



**PACER Plus**

# ANNUAL REPORT

## Financial Year 2022 - 2023



# Annual Report 2021 – 2022



Apia, Samoa  
20 December 2023

© PACER Plus Implementation Unit (PPIU) 2023

All rights for commercial/for profit reproduction or translation, in any form, reserved.  
PPIU authorises the partial reproduction or translation of this material for educational or research purposes, provided that PPIU are properly acknowledged. Permission to reproduce the document and/or translate in whole, in any form, whether for commercial/for profit or non-profit purposes, must be requested in writing.  
All images in this document are the property of PPIU.

## CONTENTS

A Message from Chairperson of PACER Plus	4
Foreword from Head of PPIU	5
Who we are	6
Our Structure	6
Our Role	6
Implementing our Strategic Plan 2025	8
Working in Partnership	9
Overview and Highlights 2022-2023	10
Trade in Goods	12
Key Outputs - 2022-2023	13
Rules of Origin, Tariff Measures & Customs Procedures	13
Sanitary and Phytosanitary & Technical Regulations, Standards and Conformity Assessment Procedures	14
Customs	15
Regional ePhyto Project Empowers Agricultural Trade in the Pacific	16
Capacity Building for food safety in Solomon Islands	17
Trade in Services	18
Key Outputs - 2022-2023	18
Rebuilding Tonga tourism after the pandemic	19
Investment	20
Key Outputs - 2022-2023	20
Partnership with PTI New Zealand to boost investment in the Pacific	22
Labour Mobility	24
Key Outputs - 2022-2023	24
Leveraging labour mobility for local business development	25
Governance	26
Key Outputs - 2022-2023	27
Operations and Secretariat Management	28
Key Outputs - 2022-2023	28
Communications	29
Gender Equality, Disability and Social Inclusion (GEDSI)	30
Monitoring, Evaluation, Learning and Adaptation (MELA)	31
Annex: MELA Framework and Strategy	32

# MESSAGE FROM CHAIR OF PACER PLUS MINISTERS MEETING



## HON. CROSSLEY TATUI

Niue's Minister for Infrastructure and Finance

It is with great pleasure that I present the Pacific Agreement on Closer Economic Relations (PACER) Plus Annual Report for the Financial Year 2022-2023. As Chairperson, I am honoured to reflect on the achievements, challenges, and progress we've made together over the past year.

PACER Plus continues to play a pivotal role in fostering economic cooperation, trade liberalisation, and sustainable development among our member countries. The commitment of our member nations to the principles of mutual benefit, inclusivity, and shared prosperity has been the cornerstone of our success.

Throughout the financial year, the PACER Plus Implementation Unit (PPIU) team led by Mr. Roy Lagolago has worked closely with PACER Plus Parties to implement and enhance the provisions of the Agreement. The various initiatives undertaken have not only strengthened regional economic ties but have also contributed to the socio-economic development of our Pacific communities.

Our partnerships with international organisations, development agencies, and private sector entities have been instrumental in creating opportunities for our member nations to thrive in the global marketplace. The collaborative efforts to address challenges such as climate change, economic resilience, and the ongoing impact of the global pandemic demonstrate the resilience and unity of the PACER Plus family.

I wish to express my sincere appreciation to you, our PACER Plus member countries, the PACER Plus Implementation Unit, and our partners for your unwavering commitment and hard work. Together, we have achieved significant milestones — just two years in from the Agreement's ratification.

Your commitment and collaboration are essential as we forge ahead towards a future of shared prosperity and sustainable development for all.

# FOREWORD FROM HEAD OF PPIU



## ROY LAGOLAGO

Head of PACER Plus Implementation Unit and Labour Mobility Secretariat

As we conclude the second financial year of implementation of the Pacific Agreement on Closer Economic Relations (PACER) Plus, we should all take a moment to reflect on what we have been able to achieve despite the challenges we have faced both as a region and as sovereign nations. We finally navigated the last of the COVID-19 lockdowns which now seem like a distant memory but for many still very vivid due to the economic and social impact it has had on people lives. Climatic events (such as cyclone Judy and Kevin) continue to remind us that our region remains vulnerable to climate and environmental changes that are out of our control.

The increased interest in our region is adding more pressure on countries' limited resources and therefore coordination has been crucial during the implementation of activities. However, this congestion has also allowed the PACER Plus Implementation Unit (PPIU) to leverage some of these partnerships and relationships to successfully implement activities. Going forward, coordination and maintaining partnerships will continue to be an important function of the PPIU work.

During this reporting period the activities implemented have improved the enabling environment, supported the public sector to strengthen systems and build capability, but more importantly contributed to improving the lives of our people. Labour Mobility continues to be an area that is very important to our people and region. It brings both economic benefits but also challenges that we are all committed to navigate through.

I would like to think that as our economies start to recover, the activities implemented during this period have gone some way to contributing to the recovery efforts. As a collective, we have achieved a lot, despite the challenges and the ever-changing environment that we are operating in.

I would like to thank all the PACER Plus Parties for your support during this period, which has allowed us to implement some great initiatives.

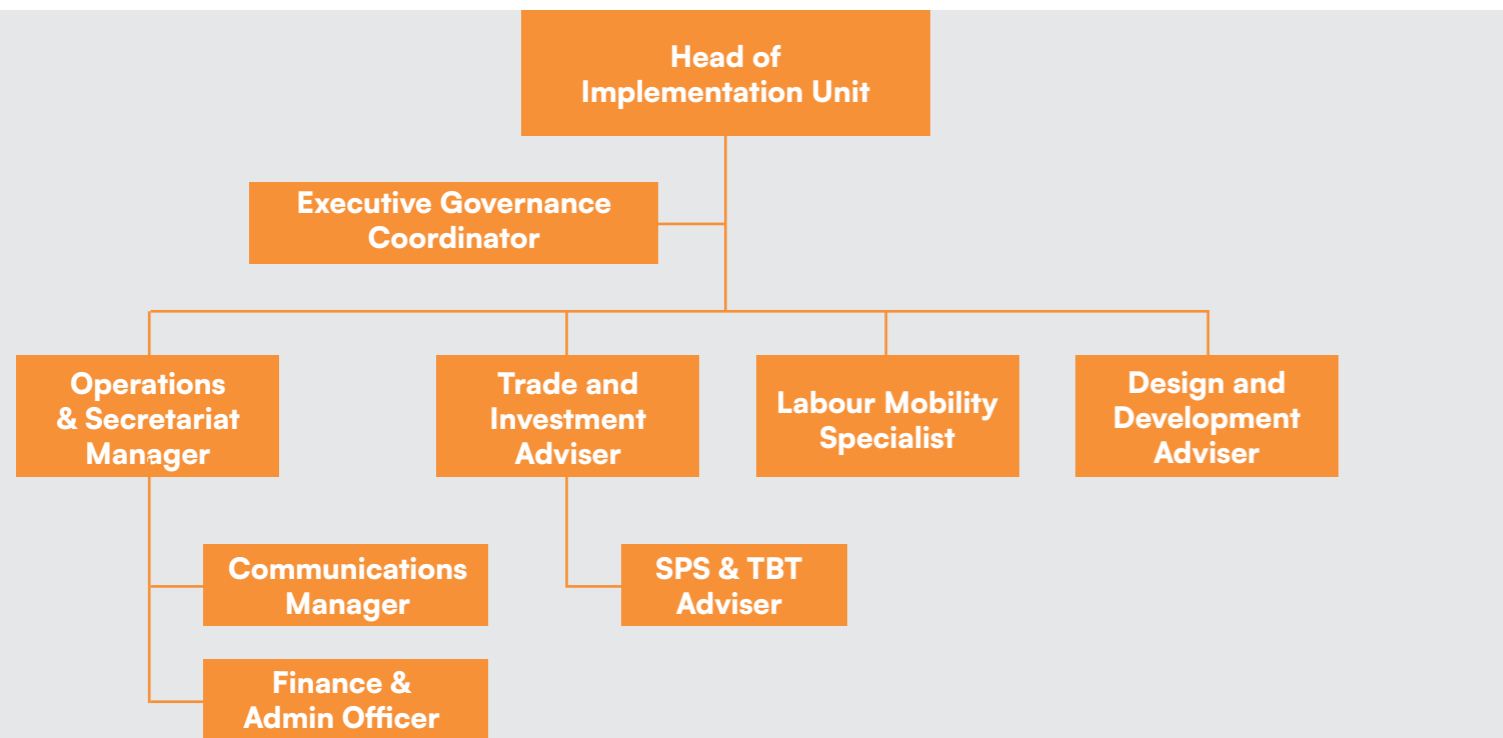
I would also like to thank my team for all your efforts. We may have a small team but we have managed to get through a mountain of work.

