpose as follows:

- To promote exports from the FICs to Japan;
- To promote the inflow of investment from Japan to the FICs;
- To assist the FICs with cost-effective importing from Japan; and
- To vitalise tourist traffic from Japan to the FICs.

The Agreement also requires the PIC to undertake the following activities towards the achievement of its purpose:

- To introduce and publicise in Japan, products, industries, investment opportunities and tourism resources of the FICs;
- To provide, where appropriate, relevant organisations, companies and persons with services and advice on trade, investment and tourism promotion;
- To collect and analyse data and information on trade, investment and tourism;
- To conduct research and studies on trade, investment and tourism;
- To provide the Government of Japan and the Forum Secretariat and, as appropriate, relevant organisations and persons with information on trade, investment and tourism as well as the results of research and studies conducted by the Centre;
- To provide, whenever necessary, services to facilitate technical cooperation related to trade, investment and tourism; and
- To undertake such other activities as may be deemed necessary to achieve the purpose of the Centre.

3, The Pacific Islands Centre's Activities and Contribution, 2009 – present

The purpose of the PIC is mainly to promote exports from the FICs to Japan, to promote the inflow of investment from Japan to the FICs, and to vitalise tourist traffic from Japan to the FICs through cooperation between the GoJ and the PIFS. Towards the achievement of the purpose, the PIC has had several activities. For example, the PIC has provided information of trade, investment and tourism as well as joined the Pacific Islands Exhibition (B to B event) and Pacific Islands Festa (B to C event).

(1) Trade Promotion

The PIC has provided trade information as follows:

- Japanese market,
- Commercial system in Japan,
- Exporters and Importers,
- Introduction of products from the FICs to Jpana, and
- Statistics on the FICs.

It has been generally difficult to find new exportable products and develop sustainable trade. While some FICs have exported agricultural and fish products to Japan, trade relationship has been hardly sustained due to a number of factors such as lack of fundamental knowledge about the workings of the Japanese market, production and quality problems, high transport costs, fluctuating commodity price, and the inability to meet the minimum supply requirements of Japanese market. Also, FICs products have been facing strong competition from high quality and price competitive products in Southeast Asian and Latin American countries.

① Development of Exportable Products

Towards the promotion of trade between Japan and the FICs, the PIC has emphasised to identify and develop potential exportable niche products. When visiting the FICs, the PIC officers have tried to collect information of potential products and bring back sample products to Japan. Also, in exhibitions in Japan, the PIC has collected information of potential products from those putting up a display booth and from a catalogue of FICs' participant companies.

Needless to say, making a connection between FICs companies (exporter) and Japanese companies (importer) is the most important step in the promotion of trade. The PIC has implemented several activities for their matchmaking. The PIC has displayed FICs products in the PIC's showroom and publicised the products via the PIC's website. FICs companies have promoted their products at a display booth, organised by the PIC, in exhibitions in Japan. Most fruitfully, the PIC has marketed directly the products to Japanese companies on PIC's list.

It is worth noting that the Japanese strategies to promote trade with the FICs are different from strategies implemented in Australia and New Zealand. In these countries, there are many immigrants from the FICs, and it means that a market of FICs products has been naturally established. Therefore, as long as there is a supplier of the FICs' products, the possibility that the business selling the products will be successful is relatively high. However, in the case of Japan, it is not an exaggeration to say that the promotion of trade with the FICs depends on the exploitation of a market.

According to the PIC, in the case that there is a Japanese company which has been interested in FICs' niche products and looked for an exporter of the products, the trade relationship has been successfully materialised in general. On the contrary, it has been difficult for FICs' companies, which would like to export their products, to find Japanese companies which import their products. As such, it is preferable that the promotion of trade between Japan and the FICs is initiated by Japanese companies.

The PIC has first to focus on researching the market opportunities through identifying Japanese companies interested in the FICs' niche products and has to develop the creation of a list of such companies. Needless to say, the PIC should continuously collect information of exportable niche products in the FICs and provide the information on its website. Also, the PIC has to put emphasis to find a company in the FICs with high reliability and motivation and provide intensive support for them. However, it is obvious that the strengthening of information collection about Japanese companies and exportable products needs more staff and budget.

In addition, it is worth noting that the PIC has lobbied for economic development of the FICs in international meetings. For example, in the 6th Regional Technical Group of Aid for Trade for Asia and the Pacific in 2013, the PIC Director argues that strategies of aid for trade to Asia should not be adopted in the Pacific islands region and strategies for the region have to be reconsidered since the economic fundamentals in the Pacific region have been much weaker than Asian countries. It is hoped that the PIC continues lobbying activities for the FICs although these activities are beyond the PIC role to promote trade, investment and tourism between Japan and the FICs.

② PIC's Activities for the Trade Promotion, 2009 – Present

2009

- Assisting the market researcher of Fijian Papaya (from Fiji).
- Assisting the market research mission of Satoimo, Japanese Taro (from Tonga).
- Running a booth in the Supermarket Trade Show (February 2010).
- Publication of Trade Statistical Data Handbook 2009.

2010

- Assisting the mission to increase Satoimo export (from Tonga).
- Running a booth in the Health Ingredients Japan and the Safety and Technology Japan (October 2010).
- Running a booth in the Supermarket Trade Show (February 2011).
- Publication of Trade Statistical Data Handbook 2010.
- Dispatch of a PIC officer to Marshall Islands for research of trade and tourism development.

2011

- Participation in the Fine Food 2011 (August 2011).
- Assisting the Tokyo Boeki Steel & Materials to resume the import of phosphate rock from Nauru.
- Organising the exhibition of exportable products from the FICs (October 2011).
- Running a booth in Foodexpo 2012 (March 2012).
- Publication of Trade Statistical Data Handbook 2011.

2012

- Dispatch of a PIC officer to Kiribati and Tuvalu for research of trade and tourism development.
- Assistance to make a connection between a Japanese company which looks for an exporter of tropical fish and coral reef and a company in Tonga.
- Participation in the Pacific Agricultural Products Trade Seminar as a consultant (November 2012).
- Dispatch of a PIC officer to Samoa for research of exportable products development.
- Dispatch of a professional to Vanuatu for research of Tamanu oil.
- Publication of Trade Statistical Data Handbook 2012.

③ PIC's Contribution for the Trade Promotion, 2009 – Present

PIC's main contribution of the trade promotion is as follows:

- The Tokyo Boeki Steel & Materials resumed the import of phosphate rock from Nauru in 2011.
- A Japanese company has imported tamanu oil and cosmetic products from a company in Vanuatu since 2012.
- A Japanese company has imported tropical fish and coral reef from a company in Tonga since 2012.
- The PIC has continuously supported established trade relationship as seen in the export of Satoimo.

(2) Investment Promotion

The PIC has provided investment information as follows:

- Investment climates and systems in the FICs,
- Investment opportunities in the FICs, and
- Introduction of potential Japanese investors to FIC-related organisations.

Japanese investment in the FICs has been limited. The number of Japanese companies interested in investing in projects in the FICs has been very small although the FICs have some projects which have needed the investment and sought investors.

The FICs' remoteness, high transport costs, lack of security on use of customary lands, perception of political instability, and the quality of investment legislation and process have been generally cited as problems in investing in the FICs. Also, it has been said that the investment in the FICs can produce an only small profit despite giving a high risk to investors. It would be very rare for Japanese companies, which have not had any connections with the FICs, to be concerned with investment in these countries. Although some countries have made a list of investment opportunities in the FICs, it would appear that such a list does not work effectively for the promotion of investment from Japan to the FICs.

In the case that a Japanese company is interested in investing in the FICs or in a certain project, the investment from Japanese companies to the FICs has been successfully implemented. It seems that promotion activities to publicize investment opportunities in the FICs to Japanese companies have not worked effectively. As such, in similar to the trade promotion, it is preferable that the promotion of investment from Japan to the FICs is initiated by Japanese companies. Towards the increase of Japanese investment in the FICs, the PIC has first to focus on looking for Japanese companies interested in investing in the FICs, and then try to connect the companies to appropriate organisations and companies in the FICs. It is significant for the PIC to continuously collect the information of Japanese investors and companies rather than find investment opportunities in the FICs while the PIC is required to research what kind of investment opportunities Japanese companies (are interested in) search. It does not mean that the PIC does not have to collect information of investment opportunities in the FICs, and the PIC should continuously provide the information on its website. Especially, the PIC has to put emphasis to find a company in the FICs with high reliability and motivation and provide intensive support for them.

For resource rich FICs such as Fiji, Papua New Guinea and Solomon Islands, it has been relatively easy to attract the interest of large Japanese companies. These companies have the financial and human resource to directly negotiate with companies in the FICs without much assistance from the PIC. In these cases, PIC's role is limited to provide information on the country's political, social and economic profiles and on investment legislation in the country through seminars and workshops.

① PIC's Activities for the Investment Promotion, 2009 – Present

2009

- Organising a discussion meeting between a Papua New Guinea government mission and Japanese companies investing in the country.

2010

- A discussion meeting of investment development with the Vanuatu Prime Minister's mission.
- Dispatch of a PIC officer to Fiji for research of investment opportunities.
- Publication of FICs investment guidebook.

2011

- A discussion meeting of the promotion of investment and tourism with the Cook Islands Prime Minister's mission
- Organising a discussion meeting of investment in Kwajalein Atoll between a Japanese company and the Minister in Assistance to the President in the Marshall Islands.
- Participation in the Pacific Islands Investment summit 2011: Oceans of Opportunity organised by the PIFS.

2012

- Organising a discussion meeting of the establishment of Satoimo-processing plant between a Japanese company and a company in Tonga.
- Providing a Japanese company which planned to establish call centre with information of FICs profile and investment legislation.
- Assisting a Japanese tour company to invest in tourism development in Palau.

② PIC's Contribution for the Investment Promotion, 2009 – Present

PIC's main contribution of the investment promotion is as follows:

- A Japanese businessman who obtained information from the PIC website started to invest in restaurant business in Niue;

- A Japanese company with PIC assistance succeeded in establishing a call centre in Tonga; and
- A Japanese tour company with PIC assistance succeeded in obtaining control of a motel in Palau, and opened the motel in June 2013.

(3) Tourism Promotion

The PIC has provided tourism information as follows:

- Tourism resources in the FICs,
- Flight schedules, hotels and travel agencies, and
- Visas.

There seems to be good potential for increasing the number of Japanese tourists to the Pacific island region although there are problems of the lack of direct air services and the quality of tourism infrastructure. The PIC has had several activities for the tourism promotion. For example, it has published travel guidebooks of 14 FICs in Japanese. These guidebooks have been widely distributed to Japanese travel agencies, airline companies and public through several travel shows. The PIC has collaborated closely with the tourism promotion authorities of the FICs, the South Pacific Travel (SPT) and airline companies in marketing the region as a destination. However, the PIC has not had a staff who has a experience in tourism industry, and the Centre has not been able to create a concrete strategy, other than running a booth in a tourism exhibition, to increase the number of Japanese tourists to the FICs.

① *PIC's Activities for the Tourism Promotion, 2009 – Present*

2009

- Running a booth in the Marine Diving Fair (April 2009).
- Running a booth in the JATA World Travel Fair (September 2009).
- Dispatch of a PIC officer to Micronesia region for research of tourism development.
- Publication of Vanuatu guidebook and revision of Kiribati guidebook.

2010

- Acceptance of the Vanuatu government's request that wants the PIC to become the Vanuatu Tourism Board Tokyo Office.
- Running a booth in the Marine Diving Fair (April 2010)
- A discussion meeting of the tourism development in the Pacific region with the Secretary General of the South Pacific Tourism Organisation (SPTO).
- Running a booth in the JATA World Travel Fair (September 2010)
- Co-hosting of a training course of Polynesia tourism development by the PIC and the Air New Zealand.
- Participating in the mission for research of the Pacific Tourism Forum.

2011

- Running a booth in the JATA World Travel Fair (September 2011).
- Organising the First Pacific Islands Tourism Seminar.

2012

- Running a booth in the Marine Diving Fair (April 2012).
- Organising the Vanuatu Tourism Seminar.
- Running a booth in the JATA World Travel Fair (September 2012).
- Organising the Second Pacific Islands Tourism Seminar.
- Dispatch of a PIC officer to Fiji and Vanuatu for research of tourism infrastructure.

② PIC's Contribution for the Tourism Promotion, 2009 – Present

PIC's main contribution of the tourism promotion is as follows:

- Implementation of a familiarisation tour to Cook Islands;
- Arrangement of appointing the Vanuatu goodwill ambassador (Most Japanese tourists have collected information of Vanuatu from the ambassador's blog);
- Package tour to Vanuatu has been implemented by a Japanese major tour company; and
- The Japan Travel Bureau (JTB), the most famous Japanese travel agency, has sustained a package tour to Tonga and marketed the tour.

(4) Others

① Trade Fair and Exhibitions

As indicated above, the PIC has joined and run a booth in several international trade fairs and exhibitions for the promotion of trade, investment and tourism. FICs' government organisations and private companies have participated in the fairs and exhibitions with PIC's assistance. These fairs and exhibitions provide opportunities for the promotion of FICs' products and the advertisement of the countries as a travel destination.

2009

- Pacific Islands Exhibition (May 2009)
20 people from 17 companies and organisations (13 countries) participated.
- Supermarket Trade Show (February 2010)
14 people from 10 companies and organisations (7 countries) participated.

2010

- Health Ingredients Japan and the Safety and Technology Japan (October 2010)
6 people from 5 companies and organisations (4 countries) participated.
- Supermarket Trade Show (February 2011)
6 people from 5 companies and organisations (5 countries) participated.

2011

- FoodExpo 2012 (March 2012)
9 people from 5 companies and organisations (4 countries) participated.

2012

- Pacific Islands Exhibition (May 2012)
16 people from 16 companies and organisations (14 countries) participated.
- Pacific Festa (May 2012)
17 people from 3 dance and sing groups (3 countries) participated.
- JATA World Travel Tour (September 2012)
1 person from 1 organisation (1 country) participated.

② Trade, Investment and Tourism Mission

The PIC has sent an officer for the promotion of trade, investment and tourism through research and participation in exhibitions to several FICs in every year. The main objective of the missions is to identify FICs' products that can be exported to Japan and to identify investment opportunities that may attract Japanese companies and investors in the FICs. The countries where a PIC officer was dispatched are as follows:

2009 – Fiji, FSM and Palau

2010 – Cook Islands, Marshall Islands and Fiji

2011 – Tonga, Fiji (twice) and Marshall Islands

2012 – Tuvalu, Kiribati, Fiji (three times), Samoa and Vanuatu (twice)

③ Publications

The PIC has published a variety of materials for the promotion of trade, investment and tourism between Japan and the FICs. The PIC's publications are as follows:

- Flags and Overviews of the FICs (written in Japanese),

- Guidebooks of 14 FICs (written in Japanese),
- Catalogue of FICs' products (written in Japanese),
This catalogue was published in 2002. Due to the financial crunch, a new catalogue will not be published. Now the PIC has prepared to make the online catalogue.
- FICs Investment Guidebook (written in Japanese), and
This guidebook provides the information of investment climates in the 14 FICs. Due to a short of staff and budget, it has been difficult to update information and publish it every year.
- Statistical Handbook (written in Japanese and English)
This handbook was made on the basis of JETRO resources. It has been valued a great deal by the MOFA and government organisations in several countries. It will be difficult to publish the handbook since the JETRO has given up forming data since 2013.
- Brochure of the PIC (Japanese and English)
This brochure provides the information of the PIC's overview and functions.

④ Website

The PIC has its website (<http://blog.pic.or.jp>) in Japanese and English. The website provides information on trade, investment and tourism between Japan and the FICs and regular updates of events relevant to the FICs, Japanese companies, and potential tourists and consumers in Japan. The PIC Virtual Shopping Mall was established in August 2006 and the PIC has invited FICs' and Japanese companies to open its shop.

The access number to the website has decreased since the last review in 2009 as showed in the table below.

