



“Building Papua New Guinea Through Collaborative Development”

Business Structure

Nawik Capital Limited operates as a flat, collaborative consultancy firm with a hierarchical leadership structure to ensure efficient decision-making, project oversight, and specialized expertise delivery. The structure emphasizes cross-functional teams that align with the firm's two main business focus areas: Government Policy Advisory and Investment and Business Development. This allows for agile responses to client needs while leveraging the team's diverse skills.

Organizational Hierarchy

- **Managing Director:** Carol Maharina Vele Oversees overall operations, HR management, strategic direction, and ensures alignment with company goals. Reports directly to the owner (Ambassador Joshua Rimarkindu Kalinoe).
- **Lead Consultant:** Ambassador Joshua Rimarkindu Kalinoe, CSM, CBE Provides high-level strategic guidance, leads major projects, and serves as the primary interface with government and international partners. Directs both focus areas.
- **Senior Consultant, Finance and Policy Advisory:** John Kalinoe Handles financial planning, budgeting, policy analysis, and advisory across both focus areas. Supports the Lead Consultant in cross-sectoral initiatives.
- **Specialized Experts** (Reporting to Lead and Senior Consultants):
 - **Educational Specialist:** Samantha Kalinoe – Focuses on education policy, curriculum development, and community training programs.
 - **Medical Specialist:** Dr. Danica Malau – Provides expertise in healthcare systems, mental health policy, and service delivery models.
 - **Legal Expert:** Lawrence Kalinoe (Jr) – Offers legal advisory on contracts, regulatory compliance, and legislative drafting.

- **Marketing Expert:** Alu Joshua Kalinoe (Jr) – Manages branding, market research, and promotional strategies for investments and projects.
- **Business Development Expert:** Nancy Kalinoe – Identifies opportunities, builds partnerships, and drives growth in new sectors.
- **Support Team (Reporting to Managing Director):**
 - **Office Supervisor:** Racheal Kalinoe – Manages daily administrative operations, logistics, and team coordination.
 - **IT Expert:** Mesak Talvat – Handles technology infrastructure, data security, and digital tools for project management.
 - **HR Expert:** Carol Maharina Vele (dual role as Managing Director) – Oversees recruitment, training, performance management, and compliance.

Organizational Structure Diagram



Corporate Governance Structure

Nawik Capital Limited operates under a professional consultancy governance framework designed to deliver high-level advisory services to governments, development partners, and private sector investors.

Board & Executive Leadership

Managing Director & HR Director

Carol Maharina Vele

Responsible for overall corporate governance, human resource leadership, institutional partnerships, and strategic direction of the company.

Director & Lead Consultant / Principal Advisor

Ambassador Joshua Rimarkindu Kalinoe, CSM, CBE

Provides overall technical leadership of consultancy assignments, high-level diplomatic engagement, government advisory, and strategic negotiations.

Consultancy Leadership Team

The consultancy team consists of sector specialists and senior advisors who provide expertise across policy, investment development, and project implementation.

Senior Advisory & Policy Team

Senior Consultant – Finance & Policy Advisory

John Kalinoe

Responsible for:

- Public finance advisory
 - Government budgeting and fiscal policy
 - Development financing strategies
 - Public sector governance frameworks
 - Strategic policy analysis
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Legal & Regulatory Expert

Lawrence Kalinoe (Jr)

Specializes in:

- Legislative drafting
 - Regulatory frameworks
 - Investment agreements
 - Public-Private Partnership legal structuring
 - Government compliance and governance
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Medical & Health Systems Specialist

Dr. Danica Malau

Specializes in:

- Health systems strengthening
 - Public health policy
 - Medical program implementation
 - Healthcare investment planning
 - Health sector reforms
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Education Specialist
Samantha Kalinoe

Specializes in:

- Education policy development
 - Curriculum and institutional development
 - Education sector reform programs
 - Skills development and workforce training
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Business Development & Commercial Advisory Team
Business Development Specialist
Nancy Kalinoe

Responsible for:

- Strategic partnerships
 - Investment opportunity development
 - Donor engagement and program development
 - Private sector collaboration
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Marketing & Strategic Communications Expert
Alu Joshua Kalinoe (Jr)

Responsible for:

- Strategic communications
 - Investor engagement and promotion
 - Corporate branding
 - Market intelligence and outreach
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Technical & Operational Support
Information Technology Specialist
Mesak Talvat

Responsible for:

- Digital systems development
 - Data management platforms
 - ICT infrastructure
 - Digital project implementation
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Office Supervisor / Administration

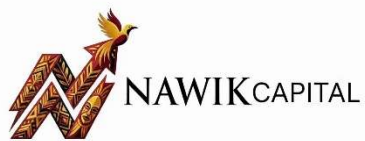
Racheal Kalinoe

Responsible for:

- Office operations
- Logistics coordination
- Project administration
- Client liaison and documentation management

Operational Model

- **Team Collaboration:** Experts are assigned to projects based on sector needs, forming ad-hoc teams under the Lead Consultant. For example, a health policy project might involve Dr. Danica Malau, Samantha Kalinoe (for education integration), and Lawrence Kalinoe (Jr) (for legal frameworks).
- **Decision-Making:** Strategic decisions are made by the Managing Director and Lead Consultant, with input from Senior Consultants. Support roles ensure seamless execution.
- **Scalability:** The firm engages external contractors for large-scale projects, maintaining a lean core team.
- **Governance:** 100% owned by Ambassador Joshua Rimarkindu Kalinoe, with compliance to PNG Companies Act 1997.



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Business Profile

Section 69, Lot 30, Geita Place, Gordons Port Moresby, NCD, Papua New Guinea

TIN: 500484022 C -1-69657

Strategic Advisory | Investment Facilitation | Policy Reform

Executive Summary

Nawik Capital Limited is a premier Papua New Guinea-based strategic advisory firm, delivering high-level consultancy services to governments, private sector entities, non-governmental organizations (NGOs), and international development partners. Founded and led by Ambassador Joshua Rimarkindu Kalinoe, CSM, CBE—one of PNG's most esteemed former public servants and diplomats—the firm excels in policy formulation, investment facilitation, public-private partnership (PPP) structuring, and complex project implementation. With over 48 years of combined cross-sectoral expertise and an unparalleled network spanning PNG and international arenas, Nawik Capital provides end-to-end solutions that align with national development priorities, such as rural community transformation in health, education, and social change, while adhering to global best practices and international standards.

As a strategic conduit between the Government of Papua New Guinea, international partners, and the private sector, Nawik Capital leverages its founder's singular reputation to undertake advisory and management roles of the highest sensitivity and strategic importance. The firm bridges policy development with practical implementation, fostering sustainable growth in key sectors including resources, infrastructure, healthcare, agriculture, and tourism.

Company Overview

Nawik Capital Limited is a registered company under the Investment Promotion Authority (IPA) of Papua New Guinea, specializing in comprehensive advisory and consultancy services. Originally incorporated as a construction-focused entity, the company has evolved into a leading consultancy firm, emphasizing government policy advisory, financial advisory, human resources (HR) management, and community development initiatives.

Attribute	Details
Legal Name	Nawik Capital Limited
Incorporation Date	21 September 2009 (Originally incorporated; re-registered under Companies Act 1997 on 14 March 2023)
Registration Number	1-69657
Taxpayer Identification Number (TIN)	500484022 (Issued 1 November 2022)
Legal Status	Active and in Good Standing (Certificate issued 14 June 2023)
Entity Type	Papua New Guinea Company (Re-registered from Foreign Enterprise)
Business Activity	Other Business Activities (Consultancy and Advisory Services)
Ownership	100% owned by Ambassador Joshua Rimarkindu Kalinoe
Registered Office	Section 69, Lot 30, Geita Place, Gordons, Port Moresby, National Capital District, Papua New Guinea
Postal Address	PO Box 463, Brian Bell Plaza, Gordons, Port Moresby, Papua New Guinea

Address for Service	Section 69, Lot 30, Geita Place, Gordons, Port Moresby, National Capital District, Papua New Guinea
Previous Postal Address	PO Box 724, Waigani, Port Moresby (Until 14 June 2023)

The company's mission is to collaborate with government bodies, NGOs, and donor organizations to advance Papua New Guinea's development agendas, with a particular focus on transforming rural communities through initiatives in health, education, and social change. Its vision is to build Papua New Guinea through collaborative development, drawing on 48+ years of combined experience to deliver impactful, sustainable outcomes.

Leadership Team

Nawik Capital's leadership is anchored by seasoned professionals with extensive experience in public service, diplomacy, finance, and strategic management. The team operates under a collaborative structure led by the Managing Director and Lead Consultant.

Carol Maharina Vele Managing Director & HR Expert

As Managing Director, Carol oversees daily operations, strategic planning, and HR functions, including recruitment, training, and compliance. With expertise in human resources management, she ensures the firm's workforce is aligned with project demands and ethical standards.