# WHO WE ARE

The Pacific Agreement on Closer Economic Relations (PACER) Plus Implementation (PPIU) was established through the Memorandum of Arrangement<sup>1</sup> as an organisation in Apia, Samoa, July 2021. Our objective is to assist PACER Plus Parties<sup>2</sup> (Parties), to implement PACER Plus and the Arrangement on Labour Mobility.

## Our Structure

The PPIU as an organisation supports and is accountable to Parties through the establishment of our governance structures. All decisions related to the operations of our organisation are made in accordance with our foundation documents<sup>3</sup> and as directed by Parties.



## Our Role

The core function of the PPIU is to support Parties to implement PACER Plus and the Arrangement of Labour Mobility. We provide the following services:

- Coordinate the development and implementation of the work programme at a national and regional level with other donors and partners.
- Assist Parties to evaluate, monitor and report on progress of the Agreement's implementation.
- Support capacity development of national institutions of Parties to operationalise the Agreement and address regional implementation gaps.
- Assist with the development of regional mechanisms for effective collaboration and cooperation.
- Support Parties to promote the Agreement to key stakeholders such as business and industry.

<sup>1</sup> Establishment of the PACER Plus Implementation Unit and its Constitution

<sup>2</sup> Australia, Cook Islands, Kiribati, New Zealand, Niue, Samoa, Solomon Islands, Tonga, Tuvalu, and Vanuatu

<sup>3</sup> Memorandum of Arrangement, Constitution, Host Agreement, Work Programme, Annual Plans & Budget

# SECRETARIAT TEAM



**ROY LAGOLAGO**  
Head of PACER Plus Implementation Unit and Labour Mobility



**LAISIANA TUGAGA**  
Operations and Secretariat Manager



**ALIPATE TAVO**  
Trade & Investment Adviser



**DR ALISI HOLANI**  
Labour Mobility Specialist



**IDA TIFITIFI FUIMAONO**  
Executive Governance Coordinator



**LUKE MARSTON**  
Design & Development Adviser



**LACHLAN PARSONS**  
SPS & TBT Adviser



**WAME VALENTINE**  
Communications Manager



**UTULU TUSITALA SUA**  
Finance & Administration Officer

# IMPLEMENTING OUR STRATEGIC PLAN 2025

Our Strategic Plan 2025 sets the foundations for delivering tangible benefits and outcomes for our people. It outlines the high-level framework that guides the implementation of activities (Trade in Goods, Trade in Services, Investment, Labour Mobility) to achieve our vision. During this reporting period our efforts to accelerate the implementation of activities were affected by the aftermath of COVID-19, climatic and civil events. Despite all this, we as a collective were still able to achieve a lot to deliver on our strategic plan.

## VISION

Increase and deliver sustainable and inclusive investment, trade, and economic growth initiatives through PACER Plus to improve the lives and wellbeing for our people.

## MISSION

Implement the PACER Plus Development and Economic Cooperation Work Programme for the sustainable and tangible benefit of the Parties.

## VALUES

To achieve our Vision and Mission, our work will embody and prioritise:

### Integrity

Act ethically and transparently in our decisions and implementation of activities.

### Community

Build lasting relationships among our Parties and stakeholders, based on our community's links, shared values, interests, and diversity.

### Equity

Address Parties needs in a fair and impartial way recognising their unique differences.

### Resilience

Respond to the changing social, economic, and political environments, seizing opportunities and managing risk.

## FOUNDATIONAL PILLARS

Ownership	Efficiency	Simplicity
Independence	Accountability	Value for Money

## IMPLEMENTING PRIORITIES

Rules of Origin and Tariff Commitments	Customs Procedures	Sanitary and Phytosanitary Measures	Technical Regulations, Standards and Conformity Assessment Procedures
Trade in Services	Investment	Labour Mobility	Transparency

### Working in Partnership

Throughout this reporting period, partnerships and collaboration have been a key feature of our implementation strategy. We operate in a rapidly changing environment that is very congested and still recovering from the effects of COVID-19 and recent climatic events that have put our resolve and resilience to the test. Leveraging the opportunities to partner with other donors and stakeholders has allowed us to be more agile to respond accordingly and reduce the burden on Parties.



# OVERVIEW & HIGHLIGHTS 2022-2023

## PACER Plus Implementation Unit

FY22-23 Actual Expenditure To Date, by Category (AUD)  
As at 30 Jun 2023



**AUD \$3.7m**  
in supporting countries to implement PACER Plus



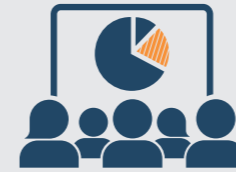
**8**  
Pacific countries supported



**1,837**  
Total number of beneficiaries from capacity building



**8**  
Studies commissioned



**13**  
Governance meeting supported



**2,370**  
Equipment provided to Pacific member countries



**42**  
PACER Plus activities implemented



**179**  
Number of Pacific businesses assisted



**42**  
Number of partners engaged



**58%**  
Women participated in capacity building training



**42%**  
Men participated in capacity building training

# TRADE IN GOODS

PACER Plus aims to increase in Trade in Goods among participating countries. Traditionally, trade in the Pacific has centered around the movement of agricultural, marine and mineral products for both economic development and the building of strong, resilient bilateral relationships. Under PACER Plus, activities in Trade in Goods are focused on trade facilitation, supporting the public sector to create the enabling environment, and by providing opportunities for the private sector to learn and better understand the interventions that are available to them for trade. This includes access to duty free and quota free treatment from trading partners, faster clearance of goods, increased capacity to protect borders from unwanted pests and diseases, equipped to meet biosecurity and market requirements of PACER Plus Parties and other trading partners.

Over this period, PPIU has delivered activities that are focused on delivering outcomes in four key components, that is:

- 1) efficient and transparent implementation of Rules of Origin (RoO) and Tariff measures,
- 2) Customs Procedures,
- 3) Sanitary and Phytosanitary (SPS) Measures, and
- 4) Technical Regulations, Standards, and Conformity Assessment Procedures (TBT).



PPIU organised a four-day comprehensive training program on fumigation treatment and accreditation scheme in Port Vila, Vanuatu on July 2023. This program was aimed at strengthening the skills and knowledge of biosecurity and quarantine personnel in Vanuatu. Seated fourth from left is Armstrong Sam, Director of Biosecurity Vanuatu, flanked by representatives of Nordiko Quarantine Systems and biosecurity officials from Samoa, Solomon Islands, and Vanuatu.