The Number of Visitors to the PIC website

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Visitors	93,195	131,521	163,249	234,781	328,186	302,243	273,550	277,706	284,786	254,391

The last review in 2009 suggested the PIC to enhance the Japanese page of the website and to redesign the website page for not only MS Internet Explorer but also Firefox and Safari. The PIC finished relaunching the website in terms of design and browser in 2010 and finished modifying the design and contents of the Japanese site in 2013. However, the current situation that the PIC has not employed an IT technician and part time supporter working with IT-related activities does not allow the PIC to develop the website further.

⑤ Others

- Organising the Pacific Islanders Meeting
The PIC has organised a meeting three times a year. This Meeting has offered a platform to exchange information for Japanese companies, NGOs and government organisations in Japan and the FICs while it has been useful for the PIC to collect the data of Japanese companies interested in the FICs.
- Organising a lecture of Pacific islands region in several universities in Japan
At Meiji University in April 2010, July and October 2011 and March and July 2012.
At Yokohama National University in April 2010.
At Jyoto highschool in September 2010.
- Organising a workshop for young administrators in the FICs in September 2010, September 2011,
In this workshop, the PIC has explained the PIC's function to promote trade, investment and tourism between Japan and the FICs. It would be useful to increase the level of awareness of the PIC in the FICs.

4, Implementation of 2009 Review Recommendations

The 2009 Review made several recommendations relating to staff and funding resources of the PIC and PIC's work programme activities. The 2013 Review looked at actions taken to implement these recommendations by the PIC. These actions and the reviewers' comments are summarised as follows.

(1) The FIC's stakeholders in both government and the private sector must be fully informed of the purpose and services provided by PIC to enable them to effectively engage with the centre to provide the services and support needed by them.

Action Taken by the PIC

- When senior officers in the FICs visited Japan, the PIC invited them to the PIC office and explained the PIC's activities.
- Through joining in the PT&I, the PIC has been introduced in the PT&I website and annual report.
- PIC staff has started visiting countries where the PIC has not visited.

Reviewers' Comments

According to interviews to government organisations and private companies in Vanuatu and Palau and answers to the questionnaire to government and private sector organisations in the FICs, the level of awareness of the PIC and its services is not high. Although most government and private sector organisations know the PIC services, they do not know details

of PIC's services (what the PIC can do for the FICs). In private companies, the level of awareness of the PIC is much worse than the organisations. Only a few companies know the PIC's services. The PIC has to keep implementing several activities to inform the FICs its services. Please see the section 6, Findings from Consultations: Evaluation of the Pacific Islands Centre by Organisations and Private Sector in FICs.

(2) PIC and other Trade Offices to share with national private sector organizations and with PIPSO, reports on their activities especially information relevant to the development of exportable products as well as market intelligence reports.

Action Taken by the PIC

Through joining in the PT&I, information sharing among the PIC, the PT&I and the PIFS has been strengthened.

Reviewers' Comments

The information sharing with the PT&I will be developed further by the introduction of the CRM. However, the collaboration with the PIPSO has remained weak as the information exchange was only implemented in 2011 when the PIC director visited the organisation.

(3) PIC must be more involved in directly engaging FICs to better understand their developmental needs.

Action Taken by the PIC

The PIC has contacted the embassies of the FICs in Tokyo frequently. As regards the countries which do not have embassies in Tokyo, the PIC has contacted the tourist bureau and Ministry of Commerce in the FICs directly.

Reviewers' Comments

Officers in some embassies of the FICs in Tokyo say that they have not had a close partnership with the PIC. It is hoped that the PIC will communicate with them more frequently and organise a meeting with them towards the establishment of a close partnership with embassies of the FICs. Please see the section 6, Findings from Consultations: Evaluation of the Pacific Islands Centre by Organisations and Private Sector in FICs.

(4) Until additional funding is firmly secured, the Governing Board must take necessary steps to reprioritize and refocus PIC programme activities and service delivery to maximize

the returns from the use of resources currently available to it. These priorities are recommended to be;

① Trade Promotion

I, Selective participation in trade fairs and exhibitions that allows only FIC products with good prospect of meeting minimum standards, pricing, and volume requirements of the Japanese market to be exhibited. This will require pre-screening by PIC of products proposed for these fairs and exhibitions.

Action Taken by the PIC

The PIC has focused exclusively on some countries in the FICs and extended a special invitation to companies in focused countries to the Pacific Islands Exhibition since 2012, while it extended a general invitation to companies in several FICs until the Pacific Islands Exhibition 2009. And, the PIC decided to participate in the Private Label Trade Show 2013 as a result of considering “sell what and to who”.

Reviewers’ Comments

The PIFS has evaluated that the PIC’s way to extend a special invitation to companies in focused countries has been successful in materialising trade between Japanese and FICs’ companies. The PIC has to maintain this strategies in the promotion of trade.

II, Seeking support and collaboration with other organizations in Japan and in the Pacific region to provide research and technical assistance to the FICs for the identification and development of exportable products.

Action Taken by the PIC

The PIC director said that it has always paid heed to seeking support and collaboration with other organisations. Indeed, the PIC obtained a financial support from the Sasakawa Peace Foundation in 2010 and the Association for Promotion of International Cooperation (APIC) in 2012 and practiced cooperative research with universities and companies.

Reviewers’ Comments

The PIC has been successful in obtaining support and collaborating with several organisations in Japan. As regards collaboration with the FICs’ organisations, please see (2) reviewers’ comments.

② Investment Promotion

I, Selective fact finding missions and seminars targeting only those FICs with obvious potential to succeed in attracting investment.

Action Taken by the PIC

The PIC has sent missions to countries where there are high potential projects to attract investment and implemented seminars focusing on a certain project.

Reviewers' Comments

In addition to the activities above, it must be important to collect information of Japanese investors and companies interested in investing in projects in the FICs. Also, the PIC has to research what kind of investment opportunities Japanese companies search.

II, PIC to strengthen its role as the resource centre and custodian of information in Japan on FIC investment policies and legislation as well as on general enabling environment information.

Action Taken by the PIC

The PIC published the FICs Investment Guidebook (Japanese) in 2010. Also, the Centre has supported the project of PNG investment promotion office to publish an investment guidebook written in Japanese (the guidebook will be published in early 2014).

Reviewers' Comments

Although FIC Investment Guidebook has been evaluated as valuable and it is hoped that the guidebook will be updated, it has been difficult for the PIC to update it due to a short of staff and budget.

III, PIC is to work closely with FIC investment Promotion Agencies in identifying potential investment opportunities and in facilitating contacts between investors and FIC partners.

Action Taken by the PIC

The PIC has already constructed a network with FIC investment promotion agencies. However, investment promotion activities to publicize investment opportunities in the FICs to Japanese companies have not worked effectively. Eventually, the PIC has mainly worked to connect the Japanese company to appropriate companies in the FICs by using a network with FIC investment promotion agencies when there is a Japanese company interested in investing in the FICs.

Reviewers' Comments

It is necessary for the PIC to maintain the network with FIC investment promotion agencies.

IV, PIC to provide timely feedback on improvements required by Japanese investors to be made to the enabling environment for foreign investment in FICs.

Action Taken by the PIC

When the PIC receives any requests from Japanese investors and companies, it has acted quickly and efficiently in response. However, the most cases are from companies engaging in project related to the Official Development Assistance (ODA), and it is the role of the PIC to report the issues to the JICA or the MOFA.

Reviewers' Comments

The reviewers evaluate that the PIC's response is appropriate.

③ Tourism Promotion

I, Selective participation and promotional activities in tourism fairs and exhibitions that will maximize value and exposure of the Pacific islands region as an attractive destination.

Action Taken by the PIC

The PIC has participated in the JATA World Travel Fair which is the biggest tourism exhibition in Asia and the Marine Diving Fair. Also, it has tried to establish the destination image of the FICs with FICs tourism promotion authorities and airline companies.

Reviewers' Comments

The reviewers evaluate that the PIC's selection of fairs and exhibitions is validated.

II, Collaborating and sharing resources with FIC tourism promotion authorities, SPT and airlines to maximize use of limited funding for promotions.

Action Taken by the PIC

Since 2011, the PIC has run a booth of exhibition as well as implemented seminars in the JATA World Travel Fair under the collaboration with FICs tourism promotion authorities and travel agencies in Japan.

In 2010, the PIC gave the MOFA the suggestion to invite the SPTO to the tourism forum organised by the MOFA, and the SPTO participated in the forum as well as the JATA World Travel Fair.

Reviewers' Comments

According to the interviews to the Tourism Office in Vanuatu and Palau and answers to the questionnaire to FICs tourism promotion authorities, the PIC's services in tourism promotion have not been fully understood by the authorities. They also require the PIC to indicate a strategy to increase Japanese tourist in the FICs; however, it must be difficult to create a strategy since the PIC does not have a specialist or experienced staff of tourism industry. Please see the section 5, Findings from Consultations: Evaluation of the Pacific Islands Centre from Organisations in Japan.

III, Facilitating visits by Japanese newspaper and travel writers to FICs to assess and write for the Japanese public what the Pacific islands region can provide for Japanese tourists.

Action Taken by the PIC

Due to the problems of the PIC's budget and cost-effectiveness, the PIC has not been able to organise familiarisation tours to the FICs. When tourism promotion authorities and airline companies implement the tours, the PIC supports the organisations and companies in terms of personnel and destination selection.

Reviewers' Comments

The reviewers evaluate that the PIC's decision is reasonable.

(5) PIC to work closely with FICs to take advantage of the triennial Pacific Islands Exhibition held in conjunction with the PALM meeting of the Pacific Leaders and the Japanese Government to showcase the very best of Pacific Islands trade, investment, cultural and tourism products.

Action Taken by the PIC

In the period of the PALM meeting in 2012, the PIC organised the Pacific Islands Exhibition and the Pacific Festa in Tokyo to promote the trade and tourism in the FICs. In the Pacific Islands Exhibition, 122 of business negotiations were conducted. More than 30,000 people gathered in the Pacific Festa.

Reviewers' Comments

The reviewers evaluate that the Pacific Islands Exhibition and the Pacific Festa were successful.

(6) PIC to report to PIFS and MOFA on a quarterly basis instead of the current bi-monthly reporting arrangement however urgent and important issues that require PIFS to be informed and/or to give direction are to be reported immediately.

Action Taken by the PIC

Despite this recommendation, the PIC had submitted a monthly report and a quarterly report to the Governing Board. In the Board meeting in December 2011, the submission of a biannual and an annual report was obligated to the PIC. Since the need to submit a quarterly report has been pointed out in the 2009 Review, this issue will be discussed in the next Board meeting.

Reviewers' Comments

In considering the workload of the PIC, the decision of the Governing Board that the submission of the report was improved from bi-monthly-based to bi-annual based should be valued. The Board's decision to impose more administrative jobs on the PIC will make the PIC's performance of trade, investment and tourism promotion ineffective unless additional funding is secured and the number of staff in the PIC increases.

(7) PIC to communicate and disseminate reports on its activities including information on future promotional activities directly with line ministries and private sector organisations in the FICs through its website and internet facilities.

Action Taken by the PIC

The PIC is thinking to incorporate the most contents of the PIC's English website to the PT&I's website. The PIC's report to the FICs has been included in the PT&I annual report.

Reviewers' Comments

When the reviewers think the financial crunch of the PIC, these arrangements are considered reasonable.

(8) The Governing Board therefore should commission a study of what PIC should be doing in the next five years based on a detailed and informed analysis of the developmental issues and needs of the FICs in the areas related to the PIC mandated functions. The study

will also identify possible strategies for addressing these needs, prepare and cost programmes, and then use all this information to prepare a comprehensive funding proposal.

Action Taken by the PIC

In response to the 2009 review recommendation, the PIC will submit the five years plan 2014-2018 in the next Board meeting.

Reviewers' Comments

This five years plan will not work effectively to secure a commitment of an additional funding from the GOJ since the GOJ normally decides the budget on a single-year basis. If the Governing Board requires the PIC to indicate its direction in the medium term, the reviewers suggest the PIC to submit it in the next Board meeting. However, as I indicate in (6), it is necessary for the Governing Board to understand that the imposition of more administrative jobs on the PIC will make the PIC's performance of trade, investment and tourism promotion ineffective.

(9) The appointment of the new PIC Director should be based on an open and transparent process that involves the advertisement of the position and the selection of the successful candidate by an interviewing panel. The selection will be merit based and must satisfy the requirements stipulated in the Agreement. The Director position should be open to both Japanese and FIC nationals who satisfy the requirements in the Agreement.

Action Taken by the PIC

The recruitment of the PIC Director based on an open and transparent process was implemented in 2009 and 2012. The recruitment system has become established.

Reviewers' Comments

The PIC should maintain this recruitment system.

5, Findings from Consultations: Evaluation of the Pacific Islands Centre from Organisations in Japan

(1) JETRO

The JETRO has cooperated with the PIC towards the promotion of trade, investment and tourism between Japan and the FICs. For example, the JETRO and the PIC have shared information and co-hosted the Pacific Islands Exhibition and the Pacific Islands Festa. The JETRO has argued to maintain the cooperation with the PIC especially in the organisation of events.

The JETRO has evaluated that the PIC has played an important role in introducing the updated and detailed FICs profile and searching and coordinating exhibitors in the Pacific Islands Exhibition and the Pacific Islands Festa. As it has been thought that these events are not successful without PIC's support, the role of the PIC has been essential in the events. According to the JETRO survey, 100% of exhibitors were satisfied with the events and assistance of the JETRO and the PIC.

The JETRO has pointed out the necessity to strengthen budget and staff of the PIC. The JETRO had sent a staff to the PIC from October 1996 to September 2009 (the staff had been working as the Trade Officer in the PIC). The organisation argues that the GoJ's policies to promote fiscal efficiency and reduce labour costs will not allow the JETRO to send a staff to the PIC again, although the PIC needs a staff from the JETRO and the JETRO feels the necessity to increase the number of staff in the PIC.

(2) JATA

The JATA has cooperated with the PIC on information sharing, especially that the PIC gives information of the FICs to the JATA, towards the achievement of the PIC's goal to vitalise tourist traffic from Japan to the FICs. More importantly, the PIC has run a booth of the FICs in the JATA World Travel Fairs. The JATA has regarded the PIC as the most important platform to promote the tourism in the FICs.

Towards the goal of tourism promotion in the FICs, the JATA indicates the necessity of direct strategies such as the establishment of more tours to the FICs whilst it argues that the implementation of seminars does not work effectively to increase Japanese tourists in the FICs. However, in the environment that the PIC has problems of budget and the number of staff, the PIC has been able to have only a limited role. The JATA suggests that the PIC needs to employ a staff with experience and knowledge of the tourism industry although the current PIC Director, Mr Kazumi Ogawa, has abundant experience and knowledge of the FICs. Also, the Association recommends the PIC to organise seminars for university students

in the department of tourism. This will lead to the increase of not only knowledge of the FICs but also visibility of the PIC and thus possibly work effectively to promote the tourism in the FICs in the future.

(3) FIC's Embassies in Japan

Needless to say, all of FIC's embassies in Japan know the PIC and have contacted the centre; however, most embassies do not know the details of the PIC's services (what the PIC can do for the FICs) although they understand that PIC has played a role to promote trade, investment and tourism in the FICs. It can be thought that this situation is one of the reasons why government and private sector organisations in the FICs do not know the details of the PIC's services. It is necessary for the PIC to provide more opportunities for meetings and discussions with the FIC's embassies in Japan as some embassies point to a lack of communication each other. Also, the embassies have asked the PIC to organise a trade seminar in terms of Japanese regulations and business and commercial customs.

6, Findings from Consultations: Evaluation of the Pacific Islands Centre by Organisations and Private Sector in FICs

(1) Vanuatu and Palau (Interview-base)

Although the government and private sector organisations in these countries know the name of the PIC and understand that the PIC plays a role to promote trade, investment and tourism in the FICs, they do not know the details of the PIC's services. In private companies, the level of awareness of the PIC is worse than the organisations. Although interviewees in private companies know the PIC since they have used the PIC's services, they argue that most of private companies in these countries would not know even the name of the PIC. Also, the interviewees do not know the details of the PIC's services although they have used its services.

