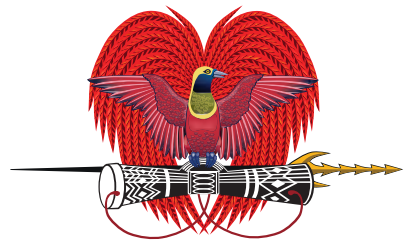




National Trade Office



CORPORATE PLAN 2021-2025



“Trade to be the driving force for economic growth, development and prosperity for Papua New Guinea”



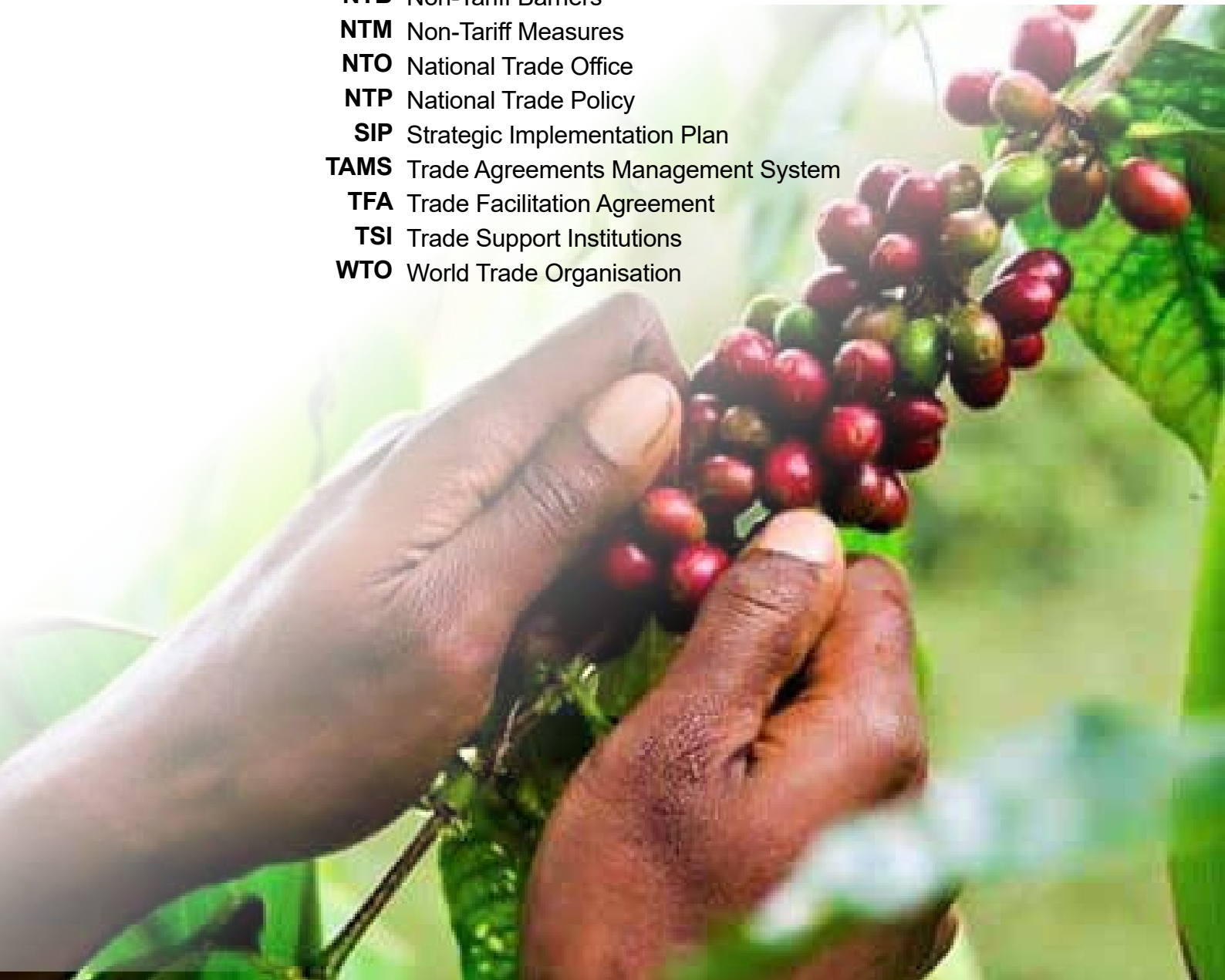
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Abbreviations & Acronyms