# KEY OUTPUTS

## Rules of Origin, Tariff Measures & Customs Procedures

- Technical assistance was provided to Tuvalu and Solomon Islands to review their national draft Harmonised System (HS) 2022 and to provide training and technical advice before submission through their national legal process. Solomon Islands have adopted and implemented HS 2022. This would also be beneficial to their implementation of PICTA, iEPA, MSGTA, etc.
- Rules of Origin Training was conducted in Cook Islands, Kiribati, Solomon Islands, Tonga and Tuvalu by accredited national Rules of Origin Trainers and as part of the PACER Plus Awareness program. The overall output from these trainings was business and private sector understood how to utilise the Rules of Origin to trade under PACER Plus. Officials can use the same concept and apply it to the implementation of PICTA, MSGTA and EPA.
- We successfully convened the Cross-Border E-commerce Regional Workshop for PACER Plus Parties on 13-15 September 2022. The Workshop was conducted in collaboration with the Asian Development Bank (ADB). A total of 147 participants took part in the Workshop, 40% were females and 60% were males. The objective of the Workshop was to bring together customs agencies and other key stakeholders from countries to discuss the challenges E-commerce will place on current systems, demonstrate global good practices, and present opportunities and approaches for collaboration on systems development. The Workshop also provided the opportunity to share best practices on cross-border ecommerce. At the conclusion of the workshop, the participants have gathered sound understanding of cross border ecommerce.
- We supported Cook Islands with training to importers and customs brokers and included modules in Harmonized Tariff, Rules of Origin, Valuation, Customs Legislation and Procedures, Customs Automated system — ASYCUDA World (AW) with two workshops, one in Rarotonga and one in Aitutaki. New Zealand Customs developed the training for the first four modules and the Cook Islands ASYCUDA AW National Project team developed the AW module. The first four modules were co- delivered by NZ Customs and Cook Islands Customs. Participants from the public and private sectors increased their knowledge on HS, RoO, Valuation, Customs Legislations and ASYCUDA World.
- Technical Assistance on the Trade Information Portal was provided by the United Nations Conference on Trade and Development (UNCTAD) to the Parties. UNCTAD delivered online trainings for the TIP Teams and for Contact Points. The main output for this activity was to enhance member's capacity to modify information in the TIP. Majority of the participants increased their knowledge on managing the TIP but there's still room for improvement.

# KEY OUTPUTS

## Sanitary and Phytosanitary & Technical Regulations, Standards and Conformity Assessment Procedures

- To enhance knowledge among public sector and among private sector on compliance with SPS requirements and international standards, capacity building activities were undertaken in Tonga, Niue, Kiribati and Tuvalu and Solomon Islands. The training provided exporters, importers and those involved in trading agricultural, fisheries, horticulture and manufactured goods with the appropriate skills and knowledge of available biosecurity treatments and technical regulations required by the importing PACER Plus country.
- Information toolkits, factsheets, posters, and videos on Sea Container Hygiene (SCH) were produced and disseminated to Parties and uploaded on PPIU website for awareness purposes. The Parties were very happy with the awareness materials and are in the process of printing the posters for distribution and sharing the factsheets and videos with the relevant stakeholders. SCH campaign ran on November 2022 across all Forum Island Countries reaching a total of 41,856 Pacific people. The campaign led to improvements in the export pathway and increased compliance, reducing costs to the importers.
- Built the capacity of PACER Plus countries to support the effective implementation of the Generic ePhyto National System (GeNS). Benefits of ePhyto include efficiency and speed, reduced errors, cost savings, environmental impact (paperless trade), security and authentication, accessibility, traceability, compliance with international standards, integration with trade facilitation systems, data analysis and risk assessment.
- We supplied harvest crates to Samoa, Niue, and Cook Islands, Tonga, and Tuvalu farmers and producers to help them in minimizing post-harvest damage and loss of produce harvested for export. Monitoring reports from the beneficiary countries has highlighted significant improvements with the handling of produces, resulting in more volume passing the quality assurance inspections. The report also highlighted the distribution of harvest bins has reached farmers at the rural villages and outer islands.
- Provided support in lab testing, packaging and labeling to meet standards in New Zealand and Australia. The outcome of this support increased the knowledge of the public and private sector on TBT obligations and meeting international standards.

## KEY PARTNERS

### RoO, Tariffs and Customs



### SPS and TBT



# CUSTOMS

## Introduction

PACER Plus emphasises the predictability, consistency and transparency in the application of customs laws and regulations of the Parties. It aims to promote efficient, economical administration of customs procedures and the expeditious clearance of goods, all key to increasing trade in goods in participating countries.

The PPIU's work within the Customs component adds further value to existing support and increases the uptake and implementation of modernised Customs systems. We work with regional and global organisations such as the Oceania Customs Organisation (OCO), the World Customs Organization (WCO) and the United Nations Conference on Trade in Development (UNCTAD), where we look to provide additional resources to fast-track the development of improved systems. At the heart of this is promoting automated, paperless trade, ultimately progressing to a 'single-window' trade facility utilising tools and information systems (such as ASYCUDA World) that better integrates our Parties within the global trade context, and improves the ease of trade for the private sector.

We also work with a range of regional and private sector organisations who have a strategic mission focused on trade facilitation. By working with these partners, PACER Plus will create opportunities to increase trade in goods.

In financial year 2022/23, PPIU focused on collaboration with UNCTAD to roll out ASYCUDA World in each Party, and build the capacity of Customs officials to accurately enter and record trade information. We also worked with UNCTAD to train Customs officials on the use and maintenance of Trade Information Portals - online resources designed to provide all the necessary information (e.g. Legislation, process, procedures) stakeholders need to commence trading in a particular jurisdiction. We also convened an online workshop with ADB, to share stories and provide examples of the emerging ecommerce trade needs, where increasingly the high-volume, low-value trade of goods between non-traditional importers/exporters is placing new demands on Customs systems and trade-affiliated agencies (eg. Post Offices, airlines).

## KEY OUTPUTS 2022-2023

- Technical Assistance on the Trade Information Portal provided by the UNCTAD. UNCTAD delivered online trainings for the TIP Teams and for PACER Plus Contact Points.
- Cross-Border E-commerce Regional Workshop (virtual) 13-15 September 2022. Collaboration with the Asian Development Bank.
- Cook Islands training to importers and customs brokers on Harmonized Tariff, ROO, Valuation, Customs Legislation and Procedures, ASYCUDA World, with workshops in Rarotonga and Aitutaki. PPIU collaborated with New Zealand Customs and the Cook Islands ASYCUDA World National Project team.
- Hybrid (Virtual and In-person) workshops and awareness on ASYCUDA World (delivered by UNCTAD) in Samoa, Tonga (Nov 2021), Kiribati, Tuvalu (Dec 2021), Niue, Cook Islands (Feb 2022)



# REGIONAL EPHYTO PROJECT EMPOWERS AGRICULTURAL TRADE IN THE PACIFIC

The PACER Plus ePhyto Capacity Building Project made significant progress toward the objective of building the capacity of PACER Plus countries to effectively implement the Generic ePhyto National System (GeNS). This was to realise the benefits of ePhyto through increased efficiency and reduced time and costs for government and industry. This aligns with the Pacific Plant Protection Organisation (PPPO)/Pacific Community (SPC) project to implement GeNS in the Pacific.

## RESULTS

**Project toolkits** — developed project toolkit content and reviewed with country feedback received during training and testing phases.

**Training and assessment** — developed, tested and refined a series of training packages for each GeNS user group, aligned to system functions, with associated assessment tools.

**Communications** — the first batch of materials were simple 'how to guides' fact sheets for different user groups.

**Support 'go live'** — provided technical and change management support so that the production version of GeNS can be effectively implemented in PACER Plus countries.