Both the government and private sector organisations and private companies in the countries say that they would like to ask the PIC to organise a seminar in the FICs so that the level of PIC's visibility in private companies will be improved and government and private sector organisations will be able to know what kind of services the PIC can provide to the FICs. It is necessary for the PIC to develop activities including the organisation of a seminar towards

the establishment of environment that private companies will be able to utilise the PIC more effectively. The development of the activities will also help and promote information collection of exportable products in the FICs and the establishment of a new network.

The government organisations which have participated in exhibitions in Japan and private companies which have utilised the PIC's services evaluate that the PIC performance has been fantastic and very helpful.

(2) Government Organisations and Private Sector in FICs (Questionnaire-base)

The reviewers sent a questionnaire to organisations of government (Ministries related to trade, investment and tourism) and of private sector (the Chamber of Commerce) in the 14 FICs via e-mail.

Most organisations of government and private sector in the FICs recognise the existence of the PIC, although there is still an organisation which does not know the PIC. The Chamber of Commerce in Samoa answers that it has not heard the name of the PIC. The level of visibility about the PIC in the organisations is relatively high. However, they do not know the details of PIC's services.

The level of awareness of the PIC in private companies is still very low as answers to the questionnaire indicate that only a few private companies has been aware of the PIC. It seems that only the companies which have utilised the PIC's services or have sought a business with Japan know the PIC.

The government and private sector organisations suggest the PIC to implement a wide promotion of the PIC's services through a seminar in the FICs as well as to increase communication and work closely with Ministries related to trade, investment and tourism and the Chamber of Commerce. This will lead to the rise of visibility level of the PIC and the development of information collection of exportable products and investment opportunities which will contribute to the promotion of trade, investment and tourism in the FICs.

The government and private sector organisations indicate the need to improve the activities of the PIC in terms of communication as mentioned above. However, the PIC's performance has

been considered as achieving a measure of success although their evaluation to the PIC has not been remarkably high.

7, Findings from Consultations: Comments and Requests from the Governing Board

Comments and requests from the Governing Board are as follows. Reviewers' comments to the comments and requests can be found in section 9, Reviewers' comments.

- The PIFS suggests the PIC to change the name to the PT&I Tokyo Office. This will contribute to the improvement of the level of visibility about the PIC in the FICs. Also, it can be expected that the information sharing among the PT&I offices including Tokyo will develop while the relationship between the PT&I and the PIC will be strengthened. As a result, the PIC's activities will work effectively.
- The PIFS has a recommendation about the way to decide the PIC's budget. The PIFS suggests the PIC to submit a request for budget allocations for the next fiscal year to the Board.
- The Governing Board has appreciated the implementation of a new recruitment system of the PIC Director based on an open and transparent process. However, the PIFS requires the GoJ and the PIC to include the role, mission and challenge into the contract with the PIC Director.
- The GoJ has evaluated that the PIC has contributed greatly to the promotion of trade, investment and tourism in the FICs. The GoJ does not have any requests to the PIC.

8, Reviewers' Recommendations

Staff

- The small number of staff in the PIC has worked very hard; however, it would be difficult to expect the PIC of further contribution to the promotion of trade, investment and tourism without increasing the number of staff. Unfortunately, the staff shortage will cause the decrease in the quantity and quality of PIC's services. For example, due to the staff shortage, the PIC will not be able to develop the website services further. The PIC has to consider an effective measure to cope with this situation. This challenge, closely associated with the PIC's current financial situation, should be addressed with special urgency.
- The PIC needs more staff. Although the JETRO feels the necessity to increase the number of staff in the PIC, it argues that the GoJ's policies to promote fiscal efficiency will not allow the JETRO to send a staff to the PIC. The JATA indicates that the PIC needs to employ a staff with experience and knowledge of the tourism industry. It is necessary for the PIC to ask the Governing Board to negotiate with the GoJ about the dispatch of JETRO and JATA staff to the PIC.

Funding

- The significance and expectation to expand the PIC's budget has been indicated by not only the PIC but also the JETRO, the JATA and the government organisations and private companies in the FICs. Indeed, the current PIC's budget has limited the role of the PIC. Also, a short of budget has made difficult to update and publish books with

important information and data and to develop the website services further. The PIC has to confer with the Governing Board about problems of budget and the number of staff.

Awareness of the PIC

- The level of awareness of the PIC in the FICs' private sector is very low. Only a few private companies in the FICs know the PIC's services. Although FICs' government and private sector organisations know the PIC services, they do not know the details of PIC's services (what the PIC can do for the FICs). I recommend the PIC to develop activities for the increase of the visibility about the PIC. For example, the PIC has to organise a seminar in conjunction with government and private sector organisations when the PIC staff visits the FICs.
- The fact that FICs' government and private sector organisations do not know the details of PIC's services could be attributed to poor information dissemination from FICs' government antenna organisations to the relevant ministries and private sector organisations in the FICs. I recommend the PIC to communicate continually and organise meeting frequently with FICs' government antenna organisations including embassies in Japan.
- The strengthening of collaborative relationship among the PIC, the PT&I and the PIFS will help develop the visibility of the PIC in the FICs.

Promotion of Trade, Investment and Tourism

- The strengthening of collaboration with the PT&I and the PIFS is important for not only the increase of the PIC's visibility in the FICs but also the development of information sharing about exportable products and investment opportunities.
- The Introduction of the CRM system by the PIC in October 2013 is expected to develop the information sharing with the PIFS and PT&I and help expand the PIC's contribution to the promotion of trade and investment. The manner, status and results of its utilisation will have to be examined at least by the next review of the PIC.
- The collaboration with the PIPSO has remained weak. The PIC has to consider the further development of collaboration with the organisation in terms of information sharing.
- Since it is preferable that the promotion of trade and investment is initiated by the interests and needs of Japanese companies, the PIC has to focus on researching the market opportunities through identifying Japanese companies interested in the FICs products and investment in the FICs and making a list of such companies. The PIC is expected to find a means other than the organisation of the Pacific Islanders Club Meeting for the establishment of wide-ranging information network.
- Needless to say, it has also been significant to continuously collect information of exportable products and investment opportunities in the FICs and expand information network. Especially, the PIC has to put emphasis to find a company with high reliability and motivation.
- The PIC has to provide intensive support for a company with high reliability and motivation.

- The PIC's way to focus exclusively on some countries and extend a special invitation to companies in focused countries to exhibitions in Japan has been successful in materialising trade relationship between Japanese and FIC's companies. The PIC has to maintain this strategy in the promotion of trade.
- Due to a lack of staff and budget, the PIC cannot focus on all of three fields (promotion of trade, investment and tourism) in the 14 FICs. At least, the PIC should determine the field with the highest potential in each country.

9, Reviewers' Comments

- As regards the suggestion to change the name of the PIC to the PT&I Tokyo Office, the reviewers think that the PIC activities will work effectively since the PIC's services will be recognised by private companies in the FICs and the relationship including information sharing among the PT&I offices will be strengthened. However, if the name change indicates to put the PIC under the control of the PIFS, it is necessary to amend the agreement of the PIC's establishment. The PIFS has to confer with the GoJ.
- About the decision of the PIC's budget based on a request for budget allocations by the PICs.
According to the GoJ, this budget decision process cannot be adopted institutionally. Also, it is necessary to amend the agreement of the PIC's establishment.
- The Governing Board has appreciated the implementation of recruitment system of the PIC Director based on an open and transparent process. However, the PIFS requires the GoJ to include his/her role, mission and challenge into the contract with the PIC Director. It should not be a problem, and it will be possible to include these contents into the contract after the negotiation with the GoJ and the PIC Director.
- It has been late for the PIFS to send its contribution (10% of the PIC's operating expenditure) to the PIC. According to the PIC, the PIFS has sent it at the end of a fiscal year although it is necessary to send in the beginning of a year. This has been a critical problem for PIC's activities.
- The Board's decision to impose more administrative jobs on the PIC will make the PIC's performance ineffective unless additional funding and the increasing staff number are secured. It is hoped that the arrangement that the report submission to the Board is biannual- and annual-based will be maintained. Also, I recommend the Board to reconsider the submission of the five years plan 2014-2019.
- The PIFS will be able to support PIC's activities to expand its visibility in the FICs. The fact that FICs' government and private sector organisations do not know the details of PIC's services could be attributed to poor information dissemination from the PIFS to the government and private sector organisations in the FICs. The reviewers suggest the PIFS to provide the detail of services of the PT&I as well as the PIC to these organisations in the FICs. The PIFS support will work the most effectively.
- It is necessary to establish the system that the PIFS will be able to provide its leadership

through clarifying the scope of the PIFS's control. This will lead to the effective support from the PIFS to the PIC's activities. Towards the establishment of a healthy relationship between the PIFS and the PIC, the reviewers recommend to implement the review of the PIFS as well as the PT&I and the PIC.

Annex 2: Stakeholder Questionnaire



Final Stakeholder Questionnaire

Questionnaire – Pacific Islands Trade and Invest Network

The Pacific Islands Forum Secretariat (PIFS) has commissioned a review of the Pacific Islands Trade and Invest Network (PT&I), and has engaged the services of Kisserup International Trade Roots Aps. to execute the project to achieve this goal. Your input is essential as this review will assess and make recommendations on the appropriate coordination and governance structure of the PT&I network.

Please be aware that any specific comments provided within this survey will not be attributed to individual survey participants. All questionnaires will be compiled into a single data set for tabulation, analysis and reporting purposes.

Target audience: Forum Island Countries (FICs) private sector, government ministers and officials, regional agencies, trade commissioners and staff, business councils, chambers of commerce and similar entities, PT&I donor agencies, and development partners.

Internal Rationale: This initial questionnaire aims to determine the medium to long term effectiveness of the role, functions and performance of the PT&I network, measured against its objectives. The questionnaire will be used as a tool to undertake a consultative approach to engage a broad range of stakeholders to solicit feedback and meet the objectives of the review.

In line with previously conducted surveys and reviews, Kisserup has a proven track record of creating impact lasting projects and have had several projects showcased as Best Practices for African, Caribbean Pacific by European Union, European Development Fund donors.

The survey will only take approximately ten (10) to fifteen (15) minutes to complete.

Name: _____

Title: _____

Organisation/Company: _____

Address: _____

Telephone: _____

Email: _____



Category 1: Usage of PT&I

1. Are you / your organisation currently a user of PT&I services?
 - Yes
 - No

2. My organisation and/or I would be interested in participating in or learning more about the following service or program offered by PT&I:
 - Exporter Services
 - Investment Promotion Services
 - Tourism Promotion program
 - Creative Industries program
 - Market Research, Information and Knowledge management
 - Other:

3. Which of the following describes the entity on whose behalf you are responding:
 - Private sector entity (go to 4 (a))
 - Government (go to 4 (b))
 - National Business Support Organisation (BSO) (Go to 4 (a) and/or 4 (b))
 - Regional Organisation (Go to 4 (a) and/or 4 (b))
 - Other (Go to 4 (a) and/or 4 (b))

4. Please indicate your trade and investment needs: (Select all that apply)
 - (a) For direct Investment or trade users
 - Research, information and market intelligence
 - Finance
 - Packaging / labeling / marketing support
 - Training and skills improvement
 - Improved trade & investment infrastructure
 - Other

 - (b) For more policy oriented respondents



L



- Basic business skills training for SME sector
- Improved business skills for “women-only” in the FICs
- More efficient staff, personnel, and bureaucratic structure to create stable business development programs and more effective trade and investment facilitation
- Adequate funding in order to undertake national investment, export policy, or implementation work (i.e. promotional materials and events)
- More commercially viable project profiles and export capable activities
- Improved awareness and exposure of Pacific’s trade in goods and services export opportunities
- Implementation of private sector development initiatives at the regional and national level
- Other:

(c) Please indicate your trade and investment needs, for direct Investment or trade users: (Select all that apply)

- Research, information and market intelligence
- Finance
- Packaging / labeling / marketing support
- Training and skills improvement
- Improved trade and investment infrastructure
- Basic business skills training for SME sector
- Improved business skills for “women-only” in the FICs
- More efficient staff, personnel, and bureaucratic structure to create stable business development programs and more effective trade and investment facilitation
- Adequate funding in order to undertake national investment, export policy, or implementation work (i.e. promotional materials and events)
- More commercially viable project profiles and export capable activities
- Improved awareness and exposure of Pacific’s trade in goods and services export opportunities
- Implementation of private sector development initiatives at the regional and national level
- Other

5. In which services and activities have you and/or your organization partaken with Pacific Islands Trade and Invest Network?

- Export facilitation



- Investment
 - Tourism promotion
 - Creative Arts
 - Knowledge, communications and information management (Ex: Trade Winds, Pacific Periscope, research reports, market intelligence report, etc.)
 - Other: _____
6. In the past 3 years you and/or your organization have worked or contacted the Pacific Islands Trade and Invest Network through one or more of the following offices (select all that apply):
- Pacific Islands Trade & Invest, Australia
 - Pacific Islands Trade & Invest, China
 - Pacific Islands Centre, Japan
 - Pacific Islands Trade & Invest, NZ
 - Pacific Islands Trade & Invest, Europe (Geneva desk)
 - Other:
7. Have you / or your organisation benefited from any of the services that PT&I deliver such as:
- Referrals or advice relating to finance, assistance with marketing and promotions
 - Participation in an event or activity
 - Direct financial support
 - An online database of investment opportunities
 - Promoting your investment opportunity
 - Facilitating access to government representation, influencers and key decision makers
 - General information , research and advice about international markets and doing business internationally
 - Identifying or introduce potential buyer
 - Identifying or introduce potential investor
 - Improving your marketing collateral
 - In market briefing
 - Referral
 - Other:

Category 2: Satisfaction and feedback



8. Please rank the following statement from 1 (strongly agree) to 5 (strongly disagree): ‘My organization and/or I has/have benefitted as a result of activities and services partaken with Pacific Islands Trade and Invest Network.’

1 2 3 4 5

9. On a scale of 1 (highest) to 5 (lowest), how would you rate your willingness to partner with the Pacific Islands Trade and Invest Network (if you have not already in the past)?

1 2 3 4 5

10. Please rank the following statement from 1 (strongly agree) to 5 (strongly disagree): ‘The PT&I network provides adequate assistance and continued follow-up support to the FIC private sector, governments, and stakeholders.’

1 2 3 4 5

11. Please rank the following statement from 1 (strongly agree) to 5 (strongly disagree): ‘The PT&I’s business support activities are delayed or suspended when many FICs are slow to respond, or in some cases do not respond at all.’

1 2 3 4 5

Category 3: Appropriateness (relevance) of the PT&I

12. In your view, have the following key issues affecting you or your organisation been alleviated or addressed by the efforts of PT&I? (Select all that apply)
- Recognition and enhanced visibility of investment opportunities
 - Profit and growth sustainability
 - Guidance leading to business development
 - New markets, networks, relationships, partners
 - Capital, networks, relationships, partners
 - Information and referrals
 - Export capacity and/or knowledge of markets



- Job growth in your region
- Individual benefit and/or community benefit
- Other:

13. How can PIFS improve their leadership and management of the PT&I network? (Select all that apply)

- Management restructuring
- Leadership and Management Training
- Providing additional resources and support
- Implementing work performance measures
- Development or improvements to internal policies and procedures
- Removing haphazard administrative systems
- Development of management and supervision procedures with accountability measures
- Improving outreach to PT&I network
- Promotion of existing multi-channel communications platforms
- Streamline management operations of offices
- Other: _____

14. In your opinion, if any, what do you believe are the gaps to strengthen the adequate links with the FIC private sector, Governments and stakeholders?

15. How could PT&I strengthen its partnerships with relevant regional private sector Business Support Organisations (BSOs) (such as Business Chambers and Councils, SPC, SPTO, PIPSO, PHAMA etc)?

16. Please select what you believe are important export growth areas for the region that should be factored when assessing the future direction and relevance of PT&I.