APEC	Asia Pacific Economic Cooperation
COVID 19	Coronavirus Disease of 2019
DCI	Department of Commerce and Industry
iEPA	interim Economic Partnership Agreement
MRT	Ministers' Responsible for Trade
MSG	Melanesian Spearhead Group
MTDP III	Medium Term Development Plan III
NEC	National Executive Council
NTB	Non-Tariff Barriers
NTM	Non-Tariff Measures
NTO	National Trade Office
NTP	National Trade Policy
SIP	Strategic Implementation Plan
TAMS	Trade Agreements Management System
TFA	Trade Facilitation Agreement
TSI	Trade Support Institutions
WTO	World Trade Organisation



Foreword by the Minister for Foreign Affairs & International Trade



“I commend the Acting Chief Trade Officer and his Staff for their efforts and perseverance in the development of the Corporate Plan 2020-2025. I believe the implementation of all priority objectives and programs will be achieved successfully over the next four years if appropriately resourced and supported”.

It gives me great pleasure to present to you the National Trade Office's very first Corporate Plan 2021-2025. The Plan sets out the key strategies and targets for the Office in implementing the National Trade Policy 2017-2032 to make PNG's trade competitive in the global market by ensuring a robust and efficient domestic market that promotes sustainable and inclusive economic growth and development

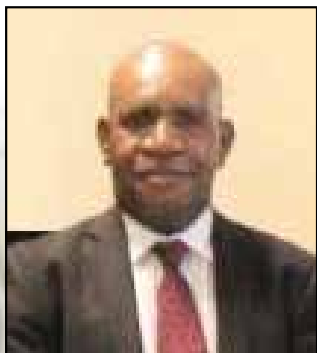
In recent years, the Government has recognized the important role trade plays in facilitating economic growth and development. In that regard, the government has taken several decisions to elevate the functions of trade by carving out the Trade function from the Department of Commerce and Industry and has established it as a standalone Office responsible for all trade policy matters and to specifically oversee the implementation of the National Trade Policy 2017-2032 (NTP) as captured in the Medium Term Development Plan III (MTDP III) to increase export and foreign direct investment.

The NTO requires collaborative partnership with the rest of Government and in particular all trade support institutions, trade regulators, international trade partners and organizations, and the private sector bodies to ensure it performs its function effectively. The role of the NTO is to coordinate, monitor and implement the trade policy measures outlined in the NTP and other trade agreements/arrangements. The aim is to lure the diversification of our exports lead to economic growth; reduce PNG's dependency on imports and replace it with increased domestic production; maintain sustainable and inclusive economic growth that facilitates wealth creation opportunities and improve the livelihood of our communities.

Given the NTO is a newly established Office, I am fully supportive of its operationalization as an important function of the government and will ensure that the Government provides the required financial resources and manpower support in 2021 and beyond. I believe the implementation of all priority objectives and programs will be achieved successfully over the next four (4) years. I commend the Acting Chief Trade Officer and the Staff for their efforts and perseverance in the development of the Corporate Plan 2021-2025.

Hon. Soroi Marepo Eoe , MP
Minister for Foreign Affairs & International Trade

Statement by the Chief Trade Officer



"I am delighted to present the inaugural Five-Year Corporate Plan 2021–2025 for the PNG National Trade Office (NTO) which is entrusted to lead, coordinate and monitor the implementation of PNG's National Trade 2017-2032".