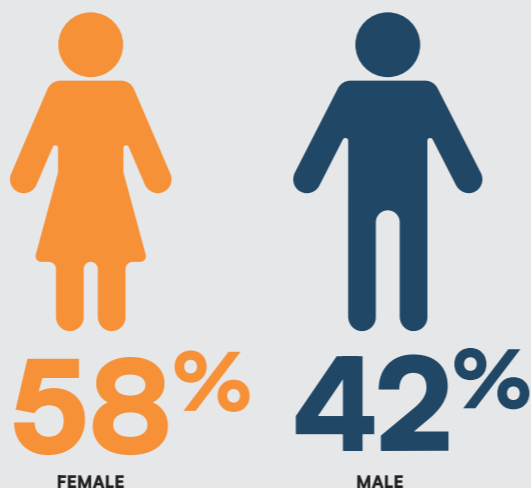
**Biosecurity staff** — trained new staff and delivered refresher training to existing staff. Supported NPPO Administrators in country as they test new GeNS features and collate their ideas for future system improvements.

**Exporter on-boarding** — supported countries as they bring on-board and train their exporters in how to create draft certificate requests in the GeNS.

**Benefits analysis** — developed the benefits surveys documents and benefits realisation plan. Worked with PACER Plus countries to conduct initial benefits baselining survey validation and qualitative descriptions of initial benefits realised.

**GeNS enhancements** — a register of GeNS enhancement requests that was submitted by PACER Plus countries for development by the UNICC who will work on making this list centrally stored for viewing by PACER Plus GeNS Administrators.

**Implementation and sustainability plans** — a simple guide for PACER Plus countries to ensure they effectively implement the GeNS. Similarly, the sustainability guide provides clear and concise direction to countries on elements to manage to ensure the on-going effective use of GeNS.



Country	Staff trained	Test ePhyts	Country replies	Exporters trained	Stakeholders engaged
<b>Total</b>	<b>87</b>	<b>737</b>	<b>125</b>	<b>36</b>	<b>134</b>

# CAPACITY BUILDING FOR FOOD SAFETY IN SOLOMON ISLANDS

A food safety training program for food processors and exporters on food safety requirements and the importance of compliance and implementation of food safety plans (HACCP) was held in Honiara, Solomon Islands. The training, which was held from 24-25 April, was conducted by the Food Safety Unit within the Environmental Health Division of the Ministry of Health and Medical Services and supported by PPIU.

The training program aimed to provide awareness to food processors and exporters on the food safety requirements of the Pure Food Act 1996 and subsequent legislation, and most critically, for facilitation of food export. Compliance with HACCP is a critical requirement mandated by law for accessing food export markets. The program aimed to train food processors, exporters, and handlers on the important issues of food safety and increase their understanding and desire for improvement and compliance. More than 20 participants participated in the workshop.

“The training has contributed to making a difference in our food processing and export industries by improving businesses in Solomon Islands to produce better quality and safe products and allowing our exporters to be more effective players in the regional and international markets.”

PPIU will continue to support capacity building efforts on food safety in Solomon Islands and other PACER Plus parties and to increase their competitiveness in the global marketplace.



PACER Plus funded a two-day food safety training program for food processors and exporters in Solomon Islands on food safety requirements and the importance of compliance and implementation of food safety plans (HACCP) in April 2023.

## TRADE IN SERVICES

One of the key and unique features of the Agreement is the chapter on trade in services. This is one of the fastest growing components in world trade, easily surpassing trade in goods in terms of potential for impact, especially for Parties, that have limited goods to trade. In this reporting year the PPIU was focussed on building capacity in the enabling environment. This has helped address reducing barriers to trade in services, facilitated opportunities for new trade in services, strengthened trade related institutions and adapted and improved regulations affecting trade in services.

The objective of the Services Chapter is to make it easier for people and businesses from PACER Plus countries to provide services to customers in each other's countries. The Movement of Natural Person Chapter aims to provide the rights and obligations and to facilitate the temporary entry of natural persons by establishing transparent criteria and streamline immigration formalities but at the same time protect the borders, the domestic labour force and permanent employment inside the countries.

## KEY OUTPUTS 2022-2023

- Trade in Services awareness and consultations with stakeholders in Cook Islands, Niue, Kiribati, Solomon Islands, Tonga, and Tuvalu. As a result, the capacity of public sector to implement trade in services reforms and best practices increased.

---

- Cook Islands with the development of the E-commerce Acceleration Work Plan and the E-commerce Legislative Gap Assessment. This exercise provided the relevant feedback from the various stakeholders about creating the enabling environment to make the most of e-commerce.

---

- Tuvalu E-commerce Payments Ecosystem Options Analysis. A National E-commerce Committee was established to assess options of prioritisation and mobilising resources for improved e-commerce payments.

---

- Tourism Sector Development - Culinary Skills, Professional Housekeeping, Customer Services and Communications Skills training in Samoa, Tonga, and Tuvalu. Feedback on the delivery approach was positive, with all respondents strongly agreeing the training was relevant, organised well with strong trainers and content. This reinforced the 'on-site' delivery as being a key feature. Many respondents would like to see the training delivered over a longer period, resource permitting.

---

- Validation workshop for the Kiribati National E-commerce Strategy.

---

- Mapping of Visa Pathways for Mode 4 and Semi-Skilled/Skilled Labour Mobility to Australia and New Zealand. This consultancy identified opportunities and constraints for Pacific workers and businesses. Also explored possible solutions to address the constraints.

---

- Regional PACER Plus Trade in Services Workshop (May 2023). As a result, the capacity of public sector to implement trade in services reforms and best practices increased. This knowledge could be applied to other FTAs such as PICTA Trade in Services, MSGTA and EPA.

---

- Launch of the Samoa E-commerce Strategy in Upolu and Savai'i to formalise the acceptance of the Strategy by the Government of Samoa. Samoa has been proactive with the establishment of e-commerce payment and delivery platforms through partnering with Digicel's My Cash and Vodafone's MTala, Maua Apps and Seki Eats connecting buyers and sellers. These e-commerce initiatives have facilitated trade through online transactions between sellers and buyers from the comforts of their physical locations.

## REBUILDING TONGA TOURISM AFTER THE PANDEMIC

PACER Plus countries look to reinvigorate key industries to support their economic recovery with international borders reopening worldwide. The impact of the pandemic on tourism industry has been severe, where it is estimated some 80 per cent of tourism-sector jobs have been lost across the region. The tourism sector remains a key pillar of many Pacific economies and presents an important opportunity to stabilise service sectors and kick-start their diverse value chains again.

For Tonga, pre-pandemic tourism contributed to over 11 per cent of GDP, a critical factor recognised by Ms Lorraine Kauhenga, Deputy CEO at Tonga Ministry of Trade and Economic Development (MTED) when developing the program of support for international trade under the PACER Plus Agreement. Key tourism markets for Tonga are Australia and New Zealand, where over 70 per cent of tourist arrivals originate from, and thus MTED prioritised support to the Tonga Tourism Authority (TTA) as measure.

With the support of PACER Plus Implementation Unit, the TTA commenced a fast-tracked program of training and re-training tourism staff. Priority themes identified through a training needs analysis in late 2021 included customer service, communications, and COVID-19 protocols as key areas for development.

The first of a series of the customer service and communications training took place at Tunji Colonade in Nuku'alofa. Some 24 participants developed skills in greeting customers, responding to complaints, and a range of other activities over the two-day training.

Training on health and hygiene standards and COVID-19 soon followed on 11 July 2022 in Nuku'alofa, with more trainings to be rolled out across the countries in priority locations including Vava'u, Ha'apai and 'Eua.

**“ Whilst the pandemic has had many devastating impacts, a positive development has been the increased use of technology in the way we work. This was seen as a key opportunity for expanding the reach of training activities, said Ms Simata Palu, Planning and Development Manager at TTA. ”**



PACER Plus funded a series of trainings on customer service, communications, and COVID-19 protocols to Tongan tourism stakeholders in 2022.