- Tourism
- Creative Arts
- Labour Mobility
- Information and Communications Technology
- Fashion
- Agri-food



- Manufacturing
- Other:

Category 4: Vision for the PT&I

17. Which of the following would be (an) appropriate recommendation(s) for the coordination and governance structure of the PT&I network: (Select all that apply)

- Membership
- Appointed Board
- Elected Board
- Policy Board structure
- Administration Board structure
- Sustainable management structure
- Development and strengthening of partnerships with public and private sector organisations
- Joint Venture arrangements between PT&I and other partners
- Other: _____

18. Do you believe that the PT&I network has the ability to be sustainable?

- Yes
- No
- Potentially
- Unsure
- Comments:

19. What would be a practical model for articulating the structure and form of PT&I operations to outline the future direction to build a regional consensus?

- Launch Event
- Through existing knowledge, communications and information management (Ex: Social Media, Trade Winds, Pacific Periscope, etc.)
- Distribution of synopsis of the Review of the Pacific Islands Trade & Invest
- Thought direct communication with Stakeholders via email
- Include in Annual Report
- Include in Strategic Plan



– Other:

20. What are your three top priorities (in rank order) for future trade and investment development needs; (such as export capacity building, brand development, institutional capacity building, disaster risk mitigation (including climate change and business continuity))

21. What sort of Trade Commission would you like to see in 10 years?



– Other:

20. What are your three top priorities (in rank order) for future trade and investment development needs; (such as export capacity building, brand development, institutional capacity building, disaster risk mitigation (including climate change and business continuity))

21. What sort of Trade Commission would you like to see in 10 years?



– Other:

20. What are your three top priorities (in rank order) for future trade and investment development needs; (such as export capacity building, brand development, institutional capacity building, disaster risk mitigation (including climate change and business continuity))

21. What sort of Trade Commission would you like to see in 10 years?



Annex 3: Stakeholder List

Note: While all stakeholder were approached in one way or another many were not reachable. Accordingly, only those who text is in blue were consulted. A total of 102 stakeholders were consulted.

Organisation	Country	Type of stakeholder	Name (POC)
Australia Pacific Islands Business Council	Australia	Development partner	Caleb Jarvis (PT&I)
Austrade	Australia	Development partner	
Australia Agency for International Development (AusAID)	Australia	Development partner	Mr Steven Kaleb
South Pacific Tourism Organization (SPTO)	Fiji Islands	Development partner	Petero Manufo lau
South Pacific Tourism Organization (SPTO)	Fiji Islands	Development partner	Ilisoni Vuidreketi
AusAID	Australia	Development partner	Jodie McAlister
GTI Tourism	Australia	Development partner	Sarah Anderson
GTI Tourism	Australia	Development partner	Stuart Thompson
GTI Tourism	Australia	Development partner	Anne Morris
WHL	Australia	Development partner	Len Cordner
Cook Islands Tourism Corporation	Australia	Development partner	Kerryn Cook
Cook Islands Tourism Corporation	Australia	Development partner	Mereana Taruia
ADB	Australia	Development partner	Andrea Iffland
Austrade	Australia	Development partner	John Brand
Living Springs Fiji Ltd	Fiji Islands	Private sector company	Mr Indra Deo
International Finance Corporation (IFC)	Australia	Development partner	Deva De Silva
Australian Government, Department of Foreign Affairs and Trade (DFAT)	Australia	Government	Mr Lachlan Strahan
Australian Government, Department of Foreign Affairs and Trade (DFAT)	Australia	Government	Mr Michael Dean
Australian Government, Department of Foreign Affairs and Trade (DFAT)	Australia	Government	Mr Carl Heid
Triple Tee Industries	Fiji Islands	Private sector company	Adam Yared
Solomon Islands Consulate - Sydney	Australia	Government	Raveen Mendis
Australia Papua New Guinea Business Council, Australia Fiji Business Council, Australia Pacific Islands Business Council APNGBC / APIBC / AFBC	Australia	Development partner	Frank Yourn
African Pacific	Australia	Private sector company	Andreas Lombardozzi
AusAID	Australia	Development partner	Sally McKenzie
KUTH Energy	Australia	Private sector company	David McDonald
John Hardin and Associates	Australia	Private sector company	John Hardin
Australian Museum	Australia	Development partner	Yvonne Carrillo Huffman
Solomon Islands Consulate - Sydney	Australia	Government	Sir Trevor Garland
African Pacific	Australia	Private sector company	Linda Gaden
Austraining	Australia	Private sector company	Sarah Treadgold
Treasures of the South Pacific	Australia	Private sector company	Greg Maloney

GTI Tourism	Australia	Private sector company	Georgia Gregerson
Precise Travel Marketing Pty Ltd	Australia	Private sector company	Richard Skewes
Versa Partners	Australia	Private sector company	Deepak Singh
Rockwell Olivier	Australia	Private sector company	Nitij Pal
Oceania Lawyers	Australia	Private sector company	Julie Mieke
International Finance Corporation (IFC)	Australia	Private sector company	Xianyong (Eric) Gao
Omie Artists	Australia	Private sector company	Brennan King
Tropics Tourism and Marketing Services	Australia	Private sector company	Richard Hankin
Pacific Islands Trade and Invest, Australia	Australia	PT&I	Staff
Western Union	Australia	Private sector company	Susan Tran
Booking.com	Australia	Private sector company	Andrew Collins
Zokoko	Australia	Private sector company	Dean Morgan
Pacific Islands Trade and Invest, China	China	PT&I	
China Scholarship Council	China	Development partner	Mr Sun Xiaomeng
Hotel Link Solutions - WHL Group	Australia	Private sector company	Len Cordiner
South Pacific Connections	China	Development partner	Flora FANG
Pacific Islands Trade and Invest, Australia	Australia	PT&I	Tim Martin
Pacific Islands Trade and Invest, Australia	Australia	PT&I	Jeremy Grennell
Samoa's Ambassador	China	Government	Toomata
Ministry of Agriculture, Ag Trade Promotion Center	China	Government	Mr Fu Weizheng
Beijing Xing Hong Century Culture	China	Private sector company	Mr. Yang
Pacific Islands Trade and Invest, Australia	Australia	PT&I	Chris Brimble
Pacific Trade & Invest	China	PT&I	Staff
Cook Islands Tourism Corporation	Cook Islands	Development partner	Tina Kae
Ministry of Foreign Affairs and Immigration	Cook Islands	Government	Hon Tom J Marsters
Ministry of Foreign Affairs and Immigration	Cook Islands	Government	Mr Danny Williams
Business Trade Investment Board (BTIB)	Cook Islands	Government	Terry Rangī
Ministry of Agriculture	Cook Islands	Government	Hon. Nandi Glassie
Ministry of Agriculture	Cook Islands	Government	Man Unaia
Ministry of Foreign Affairs and Immigration	Cook Islands	Government	Dr. James Gosselin
Prime Minister	Cook Islands	Government	Hon. Henry Puna
Drum Productions Ltd	Cook Islands	Private sector company	Stan Wolfgramm
Kana Travel Cook Islands Ltd.	Cook Islands	Private sector company	Kana Daniel
Madloop Windsurfing School and Centre	Cook Islands	Private sector company	Alan McIntosh
TAV Ltd	Cook Islands	Private sector company	Ellena Tavioni
Turama Pacific Travel Group	Cook Islands	Private sector company	Robert Skews
The Art Studio	Cook Islands	Private sector company	Kay George
Cook Islands Chamber of Commerce	Cook Islands	Private sector organizations	Teresa Manarangy-Trott
Indigenous Business Association	Cook Islands	Private sector organizations	Ms Mereana Hutchinson

Professional Business Women's Association	Cook Islands	Private sector organizations	Ms Jolene Bosaquet
Food & Agriculture Organization (FAO) - Rome (FAO PT&I Research Project)	Europe	Development partner	Jamie Morrison
International Trade Centre (ITC) (Pacific Project)	Europe	Development partner	Govind Venuprasad
International Trade Centre (ITC)	Europe	Development partner	JIANG Xuejun
Permanent Mission of Solomon Islands to UNOG and WTO and other International Organisations	Europe	Development partner	Moses Mose
World Intellectual Property Organisation (WIPO)	Europe	Development partner	Someshwar Singh
Overseas Development Institute (ODI)	Europe	Development partner	William Smith
Commonwealth Business Council (CBC)	Europe	Development partner	John Pemberton-Pigott
Pacific Business UK	Europe	Development partner	Stephen Plunkett
Department of Resources and Development	Federated States of Micronesia	Government	Hon Mr Marion Henry
Trade and Investment, R& D, Department of Resources and Development	Federated States of Micronesia	Government	Mrs Camille Movick-Inatio
Chuuk Chamber of Commerce	Federated States of Micronesia	Private sector organizations	Mr Larry J. Bruton
ATPC	China	Development partner	Zhang Junping
Pohnpei Chamber of Commerce	Federated States of Micronesia	Private sector organizations	Mr Ambros Senda
Pohnpei Visitor Bureau	Federated States of Micronesia	Development partner	Mr Tevita Salato
Micronesia Mgmt & Marketing	Federated States of Micronesia	Development partner	Simon Ellis
FSM Development Bank	Federated States of Micronesia	Development partner	Nora Sigrah
P.C.R.Hotel Restaurant & Bar	Federated States of Micronesia	Private sector company	Koji J. Akinaga
Nature's Way	Federated States of Micronesia	Private sector company	Mitsue (Su) Yasui
Artist	Federated States of Micronesia	Private sector company	Yvonne Neth
Oceania Customs Organization (OCO)	Fiji Islands	Associate Member - Observer	Mr Clement Taipala
Copra Millers Fiji	Fiji Islands	Development partner	Mr Ashrit Pratap
Fiji – Australia Business Council	Fiji Islands	Development Partner	
Fiji Commerce and Employers Federation	Fiji Islands	Development Partner	
Embassy of the Federated States of Micronesia	China	Government	Carl D. Apis
Pacific Horticultural & Agricultural Market Access Program (PHAMA)	Fiji Islands	Development partner	Richard Holloway
Pacific Horticultural & Agricultural Market Access Program (PHAMA)	Fiji Islands	Development partner	Dale Hamilton

Embassy of the Republic of Fiji	China	Government	Commodore Esala Teleni
Pacific Islands Private Sector Organization (PIPSO) (Fiji)	Fiji Islands	Development partner	
Suzhou Youth Travel Cultural Industry Co. Ltd	China	Private sector company	Michael Lee
Secretariat of the Pacific Community (SPC) Culture	Fiji Islands	Development partner	Elise huffer
Kosrae Chamber of Commerce	Federated States of Micronesia	Private sector organizations	Katrina Adams
FTIB - Investment Fiji	Fiji Islands	Development partner	Ms. Shanaaz Nisha Ms Makelesi Lewaravu
Pacific Islands Private Sector Organisation	Fiji Islands	Development partner	Mereia Volauola
Secretariat of the Pacific Community (SPC) - IACT Program	Fiji Islands	Development partner	Sam Turagacati
University of the South Pacific (USP)	Fiji Islands	Development partner Associate Member - CROP Organisations	Professor Biman Chand Prasad
Embassy of the Republic of the Marshall Islands, Suva - Fiji	Fiji Islands	Government	Ms. Amatlain E. Kabua
Fiji High Commission	Fiji Islands	Government	Mere Tora
Secretariat of the Pacific Community (SPC) / Pacific Organic and Ethical Trade Community	Fiji Islands	Development partner	Karen Mapusua
Air Pacific Limited - Fiji	Fiji Islands	Private sector company	Bharat Narsey
ANZ (Bank)	Fiji Islands	Private sector company	Felisha Hazelman Tuiloma
South Pacific Tourism Organization (SPTO)	Fiji Islands	Development partner	Chris Crocker
Fiji Fish Marketing Group	Fiji Islands	Private sector company	Russell Dunham
Adi Chocolate	Fiji Islands	Private sector company	Tomolito Zukoshi
Fiji Boats by Integrated Welding Industries	Fiji Islands	Private sector company	Ray Nicholls
Golden Ocean Fisheries	Fiji Islands	Private sector company	Jun LUO
Food Processors Limited	Fiji Islands	Private sector company	Brij B. Lal & Anup A.M. Mudiliar
Integrawater	Fiji Islands	Private sector company	Stuart Petersen
International Marketing Specialist	Fiji Islands	Private sector company	Mr Grant Vinning
Joes Farm	Fiji Islands	Private sector company	Michael Joe
Kahuna Herbal Products	Fiji Islands	Private sector company	Ms. Doreen Robinson
Foods Pacific Limited	Fiji Islands	Private sector company	Sumukh Arun Malankar
Namana Fiji Arts	Fiji Islands	Private sector company	Tessa Miller
Namuka Bay Resort	Fiji Islands	Private sector company	
Nature Pacific	Fiji Islands	Private sector company	Stacy King
Oceania National Olympic Committees	Fiji Islands	Private sector company	Natanya Potoi-Ulia
Herbex Ltd	Fiji Islands	Private sector company	Renuka Naicker
R.C.Maunbhai & Co	Fiji Islands	Private sector company	Ashik Kumar PATEL
SSS International Hotel	Fiji Islands	Private sector company	Ms.Xiao SHEN
Taveuni Development Co Ltd	Fiji Islands	Private sector company	David MILLER
Origins Pacific	Fiji Islands	Private sector company	Peni Drodrolagi
Top Oriental Travel Service	Fiji Islands	Private sector company	Jason Wang

The Crab Company of Fiji Ltd	Fiji Islands	Private sector company	Colin Shelley
Ba Chamber of Commerce	Fiji Islands	Private sector organizations	Daniel Elisha
Fiji Chamber of Commerce	Fiji Islands	Private sector organizations	Me Taito Waradi
Fiji Export Council	Fiji Islands	Private sector organizations	Jone Cavubati & Joe Taoi
Fiji Manufacturers Association	Fiji Islands	Private sector organizations	Mr Desmond Whiteside
Labasa Chamber of Commerce	Fiji Islands	Private sector organizations	Mr Shiv Lal Nagindas
Lautoka Chamber of Commerce	Fiji Islands	Private sector organizations	Mr. Mohammed Salim
Pacific Island Trade and Invest, Fiji	Fiji Islands	PT&I	Staff
Nadi Chamber of Commerce	Fiji Islands	Private sector organizations	Mr Venka Ramni
Nausori Chamber of Commerce	Fiji Islands	Private sector organizations	Mr Mani Lal Patel
Suva Chamber of Commerce	Fiji Islands	Private sector organizations	
Women in Business	Fiji Islands	Private sector organizations	Dr Nur Bano Ali
Pacific Islands Trade and Invest, Suva	Fiji Islands	PT&I	
Pacific Islands Trade and Invest, Japan	Japan	PT&I	
The Kiribati National Tourism Office (KNTO)	Kiribati	Government	Mr Tiuti Biribo
Ministry of Commerce, Industry and Cooperatives	Kiribati	Government	Hon Pinto Katia
Ministry of Commerce, Industry and Cooperatives	Kiribati	Government	Mr Tiimi Kaiekieki
Ministry of Commerce, Industry and Cooperatives	Kiribati	Government	Momoe Kaam /Ms Roreti Eritai
Kiribati National Tourism Office	Kiribati	Government	Reeti Onorio-Rui
Lagoon Breeze Lodge	Kiribati	Private sector company	Ngaina Teiwaki
Ministry of Communication, Transport and Tourism Development	Kiribati	Government	Ruui Tabutoa/ Lataake King/ Kotimere Oromita/ Ioteba Buatia
Ministry of Foreign Affairs and Immigration	Kiribati	Government	Arobati Teewe Brechtefeld
Kiribati Fish Company	Kiribati	Private sector company	Mr. Li Changhong
Mary's Motel Tarawa	Kiribati	Private sector company	Jane Inatio
Otintaai Hotel	Kiribati	Private sector company	Angelica Palmer
Santa Faustina Homestay and Tarawa Tours	Kiribati	Private sector company	Amon Timan
Fema Lounge	Kiribati	Private sector company	Emma and Fatali Telolomi
Tabon Te Keekee Eco Lodge	Kiribati	Private sector company	Toha Rahoky
Tad's Guesthouse	Kiribati	Private sector company	Tukabu Teroroko
Teikabuti Fishing Company Ltd	Kiribati	Private sector company	Michael Savins
Triple Tee Enterprises	Kiribati	Private sector company	Tekeeva Tarati
Utirerei Enterprice	Kiribati	Private sector company	Taam Kaiteie
Kiribati Chamber of Commerce and Industry	Kiribati	Private sector organizations	Mr Tabokai Kiritome