Being a newly established organization our corporate priorities for the first five years will be to lay down a solid foundation for better service delivery that we can improve on in years to come. These will include fine tuning the organizations operational systems and procedures, strengthening institutional capacity and competencies; and building collaborative partnerships with our trade stakeholders based on trust and mutual respect. These will all be implemented in compliance with existing laws governing public administration.

The NTO will eventually become the hub and spokes of a coherent trade policy consultative mechanism to handle all trade policy and related issues. The National Trade Office Council and Technical Working Groups will provide oversight on trade policy matters. Other key trade stakeholders and trade actors (businesses), the trade regulators (government) and others will all be involved as well through established consultative and implementation mechanisms.

The NTO will play a coordinative role in guiding trade related activities in collaboration with the different trade stakeholders with the aim to maintain coherent trade policy regulations and practices to improve the ease, accessibility and costs involved in doing-trade, create a conducive environment to encourage value adding our products to optimize benefits, especially from exports as well as diversifying our economic base so that our economy becomes more resilient and is more self-sufficient.

We fully understand the current challenges posed by the COVID19 Pandemic and how the global trading environment has been affected. We will play a role in ensuring that our government remains vigilant in its economic recovery process by ensuring that market access information is readily available and ensuring that there are no unnecessary restrictions on our exports and the movement of essential goods and services. When possible, we will enter into high value trade arrangements/agreements that are of mutual beneficial to PNG and monitor their implementations to ensure that our industries and consumers are not affected by unfair competition. Also giving opportunities for micro, small and medium enterprises to explore market opportunities.

As a new office, I urge all my staff and stakeholders to effectively collaborate in implementing this Corporate Plan. Lastly, I would like to thank the Management Team and staff for their contributions towards the development of the Corporate Plan, and as co- owners of the Plan, together we all can deliver the Plan for the common good and benefit of our beloved country and future generation.

Richard Yakam
Acting Chief Trade Officer

Our Vision, Our Mission & Our Goals

OUR VISION

- *“To be the Champion and Driving Force to make Trade a Strategic Tool for Economic Growth, Development and Prosperity of our Country”*

OUR MISSION

- *“To provide the necessary leadership, linking all trade regulators and practitioners and the oversight in the implementation of the National Trade Policy”*

OUR GOALS

- *To provide clear directions to all parties involved in the implementation of the trade policy measures by serving as a basis for unifying and coordinating actions across all stakeholders both domestically and internationally; and*
- *To support PNG to become an internationally competitive export-driven economy that is supported by a strong domestic trade environment.*



Corporate Values & Guiding Principles

*Strategic Tool
for Economic
Growth,
Development
and Prosperity
of our Country.*

The NTO's values are derived from the Public Service (Management) Act under the National Public Service Ethics and Value-Based Executive Leadership Management Capability Framework. It is essential that the staff of the NTO must embrace these values in the conduct of their duties as public officials at all times regardless.

The Management and the Staff of the NTO are committed to:

- Observe and uphold all public services work place values and ethics as outlined in the General Order and the Ethics policy by;
 - Maintaining high standard of work ethics and performance,
 - Co-operating with other government agencies and stakeholders,
 - Demonstrate strong sense of duty, reliability and attitude to both internal and external clients;
- Adapt to change where necessary;
- Ensure that all Officers regardless of their gender have equal value, rights and opportunities to participate in every aspect of career development and advancement;
- Enhance PNG's image and reputations as a reliable and trusted trade partner by upholding highest level of standard when dealing with our international stakeholders and partners;
- Ensure our workplace is free of violence and bullying. Any Officer(s) involved in any incident where an officer or staff member is physically attacked or threatened in the workplace will be dealt with immediately; and
- We strive to make a difference by ensuring that we;
 - Are honest and transparent in all our dealings,
 - Are committed to take leadership in the implementation of all trade policies and trade agreements for the economic prosperity of our people,
 - Display high moral and ethical values based on Christian principles in our conduct,
 - Take ownership of all that is entrusted to us including our decisions and actions, and
 - Committed to providing sound trade policy advice to government without fear or favour