# INVESTMENT

## Introduction

PACER Plus facilitates the flow of investment across the participants by deepening and broadening linkages, and assisting them to address impediments to expanding investment. Each Parties' obligations under PACER Plus are designed to ensure transparency and accountability, providing a framework within which investors can confidently move their resources and capital between the Parties for truly sustainable economic development. Importantly it recognises the unique challenges faced in the Pacific, ensuring sovereignty and the ongoing strategic investment objectives set by local trade and investment authorities.

With a long-term goal of increasing sustainable and inclusive investment between Parties, the PPIU's work is predominantly focused on delivering two key intermediate outcomes. Firstly, to improve the enabling environment through improved policy, legislation, and regulation, and secondly, to increase investment transactions by promoting investment, broadening

consultations, and reducing impediments to private sector engagement.

PPIU's work in 2022/23 included raising Party officials awareness and understanding of the commitments and obligation of PACER Plus, and to ensure progress is being made towards their implementation. This was done through an assessment of the current investment landscape in each Party, and a series of workshops, both virtual and in-person. We partnered with Pacific Trade Invest New Zealand (PTI NZ) to deliver investment readiness support to 12 Pacific businesses seeking investment [table 1, page 19] across 9 different subsectors, reviving their investment-readiness plans in the wake of borders reopening. Working with PTI NZ and analysing their investment readiness support, we garnered valuable feedback from investors, business advisory service providers, and those SME's seeking investment, to help us better understand the investment needs and how we can create investment opportunities through PACER Plus.

## KEY OUTPUTS 2022-2023

- Technical Assistance - Investment Policy and Legislative Assessment. Assessed implementation of obligations, capacity, and progress of investment reform, enabled prioritization of investment support through PPIU.

---

- Investment Readiness for Businesses in the Blue Pacific - In Partnership with Pacific Trade Invest NZ, supported 12 SMEs for investment readiness and conducted survey of stakeholders on PACER Plus and barriers/opportunities for investment.

---

- Investment Talanoa (virtual, Oct 2022) - to introduce trade and investment officials to PACER Plus, introduced and meet (virtually) other investment officials, and to share stories on progress of PACER Plus implementation and current investment trends in each Party. Participants increased their knowledge on investment component of PACER Plus.

---

- PACER Plus Introductory Investment Workshop (in-person, Mar 2023) - bringing together trade and investment officials and regional experts to build capacity and understanding of PACER Plus Investment Chapter obligations and commitments.

# PACIFIC BUSINESSES SUPPORTED

	<b>One business</b> in the tourism sector was supported in the Cook Islands.	
	<b>One business</b> in the financial inclusion sector was supported in Kiribati.	
	<b>One business</b> in the agriculture sector was supported in Niue.	
	<b>Two businesses</b> in the healthcare and agriculture sectors were supported in Samoa.	
	<b>Two business</b> in the agriculture and recycling sectors were supported in the Solomon Islands.	
	<b>One business</b> in the fisheries sector was supported in Tonga.	
	<b>One business</b> in the e-transport sector was supported in Tuvalu.	
	<b>Three businesses</b> in the agriculture, technology, and water extraction sectors were supported in Vanuatu.	

# PARTNERSHIP WITH PTI NEW ZEALAND TO BOOST INVESTMENT IN THE PACIFIC

PPIU collaborated with Pacific Trade Invest New Zealand (PTI NZ) to launch the Investment Readiness for Businesses in the Blue Pacific initiative aimed at promoting investment opportunities in the Pacific. The primary objective of the Investment Readiness Programme was to support selected small and medium-sized enterprises (SMEs) in PACER Plus Parties by assisting them to develop a comprehensive investment pitch. The initiative also provided opportunity to engage with SMEs, Business Advisory Services Providers (BASPs) and Investors, to gain insights to investment in the Pacific from the private-sector perspective.

PTI NZ focused on key industries such as agriculture, renewable energy, manufacturing, fisheries, and tech/innovation, utilising their existing networks to source opportunities, and where possible, to engage the support of local BASPs. A core principle of the Investment Readiness for Businesses in the Blue Pacific initiative was its commitment to promoting and supporting women-owned or led businesses, where three SMEs (25%) were prioritised for support. The initiative actively sought to promote these women-owned businesses to the impact investment community in New Zealand and abroad, recognising the significant contributions they make to the Pacific economy.

Driving this initiative was Ms Glynis Miller, PTI NZ Trade Commissioner. “Pacific Trade Invest New Zealand is committed to assisting Pacific parties of PACER Plus expand their investment opportunities and bring global attention to the many high-value projects in the Blue Pacific. The initiative offers a vital practical step for SMEs seeking equity and growth, and wanting to assess their potential firstly for investment, then for business and export development.”

Facilitating the investment transaction was beyond the scope of this initiative, however the feedback received by PPIU from PTI NZ, as well as through PTI’s interviews/surveys of SMEs, BASPs and Investors provided valuable insights for future investment support:

## SMEs

- PTI NZ indicated a general lack of understanding of investment on the part of business owners and what it means to attract and maintain investor relations.
- Whilst 75% of SMEs interviewed agreed or strongly agreed the investment readiness support increased their confidence of gaining investment, 25% neither agreed or disagreed.
- SMEs indicated a reluctance to engage professional assistance for development of a solid investment proposal. Affordability of conducting business assessments, export plans, investment forecasting, business plans was of less priority.

## SMEs

- PTI NZ indicated a general lack of understanding of investment on the part of business owners and what it means to attract and maintain investor relations.
- Whilst 75% of SMEs interviewed agreed or strongly agreed the investment readiness support increased their confidence of gaining investment, 25% neither agreed or disagreed.
- SMEs indicated a reluctance to engage professional assistance for development of a solid investment proposal. Affordability of conducting business assessments, export plans, investment forecasting, business plans was of less priority.

## BASPs

- PTI NZ advised locating and sourcing local BASPs to deliver support within an agreed timeframe was a challenge mainly due to systemic cultural barriers portrayed by SME owners who were hesitant to share information about their business. While local service providers were open to taking on such a project, most considered it low priority from a cost perspective given that PTI NZ had negotiated heavily for reduced fees.
- BASPs highlighted the following as key barriers to investment:
  - Understanding of both SMEs (and Investors) the economies of scale, and hence returns on investments which are not as high as other more developed/larger economies
  - Government red tape, including a lack of understanding (of both SMEs and Investors) of the investment laws and regulations around investing in the country
  - Lack of private sector and government engagement in key steps the investment process.
  - Relatively high tax rates and high costs for key inputs including communications, electricity.
  - Issues in relation to political stability and social unrest, and its impact on risk-adjusted returns.
  - Governments’ disconnect between the foreign investment approval process, and the long term benefits in terms of infrastructure development and availability of skilled personnel.

## Investors

- Key barrier for investors was reliable, consistent communication with investment officials and the SMEs themselves.
- Limited availability of appropriately detailed information on investment opportunities.
- All investors agree it would be beneficial to have an investors toolkit to guide them in the region and keep them updated on any new changes in regulations

The Investment Readiness for Businesses in the Blue Pacific initiative has been successful in supporting 12 Pacific businesses, in particular three women owned/led businesses. It has gained valuable insights to the investment context, and will help shape future initiatives. The PPIU and PTI NZ continue to share the ambition to boost investment readiness and propel Pacific businesses onto the global stage.



Mr Alipate Tavo (right), PPIU Trade Adviser, with one of our partners from the Pacific Trade Invest New Zealand, Ms Glynis Miller.

# LABOUR MOBILITY

Labour mobility is one of the few viable development opportunities that can overcome the geographic development challenges facing many Pacific Island countries. It provides an important employment creation strategy particularly for countries in Melanesia where populations are growing at more than double the world average.