Kiribati Chamber of Commerce	Kiribati	Private sector organizations	Mr Robert Avery
Kiribati Industrialists Association	Kiribati	Private sector organizations	Mr Johnny Kum Kee
Republic of Nauru	Nauru	Government	HE Hon Baron Divavesi Waqa, MP
Nauru Consulate (Australia)	Nauru	Government	Trent Dabwido
Republic of Nauru	Nauru	Government	Hon Milton Ross Dube, MP
Republic of Nauru	Nauru	Government	Mr Michael Aroi
Republic of Nauru	Nauru	Government	Mr Peter Jacob
Nauru Tourism, Department of Economic Development	Nauru	Government	Richie Halstead
InvesNiue (Premier's Department)	Niue	Government	Frank Sioneholo
Breakthrough Accounting & Consulting Ltd	Niue	Private sector company	Alex Talopau
Consultant (Consultant for PARDI and FAO)	Niue	Private sector company	Richard Beyer
Falala Fa Café & Bar	Niue	Private sector company	Robert (BJ) Rex
Hei Niue (Honey producer)	Niue	Private sector company	TaniRose-Fakaotimanava-lui
Kafika Niue Island Ltd	Niue	Private sector company	Simon Jackson
Koko Siga Ltd	Niue	Private sector company	Andrew McGregor
Koko Siga Ltd	Niue	Private sector company	Kyle Stice
Mahogany Industries Fiji Limited (MFIL)	Niue	Private sector company	Michael Geitz
Natures Way Ltd	Niue	Private sector company	Michael Brown
Niue Rentals	Niue	Private sector company	Stanley Kalauni
Rotomould Group of Companies (Investment / Fiji Trade Mission)	Niue	Private sector company	Prakash Chand
Our Airline	Nauru	Private sector company	Geoff Bowmaker
Nauru Fishers Association (NFA)	Nauru	Private sector organizations	
Nauru Island Private Sector Organisation and the Small Business Owners Association	Nauru	Private sector organizations	
Secretariat of the Pacific Community (HQ in New Caledonia, but office in Fiji)	New Caledonia	Development partner	
New Zealand Ministry of Foreign Affairs and Trade	New Zealand	Development partner	Mr Llewellyn Roberts
New Zealand Ministry of Foreign Affairs and Trade	New Zealand	Development partner	Ms Jackie Frizzelle
New Zealand Ministry of Foreign Affairs and Trade	New Zealand	Development partner	Mr Stuart Horne
New Zealand Ministry of Foreign Affairs and Trade	New Zealand	Development partner	Mr Deighton Conder
New Zealand Trade and Enterprise (NZTE)	New Zealand	Development partner	
New Zealand Pacific Business Council	New Zealand	Development partner	Chis Freer Chritine Connon
Business Mentors New Zealand	New Zealand	Development partner	Ian Furlong
New Zealand Tonga Business Council (NZTBC)	New Zealand	Development partner	Rachel Afeaki-Taumoepeau
New Zealand Trade & Enterprise (NZTE)	New Zealand	Development partner	Michael Greenslade
The New Zealand Tourism Research Institute at The Auckland University of Technology	New Zealand	Development partner	
Pacific Cooperation Foundation (PCF)	New Zealand	Development partner	Peter Kiely

New Zealand Parliament	New Zealand	Government	Mr John Hayes MP
Cook Islands High Commission	New Zealand	Government	Tepaeru Herrmann-Tuaivi
Fiji High Commission	New Zealand	Government	Mere Tora
Ministry for Primary Industries	New Zealand	Government	Nacanieli G Waqa
National Party - Pacific Convoy	New Zealand	Government	John Hayes
Niue High Commission	New Zealand	Government	HE Mrs O'love Jacobsen
Papua New Guinea High Commission	New Zealand	Government	HE Mr William Dihm
Republic of Vanuatu Consulate	New Zealand	Government	MacKenzie Kalotiti
Samoa High Commission	New Zealand	Government	HE Mr Leasi Papali'i Tommy Scanlan
Samoa Trade & Investment Commission	New Zealand	Government	Dr Fonoti Lafita'i Fuata'i
Parliamentary Private Secretary of Foreign Affairs , Member, Finance and Expenditure Committee , Chairperson, Foreign Affairs, Defence and Trade Committee	New Zealand	Development partner	MP John Hayes
PCF	New Zealand	Development partner	Meg Poutasi
Austrade	New Zealand	Development partner	Sally MacKenzie
Breakthrough Accounting & Consulting Ltd	New Zealand	Private sector company	Alex Talopau
Advanced Financial Systems	New Zealand	Private sector company	Deepak Ratti
Dive Fish Snow	New Zealand	Private sector company	Nicole Harrison
Dive Fish Snow Travel	New Zealand	Private sector company	Ron Blake
Drum Productions Ltd	New Zealand	Private sector company	Stan Wolfgramm
Akateretere Arts	New Zealand	Private sector company	Marilyn Kohlhase
Heilala Vanilla / Reunion Food Co Ltd	New Zealand	Private sector company	Jennifer Boggiss
Madloop Windsurfing School and Centre	New Zealand	Private sector company	Alan McIntosh
Mellow Foods Ltd	New Zealand	Private sector company	Sam Yip
Consultate Kalotiti	New Zealand	Private sector company	McKenzie Kalotiti
Fresh Direct Limited	New Zealand	Private sector company	Peter Turner
Pasifika Integratioed Heath Care Ltd	New Zealand	Private sector company	Dahlia Neapi
Oceania Media	New Zealand	Private sector company	Innes Logan
Pacific Trade & Invest	New Zealand	PT&I	Staff
Panorama Group	New Zealand	Private sector company	George Niuhulu
Pasifika Consulting Ltd	New Zealand	Private sector company	Sosefo Sime
Pasifika Integrated Health Care Limited	New Zealand	Private sector company	Dahlia Naepi
Patton Ltd	New Zealand	Private sector company	Sameer Handa
Punjas (NZ) Limited	New Zealand	Private sector company	Yogesh Punja
Ramwall Group of Companies	New Zealand	Private sector company	Arjun Sami
RO Enterprises LLC	New Zealand	Private sector company	Robert Oliver
South Pacific Timber	New Zealand	Private sector company	Chris Vincent
South Pacific Voyagers Foundation Ltd	New Zealand	Private sector company	Sharon Evans
Supervalue Otahuhu	New Zealand	Private sector company	Deep Singh Giarn

Tav Pacific Ltd - NZ	New Zealand	Private sector company	Vira Tavioni
Tropical Fresh Ltd	New Zealand	Private sector company	Bobby Kumaran
Western Union	New Zealand	Private sector company	Gene Orejana
XOX Pacific Ltd	New Zealand	Private sector company	Stella Muller
Zindia Ltd	New Zealand	Private sector company	Jacob Manothra
Silk Associates	New Zealand	Private sector organizations	Iulia Leilua
Pacific Islands Trade and Invest, New Zealand	New Zealand	PT&I	
Business Mentors New Zealand (BMNZ)	New Zealand		
Niue Ministry of Foreign Affairs and Trade	Niue	Government	Hon Dion Taufitu
Niue Ministry of Foreign Affairs and Trade	Niue	Government	Mr Morgan Mougavala
Liha Point Resort	Niue	Private sector company	
Colonial Commodities Ltd.	Niue	Private sector company	
Niue Chamber of Commerce	Niue	Private sector organizations	Shane Tohovaka
Niue Fisherman's Association	Niue	Private sector organizations	
Palau Foreign Investment Board	Palau	Development partner	Encely Ngiraiwet
Palau Community College	Palau	Development partner	Patrick U. Tellei, Ed. D.
Ministry of Public Infrastructure, Industries, and Commerce	Palau	Government	Mr Stalin Pedro
Pure Palau (skin care)	Palau	Private sector company	Pauline Brechtefield
Palau Chamber of Commerce	Palau	Private sector organizations	Kaleb Udui Jr
Belau Tourism Association	Palau	Private sector organizations	Matthew Arurang
National Cultural Commission	PNG	Development partner	John Uani
National Cultural Commission	PNG	Development partner	Dr Jacob Simet
Business Council of PPNG	PNG	Development partner	Douveri Henao
Institute of National Affairs	PNG	Development partner	
Investment Promotion Authority (IPA) PNG	PNG	Government	Ms Julienne Leka Malika
Investment Promotion Authority (IPA) PNG	PNG	Government	Clarence Hoot
Investment Promotion Authority (IPA) PNG	PNG	Government	Ivan Pomelau
Institute of National Affairs	PNG	Government	Douveri Henao
PNG Tourism Promotion Authority	PNG	Government	Peter Vincent
Department of Trade, Commerce & Industry	PNG	Government	Jim Kakon
Amruqa	PNG	Private sector company	Theresa Arek
Annie's Pottery	PNG	Private sector company	Annie DeBrouwere
National Cultural Commission	PNG	Government	Jacob Simet
Bilum Meri - Jaukae Bilum Products	PNG	Private sector company	Florence Jaukae
Carpenter Products	PNG	Private sector company	Ajit Kalluvadi
Emirau Marine Products Ltd	PNG	Private sector company	Mr Reinhard Mangels
Ethica Coffee	PNG	Private sector company	Ms Jacqui Wood

Florence Jaukae (Artist)	PNG	Private sector company	Florence Kamel Jaukae
Laben Sakale John	PNG	Private sector company	Laben John
Omie Artists	PNG	Private sector company	Brennan King
Sai Arts	PNG	Private sector company	Martin Morububuna
Tarebo Arts & Crafts	PNG	Private sector company	Agnes Posanai
Vinz B	PNG	Private sector company	Vincent Kassman
PPNG Chamber of Commerce and Industry	PNG	Private sector organizations	John Leahy
Paradise Spices	PNG	Private sector company	Max Puritau
GOROKA	PNG	Private sector company	
Manufactures Council of PNG	PNG	Private sector organizations	Chey Scovell
The Port of Moresby Chamber of Commerce	PNG	Private sector organizations	David A Conn Esq
Goroka Chamber of Commerce & Industry	PNG	Private sector organizations	
Madang Chamber of Commerce and Industry	PNG	Private sector organizations	Mike Cassell
Lae Chamber of Commerce	PNG	Private sector organizations	Alan McLay
VITIS of Papua New Guinea	PNG		
Women United Together in the Marshall Islands	Marshall Islands	Development partner	Daisy Alik-Momotaro
Ministry of Resources and Development	Marshall Islands	Government	Ms Theresa Kijiner
Marshall Islands Visitors Authority	Marshall Islands	Government	Brenda Alik Maddison
Ministry of Resources & Development	Marshall Islands	Government	Iva Reimers-Roberto
Marshall Islands marine Resources Authority	Marshall Islands	Government	Samuel K. Lanwi, Jr.
Office of the President	Marshall Islands	Government	Christopher deBrum
Office of the Chief Secretary	Marshall Islands	Government	Casten N. Nemra
Cabinet member	Marshall Islands	Government	Tony A. deBrum
Leipajid Handicraft Shop	Marshall Islands	Private sector company	Cradle Alfred
Elefa Handicraft Shop	Marshall Islands	Private sector company	Lucia M. Guavis
Marshall Islands Chamber of Commerce (and Majuro Chamber)	Marshall Islands	Private sector organizations	Steve Phillips
Food & Agriculture Organization (FAO)	Samoa	Development partner	Masanami Izumi
Pacific Horticultural & Agricultural Market Access Program (PHAMA)	Samoa	Development partner	Asuao Kirifi Pouono
Food & Agriculture Organization (FAO)	Samoa	Development partner	Viliami Fakava
Samoa Women In Business (WIB)	Samoa	Development partner	Adimaimalaga Tafuna'i
South Pacific Business Development (SPBD)	Samoa	Development partner	Ajay Verma
Small Business Enterprise Centre (SBEC)	Samoa	Development partner	Margaret Malua
Ministry of Commerce, Industry & Labour	Samoa	Government	Pulotu Lyndon Chu Ling

Ministry of Foreign Affairs	Samoa	Government	Aida Savea
CCK Trading	Samoa	Private sector company	Kenneth Newton
Golden Coconut Export Ltd	Samoa	Private sector company	Eddie Ash
Janets Samoa	Samoa	Private sector company	Christopher Sablan
Koko Samoa Pty Ltd	Samoa	Private sector company	Richard David
Mailelani	Samoa	Private sector company	Sylvie Salanoa
MENA Fashions	Samoa	Private sector company	Jacqueline Loheni
Pacific Jewell Giftshop & Gallery	Samoa	Private sector company	Vivienne Phillips
Peter Meredith & Co Ltd	Samoa	Private sector company	Apete Meredith
Polymer Pacific Limited	Samoa	Private sector company	Marshall Matthews
Samoa Agro Marketing	Samoa	Private sector company	John Low
Samoa Farmers Association (SFA)	Samoa	Private sector company	Afamasaga Toleafoa
Samoa Tourism Authority / Adpartners	Samoa	Private sector company	Adele Leathan
Soil Health Pacific Ltd	Samoa	Private sector company	Edwin Tamasese
Willex Group	Samoa	Private sector company	Mr Eddie Wilson
XOX Pacific	Samoa	Private sector company	Ms Stella Muller
(Contact provided by Glynis Miller)	Samoa	Private sector company	Grant Percival
Nonu Samoa Ent	Samoa	Private sector company	Garry Vui
R&L Keil Holdings Ltd	Samoa	Private sector company	Nobuyuki Fujimoto
Natural Foods	Samoa	Private sector company	Grant PERCIVAL
The Vanya Taule'alo Gallery	Samoa	Private sector company	Dr. Vanya Taule'alo
Lalovai Peseta	Samoa	Private sector company	Lalovai Peseta
Plantation House	Samoa	Private sector company	Marita Wendt
Ministry of Foreign Affairs and Trade	Samoa	Government	Aida Savea
Samoa Chamber of Commerce and Industry	Samoa	Private sector organizations	Hovart Vaai
Samoa Association of Manufacturers and Exporters	Samoa	Private sector organizations	Eddie Wilson
PHAMA	Solomon Islands	Development partner	Mr Andrew Sale
Ministry of Foreign Affairs and External Trade	Solomon Islands	Government	Hon Clay Forau, MP
Ministry of Commerce	Solomon Islands	Government	Cornelius Donga
Solomon Islands Foreign Investment Division	Solomon Islands	Government	Derick Aihari
Solomon Islands Visitors Bureau	Solomon Islands	Government	Michael Tokuru
Ministry of Foreign Affairs and External Trade	Solomon Islands	Government	Mr Robert Sisilo
Ministry of Foreign Affairs and External Trade	Solomon Islands	Government	Mr Barrett Salato
Kokonut Pacific	Solomon Islands	Private sector company	Mr Richard Etherington
Ralph Ako (Bareho Carvers Association)	Solomon Islands	Private sector company	Ralph Ako