Our Mandate

To provide the necessary leadership, linking all trade regulators and practitioners the insight in the implementation of the National Trade Policy

NTO is established by the Government to effectively coordinate the implementation of the National Trade Policy 2017-2032. The NTO is the central agency for coordinating all trade policy and trade-related activities. It will ensure transparent and orderly conduct of trade that involves multitudes of players all working in harmony and effectively to contribute to increasing trade and miniizing transaction costs associated with complying with trade measures and regulations.

This effort should contribute to the attainment of the objectives and realization of the vision of the National Trade Policy towards achieving the socio-economic development goals in the Medium Term Plans and Strategies and the overall PNG Vision 2050.

The mandates are interrelated and one feeds into the other(s) to form unison of finely joined mandates for a central body coordinating all trade policy and related activities in pursuit of maximizing the growth and development potentials arising from a vibrant adequately supported, facilitated and regulated trade performance.

NTO will:

- Create conducive trade policy environment.
- Identify new markets, negotiate access and manage trade agreements,
- Develop trade capacities and inform businesses of policy, markets and trade development.
- Facilitate trade, remove trade barriers.
- Enforce compliance with trade laws and regulations.
- Coordinate collaboration with trade actors & stakeholders.
- Facilitate import substitution where feasible.

Policy Statements

To provide clear directions to all parties involved in the implementation of the trade policy measures by serving as a basis for unifying and coordinating actions across all stakeholders both domestically and internationally.

NEC Decisions No.99/2017, No.82/2019 and No.110/2020 directed for the establishment of the NTO to coordinate the implementation of the National Trade Policy including a central trade policy coordination mechanism to guide PNG to maximize its potentials in trade towards achievement of the Government's ongoing socio-economic development goals and objectives

Based on the above NEC Decisions and in accordance with the Public Service Management Act 2005, the Department of Personnel Management established the NTO. The NTO will coordinate the implementation of the NTP Implementation Strategy Plan (SIP) captured in the current Government's Medium-Term Development Plan III 2018 - 2022.

The NTO will undertake the following activities:

- Finalize and validate the National Trade Policy Implementation Strategy;
- Finalize and submit the National Trade Regulation Bill for NEC endorsement and enactment thereafter;
- Validate and facilitate the passage of Trade Defenses Bill (Anti-Dumping, Counter Veiling and Safeguards Legislations & Regulations);
- Support implementation of the Electronic Transaction Act once passed by the Parliament;
- Facilitate the implementation of PNG's commitment in the World Trade Organization (WTO) Trade Facilitation Agreements by operationalizing the National Trade Facilitation Committee;
- Support implementation of the outcomes of the 2018 APEC meeting as well as coordinate PNG's trade policy preparation and participations in future APEC meetings.
- Effectively implement and benefit from trade agreements and arrangements that PNG entered into with genuine trade partners, and negotiate new market access opportunities for PNG exports; and
- Coordinate, undertake and participate in trade promotion and exhibitions to promote PNG products, services and investment opportunities.



Corporate Objectives

Overall Development Goals and Objectives are expressed through the PNG Vision 2050, the PNGSDP 2010- 2030 and the Medium-Term Plans which this Corporate Plan is aligned with. NTO as an economic agency of the government contribute towards the overall economic growth and development of the country by creating conducive trade conditions and open up opportunities for PNG exporters and importers.

These corporate objectives are set out in the spirit of the targets of the three major development plans of the government as stated above.