The PACER Plus Labour Mobility Work Programme is primarily focused on increasing the development benefits of labour mobility for Participant countries. It seeks to achieve this through three intermediate outcomes and corresponding short-term outcomes, which essentially frames the support provided by the PPIU to Pacific Participant countries. These are:

**Improved enabling environment** — through inclusive regulatory, policy and institutional reforms to improve labour mobility governance in Participant countries; and building the capacity of public sector actors to implement labour mobility reforms and best practices.

**Reduced barriers to labour mobility** — through inclusive cooperation platforms, such as the PLMAM, to promote cooperation amongst Participants; inclusive strategies and programmes to increase economic development transfers in Participant countries including through economic reintegration strategies; and identifying and addressing constraints to increasing development benefits including negative social impacts.

**Increased Labour mobility opportunities for Pacific workers** — through identification of new labour mobility opportunities and promoting the adoption of these opportunities by Participant countries.

## KEY OUTPUTS 2022-2023

- 2022 Pacific Labour Mobility Annual Meeting (PLMAM)
- Review of the Vanuatu National Labour Mobility Policy
- Tonga Labour Mobility Supply Management Strategy
- Mapping of Tuvalu labour mobility goals for next 5 years
- Scoping of Intra-Pacific Labour Mobility pathways to Niue and Cook Islands
- Entrepreneurship Training Module for Kiribati Workers
- Concept on a Regional Framework for Economic Reintegration
- Solomon Islands Reintegration Strategy
- Study on remittances data collection and measurement in Pacific labour sending countries

# LEVERAGING LABOUR MOBILITY FOR LOCAL BUSINESS DEVELOPMENT

Give a man a fish and you feed him for a day. Teach him how to fish and you feed him for a lifetime. For many, labour mobility provides short-term but necessary support for families and communities back home. For a few, it means a step up to entrepreneurship and a way to support family's long term when they return home.

In 2008, Tumanuvao Pualele Fiu travelled from his Samoan village, Poutasi to Hastings, New Zealand as one of the first participants of the Recognised Seasonal Employer (RSE) scheme. He held a managerial position at Johnny Appleseed Holdings Limited for several months where he was responsible for overseeing a team of fellow RSE workers from the same village.

Like other RSE workers, Fiu left Samoa with an aim to attain tangible outcomes for his family. During this time, he managed to save for, purchase and ship over a vehicle to Samoa. This humble sedan was to be the first step toward Fiu's entrepreneurship endeavours.

Upon his return to Samoa, Fiu started his own taxi service using the vehicle he had shipped from New Zealand. The business began well. Fiu was able to support his family through an arrangement with a well-known resort to ferry clients to nearby attractions. Tragedy struck however on 29 September 2009 when the tsunami caused major damage to villages and businesses, including resorts, along the south coast of Samoa. Fiu's taxi was also badly damaged.

Despite losing his working vehicle, Fiu was able to use his savings from the RSE to start a brick-making business. The start-up was timely as affected areas of the Samoa south coast were rebuilding homes, churches, and hotels after the disaster. The products manufactured by Fiu's brick business helped with the rebuild.

After establishing the brick-making business, Fiu expanded into commercial fishing. He purchased two vessels and began supplying fish to the local market. Although the venture was successful, the inherent risks associated with fishing such as cyclone threats and basic sea safety caused Fiu to consider returning to port for good to pursue land-based business opportunities instead. He decided to sell the fishing vessels and use the funds to develop land for farming. Fiu now oversees a plantation where he primarily grows taro. His eldest son works on the family farm and assists in transporting the taro to market. Besides the taro plantation and the brick-making business, which is managed by his second eldest son, Fiu has diversified into lawn mowing and hiring out public address system. He employs up to 20 workers from the village through his various businesses.

Tuatagaloa Joe Annandale, Founder of Poutasi Development Trust and Falealili Seasonal Workers Scheme, praised Fiu's RSE journey at the Pacific Labour Mobility Annual Meeting 2022 held in Apia from 7-10 November.

"The RSE journey for Tumanuvao Pualele Fiu and his family has gone full circle. Along with his many businesses, Fiu also mentors youths who wish to participate in the RSE scheme. He offers guidance and reinforces the need for participants to be disciplined in their work and life overseas as they are representing their families, village, and Samoa," said Mr Annadale.

"Fiu's story is one of many encouraging examples of how labour mobility has been transformational for many Samoans and their families. PACER Plus recognizes that labour mobility as a vital trade initiative between Australia, New Zealand, and Pacific Island Countries delivering shared economic benefits across the region," Roy Lagolago, Head of PACER Plus Implementation Unit

# GOVERNANCE

One of the strategic goals of the PPIU is to achieve effectiveness and efficiency in the planning, management, coordination of the PACER Plus Governance committee meetings.

It was another busy year for our various sub committees and committees within our governance structure. Our foundational principles of accountability, efficiency, independence, ownership and simplicity underpins our structure<sup>4</sup> and key strategic decisions that has supported collective accountability for implementation during this reporting period.



<sup>4</sup> Chapter 12 of the Agreement establishes a Joint Committee (JC) consisting of representatives of the Parties, and also establishes the functions of the JC. The JC reports to PACER Plus Ministers and the PPIU reports directly to the JC. Chapters 12 and 12A of the Agreement provides for the establishment of three technical Subcommittees to guide the implementation of activities that are fit for purpose and suit the needs of Parties. The Implementing Arrangement establishes the Budget Committee (BC) to support the work of the JC and PPIU. A Labour Mobility Working Group has also been established to support the implementation of the Arrangement on Labour Mobility.

# KEY OUTPUTS 2022-2023

- Coordination of meeting arrangements for (11) PACER Plus Governance Meetings.
- Formulation and provision of papers to the Meeting, preparation of the final and meeting reports and proposals requiring an intersessional decisions by the Parties.
- Successfully completed PACER Plus Ministerial Meeting.



Government representatives from the 10 PACER Plus parties met in Niue for the 6th PACER Plus Joint Committee Meeting in June 2023.

# OPERATIONS & SECRETARIAT MANAGEMENT

Corporate Services Team provides a range of corporate services that are critical to enabling the PPIU to carry out its daily activities with efficiency and financial integrity and these include financial management, administration, procurement, event and travel management and communication.

Working with the Contract Service Provider (CSP), DT Global, we have focussed mainly on supporting the implementation of Work Programme Activities and at the same time progressing with transition from a contract service provider (that provides corporate service functions) to an inhouse corporate service. Through this transition, we have also identified resourcing, systems and processes that need to be amended to reflect changes we are currently going through. Having the right people, systems and processes has allowed us to operate effectively to deliver on what we collectively need to achieve.

## KEY OUTPUTS 2022-2023

- Continued establishment and refinement of business tools and operating procedures in PPIU.

---

- Recruited and mobilised PACER Plus National Coordinators in Kiribati, Solomon Islands, Tonga, Tuvalu. (started in FY 23/24).

---

- Preparation, approval, and delivery of the PPIU Annual Plan and Budget.

---

- Delivered PACER Plus awareness materials to Kiribati, Niue, Tonga, and Vanuatu to undertake PACER Plus Awareness with public and private sector.

---

- Commenced the transition of corporate services from the CSP, DT Global to PPIU following Joint Committee decision June 2023.

---

- Consultations and advice provided for budgeting and contractual arrangements in preparation of activity plans.

---

- Facilitated delivery of 42 activities, recruitments, logistics and preparation of workshops, 11 governance meetings.

---

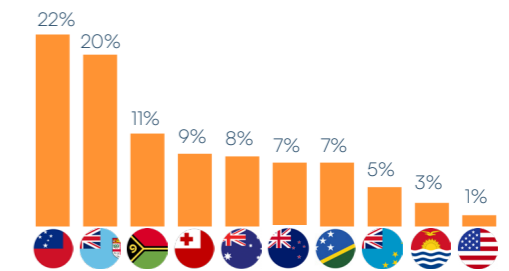
- PACER Plus messaging and communications including 21 press releases, 72 social media posts.