Rautolu Handicraft	Solomon Islands	Private sector company	Luke Lua
Solomon Tropical Products	Solomon Islands	Private sector company	Bevan Vollrath
Varivao Holdings Ltd	Solomon Islands	Private sector company	Mr Dudley Logamei
Village Eco Timber Enterprises	Solomon Islands	Private sector company	Alick Hou
Akateretere Arts	Solomon Islands	Private sector company	Marilyn Kohlhase
SICCI Solomon Islands Chamber of Commerce and Industry	Solomon Islands	Private sector organizations	James Dolarii
Small & Medium Enterprises Council of Solomon Islands (SMEC)	Solomon Islands	Private sector organizations	Leliana Firisua
Pacific Islands Trade and Invest, Geneva	Switzerland	PT&I	
PHAMA	Tonga	Development partner	Tsutomu Nakao II
National Fisheries Council	Tonga	Development partner	Semisi Fakahau
Tonga Tourism Authority (in formation)	Tonga	Development partner	Ross Chapman
Pacific Finance & Investment Ltd	Tonga	Private sector company	Ross Chapman
South Pacific Development (SPBD)	Tonga	Development partner	Amy Lofgren
Kingdom of Tonga	Tonga	Government	Hon Viliami Uasike Latu
Government of Tonga - Ministry of Commerce, Tourism & Labour (MCTL)	Tonga	Government	Tevita Lautaha
Government of Tonga - Ministry of Commerce, Tourism & Labour (MCTL)	Tonga	Government	Tatafu Moeaki
Government of Tonga - Ministry of Commerce, Tourism & Labour (MCTL)	Tonga	Government	Vaimoana Taukolo
Ministry of Agriculture	Tonga	Government	Viliami Kami
Ministry of Finance & National Planning	Tonga	Government	Hon. Lisiate 'Akolo
Government of Tonga - Ministry of Commerce, Tourism & Labour (MCTL)	Tonga	Government	Alisi Holani
Ministry of Foreign Affairs	Tonga	Government	Elsie Fokofuka
Ene'io Enterprises Co. Ltd	Tonga	Private sector company	Lucy Fa'anunu
Growers Commodities Marketing Group (GroCOM)	Tonga	Private sector company	Tsutomu Nakao II
Heilala Vanilla	Tonga	Private sector company	Jennifer Boggiss
JM Store	Tonga	Private sector company	Moses Manu
John Maileseni Handicraft	Tonga	Private sector company	John Maileseni
Konga Kava Hotel	Tonga	Private sector company	Paul Aitu-Johansson
Maui's Hook	Tonga	Private sector company	Vola Tuameiuta
Mereana Taruia	Tonga	Private sector company	Mereana Taruia
Nishi Trading Company	Tonga	Private sector company	Minoru Nishi
Pacific Exotic Foods Ltd	Tonga	Private sector company	Mele 'Amanaki
Panorama Group	Tonga	Private sector company	George Nihuhulu
Taste of Tonga	Tonga	Private sector company	Ian Jones
TetaTours Tonga	Tonga	Private sector company	Tomasi Lemoto
Tinopai Farms / Lau Lava Ltd	Tonga	Private sector company	Pousima Afeaki

Tonga Forest Products	Tonga	Private sector company	David Edwards
Management Consulting	Tonga	Private sector company	Frank Schaper
Davina Convention Center/AJ&E	Tonga	Private sector company	Liz Sullivan
Tonga Chamber of Commerce and Industry	Tonga	Private sector organizations	
Tonga Development Bank	Tonga	Private sector organizations	
Tuvalu Association of NGO's	Tuvalu	Development partner	
Women in Business Association	Tuvalu	Development partner	
Ministry of Foreign Affairs, Trade, Tourism, Environment and Labour	Tuvalu	Government	Mr Tapugao Falefou
Ministry of Foreign Affairs, Trade, Tourism, Environment and Labour	Tuvalu	Government	Mrs Silati Tofuola
Department of Trade	Tuvalu	Government	Ms Pulaalofa Saulo Haulagi
Wamasiri Lodge	Tuvalu	Private sector company	Maria O'Brien
Filamona Moonlight Lodge	Tuvalu	Private sector company	Penieli (Penny) Metia
Militano Lodge	Tuvalu	Private sector company	Ella Mokeni
Vaiaku Lagi	Tuvalu	Private sector company	Risasi Finikaso
Otinielu T Tausi	Tuvalu	Private sector company	
Karl Tili	Tuvalu	Private sector company	Karl Tili
NonuTuvalu Ltd	Tuvalu	Private sector company	Otinielu Tauteleimalae Tausi
Tuvalu National Private Sector Organization	Tuvalu	Private sector organizations	
Tuvalu Chamber of Commerce	Tuvalu	Private sector organizations	
ACTIV - Alternative Communities Trade in Vanuatu	Vanuatu	Development partner	Sandrine Wallez
Vanuatu Investment Promotion Authority (VIPA)	Vanuatu	Development partner	Smith Tebu
Vanuatu Business Development Centre	Vanuatu	Development partner	
Commerce, Industry and Tourism	Vanuatu	Government	Hon Marcellino Pipite
Ministry Trade, Industry, Commerce and Tourism	Vanuatu	Government	Marakon Aililee
Republic of Vanuatu Consulate	Vanuatu	Government	MacKenzie Kalotiti
Department of Industry	Vanuatu	Government	Wensie Wesley Naki
Department of Tourism	Vanuatu	Government	Jerry Spooner
Department of External Trade	Vanuatu	Government	Sumbue Antas
African Pacific (VCO producer)	Vanuatu	Private sector company	Andreas Lombardozzi
COPSL (oil producer)	Vanuatu	Private sector company	Bill Villani
Lapita Café	Vanuatu	Private sector company	Votausi Mackenzie-Raur
Tanna Coffee	Vanuatu	Private sector company	Terry Adlington
Tanna Island Coffee	Vanuatu	Private sector company	Mike Pole
Venui Vanilla Co. Ltd	Vanuatu	Private sector company	Piero Bianchessi
Vanuatu Direct Ltd	Vanuatu	Private sector company	Cornelia Wyllie
KUTH	Vanuatu	Private sector company	David McDonald
TMS Limited (Brian Death)	Vanuatu	Private sector company	Brian Death

Volcanic Earth	Vanuatu	Private sector company	Barry Roche
VANUATU JAPAN GOODWILL AMBASSADOR	Vanuatu	Development partner	RIE DOYAMA
Vanuatu Chamber of Commerce and Industry	Vanuatu	Private sector organizations	Alick Berry Thompson
Pacific Islands Forum Secretariat (PIFS)		PIFS	Ms Andie Fong Toy
Pacific Islands Forum Secretariat (PIFS)		PIFS	Mr Shiu Raj
Pacific Islands Forum Secretariat (PIFS)		PIFS	Ms Claire Thoms
Pacific Islands Forum Secretariat (PIFS)		PIFS	Mr Sailosi Kepa
Pacific Islands Forum Secretariat (PIFS)		PIFS	Mrs Rave Tuatoko
Pacific Islands Forum Secretariat (PIFS)		PIFS	Mrs Vasiti S Babitu
Council of Regional Organisations of the Pacific			
Pacific Plan Action Committee			

Annex 4: Secondary Research

Document	Received
SydneyStratplan 2012_email_version	√ Dropbox
SydneyStratplan 2012 strategic plan	√ Dropbox
Sydney Auckland 2004 Final Review	√ Dropbox
PT&I_BrandStrategy 10YR_Final	√ Dropbox
PT&I_10 year Strategy Plan_lowres_Draft	√ Dropbox
PT&I 2013 Review – Draft ToR	√ Dropbox
PT&I 2010 Communications Planner	√ Dropbox
PIFTO Beijing Review – 2009 FINAL 9 April	√ Dropbox
PIFS Economic Governance Program 2013 Strategy – PT&I only	√ Dropbox
PI Review Discussion Issues – 2002	√ Dropbox
Pacific+Island+Nations+How+Viable+Are+Their+Economies	√ Dropbox
Initial PIFS Review 2 nd Consultation Draft	√ Dropbox
Hardin TRADE_FACILIATION_REPORT_Final July 2011	√ Dropbox
Hardin TRADE FACILIATION DRAFT REPORT	√ Dropbox
Hardin Regional Pacific Island Trade Facilitation Activities March 2011	√ Dropbox
FINAL PIFS Comments on Review Report 20 April	√ Dropbox
Bayliss Assoc – Report Appendix – FINAL – Apr2010	√ Dropbox
Bayliss Assoc – Pacific Draft Report – April 2010	√ Dropbox
2012 PT&I Annual Report	√ Dropbox
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AUS 2011 2012	√ Dropbox
NZ 2011 2012	√ Dropbox
relationship types	√ E-mail Chris Brimble Aug 12
accounts breackdowns	√ E-mail Chris Brimble Aug 12
FW: CRM data. (e-mail)	√ E-mail Chris Brimble Aug 12
OrgChart at 12 August 2013	√ E-mail Glynis Miller Aug 14
1996 signed	√ E-mail Glynis Miller Aug 14
Deloitte Investment Strategy Review	√ E-mail Glynis Miller Aug 14
Progress report on PITIC Review Recommendations Dec 2006	√ E-mail Glynis Miller Aug 14
PT&I_10 year Strategy Plan	√ E-mail Glynis Miller Aug 14
Strategic Pay Final Report Oct 2006	√ E-mail Glynis Miller Aug 14
Agreement_PT&I_Commwealth Biz Council	√ E-mail Glynis Miller Aug 14
Auckland (office agreement)	√ E-mail Glynis Miller Aug 16
Australia (office agreement)	√ E-mail Glynis Miller Aug 16

China (office agreement)	√ E-mail Glynis Miller Aug 16
Pacific article (from "Business Advantage Pacific Islands" magazine)	√ Received in market Aug 2013
nz staff list	√ Received in market Aug 2013
china fiji (in Fiji to SG rename of Secretariat)	√ Received in market Aug 2013
china agreement	√ Received in market Aug 2013
ong ifc nz ipa	√ Received in market Aug 2013
Primary Relationship Types (Late 2012)	Scanned in Office
New Zeland CRM Activity	Scanned in Office
Australia CRM Activity	Scanned in Office
Planning & Reporting Framework	Scanned in Office
Service and Milestone Listing 2012	Scanned in Office
PT&I Beijing Organization Chart	Scanned in Office
PT&I Review-Beijing Aug 2013	Scanned in Office
20130916153342 (Ms. Ekstrom appointment)	E-mail from Robyn Sep 16
20130916153257 (Job Description)	E-mail from Robyn Sep 16
1674_001 (PIFS Job description)	E-mail from Caleb Sep 23
Grant Funding Agreement_MFAT_PIFS 2013	E-mail from Glynis Oct 10
NZ Aid Programme Apr 14 ltr of variation No 1 re PIFS 2011 Partnership funding arrangement	E-mail from Glynis Oct 10
Aust PIFS Grant Agreement 2013	E-mail from Glynis Oct 10
Client Needs Assessment Service Plan	E-mail from Caleb Nov 3
our_services_fina_webl	E-mail from Caleb Nov 3
Service and Milestone Listing 2012 (re-sent)	E-mail from Caleb Nov 3
MOU Aust & PIFS 2010-2011	E-mail from Glynis Oct 23
NZ 2010 Funding	E-mail from Glynis Oct 23
New Zealand 2011 Agreement	E-mail from Glynis Oct 23
2012 Partnership Agreement between MFAT and PIFS	E-mail from Glynis Oct 23
AusAid 2012 Partnership Agreement	E-mail from Glynis Oct 23
AusAid 2012 Grant Agreement	E-mail from Glynis Oct 23
Memo re Funding for Trade Commission Office	E-mail from Glynis Oct 22
Final Specia SMM Minutes 081111	E-mail from Glynis Oct 22 attached email from Chakriya Sep 9
Ag9(e)-2012 Budget and Work Programme- Annex 1	E-mail from Glynis Oct 22 attached email from Chakriya Sep 9
EOL corrspodence 2008	E-mail from Caleb Oct 23

Exchange of Letters- 2009 Extension of Agreement_PITIC	E-mail from Caleb Oct 23
Final EOI Ltr from PIFs to Aust High Com 27 Feb 09	E-mail from Caleb Oct 23
PITI Syd 2010 Funding Letter	E-mail from Caleb Oct 23
2007 May 9 Letter to Aus HC re amendment to EOL under MOU PIF & GOA on PITIC Sydney	E-mail from Ateca Tora Oct 23
2007 May 21 AustHC ltr re amendment to PITIC EOL	E-mail from Ateca Tora Oct 23
2008 Apr 28 Letter to Aust HC re amendments to PITIC Sydney EOL & TOR for joint review	E-mail from Ateca Tora Oct 23
2009 AusAid-PIFC EOL on Amendment to 2006-2008 MOU Between GoA-PIFS	E-mail from Ateca Tora Oct 23
2009 Jan 23 Aust HC ltr re amendment to PITIC Sydney EOL	E-mail from Ateca Tora Oct 23
2010 AusAid-PIFS MOU for 2010-2011 Funding	E-mail from Ateca Tora Oct 23
2012 AusAid-PIFS Grant Agreement for Core Budget Contributions	E-mail from Ateca Tora Oct 23
2012 AusAid-PIFS Partnership Agreement 2012-2015	E-mail from Ateca Tora Oct 23
2008 NZAID-PIFS LOV1for 2007 Core Funding	E-mail from Ateca Tora Oct 23
2010 NZAID-PIF Partnership Funding Arrangement	E-mail from Ateca Tora Oct 23
2011 NZAID-PIFS LOV 1 on 2011 Partnership Funding Arrangement	E-mail from Ateca Tora Oct 23
2009 NZAID-PIFS LOV to Partnership Funding Arrangement	E-mail from Ateca Tora Oct 23
2011 NZAID-PIFS Partnership Funding Arrangement	E-mail from Ateca Tora Oct 23
2012 NZAID-PIFS Partnership Funding Arrangement	E-mail from Ateca Tora Oct 23
Sydney Report 2010	Kisserup online search Nov 22
JD Director - Economic Governance- final 13 sep 2011	E-mail from Glenis Oct 7
JD 060611 Trade Development Officer FINAL	E-mail from Glenis Oct 7
Trade Commissioner- Sydney	E-mail from Glenis Oct 7
JD Trade Commisioner -Auckland	E-mail from Glenis Oct 7
2012 Review of the Pacific islands Forum Secretariat	E-mail from Glenis Oct 7
Approved 2013 Budget and Work Programme	E-mail from Glenis Oct 7

1. BACKGROUND INFORMATION

This Terms of Reference (TOR) concerns the recruitment of a consulting firm to provide capacity building assistance to Pacific Trade and Invest which support small and medium size enterprises (SMMEs) in fourteen Pacific Island Forum Countries so as to enable PT&I to improve their services to SMMEs, increase regional cooperation and engagement of regional business Support Organisations (BSOs) and minimize the risk of donor duplication within the region.

1.1. Beneficiary Countries

The beneficiary of this project will be fourteen (14) countries within the Pacific, specifically: Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Nauru, Niue, Palau, Papua New Guinea, Republic of Marshall Islands, Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu.

1.2. Contracting Authority

The contracting authority for this project will be:

INSERT DONOR/IFI

The Executing agency for this project will be:

Pacific Islands Trade & Invest, Australia on behalf of the PT&I Network

PO Box 5407,
Sydney, NSW, 2000
Australia.
Phone : +612 9290 2133
Fax : +612 9299 2151

1.3. Relevant Country Background

The Pacific Islands Forum

The Pacific Islands Forum is a political grouping of 16 independent and self-governing states.

Members include Australia, Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Nauru, New Zealand, Niue, Palau, Papua New Guinea, Republic of Marshall Islands, Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu.

New Caledonia and French Polynesia, previously Forum Observers, were granted Associate Membership in 2006. Forum Observers include Tokelau (2005), Wallis and Futuna (2006), the Commonwealth (2006), the United Nations (2006) the Asian Development Bank (2006), Western and Central Pacific Fisheries Commission (2007), the World Bank (2010), the ACP Group (2011), American Samoa (2011), Guam (2011) and the Commonwealth of the Northern Marianas (2011), with Timor Leste as Special Observer (2002).

The annual Forum meetings are chaired by the Head of Government of the Host Country who remains as Forum Chair until the next meeting.

Since 1989, the Forum has held Post Forum Dialogues with key Dialogue Partners at Ministerial level. There are currently 14 partners – Canada, People’s Republic of China, European Union, France, India, Indonesia, Italy, Japan, Republic of Korea, Malaysia, Philippines, Thailand, United Kingdom and the United States.