Ambassador Joshua Rimarkindu Kalinoe, CSM, CBE Lead Consultant

Ambassador Kalinoe is a distinguished diplomat, public servant, and business leader with over 45 years of experience in government, international relations, defense, academia, and resource management. His expertise spans policy formulation, trade negotiations, economic advising, and investment promotion. Key career highlights include:

- Advisor on Investment Projects, Government of Papua New Guinea (2022–Present): Providing strategic guidance on key investment initiatives.
- Commissioner General, Expo 2020 Dubai (2020–2022): Led PNG's participation, securing 22 Letters of Intent (LOIs) with international investors and overseeing implementation.
- Ambassador to the Kingdom of Belgium and the European Union (2013–2022): Concurrent accreditation to multiple European nations; Permanent Representative to WTO, IAEA, OPCW, and UNESCO; Deputy Chairman of the ACP Negotiating Team for the Samoa Agreement.
- Executive Director and Founding CEO, Petromin PNG Holdings Limited (2007–2013): Established PNG's first national gas, oil, and minerals company.
- Chief Secretary to Government (2002–2007): Bureaucratic head of PNG Public Service under Prime Minister Sir Michael Somare.
- Additional roles: Secretary, Department of Commerce & Industry (1995–1998); Principal Economics Advisor to Prime Minister Sir Julius Chan (1994–1995);

Lecturer and Head of Economics, University of Papua New Guinea (1992–1994); Commissioned Army Officer (Captain), PNG Defence Force (1976–1983).

- Awards: Companion of the Order of the British Empire (CBE) and Commander of the Star of Melanesia (CSM) by Queen Elizabeth II; Santo Campaign Medal by the Government of Vanuatu.
- Education: MBA (Bond University, Australia); Bachelor of Economics and Diploma in Journalism (University of Papua New Guinea).

John Kalinoe

Senior Consultant, Finance and Policy Advisory

John Kalinoe is a highly skilled finance and budgeting professional with over 15 years of experience in fiscal management, strategic planning, and financial analysis. He provides expert advisory on financial planning, budgeting, policy development, and compliance within Nawik Capital's operations. Key highlights:

- Director, Corporate Services Division, Directorate for Social Change and Mental Health Services (April 2025–Present): Oversees finance, HR, and administration; advises on governance and resource planning.
- Budget Coordinator/Senior Budget Officer, Department of Treasury (2009–2024): Managed fund certifications, budget estimates, spending analysis, and process improvements.
- Sales and Services Consultant, ANZ Bank (2008–2009): Delivered banking solutions and financial advice.

Core Competencies: Budget & Financial Planning, Strategic Planning, IFMS Proficiency, Leadership & Mentorship. Education: Bachelor of Business (Accounting), Southern Cross University, Australia; Diploma in Business (Accounting), Institute of Business Studies, PNG; Certificates in Information Technology (Levels III & IV). Certifications: Government Financial Statistics (2013); IFMS Navigation (2011); Anti-Money Laundering/Counter-Terrorism Financing (2008).

Samantha Kalinoe

Educational Specialist

Specializes in education policy, curriculum design, teacher training, and community-based learning initiatives, with a focus on rural development and social change.

Dr. Danica Malau

Medical Specialist

Expert in healthcare policy, mental health services, pharmaceutical regulation, and service delivery models, contributing to health sector reforms and community health programs.

Lawrence Kalinoe (Jr)

Legal Expert

Provides legal advisory on contracts, regulatory compliance, legislative drafting, and dispute resolution, supporting policy and investment projects.

Alu Joshua Kalinoe (Jr)

Marketing Expert

Handles marketing strategies, brand development, market research, and promotional campaigns to enhance investment opportunities and project visibility.

Nancy Kalinoe

Business Development Expert

Focuses on identifying new business opportunities, forging partnerships, and driving growth in sectors like agriculture, energy, and tourism.

Racheal Kalinoe

Office Supervisor

Manages administrative operations, logistics, client coordination, and office efficiency to support seamless project execution.

Mesak Talvat

IT Expert

Oversees IT infrastructure, data security, digital tools, and technology integration for efficient consultancy services.

Core Services & Specializations

Nawik Capital offers specialized consultancy services tailored to PNG's development needs, with a focus on bridging policy and implementation gaps. Services are organized into two main business focus areas: Government Policy Advisory and Investment and Business Development. Each area includes sector-specific specializations to address diverse client requirements.

1. Government Policy Advisory Division

Led by John Kalinoe, Senior Consultant - Finance & Policy Advisory

This division partners with national and sub-national governments, as well as development partners, to design, implement, and evaluate sound public policy.

- National policy development and legislative drafting.
- Regulatory reform and institutional strengthening.
- Public sector governance and compliance frameworks.
- Stakeholder engagement and multi-sectoral coordination.

Specializations:

- **Health Systems Strengthening:** National health policy development (e.g., Mental Health Policy 2025-2035), pharmaceutical regulation, health service delivery models, and public health program design. *Led by Dr. Danica Malau.*
- **Education & Human Capital Development:** Policy formulation for all education sectors, curriculum development advisory, teacher training frameworks, and strategies for improving access and equity in education. *Led by Samantha Kalinoe.*

- **Public Financial Management:** Budget planning and execution, fiscal policy advisory, public sector governance frameworks, and institutional strengthening. *Led by John Kalinoe.*
- **Legislative & Regulatory Reform:** Drafting of legislation, regulatory impact assessments, and development of compliance frameworks for various sectors. *Supported by Lawrence Kalinoe (Jr.).*
- **Multi-Sectoral Coordination:** Stakeholder engagement strategies and the development of frameworks for coordinating policy across government agencies and with development partners.

2. Investment & Business Development Division

Led by Nancy Kalinoe, Business Development Expert

This division facilitates private sector investment, structures public-private partnerships, and guides projects from concept to bankability and implementation.

- Investment promotion and partner sourcing.
- Project identification, packaging, and feasibility studies.
- Public-Private Partnership (PPP) structuring and negotiation.
- International agreement and treaty advisory.
- End-to-end project oversight and implementation.
- Monitoring, evaluation, and learning (MEL) frameworks.
- Risk management and compliance assurance.
- Community engagement and social inclusion planning.

Specializations:

- **Resources & Extractive Industries:** Advisory on licensing, state equity participation negotiations, community development agreement (CDA) structuring, and compliance with the Mining and Oil & Gas Acts. *Supported by Lawrence Kalinoe (Jr.).*
- **Infrastructure Development:** Project identification, pre-feasibility and feasibility studies, PPP structuring and procurement, and financing strategies for transport, energy, and urban development projects.
- **Agriculture & Rural Development:** Value chain analysis and development, connecting smallholders to markets, agribusiness investment packaging, and food security program advisory.
- **Energy & Mining:** Power sector project facilitation, renewable energy investment advisory, and alluvial mining project development and management.
- **Tourism & Eco-Development:** Sustainable tourism master planning, investment packaging for eco-lodges and resorts, and marketing strategies for destination development. *Supported by Alu Joshua Kalinoe (Jr.).*
- **Legal & Contract Advisory:** Structuring joint ventures, negotiating investment agreements, ensuring regulatory compliance, and providing legal due diligence for major projects. *Led by Lawrence Kalinoe (Jr.).*

Select Project Experience

- International Investment Facilitation – Expo 2020 Dubai: As Commissioner General, secured 22 LOIs; implemented 2 in Samarai-Murua District (artisan fishing, alluvial mining); 1 in planning (eco-tourism). Serves as Executive Chairman of Alluvial Mining JV Company.
- Public Policy & Legislative Reform: Developed PNG's National Mental Health Policy 2025–2035, 10-Year Implementation Plan, and legislative amendments for the Directorate for Social Change & Mental Health Services.
- Resource Sector Negotiation: Chaired State Negotiation Team for Used Lead Acid Battery (ULAB) Project (Nov 2024–Jun 2025); finalized draft Project Agreement.
- Infrastructure Master Planning: Chaired UPNG Master Planning Committee; completed TOR and initiated tender for infrastructure development.
- Transport Sector Review: Team Leader for Transport Sector Coordination, Monitoring & Implementation Committee (TSCMIC) under DT Global/DFAT (Nov 2025–Present).

Competitive Advantages

- Unparalleled Access & Networks: Direct engagement with senior leaders in government, international organizations, and private sector.
- Cross-Sectoral Expertise: Blend of government, diplomatic, corporate, and development experience.
- Local Knowledge with International Standards: Deep insight into PNG's cultural, legal, and business environment, aligned with global governance practices.
- End-to-End Service Delivery: Guides projects from conceptualization to evaluation, integrating policy, financing, and execution.

Compliance & Governance

Nawik Capital maintains the highest standards of compliance:

- Fully compliant with PNG Companies Act 1997 and taxation requirements.
- Comprehensive insurance coverage for consultancy engagements.
- Strict confidentiality, conflict-of-interest protocols, and data security systems.
- Commitment to transparency, accountability, and ethical practices.

Clients & Partners

Government Entities: National Department of Health, Provincial Health Authorities, Department of Treasury, Department of Justice & Attorney General, Investment Promotion Authority of PNG, PNG Trade Office, Provincial & Local-level Governments.

International Organizations: World Health Organization (WHO), Australian Department of Foreign Affairs & Trade (DFAT), Various United Nations agencies. **Private Sector:** Mining & resources companies, Pharmaceutical distributors, Infrastructure developers, Tourism operators.

Contact Information

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LinkedIn: Available upon request

Leadership Team:

- **Carol Maharina Vele**, Managing Director
- **Amb. Joshua Rimarkindu Kalinoe**, Lead Consultant
- **John Kalinoe**, Senior Consultant, Finance & Policy Advisory
- **Nancy Kalinoe**, Business Development Expert