# COMMUNICATIONS

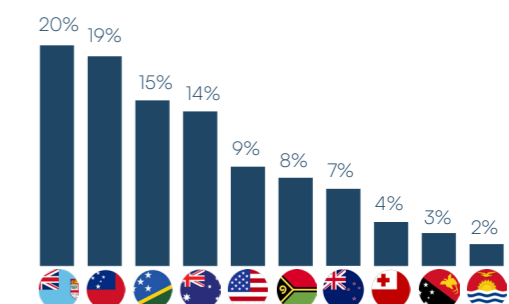
This report highlights PPIU's robust communication strategies, leveraging various platforms to disseminate key information. The social media outreach has been noteworthy, with a Facebook total reach of 793,975 people across Pacific Island countries (including non-PACER Plus parties), Australia and New Zealand with interest also from the United States, the United Kingdom, and China.

LinkedIn witnessed substantial engagement, with a total of 2,715 interactions and an addition of 471 new followers. Twitter contributed to the dissemination effort, registering a total of 21,305 impressions, and attracting 164 new followers. PIU maintained a strong email communication channel, delivering bi-monthly e-newsletters to 1,978 recipients, primarily public sector representatives in Pacific Island countries, Australia, and New Zealand. Notably, 1,014 recipients actively engaged with the content.

The website played a pivotal role in information dissemination, recording a total reach of 16,067 people. Furthermore, PPIU demonstrated its commitment to media outreach, issuing 21 press releases and 12 blogs to 22 media organisations across 12 Pacific Island countries, Australia, and New Zealand. This approach reflects a successful integration of traditional and digital channels, fostering transparent and effective communication within the region.



Top 10 countries reached via Facebook



Top 10 countries reached via website

# GENDER EQUALITY, DISABILITY AND SOCIAL INCLUSION (GEDSI)

Inclusivity is critical to PACER Plus, as is the learning and adapting of our approach to ensure we embrace our Pacific family, bringing us closer together. 2022/23 saw the development of a PACER Plus Gender Strategy, providing the guiding principles and actions to deliver on our mission and values. The Strategy details a two-track approach to implementation. Firstly, mainstreaming GEDSI across all our PPIU-centred functions and procedures. This includes the development process of our annual plan and budget. Secondly, PPIU will undertake detailed planning and consideration of targeted, GEDSI focused activities, clearly resourced through our DEC Work Programme and budget. We believe this holistic approach will help us deliver outcomes for those marginalised groups, and demonstrate the true value of this unique trade agreement.

- Trade in Goods:** ePhyto certification is improving access to women in traditionally male dominated functions in agricultural trade.
- Investment:** Three women owned/led businesses (25% of our intake) were targeted for investment readiness support through our collaboration with PTI New Zealand.
- Trade in Services:** Our focused tourism sector capacity building activities had a 67% female participation rate.

The PPIU will continue to learn and develop our understanding of the distinct impacts of trade on different groups in the community. These early lessons demonstrate opportunities to increase inclusive trade through our DEC Work Programme. Our focus moving forward is to ensure our systems and processes are responsive to emerging trends and that we remain ready and open to the opportunities that exist to best meet our approach to inclusivity.

**Trade in Goods:**



ePhyto boosts women's roles in agricultural trade

**Investment:**



Three women-led businesses targeted for investment support

**25%** of our intake are women

**Trade in Services:**

Tourism capacity building:

**67%** female participation

# MONITORING, EVALUATION, LEARNING AND ADAPTATION (MELA)

Inclusive collaboration and participation are central to PPIU's approach to MELA, recognising the cultural and social diversity of the Pacific region, and individual capacities and trade ambitions of our Parties. Through this period we have learned of the complex environment within which PACER Plus is established. PPIU has been guided by the Kakala research framework<sup>5</sup>, appreciating the continuous approach of conceptualising, collecting evidence, analysis, reporting and adaption of our activities, systems and processes.

Over this reporting two significant milestones have been achieved. Firstly our MELA Framework (pages 30-31) has been developed and endorsed by the Joint Committee. Ownership and understanding of this Framework is critical for sustainability, and PPIU remains cognisant of the continued effort required to raise awareness, build knowledge and facilitate participatory implementation. Secondly, the PACER Plus MELA Strategy has been developed, articulating the objectives and implementation approach which can guide the PPIU and Parties to ensure we understand the outcomes of our interventions and the impact of PACER Plus.

### Key features of the PACER Plus MELA Strategy

- Articulates MELA Strategy objectives
- Describes the approach taken to embed MELA across the PPIU and country stakeholder teams,
- Shares information on strategy elements and contextual factors, and
- Describes how the strategy will be implemented, monitored, and reviewed

Priority activities in the coming year will include the development of customised PACER Plus MELA Frameworks in each Party, development of tools and systems, continuous coaching and capacity development to ensure implementation. Importantly, the PPIU will remain committed to listening and learning about the MELA experiences in each Party, continuous improvement of the MELA Framework and Strategy.

<sup>5</sup> Helu-Thaman, K. H. (1997). Kakala: A Pacific concept of teaching and learning. Keynote address, Australian College of Education National Conference, Cairns.



Development Outcome						
Goal: Participant countries utilise PACER Plus and the Arrangement on Labour Mobility to increase trade, investment, and economic opportunities for inclusive economic development						
Long term outcomes (10+ yrs)	Component 1-4: Trade in Goods Trade in goods among Participant countries increased				Component 5: Trade in Services Trade in services among Participant countries increased	
	ROO	Customs	SPS	TBT	Enabling environment	Private Sector Opportunities
Intermediate outcomes (5-10 yrs)	Performance improved of Participant countries' administration and implementation of ROO requirements & procedures and tariff commitment to enable facilitation of trade and increase efficiency and transparency	Performance improved of Participant countries' administration and implementation of Customs requirements & procedures to enable facilitation of trade and increase efficiency and transparency	Performance improved in Participant countries' application of SPS measures and compliance with international rules, standards, and best practices to enable facilitation of trade and increase efficiency and transparency	Performance improved of Participant countries' application of technical regulations, standards and conformity assessment procedures (TBT) to enable facilitation of trade and increase transparency and efficiency	Enabling environment improved for trade in services by reducing barriers through inclusive laws, frameworks, regulations, guidelines, and ordinances that are operationalised	Private Sector Opportunities Participant countries derive benefits from opportunities in trade in services as a result of gaps identified and inclusive development strategies
Short term outcomes (3-5 yrs)	<b>STO1:</b> Regulatory and policy reforms to support delivery of ROO obligations and tariff commitments improved <b>STO2:</b> Knowledge among public sector entities on administration and implementation of PACER Plus ROO requirements and tariff commitments increased Knowledge among private sector actors of PACER Plus product-specific ROO requirements, tariff commitments and use of automated systems/tools increased	<b>STO1:</b> Participant countries' customs policy and regulatory reforms adhere to Pacer Plus commitments <b>STO2:</b> Customs information systems to support efficient and effective customs administration are in place or improved <b>STO3:</b> Knowledge among private sector actors to comply with Pacer Plus aligned customs procedures increased Knowledge among public sector actors to utilise information systems and procedures that support customs administration increased	<b>STO1:</b> Participant countries' policy and regulatory reforms to facilitate application of WTO-compliant SPS measures improved <b>STO2:</b> Information systems to support efficient and transparent monitoring of SPS application utilised <b>STO3:</b> Knowledge among public sector actors on compliance with SPS requirements and international standards <b>STO4:</b> SPS-related equipment and infrastructure installed or upgraded to meet market access requirements	<b>STO1:</b> Regulatory and policy reforms on regulations, standards, and conformity assessment procedures improved <b>STO2:</b> Knowledge of public sector actors to implement TBT obligations and apply international standards increased Knowledge of private sector on TBT obligations and international standards increased <b>STO3:</b> TBT-related equipment and infrastructure installed or upgraded to meet market access requirements	<b>STO1:</b> Inclusive laws, frameworks, regulations, guidelines, and ordinances affecting trade in services improved <b>STO2:</b> Capacity of public sector to implement trade in services reforms and best practices increased <b>STO3:</b> Public sector track record on compilation and reporting of inclusive trade and investment statistics improved	<b>STO1:</b> Participant countries' strategies and programmes aimed at service sector development implemented <b>STO2:</b> Standards and quality of service delivery in key sectors improved <b>STO3:</b> Knowledge gaps in service sectors identified through consultation increased
Outputs (1-5 yrs, including those ongoing)	<b>OU1:</b> Technical assistance on regulatory and policy reform to deliver ROO obligations and tariff commitments delivered <b>OU2:</b> Capacity building (including train-the-trainer) programmes related to ROO and tariff commitments delivered to public sector officials Information disseminated to public and private sector	<b>OU1:</b> Technical assistance on Pacer Plus-aligned customs laws and regulations delivered <b>OU2:</b> Technical assistance on information system development delivered <b>OU3:</b> Capacity building programmes delivered to public and private sector representatives Information disseminated to public and private sector	<b>OU1:</b> Technical assistance on policy and regulatory reforms to facilitate application of SPS measures delivered <b>OU2:</b> Technical assistance to improve information systems to support SPS measures delivered <b>OU3:</b> Capacity building programmes delivered to public and private sector representatives Information generated and disseminated to public and private sector on SPS measures <b>OU4:</b> SPS-related equipment and infrastructure secured Capacity building delivered to utilise equipment / infrastructure for SPS compliance	<b>OU1:</b> Technical assistance on regulatory and policy reforms on regulations, standards, and conformity assessment procedures delivered <b>OU2:</b> Capacity building programmes delivered to public and private sector to implement international standards Information generated and disseminated to public and private sector on TBT <b>OU3:</b> Procurement of TBT-related equipment and infrastructure secured; Capacity building delivered to entities to utilise equipment/ infrastructure to facilitate market access requirements and application of TBT	<b>OU1:</b> Technical assistance provided to support putting enabling legislative frameworks, regulations, guidance, and ordinances affecting trade in services in place <b>OU2:</b> Capacity building programmes delivered to public sector actors in trade in service reform and best practice <b>OU3:</b> Technical assistance to develop national strategies for compilation and reporting of trade and investment statistics delivered Capacity building to priority service industry actors to improve capacity for reporting on inclusive trade in services statistics delivered	<b>OU1:</b> Technical assistance to Participant countries to develop service sector development strategies and plans delivered <b>OU2:</b> Skills development programs developed and delivered to address knowledge gaps/emerging capacities in service sectors <b>OU3:</b> Inclusive stakeholder consultations held with private sector to inform national services trade strategies

Goal: Participant countries utilise PACER Plus and the Arrangement on Labour Mobility to increase trade, investment, and economic opportunities for inclusive economic development				
Component 6: Investment Inclusive and sustainable investment between and among Pacific countries and ANZ increased		Component 7: Labour Mobility Agreement Development benefits of labour mobility for Participant countries increased		
Enabling environment	Investment Opportunities	Enabling environment	Barriers to Labour Mobility	Labour Mobility Opportunities
National and regional enabling environment improved for foreign direct investment through inclusive policy, legislative and regulatory reform that are operationalised	Investment transactions increased in coordination with national and regional investment intermediaries and in alignment with priorities in PACER Plus or with national priorities	Enabling environment improved for labour mobility through inclusive regulatory, policy & institutional reforms in Participant countries	Reduced Constraints to enhancing development benefits of labour mobility reduced through inclusive cooperation platforms, strategies, programmes and research	Alignment between labour mobility opportunities in labour receiving countries and development priorities in labour sending (Pacific) countries increased
<b>STO1:</b> Inclusive policy, legislation and regulation reforms affecting foreign direct investment improved <b>STO2:</b> Capacity of public sector actors to put in place investment reforms and best practices increased <b>STO3:</b> Public sector track record on compilation and reporting of inclusive investment statistics improved	<b>STO1:</b> Demand for Pacific Island enterprise investment readiness programmes increased <b>STO2:</b> Investors interested in Pacific island enterprises or greenfield investments and aware of PACER Plus Agreement increased <b>STO3:</b> Impediments to foreign direct investment identified through consultation with private sector/ industry increased	<b>STO1:</b> Inclusive regulatory, policy & institutional reforms to improve labour mobility governance in Participant countries increased <b>STO2:</b> Capacity of public sector actors to implement labour mobility reforms and best practices	<b>STO1:</b> Cooperation amongst Participant countries increased through inclusive cooperation platforms Engagement of Pacific country partners in PACER Plus Arrangement on Labour Mobility activities increased <b>STO2:</b> Participant countries' inclusive strategies and programmes aimed at increasing economic development transfers and addressing constraints to enhance development impact of labour mobility implemented <b>STO3:</b> Constraints to increasing economic development transfers and enhancing development benefits of labour mobility identified	<b>STO1:</b> New labour mobility opportunities which meet Pacific labour mobility supply priorities are adopted by Participating labour receiving and sending countries <b>STO2:</b> Labour mobility pathway opportunities identified
<b>OU1:</b> Technical assistance provided to support putting enabling policy, legislative and regulatory reform in place for foreign direct investment <b>OU2:</b> Capacity building programmes delivered to the public sector in investment reform and best practice <b>OU3:</b> Technical assistance to develop national strategies for compilation and reporting of investment statistics delivered Capacity building to investment promotion intermediaries to improve capacity for reporting on investment data delivered	<b>OU1:</b> Coordination with regional entities and programmes delivering investment readiness to Pacific enterprises improved <b>OU2:</b> Information disseminated about investment opportunities and PACER Plus Agreement <b>OU3:</b> Industry consultations to identify impediments to investment held Evidence generated and disseminated to identify impediments to investment	<b>OU1:</b> Technical assistance to support inclusive labour mobility reforms delivered <b>OU2:</b> Capacity building programmes delivered to public sector actors in labour mobility reform and best practice Information disseminated to public sector to address knowledge gaps in labour mobility reform and best practice	<b>OU1:</b> Regional cooperation platforms related to labour mobility convened Sensitisation activities delivered such as regional and national events, meetings, communications, and information resources <b>OU2:</b> Technical assistance in strategy development and programme design to support economic reintegration and enhance development impact of labour mobility in Pacific sending countries delivered <b>OU3:</b> Evidence generated and disseminated to identify constraints and solutions Consultations to identify constraints and solutions held	<b>OU1:</b> Technical assistance to develop strategies and design programmes to utilise new labour mobility opportunities for Pacific sending countries delivered <b>OU2:</b> Evidence generated and disseminated to identify labour mobility pathways Consultations to identify labour mobility pathways held



#### How to contact us

---

PACER Plus Implementation Unit  
P.O. Box 3434,  
Apia,  
Samoa

#### [pacerplus.org](http://pacerplus.org)

---

 [Facebook.com/PACERPlus](https://www.facebook.com/PACERPlus)

 [Twitter.com/PlusPACER](https://twitter.com/PlusPACER)

 [YouTube.com/PACERPlus](https://www.youtube.com/PACERPlus)

 [LinkedIn.com/PACERPlus](https://www.linkedin.com/PACERPlus)



**PACER Plus**  
IMPLEMENTATION UNIT