The Pacific Islands Forum was founded in 1971 as the South Pacific Forum. In 2000, the name was changed to the Pacific Islands Forum to better reflect the geographic location of its members in the north and south Pacific.

Founding members of the Pacific Islands Forum were Australia, Cook Islands, Fiji, Nauru, New Zealand, Tonga and Western Samoa – now Samoa.

The Secretariat to the Forum was initially established as a trade bureau in 1972 and later became the South Pacific Bureau for Economic Co-operation (SPEC). In 2000, when the name of the Forum changed, the Secretariat became the Pacific Islands Forum Secretariat.

The Pacific Islands Forum Secretariat

The Pacific Islands Forum Secretariat is based in Suva, Fiji. The Secretariat’s mandate is delivered through the annual Leaders’ Communiqués and high level ministerial meeting decisions.

The Forum Secretariat is led by the Secretary General (currently Tuiloma Neroni Slade of Samoa) who is directly responsible to the Forum Leaders and to the Forum Officials’ Committee (FOC). FOC is the Secretariat’s governing body comprising representatives from all Forum members.

The Forum Secretariat is also mandated to coordinate the implementation of the Pacific Plan for

strengthening regional cooperation and integration.

The Secretary General of the Forum Secretariat is permanent Chair of the Council of Regional Organisations in the Pacific (CROP).

CROP brings together nine main regional organisations in the Pacific region:

- Pacific Islands Forum Fisheries Agency (FFA)
- Pacific Islands Development Programme (PIDP)
- Secretariat for the Pacific Community (SPC)
- Pacific Islands Forum Secretariat (PIFS)
- Secretariat of the Pacific Regional Environment Programme (SPREP)
- South Pacific Tourism Organisation (SPTO)
- University of the South Pacific (USP)
- Pacific Power Association (PPA)
- Pacific Aviation Safety Office (PASO)

The Forum Secretariat has trade offices in Auckland, Beijing, Sydney, and Tokyo that work independently but come together as **Pacific Islands Trade and Invest**.

The Forum Secretariat also has an office in Geneva, Switzerland, for the Permanent Delegation of the Pacific Islands Forum to the World Trade Organization (WTO).

The Pacific Islands Forum Secretariat is an international organisation established by treaty, enjoying legal personality in each of its sixteen member countries.

The ultimate benefit of the Forum Secretariat's activities is received by the **People of the Pacific**, particularly those of the Forum Island Countries. The Pacific Islands' **Forum Leaders** and **Members**, as critical stakeholders, provide the Forum Secretariat with its direct mandate. Closer contacts between the Forum and non-sovereign Pacific Territories are by way of **Associate Membership** or **Observer** status to the Forum.

The Forum Secretariat is also reliant on key stakeholders such as other **Regional Partner Organisations** and **Development Partners** for their cooperation and means to deliver the Leaders' mandate.

Finally, the Forum Secretariat informs and receives input from interested parties, such as non-governmental organisations, faith-based organisations, and other civil society organisations, collectively termed **Non-state Actors**.

Most Forum Island Countries have limited national capacity to gather and disseminate data and information pertaining to their commercial, trade and investment interests. Member states seek to improve their investment environments, enhance the competitiveness of small, micro and medium enterprises (SMMEs) and promote the flow of finance to new and existing businesses.

As an arm of the Pacific Islands Forum Secretariat based in Fiji, PT&I focus on export-capable businesses and the international promotion and support of exporters in Pacific Island countries. PT&I

is the only Pacific Islands agency tasked by leaders to develop, grow and promote industry and the businesses of all 14 Pacific Island countries in export, investment and tourism promotion across international markets.

- Helping to develop export-capable business towards export readiness;
- Connecting exporters with international buyers, importers and distributors;
- Providing practical export advice, market information and technical expertise including product testing;
- Providing promotional support, market exposure and support at trade exhibitions

The PT&I network aims to improve the livelihood of the people in the Pacific islands by supporting businesses to increase their exports and investments, hence creating jobs for sustainable growth and greater prosperity.

The services the PT&I network deliver range from providing basic information and advice, through to introducing buyers to sellers and investors to project owners, and supporting new entrants in the markets.

PT&I offices are located in Auckland, Beijing, Sydney and Tokyo, and a desk in Geneva which positions the organisation to provide the region with high-quality export facilitation, investment and tourism promotion services across international markets.

The 14 Forum Island Countries they 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.

The PT&I network is an integral part of the Forum Secretariat's mission to drive economic growth in the Forum Island countries through private sector development initiatives.

SMMEs are regarded as a critical pillar of economic development in the Pacific region not simply because of their impact on employment and sustainable livelihoods but also at the macro level. Lack of institutional capacity (resources, information and networking) within FIC and private sector Intermediary Organisations (business support Organisations - BSOs) have delayed the implementation of policy initiatives designed to facilitate SMME cross border trade and investment in the region and, effectively, hinders the practical development of the export capacity of FIC SMMEs.

1.4. Current State of Affairs in the Relevant Sector

The Pacific continues to face unique challenges, including small population size, resource constraints, and remoteness from trading partners, frequent natural disasters and adverse impacts from global climate change. The economic performance of the Pacific island developing economies as a group slowed slightly in 2012. Deceleration in growth of these economies is expected to continue in 2013. With slower growth, inflationary pressures also subsided in 2012.

With regard to the external sector, Pacific island developing economies face high and rising current account deficits, reflecting largely poor performance of their merchandise exports.

Tourism revenues and remittances from overseas workers slowed in many countries in the last few years due to the weakening global economic environment.

Unemployment, especially among youth, presents a major challenge for many economies and could have implications for social and political stability if not addressed.

Economic performance of Pacific island developing economies

All the Pacific island economies, except the Republic of Marshall Islands, Federated States of Micronesia and Tonga, improved their growth performance in 2011, averaging an economic growth rate of 7.9%.

In 2012, Pacific island developing economies experienced lower economic growth, averaging 6.4%; however, this was mainly due to the slowdown in growth in Papua New Guinea and Solomon Islands.

Many of the Pacific island economies have experienced changes in their economic structure in the past decade, with declines in the contribution of the agricultural and industry sectors to GDP in some countries and the increasing and heavy reliance on the services sector.

Future outlook and policy challenges

As a group, the Pacific island economies are projected to have a GDP growth of 3.4% in 2013. Among the various challenges being faced by these small island economies is their narrow resource base and high dependence on subsistence agriculture and tourism. Diversification of these economies will always remain a challenge. However, the subsistence agricultural sector can be further developed, and its productivity could be enhanced.

The tourism industry plays an important role in Pacific economies. Strategies for maximizing the benefits of tourist spending are important for these countries. Supplying agricultural products to hotels in the tourism sector could spread the impact of the money spent by tourists.

The environment (beaches, forests, rivers, coral reefs etc.) is important for the culture and well-being of Pacific island countries, and it also provides a comparative advantage in tourism products. Managing the environment in a sustainable manner is imperative.

Countries across the region are facing challenges with respect to youth unemployment. About 20% of the total population in the Pacific island developing economies is aged between 15 and 24. Employment opportunities for youth are often limited; many highly skilled youth migrate overseas. The effect is both a brain drain and a large number of un-skilled, unemployed youth in the region.

Aid is a very large percentage of GDP in many Pacific island developing economies. Donor assistance for infrastructure, health and education is necessary, as many countries do not have the budgetary capacity to develop those areas. Aid is also important in helping the countries in dealing with the impacts of climate change.

The implications of climate change and natural disasters on Pacific island economies are serious. They not only affect the short-term growth and development prospects but threaten the very existence of some countries. A policy challenge is to focus on adapting to climate change and reducing the vulnerability to its effects. Resources available to these economies to implement national adaptation programmes are scarce.

Pacific island developing economies need to strengthen regional cooperation. Regional cooperation can reduce the cost of doing business, expand public services and improve sustainability across the Pacific. Source: <http://www.unescap.org/2013>

SMEs are a source of employment, competition, economic dynamism, and innovation; they stimulate the entrepreneurial spirit and the diffusion of skills. Because they enjoy a wider geographical presence than big companies, SMEs also contribute to better income distribution. Supachai Panitchpakdi, Secretary-General of the United Nations Conference on Trade and Development (Panitchpakdi 2006)

1.5. Related Programs and Other Donor Activities:

All major ACP donors to the Pacific have multiple SME support programs. This project also aims to minimize the risk of overlapping donor funds in that the aim is to make publicly available donor funded trade reports, publications, research and SMMEs tools for the benefit of all SMMEs across the Pacific Forum Island Countries.

2. OBJECTIVE, PURPOSE & EXPECTED RESULTS

2.1. Overall Objective

The overall objective of this technical assistance is to strengthen the PT&I regional Network so as to enable SMMEs to benefit from the commercial opportunities presented by the Pacific Islands Trade & Invest Network (PT&I) and other regional BSOs.

2.2. Purpose

The specific objectives of this project are to build the capacities of PT&I to:

- Develop, use and maintain a shared web-based Trade Development Platform (**PACIFIC TRADE DEVELOPMENT PORTAL – PTDP**) to share best practices and jointly undertake activities with other Pacific based regional business support organizations
- Ensure that the materials, research and best practices developed during this project are transferred to the PT&I Web-based Trade Development platform

- To enable PT&I to co-ordinate and share information more broadly on what is being done by other agencies and stakeholders to support the SME sector

2.3. Results to be Achieved

- A Regional PT&I web-based Trade Development Platform is developed and fully operational
- All materials from the PT&I CRM system are properly transferred and incorporated into the new platform
- Staff in PT&I offices in Australia, New Zealand, China and Japan are trained so as to provide back up support for all regional BSO, SMEs and Stakeholders using the web-based Trade Development Platform
- Operational linkage with the existing other regional BSOs is established and maintained
- Regional Donors are better informed on deliverables and results of funding

3. ASSUMPTIONS & RISKS

3.1. Assumptions underlying the project intervention

- PT&I and Regional BSOs fully engage with the project
- CRM data/materials/inputs are readily available

3.2. Risk No other

4. SCOPE OF THE WORK

4.1. General

4.1.1. Project description

As noted above, the overall objective of this technical assistance is to consolidate capacity building support provided to the PT&I Network to enable the SMEs in Forum Island Countries to benefit from the commercial opportunities.

Specifically to obtain:

- A Regional PT&I web-based Trade Development Platform that is developed and fully operational
- All materials from the PT&I CRM system are properly transferred and incorporated into the new platform
- Staff in PT&I offices in Australia, New Zealand, China and Japan are trained so as to provide back up support for all regional BSO, SMEs and Stakeholders using the web-based Trade Development Platform
- Operational linkage with the existing other regional BSOs is established and maintained
- Regional Donors are better informed on deliverables and results of funding

In order to ensure and substantiate ongoing maintenance and compatibility with future content development, it is recommended that the development of the Web-based Trade Development Portal be based on a DRUPAL open source content management platform. The success of the platform going forward will depend entirely on the extent to which it is of interest to and used by private sector organisations (SMMEs) and regional stakeholders.

This project will therefore assist PT&I and its Forum Island Countries by completing the design of a web-based Trade Development Portal and ensuring that it is fully integrated with CRM data for future information sharing, development and continuous monitoring and evaluation.

Staff in all four PT&I based will be trained to provide back up support on using and developing the web-based Trade Development Portal for their own stakeholders and mentoring the development of such expertise in other BSOs; the training shall be provided on a one-to one basis.

To achieve these objectives, a team of three experts will be recruited with expertise in DRUPAL/or other Open source and experience of designing and setting up interactive trade web portals for organizations in developing countries, taking into account potentially limited ICT infrastructure.

The Web-based Trade Development Portal should be engaging participatory methodologies, such as Facebook, Twitter and other social media.

The Web-based Trade Development Portal should be designed to enable SMMEs and stakeholders to fully subscribe with company content, export markets of focus and be free of charge for subscription.

Geographical Area:

- 1) The beneficiary of this project will be SMMEs in the fourteen (14) countries within the Pacific, specifically: Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Nauru, Niue, Palau, Papua New Guinea, Republic of Marshall Islands, Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu.
- 2) The four PT&I offices in Australia, New Zealand, China and Japan as well as PIFS staff in Fiji.
- 3) Regional BSOs who interact with SMMEs within the Pacific Region.

4.2. Specific activities

4.2.1. Overall

1. Briefing meeting with Donor
2. Review of existing CRM data outputs/results
3. Specification of Forum Island Countries SMMEs needs
4. Design/establishment of PT&I web-based Trade Development Portal

5. Transfer of CRM data/materials/links
6. Drafting users guide
7. On-site training of staff from PT&I offices to provide Trade portal resource/mentoring support
8. Establish operational

4.3. Project management

4.3.1. Responsible body

Pacific Islands Trade & Invest, Australia on behalf of the PT&I Network
PO Box 5407,
Sydney, NSW, 2000
Australia.
Phone : +612 9290 2133
Fax : +612 9299 2151

4.3.2. Management Structure

The work will be commissioned by the donor who will handle all contractual arrangements according to the appropriate EDF procedures.

4.3.3. Facilities to be provided by the Contracting Authority and/or other parties

4.3.4. The costs of facilities provided by the expert are included in the fee rates.

5. LOGISTICS AND TIMING

5.1. Location

The consultants will be required to attend briefing and debriefing meetings and undertake missions to the Pacific region.

Provision is made for up to 35 working days per expert (based on a six-day working week) for a total of 105 working days for a total maximum of €199,000 including all expenditures and travel.

5.2. Commencement date & Period of performance

The intended commencement date of this project is early 2014 and the period of performance of the contract will be 12 weeks from this date.

6. REQUIREMENT

6.1. Personnel

All experts who have a crucial role in implementing the contract are referred to as key experts. The profiles of the key experts for this contract are as follows:

Three Category 1 experts for an estimated total of 105 person days (to be executed within a 12 week period) are required for this assignment. The three areas of expertise required are:

- IT analyst, designer;
- IT code and content developer;
- Team leader in the bid responsible for co-ordinating the team work and for reporting; the team leader should have substantial experience in working with non IT-expert client organisations and translating their requirements into IT deliverables.

The bidding company should provide as a reference, three web portals which the proposed team has been responsible for and which can be accessed for review.

Key Expert	Profile
Team leader (1)	<p><u>Qualifications and skills :</u></p> <ul style="list-style-type: none"> • Relevant University Degree (e.g. IT, Business, Social services, Economics or similar). • Professional qualifications in IT • Experience of working with DRUPAL/Open Source Solutions to design custom made modules/applications (as opposed to standard 'out of the box' modules) • Good interpersonal skills. • Good verbal and oral communication abilities. • Ability to collect and synthesize information. <p><u>General professional experience :</u></p> <ul style="list-style-type: none"> • A minimum of 10 years of extensive experience of working with private sector organisations with SMME focus • Experience of working in the Pacific region <p><u>Specific professional experience:</u></p> <ul style="list-style-type: none"> • substantial experience in working with non IT-expert client organisations and translating their requirements into IT deliverables • Experience of designing DRUPAL/Open Source based platforms for private sector intermediary organisations in developing countries.
Experts (2)	<u>Qualifications and skills:</u>

	<ul style="list-style-type: none"> •Relevant University Degree (e.g. IT, Business, Social services, Economics or similar). •Professional qualifications in IT •Experience of working with DRUPAL /Open Source to design custom made modules/applications (as opposed to standard 'out of the box' modules) • Good interpersonal skills. •Good verbal and oral communication abilities. •Ability to collect and synthesize information. <p><u>General professional experience :</u></p> <ul style="list-style-type: none"> •10 years of experience of designing/installing websites •Extensive experience of working with private sector organisations such as chambers of commerce and trade associations •Experience of working in the Pacific region <p><u>Specific professional experience:</u></p> <ul style="list-style-type: none"> •experience in working with non IT-expert client organisations and translating their requirements into IT deliverables •Experience of designing DRUPAL based platforms for private sector intermediary organisations in developing countries.
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6.1.2. Other experts

N/A

6.1.3. Support staff & backstopping

The costs of support staff and backstopping costs must be included in the fee rates of the experts.

6.2. Office accommodation

The consultant will provide own office accommodations.