National Trade Office

Trade Policy Coordination & Facilitation Division

- Lead & coordinate the development of trade policy and related export strategies to enhance welfare gain,
- Provide sound Policy advice to Government,
- Lead mainstreaming of trade policies in national development strategies
- Lead the development and coordinate the implementation of Trade facilitation Strategies and Programs
- Lead monitoring and review of trade related strategies action plans
- Coordinate trade-related assistance projects
- Coordinate inter-institutional roles and participation on trade related matters
- Provide strategic advice to other Government departments and institutions on advancing PNG's trade interests and partnerships with principal trading partners

Market Access & Trade Development and Promotion Division

- Identify and assess most rewarding markets
- Negotiate/review/update trade agreements on behalf of Government of Papua New Guinea
- Contribute to domestication of trade agreements
- Implement bilateral, regional and multilateral trade agreements
- Encourage integration of domestic businesses in global value chains by promoting greater value addition, export diversification, offshore investment and partnerships
- Organize and disseminate trade policy information – policy, rules, agreements and trade development programs

Trade Enforcement & Compliance Division

- Coordinate review and implementation of policies on NTMs, NTBs and TBT policies, & Costs of doing trade in Papua New Guinea
- Coordinate APEC work on Tariffs, NTMs and Services and Trade Ministers' Meetings.
- Facilitate development, implementation and enforcement of policies on SQMT, IPR, Competition & Consumer Protection in close consultation with the lead (key) agencies
- Facilitate development, implementation and enforcement of accreditation policies
- Inspect, issue permits & licenses; facilitate review of policies & procedures thereof
- Coordinate administration of trade remedies and dispute settlements

Corporate Service Division

- Preparation of annual budget submissions
- Financial Management (salaries, contracts, PGAS)
- Stationary supplies & consultancy services
- Staff Development & Training Services (Training Plan)
- Undertake Performance Based Staff Appraisals
- Preparation of Financial/Quarterly Reviews & Asset Reports
- Preparation of Management Plans (Corporate Plan, Management, Annual Reports) & Ministerial support services

Expected Corporate Outcome for each Core Program Areas

The National Trade Office Council and Technical Working Groups will provide oversight on trade policy matters.

Program Area 1: Trade policy Coordination & Facilitation Division

Corporate Outcome 1: A conducive, predictable and facilitative policy environment for businesses to efficiently conduct trade

Program Area 2: Market Access & Trade Agreements Division

- Corporate Outcome 2: Increase market access that are effectively utilized by PNG export-oriented businesses to increase export earnings and foreign reserves for the National Accounts

Program Area 3: Trade Development & Compliance Division

- Corporate Outcome 3: Trade actors and regulators complied with domestic and international trade regulations, standards and processes

Program Area 4: Corporate Services Division

- Corporate Outcome 4: An effective management and administration of Finance, Information System and the Human Resources
- Strengthen institutional knowledge and improve competencies of staff on Trade Policy Formulation, Negotiation and Implementation
- Improve visibility of the National Trade Office
- Improve Business dialogue with Trade Actors and Stakeholders

Corporate Plan Priorities

1. Reforms to deliver the Trade Mandate					
Activity	2021	2022	2023	2024	2025
1.1 Enact the National Trade Bill to give the mandate and stabilize the trade functions					
1.2 Establish a secure and organized filing system to retrieve information and data					
1.3 Review internal reporting channels and establish protocols to monitor and ensure timely processing of enquiries					
1.4 Enact the Antidumping and Countervailing Bill and the Safe-guards Bill					
Responsibility	Trade Policy and Facilitation Division and Trade Enforcement & Compliance Division				
Outcome	Better coordination amongst trade actors on trade policy formulation and implementation				

2. Strengthen institutional knowledge and improve competencies of staff on Trade Policy Formulation, Negotiations and Implementation					
Activity	2021	2022	2023	2024	2025
2.1 Conduct training needs assessment for staff and prepare training plans for policy divisions and administration division					
2.2 Organize and conduct trainings for trade officials on general and specialized areas to improve their analytical and critical thinking on trade related matters.					
2.3 Training of staff on Public Financial Management and the Public Service General Orders					
2.4 Leadership and management training for senior managers					
Responsibility	Corporate Services Division				
Outcome	Professional and proficient staff				

3. Improve Visibility of the National Trade Office					
Activity	2021	2022	2023	2024	2025
3.1 Develop and implement a Communication Strategy					
3.2 Develop NTO website, reactivate the Trade Information Centre & E-Library/WTO Reference Centre					
3.3 Launch the Online Trade Agreements Management System (TAMS)					
Responsibility	Office of the Chief Trade Officer				
Outcome	Trade stakeholders and general public are familiar with the roles and responsibilities of the NTO				

4. Improve Business dialogue with Trade Actors and Stakeholders					
4.1 Establish the National Trade Office Council					
4.2 Establish a mechanism for regular dialogue with all trade stakeholders (e.g. Help Desk, Enquiry Points and/or regular consultative forums)					
4.3 Establish a process for private sector dialogue and enquiries					
4.3 Sign MOU's with relevant trade related agencies on matters requiring better coordination on trade issues					
Responsibility	Trade Policy Coordination and Facilitation Division				
Outcome	Improved Trade Governance				

Outcome Strategies & Key Performance Indicators

OUTCOME STRATEGIES & KEY PERFORMANCE INDICATORS (KPI'S)

Expected Corporate Outcome	Outcome Strategy	Actions	Key performance indicator
1. A conducive, predictable and-facilitative policy environment for businesses to efficiently conduct trade	1. Coordinate implementation of WTO Trade Facilitation Agreement 2. Review the National Trade Policy 3. Coordinate PNG's participation at WTO Ministerial Conference 4. Establishment of Trade Information Management System	<ul style="list-style-type: none"> • Provide secretariat services to ensure the implementation of TFA commitments • Conduct an assessment of the impacts of the implementation of the NTP • Pursue and defend PNG's national interest in the multilateral negotiations and plurilateral initiatives • Collection, analysis and dissemination of trade related information and data 	<ul style="list-style-type: none"> • PNG Present report to WTO TFA Committee • Review Report provided to NEC through the Trade Minister and subsequent publication • PNG's national interests is reflected in the Ministerial Decisions/Outcomes • Creation of a trade information center
2. New market access that are effectively utilized by PNG businesses to increase export earnings and foreign reserves	5. Secure market access through Trade Negotiation and promote PNG Made Products 6. Implementation of trade agreements/arrangement 7. Coordinate trade development and export promotion activities 8. Support SMEs Internationalization	<ul style="list-style-type: none"> • Assess new market opportunities, negotiate better market access deals under trade agreements. As well as promote/ defend PNG's trade interests in regional, multilateral and plurilateral groupings. • Coordinate implementation of the EU-Pacific EPA Trade Committee Meetings, and the UK Pacific iEPA, Melanesian Free Trade Agreement • Inform private sector on Dubai Expo particularly on trade exhibitions, PNG EU Business, Trade and Investment Conference, Trade Mission to Spain and New Caledonia etc. 	<ul style="list-style-type: none"> • Trade Impact Study Reports, Trade Agreements/ Arrangements, Ministerial Decisions/Outcomes • Joint Statement of Outcomes and Agreed Meeting Minutes • Expo Reports, NEC Decisions
3. Trade actors and regulators complied with domestic and international trade regulations, standard and processes	9. Facilitate coordination and development, implementation and enforcement of SQMT, IPR, Competition & Consumer Protection Policies 10. Develop PNG Export Readiness Guide 11. Facilitate coordination of development and implementation of Trade Remedies and Safeguards Legislation 12. Coordinate policy preparation for PNG's participation at APEC Minister Responsible for Trade meetings	<ul style="list-style-type: none"> • Coordinate and undertake consultations with concerned stakeholders • Facilitate and undertake consultations with stakeholders to finalize guide • Publish and undertake awareness • Coordinate and undertake consultations and prepare NEC Submission • Coordinate and undertake awareness on the legislation • Update MRT of PNG's implementation of the Bogor Goals and all other relevant APEC work programs as a result of previous MRT meeting instructions • Establish the FMIS financial management system and train the officers to manage the system • Develop and implement a procurement system • Conduct training on performance management system • Implement the staff performance system • Review and conduct restructure of the NTO structure • Develop a recruitment plan and implement it • Develop a training plan and implement it • Develop and maintain a Fixed Assets Registry • Set up the telephone, email and internet system of the NTO • Develop the National Trade Website 	<ul style="list-style-type: none"> • Development of Workplans, policies and MOUs in place for addressing issues on SQMT, IP, Competition and consumers concerns • Guide published and in place • Awareness/ Training undertaken • MRT Statement and Sub-fora Reports
4. An effective management and administration of Finance, Information System and the Human Resources	13. Ensure compliance to Government Finance Management practices 14. Promote and enhance Human Resources Management practices 15. Comply to standard Public Service procedures in asset inventory 16. Improve and maintain the information system		<ul style="list-style-type: none"> • FMIS System Report • Procurement report • Reports, staff appraisal reports, • Vacancies filled and officers being trained • Fixed Assets Registry reports • Office internet, telephone and email functional and national trade website is online

Monitoring & Evaluation

The National Trade Office will effectively Monitor and Evaluate the Corporate Plan 2020-2025. The implementation of this Corporate Plan will be reviewed bi-annually by the Senior Management to ensure that the Actions and Performance Indicators are being achieved in pursuit of the targeted corporate objectives in the respective Functional Areas.

Quarterly performance reports and Annual Reports will be prepared as required in accordance with the Public Service Management Act and the Public Financial Management Act budgetary purposes and review. In addition, external and internal auditors auditing the performance and management of the NTO will also use the Corporate Plan for their references.

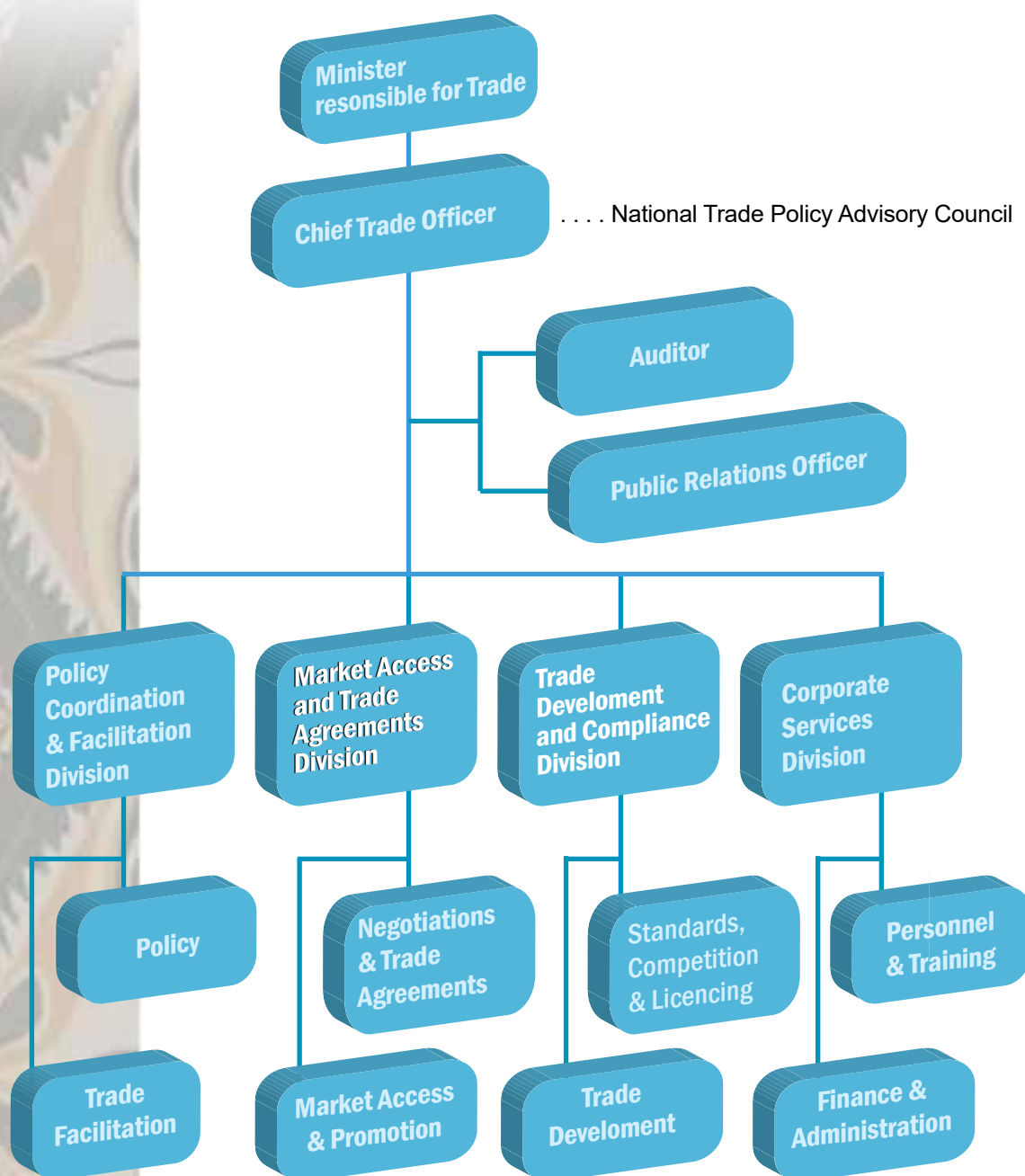
RESPONSIBLE OFFICE	ACTION REQUIRED	REPORTING REQUIREMENT
• Chief Trade Officer	• Strategic Management of the Corporate	• Monthly Senior Management Meetings
• Directors	• Management of the Division Core Functions and Operations	• Fortnightly Meetings with Branch Heads
• Assistant Directors	• Supervision of the Branch Activities	• Fortnightly Meetings with the Section Heads
• Senior Officers	• Implementation of the Plan	• Weekly Meetings of Individual Work Plans.



Organizational Structure

Our Vision will be pursued through effective implementation of the NTP in partnership with the private sector, development partners, and other key economic agencies of the Government.

*To be the
Champion
and Driving
Force to make
Trade a
Strategic Tool
for Economic
Growth,
Development
and
Prosperity of
our Country.*



Senior Management Team

Our Team is delighted to present the inaugural Five-Year Corporate Plan 2020 – 2025 for the PNG National Trade Office (NTO) which is entrusted to lead, coordinate and monitor the implementation of PNG's National Trade Policy 2017-2032.



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The Management and Staff of the PNG National Trade Office



Back Row (Left to Right): Mr. Alphonse Tombel, Mr. Marcellin Wohuinangu, Ms. Hildegard Rai, Mr Tony D. Ute, Ms Relvie Joseph, Ms. Rozeno P. Jackson, Ms. Boga Vagi, Mr. Thomas Tamati, Ms Margaret Laori, Mr. Andrew Peter, Ms. Nathalie Gideon, Ms. Sila Orake, Ms. Freda Ricky, Mr. Anthony Korau

Front Row (Left to Right): Mr Frazer Murray, Ms Bridgette T. Kamish, Mr. Richard Yakam (Acting Chief Trade Officer), Mr. Raphael Uranguai, Mr. Andrew Munap

Absent: Ms Rebecca Maniat, Ms. Kila Pautani and Mr Philip N Mercado

Notes

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**To be the champion and driving force to make trade a
strategic tool for ECONOMIC growth, development and prosperity
of Papua New Guinea.**