6.3. Facilities to be provided by the Consultant

The costs of facilities provided by the expert are included in their fee rates.

6.4. Equipment

No equipment is to be purchased on behalf of the Contracting Authority [beneficiary country as part of this service contract or transferred to the Contracting Authority] beneficiary country at the end of this contract.

Software, Webhosting and cost of training materials are estimated to not exceed €20,000 within this project. All expenditures must be fully documented, purchased in accordance with best practices of best price/performance and any and all expenditure must be approved by the Contracting Authority in writing prior to commencing.

6.5. Reimbursables

The Reimbursables cover the eligible travel and transport costs incurred under this contract and incidental expenditures. It cannot be used for costs which should be covered by the Consultant as part of its fee rates, as defined above. The financial evaluation of tenders only considers the total fees and not the reimbursables.

The reimbursables comprise of:

- Travel

Travel and transport borne by the Contracting Authority as specified in note to the Budget Breakdown. This heading includes international travel, national travel, luggage and per diem. The tenderer shall estimate the costs and insert in the Budget Breakdown.

- Incidental Expenditures

Incidental expenditure covers the ancillary and exceptional eligible expenditure incurred under this contract. The tenderer shall estimate the costs and insert in the Budget Breakdown.

The Provision for total expenditure for this contract is EUR 198.000. All incidental expenditure incurred in the course of the contract as required by this Terms of Reference is to be invoiced at actual cost. Any cost related to the payment of an incidental expenditure, such as bank-charges, is included.

7. REPORTS

7.1. Reporting requirements

The consultant shall submit a start-up report, a progress report immediately following transfer of the CRM data to the Project web based Trade Development Portal and a final report on the completion project.

- Content

These reports will capture, in a maximum of ten pages the progress of the activity. The format for these reports will be submitted to the Contracting Authority upon inception of the activity and will not be changed unless with written agreement of the Contracting authority. Each report shall consist of a narrative section and a financial section.

The final report should summarise the activities undertaken, outcomes and indicating "lessons learned" for future projects of this type.

7.2. Submission & approval of progress reports

2 copies of the reports referred to above must be submitted to the Project Manager identified in the contract. The progress reports must be written in English. The Project Manager is responsible for approving the reports. Any study, note, position paper will be attached to those reports as appropriate. The reports should also be submitted via DVD, in MS Word and MS Excel format.

8. MONITORING AND EVALUATION

8.1. Definition of indicators Definition of indicators

	Indicators	Sources
GLOBAL OBJECTIVE	<ul style="list-style-type: none"> Improved PT & I and BSO services to SMMEs in Forum Island Countries 	<ul style="list-style-type: none"> Activity reports
SPECIFIC OBJECTIVES	<ul style="list-style-type: none"> Number of Pacific based SMMEs using the PT&I Web-based Trade Development Portal Number of IOs using the PT&I Web-based Trade Development Portal Satisfaction of users Number of PT&I staff trained Documents/reports/materials transferred to the PT&I Web-based Trade Development portal Accessibility of data on the Web-based Trade Development Portal 	<ul style="list-style-type: none"> Project reports

RESULTS	<ul style="list-style-type: none">• Needs specification• CRM data uploaded and incorporated• Usage/hit rate of PT&I Web portal website• Listing of enables website facilities•	<ul style="list-style-type: none">•Project reportsMonitoring & Evaluation
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8.2. Special requirements Visibility Criteria for the chosen donor to be included



The PT&I Virtual Trade Commissioner is a propose online platform that will provide up to date information, services and contacts related to the foreign market and industry sector to PT&I users.

Login Registration

Name: [Person and/or Company]
 Country: _____ Sector: _____
 Email address: _____ Password: _____
All fields are mandatory to create an account

My market tab provides information on potential market key contacts and opportunities within the register Person and/or Company industry sector.

My home tab provides information based on register Person and/or Company profile, in its country and industry sector information of local and foreign markets

My Market My Home

- | | |
|------------------|------------------|
| Cook Islands | Micronesia (FMS) |
| Fiji Islands | Kiribati |
| Marshall Islands | Nauru |
| Palau | Papua New Guinea |
| Samoa | Solomon Islands |
| Tonga | Tuvalu |
| Vanuatu | Niue |
| Australia | China |
| Japan | New Zealand |

Australia Contacts and Services

Key Contacts

- [Name] PT&I Trade Commissioner
[EMAIL Trade Commissioner \[hyperlink\]](#)
- Embassy
- Banks

Australia Market Opportunities and Sector Information

- **Business Leads**
- **Size of the Market**
- **Missions and Events**
- **Market Reports**
- **Sectoral News**

Country Information – Australia

- **Business Climate**
- **Currency rate**
- **Visit Information**

This key contacts information is tailored to the register Person and/or Company country and sector

This information is tailored to the register Person and/or Company sector

This is up to date country general information

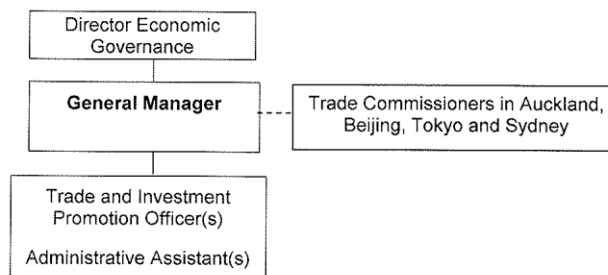
Annex 6: General Manager Job Description



PACIFIC ISLANDS FORUM SECRETARIAT JOB DESCRIPTION

Job Title:	General Manager, Pacific Islands Trade and Invest
Work Unit:	Economic Governance Programme
Responsible To:	Director Economic Governance
Responsible For:	Up to 3 staff
Job Purpose:	<p>The General Manager of Pacific Islands Trade and Invest (PT&I) will be responsible for overseeing the shared operations of the Pacific Islands Trade and Invest offices. Working closely with the Trade Commissioners in Auckland, Beijing, Tokyo and Sydney, the General Manager will coordinate the operations of the offices and will drive the strategic policy development process. This involves oversight of budget and other accountability and administrative systems, coordination and liaison with key stakeholders including Ministers and Officials, and will require the General Manager to provide leadership in strategy development, performance improvement and monitoring and evaluation.</p> <p>The General Manager will be responsible for improving coordination between PT&I and CROP agencies, development partners and multilateral agencies.</p>
Date:	January 2011

Organisation Context:



Functional Relationships:

External

Counterpart Governments
CROP esp SPC, SPTO
Development partners including donors, multilateral agencies and non-state actors

Internal

All Secretariat staff
Trade Commissioners and their staff

Key Result Areas:

The position of General Manager encompasses the following major functions or Key Result Areas:

- Lead the coordination of the activities of the four PT&I offices through the development of policy and processes to streamline operations
- Lead, in close consultation with Trade Commissioners, a process of continuous improvement and strategy development for PT&I
- Provide timely and high-quality briefings, correspondence, reports and analysis for the Director, Economic Governance Programme, Executive and other stakeholders
- Build strong relationships with Forum Officials, CROP agency counterparts and development partners

The requirements in the above Key Result Areas are broadly identified below:

Key Result Areas:

Jobholder is accountable for	Jobholder is successful when
<p>1. Lead the coordination of the activities of the four PT&I offices through the development of policy and processes to streamline operations</p> <ul style="list-style-type: none"> o Develop and implement the streamlining of office policies, procedures and systems o Oversee the upgrade and streamlining of IT systems including the Customer Relationship Management System, the PT&I website and other relevant IT systems o Develop a shared annual report to Ministers and stakeholders that encompasses development partner performance monitoring needs and communicates organisational effectiveness o Coordinate twice-yearly meetings of Trade Commissioners, including the development of agendas and minutes, and lead follow-up on actions arising o Lead and coordinate PT&I delegations at appropriate fora, including Forum Ministerial meetings and other meetings in the Secretariat work programme o Represent PT&I in relevant meetings and fora 	<ul style="list-style-type: none"> o PT&I offices have clear and consistent policies and procedures o PT&I staff effectively use policies and procedures to improve performance o PT&I offices have consistent work programs and offerings o Communication, monitoring for results and reporting is efficient and responsive, and consistent across offices o Annual reporting is effective and efficient and responds to stakeholder needs o Development partners have accurate and timely reporting in line with contracted commitments o Trade Commissioners meet regularly and their group decisions are followed up quickly and effectively o PT&I is effectively represented at all relevant fora
<p>2. Lead, in close consultation with Trade Commissioners, a process of continuous improvement and strategy development for PT&I</p> <ul style="list-style-type: none"> o Oversee the development of five-year and ten-year strategic plans for PT&I o Oversee the development of the PT&I annual workplan and coordinate the development of office annual workplans o Oversee and coordinate shared procurement, 	<ul style="list-style-type: none"> o Strategy documents are in place, reviewed periodically and actively referenced o Annual workplans are in place and guide the operation of each office o Procurement is cost-effective and provides consistency in the operations of the offices o Annual reporting is delivered on time and responds to the needs of development partners and other key stakeholders

Annual workplans
Right process!

<p>where appropriate</p> <ul style="list-style-type: none"> o Coordinate the delivery of annual reporting to development partners, including financial statements and performance monitoring 	
<p>3. In consultation with Trade Commissioners, provide timely and high-quality briefings, correspondence, reports and analysis for the Director, Economic Governance Programme, Executive and other stakeholders</p> <ul style="list-style-type: none"> o Provide high-quality, targeted and responsive briefings for Executive to support decision making o Provide high-quality, targeted briefing for senior staff attending regional and international meetings, workshops and other fora o Provide high-quality media releases, speeches and correspondence o Provide high-quality, well targeted circulars for distribution to Member Countries o Provide high-quality reports and accounts for development partners on specific work programs as required 	<ul style="list-style-type: none"> o Fast and appropriate decisions on relevant issues are made by Executive o Regional and international representation is of a high standard, staff representing are always appropriately informed and briefed and are clear on their role, meeting agendas and desired outcomes o Media releases are positive and accurate o Circulars are informative and well targeted o Milestones and deliverables are completed on time and are of a high quality o Staff are well briefed on higher-level issues including organisational activity and priorities
<p>4. Build strong relationships with Forum Officials, CROP agency counterparts, development partners and the private sector</p> <ul style="list-style-type: none"> o Liaise with CROP agencies and development partners to help PT&I access a range of services and support for trade development o Consult regularly, either directly or through the establishment of or participation in appropriate fora, with stakeholders from CROP agencies and civil society (including private sector actors) o Consult and liaise with National Trade and Investment Promotion Offices, national Tourism Promotion Offices and other trade and investment promotion agencies o Consult and liaise with the private sector, including through the Pacific Islands Private Sector Organisation and directly with National Private Sector Organisations and individual representatives 	<ul style="list-style-type: none"> o The Director, Economic Governance Programme, and Trade Commissioners are well informed about opportunities for PT&I to work with development partners, CROP agencies and their respective programmes o The Director, Economic Governance Programme, and Trade Commissioners are well briefed about complementary work by other organisations o CROP agencies and other stakeholders are informed about the activities of PT&I o National agencies have close working relationships with PT&I o The Pacific private sector is well informed about the services and opportunities PT&I can provide

Note

The above performance standards are provided as a guide only. The precise performance measures for this position will need further discussion between the jobholder and manager as part of the performance development process.

This section may be stapled directly into the Performance Development forms (Part 1 – Expected Results).

Work Complexity:

<p>Most challenging duties typically undertaken</p> <ul style="list-style-type: none"> • High-level coordination and implementation of strategy and performance improvement • Responding quickly and accurately to the needs of the Executive and Trade Commissioners • Ensuring excellent working relationships with key stakeholders including the Pacific islands private

sector, development partners and CROP agencies

Functional Relationship Skills:

Key internal and/or External contacts	Nature of the contacts most typical
	<i>e.g. courtesy, giving/receiving information, explaining things, liaising, advising, gaining co-operation, facilitating, influencing and persuading, resolving minor conflicts, mediating, negotiating, formal negotiation, supervising, leading.</i>
PIFS Executive	Advising, responding, influencing and persuading
Trade Commissioners	Coordinating, influencing, gaining cooperation, advising, facilitating
PIFS Professional Staff	Leading, influencing and persuading, capacity building, gaining cooperation, giving/receiving information, resolving minor conflicts
Support staff	Capacity building, gaining cooperation, giving/receiving information, supervising, leading
Development Partners	Liaising, gaining cooperation, giving/receiving information, responding
NSA/Private Sector	Responding, liaising, gaining cooperation, giving/receiving information

Person Specification:

This section is designed to capture the expertise required for the role at the 100% fully effective level. (This does not necessarily reflect what the current jobholder has.) This may be a combination of knowledge / experience, qualifications or equivalent level of learning through experience or key skills, attributes or job specific competencies.

Qualifications

Essential:	Desirable:
<p>Appropriate Degree (eg in Business Studies, Business Administration, Management or International Marketing) and minimum 10 years demonstrated experience</p> <p><i>Int exp.</i></p>	<p>Demonstrated experience and success at practitioner level.</p> <p>A track record in strategic planning, financial management, marketing, international trade and or investment and practical knowledge and experience in business including enterprise development and facilitation</p> <p>Experience working with Ministers and development partners</p>

Knowledge / Experience

Essential	Desirable
<p>Proven knowledge and understanding of global and regional social and economic conditions and their relationship to Pacific islands trade.</p> <p>Thorough understanding of Pacific islands trade and investment, key partners and products, and experience facilitating trade to international partners.</p> <p>At least 5 years experience in sales and marketing, financial management, staff management, project management, public and media relations, preferably in small to medium</p>	<p>A sound understanding of issues including problems, opportunities and challenges faced by Government and private sectors in the region</p> <p>Experience working with development partners and Pacific islands governments</p> <p>Ability to mediate and provide high level policy advice on trade and investment promotion</p> <p>Ability to bring in skills as needed through consultancies, liaison with counterparts or direct recruitment.</p>

enterprises.	
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Key Skills /Attributes / Job Specific Competencies

The following levels would typically be expected for the 100% fully effective level:

Expert level	<ul style="list-style-type: none"> • Provides quality services to counterpart governments either directly or through the management of consultants; • Develops strong and effective working relationships with high-level government officials; • Provides positive leadership and makes decisions in a systematic, rational and consistent way • Ensures high-quality outcomes and service to Member Countries
Advanced level	<ul style="list-style-type: none"> • Excellent organisational and management skills • Deep knowledge and understanding of trade and development issues in the region and is able to apply this knowledge to improve the region's trade policy frameworks • Appreciated by both internal and external stakeholders and receives positive feedback • Able to respond flexibly and capably to emerging issues and needs, including those outside the immediate areas of responsibility; • Provides high-quality written and oral advice including through briefings, reports and other written advice; • Detailed understanding of regional frameworks such as the Pacific Plan
Working Knowledge	<ul style="list-style-type: none"> • Willing to undertake additional responsibilities and go the extra mile • Competently collaborates with all stakeholders
Awareness	<ul style="list-style-type: none"> • Understands international development frameworks and issues (Paris Principles, Accra Agenda) • Understands trade capacity needs and some approaches to capacity building • Responsive to the needs of all Member Countries and other stakeholders

Key Behaviours

*All employees are measured against the following **Key Behaviours** as part of Performance Development:*

- Commitment/ Personal Accountability
- Professional/Technical Expertise
- Teamwork
- Customer/Diplomatic Focus
- Effective Communications & Relationships
- Leadership (Team Leaders / Managers)
- Coaching and Development (Supervisory/ Management only)
- Strategic Perspective (Managers) Tactics (Team Leaders)

Personal Attributes

- Physically fit and healthy
- The ability to lead and motivate a team and a clear communicator
- Resilience
- Ability to think on and off your feet
- Ability to sum up the situation and make decisions quickly if required.

Change to Job Description:

From time to time it may be necessary to consider changes in the job description in response to the changing nature of our work environment– including technological requirements or statutory changes. Such change may be initiated as necessary by the manager of this position. This Job Description may be reviewed as part of the preparation for performance planning for the annual performance cycle.

Approved:
