

# COOK ISLANDS



## **Te Kaveinga Nui**

(Pathway for Sustainable Development in the Cook Islands)

## **Living the Cook Islands Vision – A 2020 Challenge**

### **National Sustainable Development Plan (2007- 2010)**



## FOREWORD

“Te Kaveinga Nui” was developed to guide our national development into the future. It is a pathway that sets out a 15 year visionary framework called ‘Living the Cook Islands Vision – A 2020 Challenge’. The starting point for meeting our long term vision is the National Sustainable Development Plan (NSDP) 2007-2010. While comprehensive, “Te Kaveinga Nui” re-affirms our commitment to our international and regional partners through the World Summit on Sustainable Development (WSSD), Mauritius Declaration, Millennium Development Goals (MDGs), CEDAW, Multilateral Environmental Agreements (MEAs), Pacific Plan, PICTA, PACER amongst other Conventions. This ensures our development efforts are balanced across the three pillars of sustainable development: economic, environment and social growth.

We are now better positioned not only to oversee the process of national development but, also, provide direction as well as bring greater focus and coordination to our nation building programs. We have emerged from a painful decade of structural and institutional adjustments as a result of national economic reforms. Moreover, new challenges facing us all have emerged as result of changing socio-economic environment, rapidly increasing globalization, an expanding private sector, resource constraints and declining national population. Government’s reliance on its annual planning process as the basis for national budget allocation was deemed inadequate.

As a consequence of these experiences, government needs to take a long-term view of its development initiatives in order to better plan for these as well as emerging challenges. This would give our people real options to address their needs and dreams.

“Te Kaveinga Nui” promises to help us move beyond the limits of political intervention. “Te Kaveinga Nui” provides a long-term view of continuously advancing our political status, both in maintaining and strengthening our strong relationship with New Zealand as well as with existing and new relationships.

Guided by the principles of good governance, it is clear that opportunities exist to achieve our national priorities through more systematic national efforts, complemented by harmonized and coordinated development partners assistance and CROP support. The Cook Islands Government believes that “Te Kaveinga Nui” provide the platform for doing so. As such, I am calling our people to acknowledge their roles and responsibilities as identified in the plan and to help implement it as we move forward in building our nation.

Finally, I wish to acknowledge the kind assistance of our development partners, local communities, institutions, leaders, consultants, advisors and planners who worked tirelessly to produce this plan.

Kia Manuia

.....  
The Honorable Jim Marurai. MP

**PRIME MINISTER**

Signed this Wednesday, 24<sup>th</sup> day of January 2007

## ACKNOWLEDGEMENT

The Office of the Prime Minister in conjunction with the Ministry of Finance and Economic Management gratefully expressed our gratitude to the following institutions and committees who kindly gave valuable assistance during the consultations and compilation of this plan.

1. House of Ariki and Te Koutu Nui
2. National Task Force (2003-2004)
3. NSDP Advisory Committee
4. Project Management Unit (2003-2004)
5. Cook Islands Chamber of Commerce and the Private Sector
6. Cook Islands Association of Non-Government Organizations (CIANGO)
7. Government agencies
8. Local communities, organizations, leaders and experts
9. New Zealand Agency for International Development (NZAID)
10. United Nations Development Programme (UNDP)
11. Pacific Islands Forum Secretariat (PIFS)
12. South Pacific Regional Environmental Programme (SPREP)
13. Asian Development Bank (ADB)
14. Australia Agency for International Development (AusAID)
15. United Nations Department of Economic and Social Affairs (UNDESA)

This report was prepared by the  
Central Planning and Policy Office (Office of the Prime Minister) and the Economic Policy  
Division (Ministry of Finance and Economic Management)  
Government of the Cook Islands

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## ACROYNMS

ADB	Asian Development Bank
AusAID	Australia Agency for International Development
BPOA	Barbados Programme of Action
CISNOC	Cook Islands Sports and National Olympic Committee
CIANGO	Cook Islands Association of Non Governmental Organizations
CINDC	Cook Islands National Disability Council
CINCW	Cook Islands National Council of Women
CIRC	Cook Islands Red Cross
CROP	Council of Regional Organizations of the Pacific
DAT	Disability Action Team
EEZ	Exclusive Economic Zone
EMCI	Emergency Management Cook Islands
ERP	Economic Reform Programme
EU	European Union
FATF	Financial Action Task Force
FEMM	Forum Economic Ministers Meeting
GDP	Gross Domestic Product
GEF	Global Environment Facility
ICT	Information and Communication Technology
IPR	Intellectual Property Rights
MDG	Millennium Development Goals
MEAs	Multilateral Environmental Agreements
NCEA	National Certificate of Educational Achievements
NGO	Non Governmental Organizations
NSDP	National Sustainable Development Plan
NZAID	New Zealand Agency for International Development
OECD	Organization for Economic Co-operation and Development
OPM	Office of the Prime Minister
NGOs	Non Government Organisations
PERCA	Public Expenditure Review Committee Act
PIFS	Pacific Islands Forum Secretariat
PMU	Process Management Unit
PSC	Public Service Commission
SBEC	Small Business Enterprise Centre
UNDP	United Nations Development Programme
VAT	Value-Added Tax
WSSD	World Summit on Sustainable Development

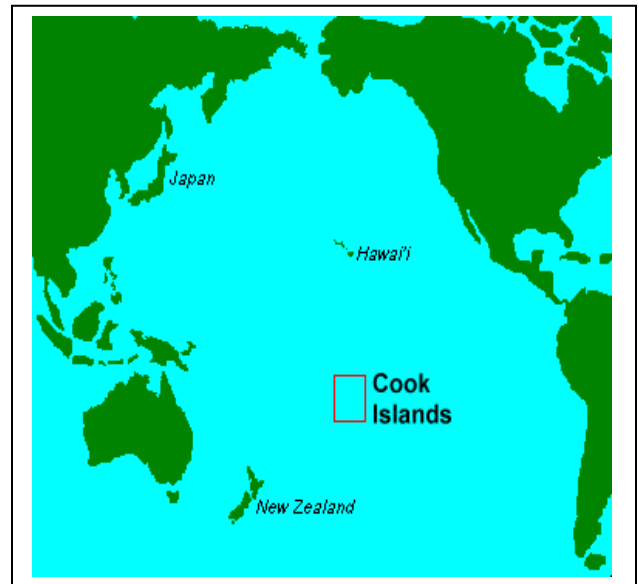
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## 1. THE COOK ISLANDS

The Cook Islands consists of 15 small islands scattered over 2 million square kilometres of the Pacific Ocean. They lie in the centre of the Polynesian Triangle, flanked by Fiji 2,300 km to the west, Tahiti 1,140 km to the east, Hawaii 4,730 km north and New Zealand 3,010 km southwest.

Country Profile	Facts
Head of State	Her Majesty Queen Elizabeth II, represented by the Queen's Representative in the Cook Islands, Sir Frederick Goodwin, K.B.E
Governance & Legal Status	Self-Governing in free association with New Zealand
	Parliament – 24 members elected by universal suffrage
	Cook Islands Constitution Act 1964, 1965
Population	Total population enumerated on 1 December 2006 stood at 19569 people.
Exclusive Economic Zone (EEZ)	1.8 million km <sup>2</sup>
Number of islands	15 islands (1 volcanic island, 4 makatea islands, 10 atolls and sand cays)
Land area	240 km <sup>2</sup> (88% - Southern group islands)
Average rainfall	2000 mm/year
Average temperature ranges	21°C – 28 °C
Official Languages	Cook Islands Maori
	English
Ethnic Composition	Maori Polynesians
	Europeans (NZ, USA, Canada, UK, Australia, others)
	Other Pacific Islands and Asians
Religion	Cook Islands Christian Church, Roman Catholic, Seventh Day Adventist, Latter Day Saints, Assembly of God, Apostolic, Jehovah's Witness, Baha'i, and other faiths



## 2. TE KAVEINGA NUI – A VISIONARY FRAMEWORK

### 2.1 INTRODUCTION

Today, the Cook Islands are at the crossroads as we determine our future direction after forty years of self-government. There are many challenges that we as a nation face. The world in which we live is constantly changing with globalisation and the new challenges that it presents. Our nation must be prepared to face these challenges as we embrace our future while also being mindful of our rich cultural past. ‘Te Kaveinga Nui’ is the process that will guide our future progress as a nation as we strive for sustainable development.

Te Kaveinga Nui is likened to a voyage, our voyage towards the future that we as nation desire. To provide directions for this voyage is *‘Living the Cook Islands Vision – A 2020 Challenge’*. The directions provided by ‘Living in the Cook Islands – A 2020 Challenge’ carry the long-term hopes and dreams of our people. In order to realise these hopes and dreams, we must know what we as a nation want to achieve in the long-term and plan diligently the journey that will lead to our future goals.

To provide the vital starting point on this journey is the National Sustainable Development Plan 2007-2010. This plan provides the outline of our short to medium term strategic targets, and the strategies that we must take to realise these targets. By embarking on the ‘Te Kaveinga Nui’ and following the directions of ‘Living the Cook Islands Vision – A 2020 Challenge’ and with the National Sustainable Development Plan to power this voyage, we will reach our National Vision.

### 2.2 OUR NATIONAL VISION

The Cook Islands National Vision was created and adopted by the National Retreat Forum at the Rarotongan Beach Resort in 1997, during a time when our nation was facing severe economic difficulties. Whilst our nation has made a significant recovery since then, the vision adopted at the time continues to embody the aspirations of our people. This is the vision that we strive for in the “Te Kaveinga Nui”.

Our *National Vision* is:

***“To enjoy the highest quality of life consistent with the aspirations of our people, and in harmony with our culture and environment.”***

***“Te oraanga tu rangatira kia tau ki te anoano o te iti tangata, e kia tau ki ta tatou peu Maori e te aotini taporoporoia o te basileia”***

### 3. LIVING THE COOK ISLANDS VISION – A 2020 CHALLENGE

**'Living the Cook Islands Vision – A 2020 Challenge'** is a 15 year visionary framework that provides guidance for the realisation of the long-term hopes and dreams of our people. It provides the directions that we as a nation must follow on our journey of 'Te Kaveinga Nui' to enable us to reach our ***National Vision***. It asserts the strategic outcomes that we hope to accomplish during the process of Te Kaveinga Nui.

#### 3.1 OUR STRATEGIC OUTCOMES

##### **STRATEGIC OUTCOME 1. WELL EDUCATED, HEALTHY AND PRODUCTIVE PEOPLE AND RESILIENT COMMUNITIES**

- We envisage that by 2020, we will achieve population sustainability with population of no less than 25,000 people.
- We envisage that by 2020, all Cook Islanders will have universal access to quality cost-effective formal and non-formal education.
- We envisage that by 2020, all Cook Islanders will have universal access to quality health services.
- We envisage that by 2020, the development of the Cook Islands will be led by Cook Islanders.

##### **STRATEGIC OUTCOME 2. A SECURE SOCIETY BUILT ON LAW AND ORDER, AND GOOD GOVERNANCE**

- We envisage that by 2020, the 8 principles of 'good governance' – participation; rule of law; transparency; responsiveness; consensus orientation; equity and inclusiveness; effectiveness and efficiency; and accountability, will be entrenched at all levels of society.
- We envisage that by 2020, we will have a strengthened national justice system that is expeditious and fair.
- We envisage that by 2020, our national justice system will be complimented by strengthened national security to adequately deal with national and trans-boundary security issues.

##### **STRATEGIC OUTCOME 3. SUSTAINABLE ECONOMIC GROWTH IN HARMONY WITH OUR SOCIAL VALUES, CULTURE AND ENVIRONMENT**

- We envisage that by 2020, our largely private sector-led GDP will reach \$0.6 billion based on sustainable development principles.
- We envisage that by 2020, all islands will have achieved the minimum standards set for basic infrastructure, transport and utilities to support their economic development.
- We envisage by 2020, there will be a more equitable distribution of the benefits of economic growth across all islands.



#### **STRATEGIC OUTCOME 4. RESPONSIBLE AND MATURE FOREIGN RELATIONS WITH NEW ZEALAND AND OTHER REGIONAL AND INTERNATIONAL COMMUNITIES IN THE INTERESTS OF THE PEOPLE OF THE COOK ISLANDS**

- We envisage that by 2020, the peoples of the Cook Islands and New Zealand will have a strong commitment towards each other under a Treaty relationship.
- We envisage that by 2020, the Cook Islands will be an equal and effective member of the United Nations.
- We envisage that by 2020, the Cook Islands will have taken full advantage of its membership of the Pacific community and its international relationships to achieve our sustainable development goals.

#### **STRATEGIC OUTCOME 5. ENHANCED CULTURAL AND ENVIRONMENTAL VALUES**

- We envisage that by 2020, we will have increased respect for our Cook Islands Maori culture and traditions and be responsive to the importance of essential cultural knowledge in both nation building and cultural development.
- We envisage that by 2020, we will have a firm respect for our natural environment through increased conservation efforts that are consistent with the principles of sustainable development ensuring the protection of our natural environment for future generations.

### **3.2 ACHIEVING THE CHALLENGE**

The strategic outcomes of 'Living the Cook Islands Vision – A 2020 Challenge' highlight the need to address our human resource development needs, the improvement of social sector with particular attention to health and education services; enhancing law and order and good governance; strengthening our national economy; developing effective foreign affairs; while at the same time supporting our cultural values and ensuring that future generations have the opportunity to enjoy our natural environment. We must therefore develop strategies and strategic targets that endeavour to meet the strategic outcomes of 'Living in the Cook Islands Vision – A 2020 Challenge'. This is our focus in planning our short to medium term strategies and strategic targets in the National Sustainable Development Plan 2007-2010.

## **4. NATIONAL SUSTAINABLE DEVELOPMENT PLAN (NSDP) 2007-2010**

The NSDP 2007-2010 is a four-year strategic framework for achieving our strategic outcomes in 'Living the Cook Islands Vision – A 2020 Challenge' and paves the way to realising our National Vision. This is the first leg of our 'Te Kaveinga Nui' journey.

### **4.1 THE OBJECTIVE OF THE NSDP**

To build a sustainable future that meets our economic and social needs without compromising prudent economic management, environmental integrity, social stability, and our Cook Islands Maori culture, and the needs of future generations.

### **4.2 STRATEGIC GOALS**

To achieve the NSDP objective, eight (8) strategic goals are identified below.

#### **Strategic Goal 1**

Equal opportunities for education, health, and other social services towards maintaining an inclusive, vibrant, resilient and productive society in harmony with our culture (***Strategic Outcomes 1 & 5***)

#### **Strategic Goal 2**

A society built on law and order and good governance at all levels (***Strategic Outcomes 2 & 3***)

#### **Strategic Goal 3**

Innovative and well-managed private sector-led economy (***Strategic Outcomes 1 & 3***)

#### **Strategic Goal 4**

Sustainable use and management of our environment and natural resources (***Strategic Outcomes 1 & 5***)

#### **Strategic Goal 5**

A strong basic infrastructure base to support national development (***Strategic Outcomes 1 & 3***)

#### **Strategic Goal 6**

A safe, secure and resilient community (***Strategic Outcomes 1, 2, 3 & 5***)

#### **Strategic Goal 7**

A foreign affairs policy that meets the needs and aspirations of the Cook Islands people (***Strategic Outcomes 4, 1, 2, 3 & 5***)

#### **Strategic Goal 8**

Strengthened National Coordination and Institutional Support Systems for Development Planning, Evaluation and Monitoring (***Strategic Outcomes 1, 2, 3, 4 & 5***)

### **4.3 NSDP 2007-2010: A Living and Working Document**

To address each strategic goal, a number of strategies are identified. Furthermore, in the absence of sector plans, corporate plans and or baseline information, limited planning capacity at the sectoral level, and in the presence of resource constraints, effort has been made to at least identify strategic initiatives, specific activities and or targets that could be achieved by 2010 against each strategy. It must be noted that the strategies, specific activities and or targets in the NSDP 2007-2010 have yet to be cost and prioritised. It is hoped that this first leg of our 'Te Kaveinga Nui' journey will lay the foundation to subsequent National Sustainable Development Plans and that the shortcomings in this present NSDP will be addressed as we progress. The NSDP 2007-2010 is therefore a living and working document; it is the start towards better planning the future of our nation.

## **5. NSDP STRATEGIC PRIORITY AREAS FOR IMPLEMENTATION**

### **5.1 GOAL 1: EQUAL OPPORTUNITIES FOR EDUCATION, HEALTH, OTHER SOCIAL SERVICES AND CULTURAL VALUES TOWARDS MAINTAINING AN INCLUSIVE, VIBRANT, RESILIENT AND PRODUCTIVE SOCIETY**

#### **Performance Overview and Strategic Outlook**

Cook Islanders hold New Zealand citizenship and therefore have unrestricted migratory access to both New Zealand and Australia. This has resulted in high levels of out-migration from the Cook Islands to these destinations. This is particularly apparent in the outer islands where social and economic fabrics have been severely affected since 1995. Continuing depopulation is possibly the biggest threat to the long-term sustainable development of the Cook Islands.

The large Cook Islands population residing in New Zealand, and elsewhere, and their strong family ties back in the Cook Islands, could provide a solid foundation for building stronger economic partnerships between local and 'expatriate' Cook Islanders. However, the free movement of skilled and unskilled labour, together with a net migration of outer islanders to Rarotonga, poses particular challenges for both national and outer islands development.

This highlights the need to consider policies that will provide incentives for families to remain in the country or to encourage return migration. Although Government plays a fundamental role in creating the environment that will encourage population retention and return migration, it is imperative that society as a whole must work together to ensure the population sustainability of the Cook Islands. At the heart of efforts to enhance the Cook Islands population and human resource development needs, is the necessity to target improvements in the social sector.

Education remains a key focus of Government's commitment to the long-term development of the Cook Islands. Government's commitment to education is demonstrated in the annual budgetary increases since 1995 to all schools including private schools. The NSDP recognises that efforts towards quality education must be enhanced through the strengthening of the education system throughout the entire Cook Islands to produce not only equal educational opportunities for all Cook Islanders but also a well-educated people.

Enhancing education in the Cook Islands is not merely confined to those at school age or formal education. The Cook Islands Human Resource Development Strategy is focused on increasing the basic trade and foundational skills of all people in the Cook Islands. This will eventuate through improving the quality and accreditation of non-formal education services targeting the vocational and technical training needs of the country.

A strong health sector is central to the development of our human resources. Government recognises that the entire Cook Islands health system requires strengthening and service delivery improved significantly in order that Cook Islanders receive quality health services. Also playing a pivotal role in addressing the health concerns of the nation are the Non-Government Organisations dedicated to improving the well-being of all our people and also those who target the vulnerable in society. Achievement of our strategic targets in health requires the cooperation between the Ministry of Health and related Government agencies; NGOs that target health needs and our people as a whole.

Enhancing our development efforts also means that intervention programmes focusing on other social services such as labour and consumer programmes, gender equality-related activities, vulnerable communities (disabled, destitute & infirm, migrant workers, children and families at risk, unemployed, elderly, and women) and censorship will be intensified with the setting of new policies, programmes and benchmarks.

Government recognises the development of young people as a vital area for strategic consideration and action.

The Cook Islands will host the Mini South Pacific Games in 2009 and other international sporting fixtures. These events provide valuable opportunities to not only upgrade local sporting facilities but also to ensure that local communities actively participate in sports with a view towards attaining healthy lifestyles.

The protection, preservation and promotion of our cultural resources, language, traditional values, knowledge and practices are important to us as Cook Islanders. These are essential in maintaining our identity as Maori and Cook Islands people as well enhance the value of our cultural heritage through other key development sectors such as tourism.

## CHALLENGES:

- Continuing decline in the national population especially in the outer islands.
- Need to improve educational outcomes (e.g. literacy, numeracy, upper secondary retention and achievement).
- Labour and work skills shortages.
- Systematic approach towards recruitment and treatment of foreign workers.
- Increase in unit cost of basic social and health services delivery.
- Risks of lower quality delivery of basic social and health services.
- Limited access to quality health services for women and young adults.
- Increasing number of people affected by non-communicable diseases.
- Low representation of women in politics, high level decision making positions, policymaking and other leadership roles.
- Marginalisation of people with disabilities, their families and caregivers.
- Low priority situation on youth, children and their families that may be at risk resulting from socio-economic deprivation.
- Inadequate consumer protection.
- Limited Government support in terms of allocating adequate funding and resources for intervention programmes currently delivered by respective NGOs.
- Limited welfare services.
- Welfare support not aligned with the increasing cost of living.
- Increasing numbers of non-communicable diseases.
- Low recognition of the role and participation of youth in development.
- Lack of recognition of sport as an industry, which enhances opportunities for employment, education, tourism and basic human health.
- Protection, preservation and promotion of our Maori language, traditional and cultural heritage.
- Establishing our culture as a key development area.
- Legislate, implement and managing robust IPR and research policies.

Key Baseline Indicators	2005-06 Value	2009-2010 Value
Percentage of Grade 6 students achieving 'reading age' and 'numeracy level' tests		90%
Percentage of students achieving Level 3 NCEA qualifications (Form 7 – Year 13) – First time	53%	70%
Number of medical referrals from Outer Islands to Rarotonga	255	216
Number of medical referrals from Rarotonga to New Zealand	169	143
Value of expenditure for all beneficiaries	\$8.513Million	
No. of senior management positions occupied by women (public/private)	33%	50%
No. of crimes accounted for by delinquents (%)	30	20
Internationally accredited sports programmes	4	
Cultural Events/Programmes organised and implemented annually	5	8
Number of National IPR, Patents And Trademarks	0	
<i>Source: Ministry of Health, Cook Islands MDG Report 2005, Cook Islands Government Census 2001, Ministry of Cultural Development, Cook Islands Sports National Olympic Committee, Police, Justice, Public Service Commission, Ministry Of Education,</i>		

**GOAL 1: EQUAL OPPORTUNITIES FOR EDUCATION, HEALTH, AND OTHER SOCIAL SERVICES FOR STRENGTHENING AND MAINTAINING AN INCLUSIVE, VIBRANT, RESILIENT AND PRODUCTIVE SOCIETY IN HARMONY WITH OUR CULTURE**

**STRATEGIES**

**KEY STRATEGIC TARGETS 2007-2010**

**EDUCATION**

Strengthen the education system on all islands, increase accountability and effective utilization of local and development partner resources	<ul style="list-style-type: none"> <li>Complete prioritised Education Sector Plan and develop a medium term Sector Wide Approach Budgeting System linked to the national budgetary process by 2008. (Ministry of Education, MFEM)</li> </ul>
Ensure equitable access to quality education for all, and enhance learning environments	<ul style="list-style-type: none"> <li>By the year 2010, 95% of children who have reached the age of 3 ½ years will be enrolled in an early childhood centre.</li> <li>By the year 2010, all Early Childhood Education (ECE) centres will be fully resourced with qualified trained ECE teachers and are equipped with sufficient resources to enable ECE teachers to delivery quality programmes to learners.</li> <li>By the year 2010, 90% of children at Year 4 (Grade 4) from the majority of schools will achieve a “reading age” which is equal to or above their chronological age in their first language.</li> <li>By the year 2010, 90% of children at Year 3 (Grade 3) from the majority of schools will be working at or above the “numeracy level” that is appropriate to their chronological age.</li> <li>By 2010, 50% of students entering NCEA Level 1 for the first time at Year 11 will achieve NCEA Level 1.</li> <li>By 2010, 70% of students taking 4 or more Level 3 subjects in Year 13 for NCEA Level 3 will achieve the New Zealand University Entrance (UE) standard.</li> <li>By 2010, 70% of young people in the 15 to 17 year age bracket in all outer islands will either be enrolled at a school or will be continuing their education and/or training through a recognised provider (e.g. USP, approved tertiary training establishment etc).</li> <li>Maintain 100% equal access opportunities for all outer island students through: face to face teaching; enrolment in New Zealand Correspondence School (NZTCS) courses or the delivery by Distance Flexible Learning (DFL) of locally developed courses; and transfer to a Rarotonga secondary school under the Ministry’s Outer Island Study Award Scheme.</li> <li>Increase by 25% the number of teachers with internationally recognised professional qualifications by 2010.</li> <li>Develop 20% of national curriculum materials by 2010 to have Cook Islands life skills, language, and environmental and cultural contents.</li> </ul> <p>(Ministry of Education, CIANGO)</p>

**GOAL 1: EQUAL OPPORTUNITIES FOR EDUCATION, HEALTH, AND OTHER SOCIAL SERVICES FOR STRENGTHENING AND MAINTAINING AN INCLUSIVE, VIBRANT, RESILIENT AND PRODUCTIVE SOCIETY IN HARMONY WITH OUR CULTURE**

**STRATEGIES**

**KEY STRATEGIC TARGETS 2007-2010**

**NATIONAL HUMAN RESOURCE DEVELOPMENT**

Enhance human resource development on all islands, focusing on vocational and technical training	<ul style="list-style-type: none"> <li>• Increase basic foundational skills for all people of the Cook Islands.</li> <li>• Improve the quality and accreditation of all formal/non-formal educational services targeting vocational/technical training needs.</li> <li>• Up-skill people with limited foundational skills to increase their integration into, and retention in the workforce.</li> </ul> <p><i>(National Human Resource Department)</i></p>
Establish an accredited program of vocational, technical training and internship and tertiary scholarship program	<ul style="list-style-type: none"> <li>• Ensure accreditation of all post secondary education and training providers from internationally recognised institutions.</li> <li>• Increase the number of private sector partnerships with internship programs for strengthening technical and practical skills of the graduates of the Trades Training Centre.</li> <li>• Increase by 30% the number of tertiary qualified graduates by 2010.</li> </ul> <p><i>(National Human Resource Department)</i></p>
Improve the delivery of government services through training programs	<ul style="list-style-type: none"> <li>• Re-establish a national training programme for civil servants in 2007, focusing on professional development within the civil service.</li> </ul> <p><i>(Public Service Commission)</i></p>
Strengthen and link immigration policies on foreign workers with human resource development	<ul style="list-style-type: none"> <li>• Improve management of foreign workers in relation to labour market needs.</li> </ul> <p><i>(Immigration Division)</i></p>
Ensure population sustainability	<ul style="list-style-type: none"> <li>• Develop a new national population strategy by 2008.</li> </ul> <p><i>(Ministry of Health, Internal Affairs, Immigration, Office of the Prime Minister)</i></p>

**HEALTH**

Strengthen the health services on all islands and increase accountability and effective utilisation of local and development partner resources	<ul style="list-style-type: none"> <li>• Complete prioritised Health Sector Plan and develop a medium term expenditure framework linked to national budgetary process by 2008.</li> </ul> <p><i>(Ministry of Health, MFEM)</i></p>
Improve and protect the health of all Cook Islanders	<ul style="list-style-type: none"> <li>• Improve the health of children by reducing the mortality and morbidity rate.</li> <li>• Improve the health of young people through reducing the incidence and impact of risk taking activities.</li> <li>• Improve the health of women and mothers through preventing maternal mortality and reducing</li> </ul>



**GOAL 1: EQUAL OPPORTUNITIES FOR EDUCATION, HEALTH, AND OTHER SOCIAL SERVICES FOR STRENGTHENING AND MAINTAINING AN INCLUSIVE, VIBRANT, RESILIENT AND PRODUCTIVE SOCIETY IN HARMONY WITH OUR CULTURE**

**STRATEGIES**

**KEY STRATEGIC TARGETS 2007-2010**

	<p>morbidity.</p> <ul style="list-style-type: none"> <li>• Improve the health of men and women through reducing the incidence and impact of non communicable diseases, tobacco, cancer, alcohol and trauma.</li> <li>• Strengthen health support services for older people.</li> <li>• Strengthen health services that support independence for people with disabilities in partnership with CINCD and DAT.</li> <li>• Develop a multi-disciplinary community rehabilitation service addressing disability and the rehabilitation needs in the community.</li> </ul> <p><i>(Ministry of Health, Red Cross, CIANGO, CINCD, DAT)</i></p>
Encourage healthier lifestyles and safer environments	<ul style="list-style-type: none"> <li>• Strengthen mental health services and programmes in partnership with NGOs that specifically target mental health.</li> <li>• Strengthen HIV health services and programmes in partnership with relevant NGOs.</li> <li>• Develop and implement a comprehensive drug and alcohol, tobacco and gambling cessation strategy.</li> <li>• Implement Tobacco Control Plan of Action and establish Smoke Free Zones.</li> <li>• Enact alcohol and drug, tobacco and gambling legislation.</li> <li>• Improve environmental health, focusing on food safety, safe water, clean air, improved sanitation, and waste management in partnership with other agencies.</li> <li>• Enact the Sewage regulations and train stakeholders in sanitation.</li> <li>• Enact the Food Safety legislation.</li> <li>• Reduce the incidences of communicable diseases with an emphasis on STIs/HIV/AIDS, vector borne diseases, hepatitis and tuberculosis and other new communicable diseases that may emerge.</li> <li>• Implement the Non-Communicable Diseases Strategy Action Plan.</li> <li>• Reduce the incidences of non-communicable diseases and injury with an emphasis on obesity, diabetes, cardiovascular disease, respiratory disease, cancer and oral health.</li> <li>• Measure the prevalence of sports injuries and its impact on financial resources.</li> </ul> <p><i>(Ministry of Health, CIANGO, Are Pa Taunga, Te Kainga, Punanga Tauturu, Cook Islands Family Welfare Association, Are Pa Metua, CIRC, Tobacco Control Working Group (TCWG), National Aids Committee)</i></p>
Maintain adequate levels of specialist health advice to all Cook Islands people	<ul style="list-style-type: none"> <li>• Maintain Medical Specialist Visit programme.</li> <li>• Investigate options for sustainable health financing.</li> </ul> <p><i>(Ministry of Health, MFEM)</i></p>
Support community health	<ul style="list-style-type: none"> <li>• Continue to strengthen community-based programmes promoting health in partnership with other</li> </ul>

**GOAL 1: EQUAL OPPORTUNITIES FOR EDUCATION, HEALTH, AND OTHER SOCIAL SERVICES FOR STRENGTHENING AND MAINTAINING AN INCLUSIVE, VIBRANT, RESILIENT AND PRODUCTIVE SOCIETY IN HARMONY WITH OUR CULTURE**

STRATEGIES	KEY STRATEGIC TARGETS 2007-2010
development	agencies. <ul style="list-style-type: none"> <li>• Practise positive role modelling within the Ministry of Health. (Ministry of Health, CIRC, TCWG)</li> </ul>
Strengthen health infrastructure and systems	<ul style="list-style-type: none"> <li>• Strengthen and improve the infrastructure of the health system to ensure it has sufficient capacity to meet the health needs of the population with special attention to the outer islands.</li> <li>• Complete in 2007 for implementation of the 5-year Ministry of Health Workforce Plan.</li> <li>• Implement the National Health Research Policy in partnership with the National Research Committee. (Ministry of Health)</li> </ul>
SOCIAL WELFARE	
Strengthen the social welfare system on all islands and increase accountability of the utilisation of local and development partner resources	<ul style="list-style-type: none"> <li>• Complete prioritised Social Welfare Plan and develop a corporate medium term budget by 2008. (Ministry of Internal Affairs, MFEM)</li> </ul>
Increase community based support for people with disability, aged and other beneficiaries.	<ul style="list-style-type: none"> <li>• Review the Social Welfare System in 2007 and develop National Policy and Plans of Actions for Social Welfare Beneficiaries, Human Resources Development Strategy for the vulnerable groups, Child and Family Policy by 2008.</li> <li>• Review National Disability Policy in 2007 for implementation thereafter in partnership with CINDC and DAT.</li> <li>• Ensure all Government offices and at least 50% of public places are accessible to people with disability by 2010.</li> <li>• Strengthen public-private and public-community partnerships with private sector and NGOs to facilitate greater social responsibility for the aged, young dependents and people with disability.</li> <li>• Evaluate the performance of NZAID funded Community Initiative Scheme and consider localisation of funding by 2010. (Ministry of Internal Affairs, Ministry of Works, Cook Islands Investment Corporation, Disability Action Team, CIANGO, MFEM)</li> </ul>
YOUTH	
Encourage participation of youth in the development of the Cook Islands	<ul style="list-style-type: none"> <li>• Implement the National Youth Policy 2007-2010.</li> <li>• Re-establish the National Youth Council in 2007.</li> <li>• Ensure that 40% of national committees have a Cook Islands National Youth Council</li> </ul>

# GOAL 1: EQUAL OPPORTUNITIES FOR EDUCATION, HEALTH, AND OTHER SOCIAL SERVICES FOR STRENGTHENING AND MAINTAINING AN INCLUSIVE, VIBRANT, RESILIENT AND PRODUCTIVE SOCIETY IN HARMONY WITH OUR CULTURE

## STRATEGIES

## KEY STRATEGIC TARGETS 2007-2010

	<p>representative to participate in national decision making processes by 2010.</p> <ul style="list-style-type: none"> <li>• Increase by 25% the Number of active national programs targeting youth leadership, entrepreneurship and sports development opportunities by 2010.</li> <li>• Achieve a 25% reduction in unemployment (892 – 400) by 2010</li> </ul> <p><i>(Youth Division)</i></p>
<b>GENDER</b>	
Improve and increase participation of women in the development of the Cook Islands	<ul style="list-style-type: none"> <li>• Endorse and implement the National Policy on Gender by the end of 2007.</li> <li>• Review and update the National Policy on Women by the end of 2007.</li> <li>• Integrate Gender equality policies into all sectoral plans by 2010.</li> <li>• Achieve equitable remuneration scale and career advancement in all sectors.</li> <li>• Increase the number of businesses owned or co-owned by women.</li> </ul> <p><i>(Gender Division, CIANGO)</i></p>
<b>LABOUR AND CONSUMER AFFAIRS</b>	
Strategic, sector-wide approach to labour and consumer issues	<ul style="list-style-type: none"> <li>• Develop and implement labour, consumer and industrial relation policies and strategies by 2008.</li> <li>• Update labour and consumer-related legislation by 2010.</li> <li>• Review Price control policy and update the legislation by 2010.</li> </ul> <p><i>(Ministry of Internal Affairs)</i></p>
<b>CENSORSHIP</b>	
A more comprehensive approach to censorship	<ul style="list-style-type: none"> <li>• Develop Censorship policy and update related legislation by 2009.</li> <li>• Develop and implement Censorship Strategy by 2008.</li> </ul> <p><i>(Ministry of Internal Affairs)</i></p>
<b>SPIRITUAL WELL-BEING</b>	
Promote the spiritual well-being and “religious” values amongst communities and people nationwide	<p>Consistent with nationally endorsed spiritual and religious values, the Religious Advisory Council will develop and implement priority initiatives to strengthen spiritual well-being.</p> <p><i>(Religious Advisory Council)</i></p>
<b>SPORTS</b>	
Provide international accredited sports facilities, robust training and competitive programs	<ul style="list-style-type: none"> <li>• Begin implementation in 2007, and monitor to 2009, the Mini South Pacific Games Master Plan.</li> <li>• Upgrade of existing sporting facilities, and the construction of new facilities targeting major sporting fixtures in 2009, which are accessible to all (including the disabled), with upgrade and construction completed by November 2008.</li> </ul> <p><i>(Cook Islands Sports and National Olympic Committee, Ministry of Health)</i></p>
Increase the number of	<ul style="list-style-type: none"> <li>• Strengthen active national and community awareness programs on the health benefits of sports</li> </ul>

**GOAL 1: EQUAL OPPORTUNITIES FOR EDUCATION, HEALTH, AND OTHER SOCIAL SERVICES FOR STRENGTHENING AND MAINTAINING AN INCLUSIVE, VIBRANT, RESILIENT AND PRODUCTIVE SOCIETY IN HARMONY WITH OUR CULTURE**

**STRATEGIES**

**KEY STRATEGIC TARGETS 2007-2010**

participants at all levels of competitive sports	<p>and regular exercise throughout the Cook Islands.</p> <ul style="list-style-type: none"> <li>• Enhance ongoing active sports programs in schools through the Ministry of Education curriculum.</li> <li>• Increase the level of sports participation throughout the Cook Islands at all ages and with both able bodied and disabled people.</li> <li>• Encourage the implementation of disability sports at all levels within National Sports Federations according to the standards and regulation of the International Federation.</li> <li>• Revive and strengthen participation in traditional sports.</li> </ul> <p><i>(Cook Islands Sports and National Olympic Committee, Ministry of Health)</i></p>
Increase the number of medals won in competitive sports at the regional and international level	<ul style="list-style-type: none"> <li>• Maintain the selection criteria for teams representing the Cook Islands at regional or international competitions.</li> <li>• Increase the number of medals at 2007 South Pacific Games in comparison to 2003 Games.</li> <li>• Increase the number of medals at 2009 Pacific Mini games in comparison to Palau Mini Games in 2005.</li> <li>• Achieve for the first time, a medal at the Delhi Commonwealth Games in 2010.</li> <li>• Maintain a comprehensive yet simple talent identification program where athletes selected can achieve high levels of coaching and training overseas.</li> </ul> <p><i>(Cook Islands Sports and National Olympic Committee, Ministry of Health)</i></p>

**CULTURAL HERITAGE, VALUES AND IDENTITY**

Strengthen national archives, library and museums	<ul style="list-style-type: none"> <li>• Ratify the World Heritage Convention in 2007.</li> <li>• Achieve the preservation of 30% of historical documents, publications and artifacts by 2010.</li> <li>• Install on a database 40% of all archived information by 2010.</li> <li>• Ensure easy accessibility of 30% of natural heritage and historical material by 2010.</li> <li>• Preservation, protection and restoration 20% of audiovisual recording of national artists and documentaries by 2010.</li> <li>• All research reports to be collated within the National Library</li> </ul> <p><i>(Ministry of Cultural Development)</i></p>
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**GOAL 1: EQUAL OPPORTUNITIES FOR EDUCATION, HEALTH, AND OTHER SOCIAL SERVICES FOR STRENGTHENING AND MAINTAINING AN INCLUSIVE, VIBRANT, RESILIENT AND PRODUCTIVE SOCIETY IN HARMONY WITH OUR CULTURE**

**STRATEGIES**

**KEY STRATEGIC TARGETS 2007-2010**

Strengthen programs on Cook Islands Maori language, traditional sports, performing and visual arts and recording of oral traditions.	<ul style="list-style-type: none"> <li>• Increase by 25% the number of oral compositions at primary and secondary school level and during festive periods to promote Cook Islands Maori Language, traditional sports, visual and performing arts and oral traditions by 2010.</li> <li>• Increase by 20% the number of Art and other Cultural Exhibitions by 2010.</li> <li>• Record and store all national and cultural festivities in the National Archive.</li> <li>• All major cultural festivities to be hosted at the National Auditorium.</li> </ul> <p><i>(Ministry of Cultural Development, CISNOC)</i></p>
Develop intellectual property rights, research and other related policies and legislation	<ul style="list-style-type: none"> <li>• Develop and implement National IPR policy and legislation by the end of 2007.</li> <li>• Increase the number of intellectual property rights registrations recorded by 2010.</li> </ul> <p><i>(Ministry of Justice)</i></p> <ul style="list-style-type: none"> <li>• Implement the National Research Policy framework in 2007.</li> </ul> <p><i>(Office of the Prime Minister)</i></p>

## **5.2 GOAL 2: A SOCIETY BUILT ON LAW AND ORDER AND GOOD GOVERNANCE AT ALL LEVELS**

### **Performance Overview and Strategic Outlook**

Our environment and the circumstances that we face as a nation have changed significantly since self-government in 1965. Political reform is now necessary and must be based on the current representative needs of communities around the nation. In this NSDP, the need to strengthen the Cook Islands parliamentary processes to improve legislative action and oversight is highlighted. In recent times, frequent changes in the number of Governments per electoral period have reduced the confidence of our people and possibly foreign investors in our governing systems. Strengthening of policies and capacities related to the fostering of political and leadership integrity in Parliament and the senior management level of the public service is a priority.

The 1996 Economic Reform Program underlined the need for public sector reform. Once, again, our existing structures are inadequate to meet the demands of our constantly changing environment. The structure of the public service requires review to ensure accountability and performance to maintain the confidence of the community in the machinery of government. With the help of our development partners, concerns relating to the delivery of service provided by the public sector will be addressed to ensure that the community receives 'value for money' for their investment in the public service.

It is also essential that Government, through a strong Central Agencies Committee and PERCA, ensure that its policies and decisions are successfully implemented and comply with the Constitution and the rule of law, and where necessary, introduce legislation to implement such policies.

Good governance in the outer islands provides some challenges. Limited economic opportunities have restricted the achievement of equitable development in the outer islands. Services on the outer islands are for the most part administered by an Outer Island Administration, which runs parallel with the elected Island Councils or '*Konitara*'. This situation has resulted in the lack of coordination between the various administrative arms of government. The effects of political influence, policy inconsistency, poor parliamentary oversight and other related factors have further compounded the challenges faced by the outer islands. This highlights the need to streamline local government structures such as Island Councils and Islands Administrations, including also the Vaka Councils on Rarotonga to reflect ongoing commitment to delivery of essential services to local communities and revitalisation of local island economies.

The Cook Islands Police Department implementation of the recent police review recommendations is aimed at further strengthening our community, national and international policing programmes. The implementation of national programmes is required for increasing the effectiveness of the judicial system and the Cook Islands Police Force to address increasing transnational crimes, petty crime, white collar crimes, drug related crimes and e-crimes within the Cook Islands.

Our efforts and initiatives in strengthening national law and order and good governance programmes must be integrated with international structures for increasing the integrity of the law and order and judicial systems and governance institutions.

## CHALLENGES:

- Regular changes in the number of Governments per electoral period.
- Weaknesses in compliance with good governance principles and commitments, including the Forum 8 Principles of Accountability.
- Poor delivery of certain public services.
- Agencies and governing institutions involved in outer island administration lack coordination.
- Weak provision of public services to, and in, the outer islands.
- Accountability and transparency in public financial management need to be strengthened.
- The judicial system and the Cook Islands Police Department need to be strengthened to address increasing crime rate.

Key Baseline Indicators	2005-06 Value	2009-2010 Value
No. of Leadership Integrity programmes established for Parliamentarians, Island Councilors and Senior Public Servants	1	
No. of special investigations by Public Service Commission	3	
No. of special investigations by the Ombudsman	NA	
No. of special investigations carried out by PERCA	18	
No. of Government Committees With Equal Number Of Public, Private, NGO, and Community Representatives	10	
No. of Police review recommendations actioned.	(116)	
Source: Cook Islands Government Census 2001, Transparency International, World Bank, 2004-2005, PERCA		

## GOAL 2: A SOCIETY BUILT ON LAW AND ORDER AND GOOD GOVERNANCE AT ALL LEVELS

### STRATEGIES

### KEY STRATEGIC TARGETS 2007-2010

#### PARLIAMENTARY, WHOLE OF GOVERNMENT AND PRIVATE SECTOR GOVERNANCE

Improve the Parliamentary, whole of government and private sector compliance with the principles of good governance, including accountability, transparency, contestability and predictability in executive decisions

- Improve Parliamentary governance through the adoption and effective implementation of the Forum Principles of Good Leadership and Accountability by the end of 2007.  
*(Department of Parliamentary Services)*
- Implement strategic assessment, reviews and monitoring of policy areas and new initiatives and challenges.
- Promote strategic thinking and improve policy-making through the collaboration of all sectors.
- Strengthen Cabinet decision-making processes including re-establishment of the Central Agency Committee.  
*(Office of the Prime Minister, Chamber of Commerce, CIANGO)*

Improve Government's financial management by:

- Decisively acting on the recommendations of the Parliamentary Finance Audit Select Committee established to monitor and review the financial and special audit reports of Government agencies by 2008.
- Improve project management, public procurement and tendering processes.  
*(Ministry of Finance and Economic Management)*

#### OUTER ISLAND ADMINISTRATION

Strengthen the government administration of the Outer Islands

- Review the administration of the outer islands in the context of devolution in order to:
    - Strengthen good governance across all sectors and between the central government agencies, outer islands administrations and the Island Councils by 2008;
    - Develop a policy framework for the outer island administration that minimizes conflict between different institutions and streamlines decision-making processes; and
    - Establish appropriate institutional mechanisms to support effective delivery of services to, and in, the outer islands by 2010.
- (Office of the Minister for Island Administration)*

#### FINANCIAL INSTITUTIONS

Improve accountability and

- Ensure that timely and accurate financial statements from all government ministries and



## GOAL 2: A SOCIETY BUILT ON LAW AND ORDER AND GOOD GOVERNANCE AT ALL LEVELS

STRATEGIES	KEY STRATEGIC TARGETS 2007-2010
transparency of public financial management	<p>Crown agencies are furnished and audited.</p> <ul style="list-style-type: none"> <li>• Ensure that all entities table their respective annual reports in Parliament.</li> <li>• Ensure that all audit recommendations are acted upon within 14 days.</li> <li>• Make public audit reports 14 days after tabling with the Speaker of Parliament when parliament is not in session.</li> <li>• Support the work of the Anti Corruption Committee in conjunction with the Police, Crown Law Office, FIU and MFEM.</li> <li>• Ensure that all public complaints received are investigated by the Special Review Units of the Audit Office.</li> </ul> <p><i>(Audit Office)</i></p> <ul style="list-style-type: none"> <li>• Enhance the image of the Cook Islands in respect of its international financial relationships.</li> <li>• Facilitate the sharing of information between government agencies to protect the economic framework of the Cook Islands.</li> <li>• Implement a robust compliance regime by 2007.</li> <li>• Continue the unconditional removal of the Cook Islands from the FATF list of Non Cooperative Countries and Territories.</li> </ul> <p><i>(Financial Intelligence Unit)</i></p>
PUBLIC SECTOR	
Strengthen public sector agencies to cost effectively deliver on core government services in line with the NSDP goals	<ul style="list-style-type: none"> <li>• Review government administrative arrangements and implement strategies to provide cost effective core government services in a transparent and accountable manner consistent with the principles of good governance including setting a minimum standard of conduct, ethics and values for the Public Service by 2009.</li> </ul> <p><i>(Public Service Commission and the Office of the Prime Minister)</i></p> <ul style="list-style-type: none"> <li>• Continue to provide leadership and management training for senior managers in the Public Service and private sector.</li> <li>• Review and strengthen the Public Service Act 1995/96, Ministry of Finance and Economic Management (MFEM) Act, and the Public Expenditure Review Committee and Audit (PERCA) Act to ensure consistency and clear demarcation of roles and responsibilities.</li> </ul> <p><i>(Public Service Commission and the Office of the Prime Minister, Chamber of Commerce, NHRD, CIANGO)</i></p>
LAW AND ORDER	
Strengthen national justice system to meet the changing needs of law and justice in an environment of increasing globalisation and international crime	<ul style="list-style-type: none"> <li>• Enhance good governance in the Cook Islands in terms of accountability and transparency by adopting a sectoral approach and developing a Good Governance Sector Plan.</li> <li>• Provide sufficient Court sittings to ensure an expeditious justice system.</li> <li>• Enact the Domestic Violence legislation for the protection of families.</li> <li>• Develop a more robust Prosecution Division.</li> <li>• Implement the Cook Islands Police Strategic Plan 2006-2010 which focuses on the following:</li> </ul>

## GOAL 2: A SOCIETY BUILT ON LAW AND ORDER AND GOOD GOVERNANCE AT ALL LEVELS

STRATEGIES	KEY STRATEGIC TARGETS 2007-2010
	<ul style="list-style-type: none"><li>○ Strengthening the delivery of law enforcement and general policing services to the community as a whole as well as visitors to the Cook Islands;</li><li>○ Strengthening the investigation and intelligence gathering and analysis capacity of the Cook Islands Police;</li><li>○ Strengthening the administration and management support for the Cook Islands Police; and</li><li>○ Preventing and controlling crime to enhance community safety within the Cook Islands.</li></ul> <p><i>(Ministry of Justice, Police Department, Punanga Tauturu)</i></p> <ul style="list-style-type: none"><li>● Begin implementation of the findings of National Police Operations Review by early 2007.</li></ul> <p><i>(Police Department, Office of the Prime Minister))</i></p>

### **5.3 GOAL 3: INNOVATIVE AND WELL MANAGED PRIVATE SECTOR LED ECONOMY**

#### **Performance Overview and Strategic Outlook**

Over the seventeen years to 2005, the economy has grown at an average rate of 3.6% per year. There have been three distinct phases during this period.

- Between 1988 and 1994 economic growth averaged 5.5% per year. While growth partly reflected strong increases in visitor arrivals, it was also fuelled by unsustainable growth in government spending.
- Between 1994 and 1998, the economy contracted by an average 1.7% per year. The economy went into recession in 1995 and a package of economic reforms was instituted commencing in 1996.
- From 1998 to 2005 the economy grew by 5.1% per year. After very strong growth in 2000 reflecting a period of catch-up following the recession, the economy has now returned to more sustainable growth rates.

The Cook Islands has one of the better performing private sector led economies in the region following the implementation of the 1996 Economic Reform Programme (ERP). The economy is, however, based on very few industries and is highly susceptible to external forces. The Cook Islands has limited scope to expand or diversify its economic base although there may be potential for deep-sea mining of manganese nodules.

It is essential that the policy framework for private sector led economic growth is enhanced to meet the Government's goal of economic growth averaging at least 3.5% per year over the medium and long term in order to double GDP (to NZD 0.6 Billion) by 2020. It is generally recognised that for the economy to continue to grow, private sector-led development must be strengthened with the Government providing a favorable macroeconomic environment, critical physical and social infrastructure, institutional and political stability while maintaining law and order.

In addition to maintaining prudent fiscal management of the economy and public sector spending, Government must continue to provide consistent and effective support to allow the private sector to continue to lead the economy into the future. The benefits of economic growth must be distributed more fairly amongst all sectors of the community. As a matter of priority, Government will encourage the revitalization of each individual island's economy in promoting equity to ensure that all sectors of the community benefit from economic development.

The economy is based primarily on the tourism industry, which generates receipts of about 40 percent of gross domestic product (GDP), or around \$120 million annually. Tourism also contributes significantly to a number of other industries including retail trade, agricultural production for the domestic market and construction activity. The other major export industries are offshore financial services, the offshore tuna fisheries and the black pearl industry, with the latter two together generating about 5 percent of GDP annually.

The Cook Islands Tourism Master Plan will form the platform for strategic tourism development over the next decade. Emphasis will also be placed on strengthening tourism infrastructural support and to ensure that sustainable tourism development is integrated with other sectors.

The Chamber of Commerce has been supportive of the development and implementation of a Private Sector Development Strategy. This framework will guide future structural changes in private sector and Government contributions to national development as well as increase productivity.

Government will continue to assist the Development Investment Board (DIB) in improving the management and monitoring of foreign enterprises. DIB will also identify particular growth areas for trade, development and investment within and outside of the Cook Islands. The Cook Islands Investment Corporation (CIIC) will continue to promote the efficient, profitable and professional management of Crown assets and Statutory Corporations and give due consideration to government's social responsibility policy.

The Cook Islands is a signatory to the Pacific Islands Trade Agreement (PICTA) and the Pacific Agreement on Closer Economic Relations (PACER). These regional agreements, while offering opportunities for market expansion, may cause further erosion of traditional export markets and reduced competitiveness for domestic industries engaged in import substitution if the Cook Islands fail to strengthen its economic competitiveness.

In 2000, the Cook Islands joined with the members of the African Caribbean Pacific (ACP) region in signing the Cotonou Agreement with the European Union (EU). The Cotonou Agreement provides for the negotiation of new trading arrangements in the form of Economic Partnership Agreements between the ACP region and the EU. These new trading arrangements, which will span 20 years, will come into force in January 2008. The Cook Islands is participating actively in these negotiations to ensure that benefits are secured for the country.

An Offshore Industry Committee (OIC) was set up by Government in March 2006 consisting of members from both the private and public sectors to provide policy advice with regards to growing the offshore financial services industry. OIC will continue to provide this advice in developing a forward-looking strategy promoting sustainable growth in the Cook Islands jurisdiction.

The Financial Services Commission (FSC) and Financial Investigations Unit (FIU) will continue to provide regulatory and monitoring support to the financial sector consistent with Financial Stability Forum (FSF), Organization for Economic Co-operation and Development (OECD), Financial Action Task Force (FATF) and other relevant international and regional laws and commitments.

Government will also ensure an appropriate policy framework to address expected future labour requirements, especially those needed to support new economic growth in technical and specialised areas. This is covered in more detail under goal 1 (education and health).

**CHALLENGES:**

- Limited population base and increasing reliance on foreign workers.
- Limited skilled workers in technical and specialised fields.
- Inefficient public investment programs.
- Increased demand of limited infrastructure services.
- Heavy reliance on tourism sector.
- Limited natural resources for developing competitive export options.
- Limited competition in some sectors.
- Need to review current and future economic settings.
- Limited access to entrepreneurial financing mechanisms.
- Small domestic market where purchasing power is low.
- Expensive transport and communication services such as telephone and internet services.
- Costly and or unreliable utility services.
- Land tenure problems.
- High Cost operating environment.

Key Baseline Indicators	2005-06 Value	2009-10 Target
Human Development Index	0.822	
Real GDP growth	1.8%	3.5%
GDP per Capita (current prices)	\$13,400	\$14,800
Inflation	3.0%	2.0%
Visitor Arrivals	89,500	108,800
Visitor Expenditures	\$142.1m	\$186.3m
Total Exports	\$8.7m	\$10.1m
Value of Government projects awarded to Private Sector (\$)	\$4.4 Million ( 6 projects)	> NZ\$8 Million
Total Government Revenue (% GDP)	31.5%	<30%
Total Government Tax Revenue (% GDP)	27.0%	<25%
Debt to GDP Ratio	21.2%	<30%
Total Government Operating Expenditure (% GDP)	28.3%	<29%
Operating Balance (% GDP)	3.2%	>1%
<i>Source: 2006-07 Budget Estimates, UNDP Pacific Human Development Report, 2005, Cook Islands Census 2001</i>		

## GOAL 3: INNOVATIVE AND WELL MANAGED PRIVATE SECTOR LED ECONOMY

STRATEGIES	KEY STRATEGIC TARGETS 2007-2010
	MACROECONOMIC MANAGEMENT
Ensure sound macroeconomic management of the Cook Islands economy	<ul style="list-style-type: none"> <li>• Maintain an average annual economic growth rate of at least 3.5% over the medium term.</li> <li>• Ensure prudent fiscal policy by: <ul style="list-style-type: none"> <li>○ Maintaining Government annual operating surplus of no less than 0.25% of GDP over the medium term;</li> <li>○ Maintaining Government tax revenue to GDP ratio of no more than 25% over the medium term;</li> <li>○ Maintaining a Government debt to GDP ratio of no more than 30% over the medium term;</li> <li>○ Achieving a ratio of personnel expenses in the general Government sector to GDP of no more than 12.5% by 2010.</li> </ul> </li> </ul> <p><i>(Ministry of Finance and Economic Management)</i></p> <ul style="list-style-type: none"> <li>• Ensure the number of public servants is no more than 1,700 by 2010.</li> </ul> <p><i>(Public Service Commission)</i></p> <ul style="list-style-type: none"> <li>• Develop a National Economic Policy by the end of 2008.</li> </ul> <p><i>(Ministry of Finance and Economic Management)</i></p>
	FINANCIAL SERVICES
Promote the development of a vibrant financial services industry	<ul style="list-style-type: none"> <li>• Ensure that Financial Services regulation adopts internationally accepted standards and regulations that are enforced on an equitable and consistent basis, thereby encouraging a strong and competitive financial services industry.</li> </ul> <p><i>(Financial Supervisory Commission)</i></p> <ul style="list-style-type: none"> <li>• Prepare and Implement Offshore Industry Strategic Plan by 2008.</li> </ul> <p><i>(Offshore Industry Committee)</i></p> <ul style="list-style-type: none"> <li>• Increase membership contribution to Cook Islands National Superannuation Fund to include all workers by 2010.</li> <li>• Build the foundation of CINSF including infrastructure, ICT Support, and capacity building.</li> <li>• Build the foundation of CINSF to provide liquidity and financial support to the economy in the years to come in terms of lending to the private sector as opposed to borrowing from overseas by 2015.</li> <li>• Build the foundation of CINSF to provide future social costs savings for government such as elimination of pension and welfare benefits by 2015.</li> </ul> <p><i>(Cook Islands Superannuation Fund)</i></p>
	PRIVATE SECTOR DEVELOPMENT
Strengthen Government Support to Small Medium-Size Enterprises Centre (SME) with a national focus on both Outer Islands and Rarotonga	<ul style="list-style-type: none"> <li>• Merge the Development Investment Board (DIB) and SBEC.</li> <li>• Assess SME Review Report to develop and implement suitable work programmes for funding in 2007.</li> </ul>

### GOAL 3: INNOVATIVE AND WELL MANAGED PRIVATE SECTOR LED ECONOMY

STRATEGIES	KEY STRATEGIC TARGETS 2007-2010
	<i>(Development Investment Board/Small Medium-Size Enterprises Centre, MFEM)</i>
Review and reform economic structures based on future government and private sector led economic growth	<ul style="list-style-type: none"> <li>• Develop and implement Private Sector Plan in partnership with Government and relevant stakeholders by the end of 2007.</li> <li>• Structural improvement of Government and private sector contributions to the economy. <i>(Cook Islands Chamber of Commerce)</i></li> </ul>
Promote and enhance tourism development that recognises the importance of the natural environment and the cultural heritage of the Cook Islands	<ul style="list-style-type: none"> <li>• Implement Tourism Master Plan in partnership with relevant stakeholders.</li> <li>• Maintain consistency with the Regional Tourism Strategy that: <ul style="list-style-type: none"> <li>○ Emphasizes private sector led tourism growth of 5% by 2010; and</li> <li>○ Recognises the importance of natural environment and cultural heritage of the Cook Islands. <i>(Cook Islands Tourism Corporation)</i></li> </ul> </li> </ul>

## **5.4 GOAL 4: SUSTAINABLE USE AND MANAGEMENT OF OUR ENVIRONMENT AND NATURAL RESOURCES**

### **Performance Overview and Strategic Outlook**

The Cook Islands natural environment provides the foundation for the long-term economic and social well being of our nation. Tourism as the Cook Islands key industry is reliant upon the attractive natural environment of the islands. Other industries such as agriculture, pearl and fisheries are also directly dependent on a healthy ecosystem.

Whilst the growth in tourism has been strong, other industries have suffered. The pearl industry was valued at \$18 million prior to 2002. Currently its value has declined to about \$2-3 million annually. This decline is due to increases in international supply and more significantly to the declining worth of Cook Island pearls caused by poor water quality in pearl farming areas.

The offshore tuna fishing industry is influenced by the health of the regional tuna stock as well as migration of tuna through the Cook Islands EEZ. Success in this industry is also to great extent, subject to the effects of climate change and associated El Nino and La Nina weather patterns.

The agriculture sector has been struggling over the last decade to regain its position as a key economic driver. The potential for agricultural development to expand has been restricted due to, amongst other things, limited agricultural land availability especially on Rarotonga, limited market access, the high costs of fuel for local production combined with high shipping costs and competition from international producers. Nevertheless, there is potential for the revival of agriculture as the economic driver of the outer islands in the Southern Group where agricultural land is currently underutilised. The Government will continue to concentrate on developing niche markets for viable crops and commodities for domestic use; import substitution; and/or export; as well as strengthen biosecurity policies and control structures.

To achieve the desired growth in tourism, and other industries reliant on the environment and natural resources, the people of the Cook Islands need explore ways in which resources can be sustainably utilised, while respecting communal rights, the rights of traditional landowners, and maintaining biodiversity and environmental quality.

Traditional land tenure systems differ from island to island; hence this must be considered in the use and management of natural resources. An island specific management approach will be essential if the desired outcomes of economic development and resource conservation are to be achieved. The National Environment Strategic Framework (NESAF) will continue to be the leading framework for management of the Cook Islands natural environment.

To ensure sustainability of the Cook Islands natural environment, the issue of waste disposal requires urgent redress. The Cook Islands needs to strengthen its waste strategies to support waste-related programmes nationwide including operations of new landfills and recycling centers on Aitutaki and Rarotonga.



Water is a vital natural resource. Ensuring the supply and quality of water requires the overall upgrading and management of networks, holding capacities and intakes. Additionally, the Water Works Department is currently developing the Water Safety Plan, and participating in regional programmes such as the Water Demand Management as part of institutional strengthening programmes. The establishment of a national authority to improve the management of public water resources and networks requires consideration.

Overall, the national economy and the well-being of current and future generations cannot be assured without adopting a balanced approach to economic and social development, and environmental management, involving all stakeholders.

#### CHALLENGES:

- Declining yields and profits of offshore tuna fisheries and the pearl industries.
- High cost restricting the economic development of marine opportunities on outer islands.
- Community acceptance and support for the need for resource management.
- Increasing value-added products from local fisheries and marine resources.
- Unsustainable pearl industry structures.
- Lack of an inshore fishery development structures.
- Reduced land availability on Rarotonga and lack of agricultural infrastructure in the outer islands to improve agricultural production levels.
- Increased reliance on agricultural imports as agricultural and livestock production levels decline nationwide.
- Limited promotion of conservation of biodiversity and natural resources on all islands.
- Weak land use policies.
- Increased risk of introduction and establishment of foreign plant and animal pests and diseases.
- Lack of coordinated inter-sectoral management of natural resources and environmental programmes.
- Impact of waste and man-made pollutants on the environment.
- Weak structural and organisational capacities and capabilities amongst key agencies managing our natural resources.
- Resource services and availability constraints such as water, construction aggregates, etc.

Key Baseline Indicators	2005-06 Value	2009-2010 Value
	(2002-2005) 124,133m <sup>2</sup> new buildings floor area	
Number of new buildings (m <sup>2</sup> – land development)		
Ratio of areas protected to maintain biological diversity to surface area	15.3%	
Pearl Exports	\$2.1 M	
Value of Inshore Fisheries	\$2.9 M	
Fish Exports	\$4.2 M	
Skin sepsis in the outer islands (Northern Group) (% National cases) (2001) (water quality)	62%	52%
Diarrhea in the outer islands (Northern Group) (% national cases) (2001) (water quality)	34%	28%
Average loose volume of wastes going to landfill	200 m <sup>3</sup> /week	
Volume of recycled aluminium cans and plastic bottles exported including cardboard	20 tonnes per year	30 tonnes per year
Agriculture crop and livestock production (tonnage)	NA	
Source: Cook Islands MDG Report 2005, Ministry of Health , Ministry of Agriculture , Ministry of Marine Resources, Cook Islands Government Census 2001		

## GOAL 4: SUSTAINABLE USE AND MANAGEMENT OF OUR ENVIRONMENT AND NATURAL RESOURCES

### STRATEGIES

### KEY STRATEGIC TARGETS 2007-2010

#### MARINE RESOURCES

Strengthen Cook Islands Marine Resources Strategy	<ul style="list-style-type: none"> <li>Review the Ministry of Marine Resources Corporate Plan by the end of 2008.</li> <li>Increase by 30% the gross value of product from the marine sector by 2010.</li> </ul> <p><i>(Ministry of Marine Resources)</i></p>
Develop and implement Offshore Fisheries Development/Management Plan in partnership with Tuna Industry Association and other stakeholders	<ul style="list-style-type: none"> <li>Produce and implement the Cook Islands Offshore fisheries management plans including management objectives, fishing strategies, research, monitoring and compliance.</li> <li>Prepare and implement the Offshore Fisheries Industry Development Plan for marketing, product development and capacity building in partnership with the fishing industry and stakeholders by the end of 2007.</li> <li>Establish certification and sanitary systems to enhance market access to international markets.</li> </ul> <p><i>(Ministry of Marine Resources)</i></p>
Increase profitability of pearl farming	<ul style="list-style-type: none"> <li>Support the Pearl Authority to produce an industry development/recovery plan.</li> <li>Develop and implement management plans for each pearl farming community, based on an ecosystem approach to management.</li> <li>Promote research and implement management decisions using improved knowledge and information, to improve profitability.</li> </ul> <p><i>(Ministry of Marine Resources) (Pearl industry, pearl farming communities)</i></p>
Sustainable ecosystem management of inshore fisheries, and increased community management of the resource	<ul style="list-style-type: none"> <li>Develop and implement Inshore Fisheries and Integrated Coastal Zone Fisheries Management in partnership with key stakeholders by 2008 including strategies for: <ul style="list-style-type: none"> <li>Increasing by 25% the area of well managed community based Raui initiatives by 2010;</li> <li>Developing effective inshore fisheries information system; and</li> <li>Developing and implementing inshore fisheries based policy and legislation by 2010.</li> </ul> </li> </ul> <p><i>(Ministry of Marine Resources)(NGOs)</i></p>
Increased income and employment opportunities (particularly in the Outer Islands), through further development of aquaculture and inshore fisheries	<ul style="list-style-type: none"> <li>Conduct analysis and determine priorities for investment in the development of new and existing aquaculture and commercial inshore fisheries opportunities.</li> <li>Develop industry development plans for species identified as having the most potential <i>(chosen from trochus, giant clams, live rock, seaweed, prawns, milkfish, aquarium, snapper, parrot fish, etc).</i></li> </ul>

## GOAL 4: SUSTAINABLE USE AND MANAGEMENT OF OUR ENVIRONMENT AND NATURAL RESOURCES

### STRATEGIES

### KEY STRATEGIC TARGETS 2007-2010

	<ul style="list-style-type: none"> <li>Maintain research programs in place to identify and develop new management and market opportunities, increase profitability and add value to marine resources. (Ministry of Marine Resources)(NGOs)</li> </ul>
<b>AGRICULTURE</b>	
Revitalize the agricultural sector	<ul style="list-style-type: none"> <li>Review the agriculture sector in 2007.</li> <li>Develop and implement National Agricultural and Livestock Development Strategy by 2008 for:                             <ul style="list-style-type: none"> <li>Specialised financially viable crops and commodities for domestic use; import substitution; and/or export where Cook Islands can create and maintain niche markets;</li> <li>Agro processing of local and export markets; and</li> <li>Increasing food and nutrition security through increased production of economically viable food products that are nutritious and safe.</li> </ul> </li> <li>Promote women and family gardening activities, food processing and preservations for domestic use and generating income. (Ministry of Agriculture, CINWC)</li> </ul>
<b>LAND RESOURCES, USE AND MANAGEMENT</b>	
Review and reform land use and zoning policies and supporting structures to reflect better resource ownership, the economic needs of the people and environmental sustainability	<ul style="list-style-type: none"> <li>Develop long-term land use policies through a process of consultation and negotiation by 2009 that will determine zoning areas for:                             <ul style="list-style-type: none"> <li>Communal, residential and private property rights over land;</li> <li>Economic development needs;</li> <li>Biodiversity and environmental protection;</li> <li>Agricultural and recreational use.</li> </ul> </li> </ul> (Ministry of Justice) (Agriculture, Environment, Marines, MOW, House of Ariki, Koutu Nui, Island Council)
<b>ENVIRONMENT</b>	
Implement National Environment Strategic Action Framework	<ul style="list-style-type: none"> <li>Implement immediate priorities listed in NESAF in relation to each of the broad thematic areas such as biodiversity conservation, waste and climate change relevant to land, freshwater and marine resources by the end of 2007.</li> <li>Implement short-term priorities listed in NESAF in relation to each of the broad thematic areas such as biodiversity conservation, land, waste and climate change relevant to coastal zone and freshwater resources by 2010. (National Environment Services)</li> </ul>
Develop Resource Use and Environment Strategic Action Framework for each of the outer	<ul style="list-style-type: none"> <li>Develop and implement Resource Use and Environment Strategic Action Framework for at least three outer islands (Aitutaki, Mitiaro &amp; Atiu) by the end of 2007.</li> <li>Develop and implement Resource Use and Environment Strategic Action Framework for</li> </ul>

## GOAL 4: SUSTAINABLE USE AND MANAGEMENT OF OUR ENVIRONMENT AND NATURAL RESOURCES

### STRATEGIES

### KEY STRATEGIC TARGETS 2007-2010

islands	other outer islands by 2010. (National Environment Services)
Strengthen national capacity in biosecurity	<ul style="list-style-type: none"> <li>Develop and implement National Biosecurity Strategy for reducing the risk of introduction of foreign plant and animal pests and diseases and the risk of their spread and establishment in the Cook Islands, through community awareness, improved quarantine services and border control, and other technical and institutional control mechanisms in 2007.</li> </ul> (Ministry of Agriculture)
Improve institutional coordination, support and implementation mechanism for managing natural resources and environment in an integrated and sustainable manner	<ul style="list-style-type: none"> <li>To implement and adequately resource the Cook Island Environment Act and associated regulations, to provide legislative basis and institutional capacity for increasing the coordination of cross-sectoral sustainable development issues.</li> </ul> (National Environment Services)
<b>WATER</b>	
Develop and implement comprehensive freshwater management plan of action to guide supply and demand of water on each island to ensure universal access to safe drinking water	<ul style="list-style-type: none"> <li>Develop and implement Integrated Water Resources Management Policy by the end of 2008 to increase by 30%, access to safe drinking water on Rarotonga, by 2010.</li> </ul> (Ministry of Works) <ul style="list-style-type: none"> <li>Develop and implement a comprehensive Water Safety Plan consistent with the Pacific Regional Action Plan, for Sustainable Water Management Framework for at least the main outer islands by 2008.</li> <li>Increase by 40% access to sustainable, reliable and quality water services by 2010.</li> </ul> (Ministry of Works) <ul style="list-style-type: none"> <li>Improve water management by reviewing relevant legislations in 2007, focusing on: <ul style="list-style-type: none"> <li>Establishing a National Water Authority to manage the supply of water resources for public consumption purposes;</li> <li>Developing public private partnership in the supply of water; and</li> <li>The demand side management, including selective adoption of the user pays principles on Rarotonga and encouraging households to also use rainwater.</li> </ul> </li> </ul> (Ministry of Works, communities)
<b>WASTE</b>	
Improve management of solid, liquid and other forms of wastes, minimising the human health effects and impacts on the environment	<ul style="list-style-type: none"> <li>Develop and implement a prioritised Cook Islands National Waste Strategy and subcomponent strategies by 2008, including: <ul style="list-style-type: none"> <li>A prioritised solid waste management plan to strengthen infrastructure, enhance institutional capacity, to encourage private sector businesses and individual actions in increasing recycling and reducing by 30% residual solid wastes by 2010;</li> </ul> </li> </ul>

## GOAL 4: SUSTAINABLE USE AND MANAGEMENT OF OUR ENVIRONMENT AND NATURAL RESOURCES

### STRATEGIES

### KEY STRATEGIC TARGETS 2007-2010

	<ul style="list-style-type: none"><li>○ A harmonised and integrated liquid waste management policy reducing water borne diseases and environmental costs by 2010;</li><li>○ Rarotonga sewage management facilities upgrade project implemented in 2007.</li></ul> <p>(Ministry of Works)</p>
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## 5.5 GOAL 5: A STRONG BASIC INFRASTRUCTURE BASE TO SUPPORT NATIONAL DEVELOPMENT

### Performance Overview and Strategic Outlook

The Cook Islands because of its scattered population distributed across sparsely located islands presents challenges for infrastructure development. In addition, the management of infrastructure in the Cook Islands is spread across various levels of government agencies. In January 2007, the Cook Islands 20-year Preventive Infrastructure Master Plan (IMP) was launched. The IMP provides the framework that will guide infrastructure development in the Cook Islands. Infrastructural developments targeted in the IMP include improvements to roads, airports and harbours, air and shipping services, energy, ICT and waste disposal.

The development of infrastructure as specified by the IMP is a significant investment by Government and development partners towards improving the livelihoods of the Cook Islands people. Government acknowledges that such an investment requires effective management structures to ensure its sustainability. Effective management will guarantee budgeting for future maintenance costs and also climate-proofing infrastructure as a safeguard against the impact of weather related phenomena. It is also important that infrastructure developments are accessible to both able-bodied and disabled people.

Although Government plays a fundamental role in infrastructure development, it also needs to work in partnership with the private sector. The adoption of a Public-Private Partnership (PPP) approach to the development of land, air and sea transportation infrastructure and services is important to the long-term sustainability of key economic sectors and outer islands communities.

The Cook Islands will continue to strengthen its aviation, shipping and ports, to ensure that these meet the necessary safety and security obligations, as mandated by international and regional Conventions. Government will reconsider its policies regarding intervention in the transportation sector especially in the outer islands as a measure of revitalizing island economies.

Several cyclone damaged harbours and airports have been prioritised for reconstruction and upgrade. In addition, the construction of cyclone shelters on atolls in the Northern Group islands is also a key priority for Government.

The Cook Islands will seek to become one of the most advanced ICT connected islands communities in the Pacific. Government will provide support to the private sector in expanding ICT-related business products and support services. The e-Government initiative will drive some of these changes through capacity building, efficient delivery and lowering of unit costs of much needed public services to the outer islands.

The increasing costs of fossil fuel and risks of future supply and storage capacity problems affecting the economy, continues to warrant Government's serious consideration. At the same time, these issues highlight the need to examine renewable energy alternatives and the need for investment in renewable energy infrastructure.

The efforts in infrastructure development will ensure that the nation has the basic infrastructure required for social and economic progress as well as minimising the effects of both man-made and natural disasters on our environment.

#### CHALLENGES:

- Deteriorating infrastructure, including public buildings, roads, airports and harbours.
- Reliance on imported fossil fuel.
- Increasing prices of fossil fuel, identifying economically viable renewable energy options and decreasing consumption of non-renewable energy.
- Limited access to cost effective ICT services.
- Heavily subsidised costs of ICT infrastructure and services in the outer islands.
- Weak institutional arrangements for cross-sectoral management of infrastructure programmes.
- Better provision of safe, efficient and affordable land, air and sea transport services and infrastructure on all islands.
- Lack of Government incentive to support the transportation sector in rebuilding economies on outer islands.

Key Baseline Indicators	2005-06 Value	2009-2010 Value
Proportion of population connected to internet (including business community)	11%	50%
Proportion of Government Ministries and Agencies with websites	35%	100%
Fossil fuel energy consumption (KWH/year/capita)	1350	
Number of projects in Preventative Infrastructure Master Plan to be implemented	0	44
Annual Budget For Infrastructure	\$7million	
Solar Power consumption	40KW	
No. Of Registered Vehicles 2003-04	3229	
Civil Aviation Safety security – level of adoption of ICAO's 8 critical elements of safety oversight	60%	85%
Maritime safety and security – level of adoption and compliance to IMO standards	70%	90%
<i>Source: Cook Islands Census 2001, ICT Division, Statistics Office, Ministry of Transport, Police, Ministry of Finance and Economic Management, Energy Division.</i>		

GOAL 5: A STRONG BASIC INFRASTRUCTURE BASE TO SUPPORT NATIONAL DEVELOPMENT	
STRATEGIES	KEY STRATEGIC TARGETS 2007-2010
<b>ROAD, SEA AND AIR TRANSPORT</b>	
Provide a national road transport system for each island that is safe and efficient	<ul style="list-style-type: none"> <li>• Implement priorities in the Preventive Infrastructure Master Plan.</li> <li>• Develop a Land Transport Strategy for each island in 2007, and commence implementation of priority actions by early 2008, that will address: <ul style="list-style-type: none"> <li>◦ Improving infrastructure, community awareness and appropriate institutional management and standards for each island; and</li> <li>◦ Increasing road use efficiency and safety.</li> </ul> </li> <li>• Develop and implement Public-Private Partnership (PPP) policy for developing and maintaining priority road infrastructure on all islands by 2008.</li> </ul> <p><i>(Ministry of Transport)</i></p>
Provide safe, efficient and affordable air and sea transport to all islands in partnership with the private sector	<ul style="list-style-type: none"> <li>• Develop Air and Sea Transport Strategic Plan in 2007, outlining key policies and strategies that will include: <ul style="list-style-type: none"> <li>◦ Improving the conduct and performance of civil aviation and shipping and the rationalisation of the management of the transport sector;</li> <li>◦ Increasing efficiency and safety of air and sea transport; and</li> <li>◦ Public-Private Partnership (PPP) for improving air and sea transport to the outer islands.</li> </ul> </li> <li>• Prioritise and begin implementation of the Air and Sea Transport Strategic Plan in 2007.</li> </ul> <p><i>(Ministry of Transport)</i></p>
<b>AIRPORTS AND HARBOURS</b>	
Provide and maintain safe and secure airport and port facilities and services on all islands	<ul style="list-style-type: none"> <li>• Develop and implement Airport Development Plan for improving airport facilities and services by the end of 2010.</li> <li>• Improve by 90% the accuracy and reliability of navigational aids and air traffic systems by 2008.</li> <li>• Improve the standard of domestic airports to meet certification requirements of the Cook Islands Civil Aviation Rules and management responsibilities transferred to the Cook Islands Airport Authority by 2010.</li> </ul> <p><i>(Cook Islands Airport Authority, Office of the Minister for Islands Administration)</i></p> <ul style="list-style-type: none"> <li>• Continue the upgrade of Avatiu and Aitutaki Harbour facilities.</li> <li>• Implement priorities in the Preventive Infrastructure Master Plan in relation to airports and harbour facilities of Mangaia, Mauke, Mitiaro, Manihiki and Penrhyn requiring upgrading and/or rebuilding.</li> <li>• Develop and implement a National Plan that meets the international shipping and port security obligations.</li> </ul> <p><i>(Ministry of Transport)</i></p>

GOAL 5: A STRONG BASIC INFRASTRUCTURE BASE TO SUPPORT NATIONAL DEVELOPMENT	
STRATEGIES	KEY STRATEGIC TARGETS 2007-2010
<b>PUBLIC BUILDINGS</b>	
Provide and maintain safe, adequate and accessible government buildings and offices on all islands	<ul style="list-style-type: none"> <li>• Develop and complete a new Administration Block for Government ministries in Avarua by 2010.</li> <li>• Develop and implement a National Investment Corporation Plan for management of all Government physical assets including schools.</li> <li>• Implement priorities in the Preventive Infrastructure Master Plan.</li> <li>• Ensure that 20% of all public offices and public places are accessible to the vulnerable community by 2010.</li> </ul> <i>(Cook Islands Investment Corporation)</i>
Provide and maintain cyclone shelters and disaster management centers on all islands especially on atolls	<ul style="list-style-type: none"> <li>• Construct cyclone shelters on Pukapuka, Nassau, Palmerston, Rakahanga and Penrhyn.</li> <li>• Strengthen identified cyclone shelters and disaster management centers.</li> </ul> <i>(Cook Islands Investment Corporation, Emergency Management Cook Islands, office of the Prime Minister)</i>
<b>INFORMATION, COMMUNICATION AND TECHNOLOGY</b>	
Encourage private sector led ICT development to provide universal access to cost effective ICT	<ul style="list-style-type: none"> <li>• Review the Cook Islands ICT policy in 2007.</li> <li>• Develop and begin implementation of the National ICT Strategy in 2007.</li> <li>• Increase by 50% ICT connectivity by 2010.</li> <li>• Develop and implement appropriate legislative frameworks, policies for the use, security and privacy, of electronic media and business.</li> <li>• Develop and implement training programs at all levels of the community to achieve a 50% increase in progressive ICT skills and information literacy by 2010.</li> </ul> <i>(Information, Communication and Technology Division)</i>
Strengthen e-Government initiatives for increased public sector efficiency and the reduction of barriers to public access to Government information	<ul style="list-style-type: none"> <li>• Improve by 50% the electronic access of Government information by the general public in 2008.</li> <li>• Implement web portal, ensuring that 50% of government agencies have their websites operational by the end of 2007.</li> <li>• Continue to develop Government computer network systems and enhance capacity in ICT areas.</li> <li>• Implement pilot e-Island scheme by 2010.</li> </ul> <i>Information, Communication and Technology Division)</i>
<b>ENERGY</b>	
Rationalise the management of the energy sector by developing and implementing Cook Islands Energy Strategic Plan for all islands	<ul style="list-style-type: none"> <li>• Implement priorities related to energy in the Preventive Infrastructure Master Plan.</li> <li>• Develop in 2007, the Cook Islands Energy Strategic Plan consistent with strategies outlined in the Pacific Islands Framework for Regional Action on Climate Change, Climate Variability and Sea level Rise, 2006-2015, and, the Pacific Regional Energy Policy, which will address: <ul style="list-style-type: none"> <li>◦ Decreasing by 20% per capita energy consumption by increasing efficiency in energy use through the adoption of new technologies and energy conservation practices by 2010; and</li> </ul> </li> </ul>



## GOAL 5: A STRONG BASIC INFRASTRUCTURE BASE TO SUPPORT NATIONAL DEVELOPMENT

### STRATEGIES

### KEY STRATEGIC TARGETS 2007-2010

- Reducing the reliance on high GHG based fossil fuel by identifying and adopting technically feasible and financial viable alternative energy sources.
- Increasing by 30% the use of renewable energy by 2010.
- Improve generation capacity, fuel supply, storage capacities and security.  
*(Energy Division, Te Aponga Uira, Office of the Minister for Islands Administration)*

## 5.6 GOAL 6: A SAFE, SECURE AND RESILIENT COMMUNITY

### Performance Overview and Strategic Outlook

The Cook Islands is highly vulnerable to natural disasters. Recent years have seen an increase in both intensity and frequency of extreme climatic events. In 2005, five cyclones in a span of two months caused over \$10 million worth of damages. Such incidences, no doubt, undermine the country's resilience to natural disasters. In addition, man-made hazards/risks poses considerable threat to the country. The Cook Islands require sound and effective preparedness, and strategies to mitigate as well as respond to both natural and man-made threats.

Establishing effective national disaster preparedness, awareness and response systems to enhance resilience to natural and man-made disasters is paramount. There is also increasing concerns about the introduction of pests and diseases including the possible occurrence of pandemics. An all hazards approach to national disasters requires advocacy to minimise and manage residual risk to guarantee rapid recovery.

National Disaster Risk Reduction and Disaster Management plan, policies and legislation have been adopted to provide support to Emergency Management Cook Islands (EMCI) programmes in collaboration with other relevant stakeholders. These collaborative efforts require strengthening to ensure their success.

To prepare and mitigate against the impact of cyclones, the Government is committed to constructing community cyclone shelters in the outer islands, particularly on Pukapuka, Nassau, Palmerston, Rakahanga and Penrhyn.

In further enhancing the safety of the Cook Islands, priorities for national security have shifted focus from traditional policing programmes to a more managed integrated approach necessitated by the events surrounding September 11, 2001. The Cook Islands border security management has been upgraded and improvement is continuing under the framework of the Combined Law Agencies Group concept.

Airport security systems have also been upgraded and continue to be enhanced with X-ray machines and iron scans for baggage security installed and other necessary measures implemented. The Cook Islands immigration service is in the process of installing a computerised border management system at our international ports with assistance from AusAID and NZAID.

EEZ surveillance and management by the Police Maritime Surveillance Centre is far from adequate. Problems are still being experienced in high operational costs, logistical difficulties and lack of funding. This is another area that requires further improvement.

Drug transshipment is a major concern and capacities in dealing with random checks at Cook Islands international ports of call are currently inadequate. Capacity building in this area and other drug detection measures are required.

The cooperation of the Cook Islands community as a whole is required to ensure that the Cook Islands is a safe, secure and resilient nation.

#### CHALLENGES:

- Resourcing and strengthening the national institutional capacity for coordinated disaster risk management.
- Weak disaster management structures.
- Little financial control on disaster response and rehabilitation.
- Absence of resources to improve collaboration between law and border enforcement agencies and processes.
- Lack of institutional capacity to respond and manage health related disasters such as pandemics.

Key Baseline Indicators	2005-06 Value	2009-2010 Value
No. of breaches noted in compliance audits of Maritime And Aviation Security (arrivals/departures)	1	<5%
No. of transnational crimes intervened by border management control	3	
Incidences of foreign plant or animal species confiscated at the border	3	
No. of emergency response exercises conducted	3	2
Damage cost for natural disasters 2005 % GDP	\$10.5million %GDP	
Source: Cook Islands MDG Report 2005, Ministry of Health , Ministry of Agriculture, ,Ministry of Marine Resources, Cook Islands Government Census 2001		

## GOAL 6: A SAFE, SECURE AND RESILIENT NATION

STRATEGIES	KEY STRATEGIC TARGETS 2007-2010
<b>ALL HAZARD RISK MANAGEMENT</b>	
Establish a coordinated and effective national disaster risk reduction and disaster management system	<ul style="list-style-type: none"> <li>• Enact and implement legislation for disaster risk reduction and disaster management for hazards that pose a threat to the country in 2007.</li> <li>• Implement in 2007, the National Risk Plan of Action for 'Disaster Risk Reduction and Disaster Management, to put into effect the 2005 Cook Islands National Disaster Risk Management Policy.</li> <li>• Adoption of a government-wide approach and stakeholder driven public-private partnership towards disaster risk reduction and disaster risk management efforts. <i>(Emergency Management Cook Islands)</i></li> <li>• Strengthen the response to national disasters and the meteorological warning system for all islands. <i>(Meteorological Office)</i></li> <li>• Develop and implement a National Pandemics Prevention and Response Strategy for the management of pandemics, such as the avian flu and SARS by the end of 2007.</li> <li>• Improve community cyclone shelters and disaster management facilities on all islands. <i>(Office of the Prime Minister) (Emergency Management Cook Islands)</i></li> </ul>
<b>IMMIGRATION AND BORDER CONTROL</b>	
Strengthen national immigration policy and border control, while maintaining social harmony	<ul style="list-style-type: none"> <li>• Develop and implement Cook Islands National Policy and Legislation on Immigration in 2007 to:               <ul style="list-style-type: none"> <li>◦ Attract skilled immigrants and improve labour movements while maintaining social harmony and without compromising other national interests.</li> <li>◦ Establish a computerised system for the monitoring of arrivals and departures by 2008. <i>(Ministry of Foreign Affairs and Immigration)</i></li> </ul> </li> <li>• Ensure that all Cook Islands international ports meet international security Conventions requirements by 2008.</li> <li>• Secure the exclusive economic zone and provide maritime policing services to the Cook Islands. <i>(Ministry of Transport) (Cook Islands Police Department)(Ministry of Foreign Affairs and Immigration)</i></li> </ul>
<b>TRANSNATIONAL SECURITY</b>	
Strengthen national mechanisms to enhance national security	<ul style="list-style-type: none"> <li>• Revive and strengthen the National Security Task Force to look into and develop responses to national security issues by the end of 2007. <i>(Police Department)</i></li> <li>• Facilitate the proper administration and implementation of the AML/CFT regime in the Cook Islands.</li> <li>• Establish National Intelligence Network with Government and Financial Sector agencies by 2007. <i>(Financial Intelligence Unit)</i></li> </ul>

## **5.7 GOAL 7: A FOREIGN AFFAIRS POLICY THAT MEETS THE NEEDS AND ASPIRATIONS OF THE COOK ISLANDS PEOPLE**

### **Performance Overview and Strategic Outlook**

Over the past 10 years the Cook Islands has continued to grow and mature in terms of statehood. In 2001, the Governments of the Cook Islands and New Zealand clarified their responsibilities to each other through the adoption of a Joint Centenary Declaration on the principles of their relationship. In turn, this declaration provided for the development and expansion of the Cook Islands foreign policy. The Cook Islands will endeavor to further strengthen its relationship with New Zealand through seeking a permanent Treaty relationship between the peoples of the Cook Islands and New Zealand.

The Cook Islands continues to manage full diplomatic missions with New Zealand and Consulate offices with France, European Union, UK and Germany. A network of honorary representatives has also been established in countries of economic and geographical importance to the Cook Islands.

To ensure that the Cook Islands continue to gain benefits from its interaction with the international community, it is imperative that the Ministry of Foreign Affairs has the capacity to service, provide guidance and leadership to all stakeholders in terms of our bilateral and multi-lateral relationships.

The Ministry of Foreign Affairs and Immigration regularly interacts with donors from New Zealand, Australia, China, Europe and the European Union as well as institutions such as the ADB, World Bank, United Nations and regional organisations.

In enhancing the relationships that the Cook Islands maintains regionally and internationally, it has adopted a focused approach to its development initiatives that are consistent with various international commitments, including the Millennium Declaration, WSSD and various regional obligations endorsed by the South Pacific Forum leaders.

Government recognises that the support it receives from development partners and the Council of Regional Organizations in the Pacific (CROP) should be harmonised with national development objectives to better target areas requiring assistance and that aid is effectively coordinated and efficiently managed to maximize benefits.

The Cook Islands Government acknowledges that as a member of the South Pacific Forum, its national priorities need to be aligned with the Pacific Plan for Regional Cooperation and Integration. It is therefore supportive of sustaining a national monitoring and reporting mechanism for regional agencies programmes for increased regional cooperation and collaboration under the auspices of the South Pacific Forum and the Pacific Plan.

The Aid Management Strategy will consider increases in targeted national capacity development programmes and focus on the reduction of transaction costs in developing, monitoring and reporting of development partner funds and funded projects to the Cook Islands.

To achieve a foreign affairs policy that meets the needs and aspirations of the Cook Islands people, all stakeholders must be involved. The cooperation between Government, the private sector, development partners and the community as a whole is essential.

#### Challenges:

- Continued positive interaction with the international community.
- Developing and maintaining the Cook Islands international identity.
- The establishment of strategic and economic relationships with bilateral and international partners in the interest of the Cook Islands.
- Proactive interaction and more effective engagement with CROP agencies.
- Proactive interaction with international organisations and bilateral governments in the promotion of international policies conducive to the continued development of the Cook Islands.
- The maintenance and strengthening of existing and future international relationships.

Key Baseline Indicators	2005-06 Value	2009-2010 Value
Total Overseas Development Assistance as a proportion of <i>GDP (2005/06)</i>	7%	
Proportion of bilateral resources allocated to different sectors:		
▪ Health	10%	
▪ Outer Islands	31%	
▪ Infrastructure	4%	
▪ Agriculture And Marine Resources	3%	
▪ Other	46%	
Transaction costs in developing monitoring and reporting of ODA projects	NA	
Source: Ministry of Foreign Affairs and Immigration, MFEM, Cook Islands MDG Report, 2005		

## GOAL 7: A FOREIGN AFFAIRS POLICY THAT MEETS THE NEEDS AND ASPIRATIONS OF THE COOK ISLANDS PEOPLE

STRATEGIES	KEY STRATEGIC TARGETS 2007-2010
	<b>RELATIONSHIP WITH NEW ZEALAND</b>
Strengthen the relationship between the people of the Cook Islands and the people of New Zealand	<ul style="list-style-type: none"> <li>Report on mechanisms for establishing a permanent Treaty between the peoples of the Cook Islands and New Zealand. <i>(Office of the Prime Minister)</i></li> </ul>
	<b>INTERNATIONAL RELATIONSHIPS</b>
Strengthen and manage international relationships in the interests of the people of the Cook Islands	<p>Cook Islands Foreign Affairs Policy developed and implemented in 2007 to:</p> <ul style="list-style-type: none"> <li>Manage and strengthen existing as well as new bilateral and multilateral relations in the economic, social and environmental interests of the Cook Islands;</li> <li>Ensure the Cook Islands active and effective participation in key international fora, noting common and differentiated responsibilities;</li> <li>Maintain basic diplomatic offices capacities; and</li> </ul> <p><i>(Ministry of Foreign Affairs and Immigration)</i></p>
	<b>CROP EFFECTIVENESS AND BENEFITS UNDER THE PACIFIC PLAN</b>
Ensure optimal benefits from the Pacific Plan and CROP agencies	<ul style="list-style-type: none"> <li>Develop a CROP-wide coordinated, harmonised and appropriately sequenced program of services for the Cook Islands under the Pacific Plan for at least three key sectors/ themes by the end of 2007.</li> <li>Establish a national monitoring and reporting mechanism by 2008, for activities implemented and benefits received from increased regional cooperation and collaboration under the Pacific Plan.</li> </ul> <p><i>(Ministry of Foreign Affairs and Immigration, Office of the Prime Minister)</i></p>
	<b>AID EFFECTIVENESS</b>
Effective leadership and ownership over development policies, strategies and coordinated development actions	<ul style="list-style-type: none"> <li>Implementation of an Aid Management Strategy that is consistent with the NSDP and that has clear strategic priorities linked to medium-term expenditure and reflected in annual budgets. <i>(Aid Management Division)</i></li> </ul>
Alignment of donor agencies with national prioritised programmes	<ul style="list-style-type: none"> <li>Use of country systems — 65 percent of donors and of aid flows that use Cook Islands country procurement and/or public financial management systems in Cook Islands, which either (a) adhere to broadly accepted good practices or (b) have a reform programme in place to achieve these.</li> <li>Improve donors' financial assistance to community-based agencies/NGOs implementing supportive programs. <i>(Aid Management Division)</i></li> </ul>
Increase effectiveness of	<ul style="list-style-type: none"> <li>Ensure that aid flows are aligned to national priorities — 90 percent of aid flows to the</li> </ul>

## GOAL 7: A FOREIGN AFFAIRS POLICY THAT MEETS THE NEEDS AND ASPIRATIONS OF THE COOK ISLANDS PEOPLE

STRATEGIES	KEY STRATEGIC TARGETS 2007-2010
development partner financial and technical assistance	<p>government sector that is reported on Cook Islands national budgets.</p> <ul style="list-style-type: none"> <li>• Strengthen capacity by coordinated support — 90 percent of donor capacity development support provided through coordinated programmes consistent with Cook Islands national development strategies.</li> <li>• Ensure aid is more predictable — Percent of aid disbursements released according to agreed schedules in annual or multi-year frameworks.</li> </ul> <p><i>(Aid Management Division)</i></p>
Ensure that donors actions are more harmonized, transparent and collectively effective	<ul style="list-style-type: none"> <li>• Use of common arrangements or procedures — 65 percent of aid provided as programme-based approaches.</li> </ul> <p><i>(Aid Management Division)</i></p>

## **5.8 GOAL 8: STRENGTHENED NATIONAL COORDINATION AND INSTITUTIONAL SUPPORT SYSTEMS FOR DEVELOPMENT PLANNING, MONITORING AND EVALUATION**

### **Performance Overview and Strategic Outlook**

Since the 1996 economic reform process (ERP), the Cook Islands government has not had a central planning office. In the absence of robust national, sectoral and cross-sectoral planning capacities since 1996, the process for national planning revolves around the annual budget process. A key deficiency of this process is the concentration of budgetary allocations on annual work programmes without serious regard to a national medium-term strategy, which should guide the annual budget process. Individual Government ministries and agencies were therefore planning on an ad hoc basis with very little effective coordination, sharing of information and long-term stewardship.

The Government acknowledges the importance of developing a national medium and long-term strategic plan to guide the development of the Cook Islands. Furthermore, Government recognises the importance of aligning its national development planning efforts with the key guiding principles articulated by its various international and regional commitments. The establishment of the 'Te Kaveinga Nui' process and in particular the National Sustainable Development Plan 2007-2010, provides the means of addressing both the medium and long-term direction of the Cook Islands and incorporating the country's regional and international commitments into its national development planning efforts.

The Office of the Prime Minister is mandated to establish the Central Planning and Policy Division to coordinate national development activities. It is therefore crucial that this Division receives adequate technical assistance, training and resources to provide policy, planning, assessment, monitoring and evaluation support to all of Government, Non-Government Organisations and the private sector.

The country is disadvantaged by limited capacity, both at individual level as well as organisational /institutional level, to deal with the complex issues that require cross-sectoral and interdisciplinary developmental approaches. There is concern regarding limited capacity in the use of expert systems and technical tools such as Geographical Information System (GIS) for planning purposes. Government needs to strengthen local capacity in using expert systems and technical tools to support planning, policy formulation and decision-making activities.

Limited availability of quality information further compounds the difficulties faced in identifying appropriate responses needed to address the country's development goals. An effective information system will underpin robust, evidence-based, decision-making. It will also facilitate the provision of information for performance monitoring, evaluation and reporting. Difficulties in universally accessing quality data from core government departments are exacerbated by limited computer databases, functional local area networks and skills in developing these systems. Moreover, there are areas where biogeophysical and socioeconomic data is deficient due to weak collation mechanisms, standards and the lack of proper guidelines. Poor linkages between the Cook Islands



Statistics Office and key social, economic and infrastructure sectors highlights the need for better networking of computer systems, consistent data collation methodologies and processes.

Appendices A1, A2, B and C further highlight in detail priority areas requiring attention in terms of the NSDP development, implementation, and other support activities.

#### CHALLENGES:

- No Central Planning Office to coordinate national development planning activities.
- Weak institutional arrangements and capacities for sectoral and national policy, planning development and coordination.
- Lack of quantitative, sectoral, and gender based baseline data.
- Weak information networking systems and data collation, management programmes.
- Lack of robust data systems.
- Methodologies and processes for sectoral data collation lack National Statistics Office clearance.
- Lack of financial support to sustain the delivery of supportive programs implemented by community based agencies.

Key Baseline Indicators	2005-06 Value	2009-2010 Value
Number of ministries that have standards for approved data collation methods	5	10
Number of sectors whose databases are linked with the national information system of Statistics	0	5
Number of sectors with sex disaggregated data	10	
Number of sectors with completed and active strategies	2	9

*(Cook Islands Statistics Office, Office of the Prime Minister)*

### GOAL 8: STRENGTHENED NATIONAL COORDINATION AND INSTITUTIONAL SUPPORT SYSTEMS FOR DEVELOPMENT PLANNING, MONITORING AND EVALUATION

#### STRATEGIES

#### KEY STRATEGIC TARGETS 2007-2010

#### DEVELOPMENT PLANNING AND INSTITUTIONAL SUPPORT MECHANISMS

Improve coordination and harmonisation of regional, national, sectoral issues, strategies and policies	<ul style="list-style-type: none"> <li>• Establish and strengthen the Central Planning and Policy Office within the Office of the Prime Minister to: <ul style="list-style-type: none"> <li>○ Strengthen and coordinate the national development planning activities;</li> <li>○ Prepare, implement, monitor and review the NSDP;</li> <li>○ Ensure the planning processes are consistent with the macro-economic, social and environmental policies that are determined in conjunction with NDSP Advisory Committee;</li> <li>○ Prepare in conjunction with the sectoral ministries and agencies, sectoral plans and strategies for incorporation into a national development plan;</li> <li>○ In partnership with the Ministry of Finance and Economic Management assist</li> </ul> </li> </ul>
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## GOAL 8: STRENGTHENED NATIONAL COORDINATION AND INSTITUTIONAL SUPPORT SYSTEMS FOR DEVELOPMENT PLANNING, MONITORING AND EVALUATION

STRATEGIES	KEY STRATEGIC TARGETS 2007-2010
	<p>sectors in preparation of annual budgets and ensure that the budgetary allocations reflects priorities listed in the NSDP and the sector strategies; and</p> <ul style="list-style-type: none"> <li>○ Facilitate capacity building programmes to sectoral agencies.</li> <li>● Continue to implement and improve the NSDP development, implementation and support mechanisms and structures as identified in Appendices A1, A2, B and C.</li> </ul> <p><i>(Office of the Prime Minister, Ministry of Finance and Economic Management)</i></p>
Explore mechanisms for strengthening and institutionalising financial support to sustain delivery of NGOs and community based agencies supportive programs	<ul style="list-style-type: none"> <li>● Formulate and implement policy to enable NGOs and community based agencies to access funding for delivery of supportive programs identified in this plan – e.g. disability programs, mental health, tobacco control, domestic violence, elderly, HIV and NCD programs.</li> </ul> <p><i>(Ministry of Health, Ministry of Education, DAT, Punanga Tauturu, CIANGO, TCWG, Are Pa Taunga, Te Kainga, Are Pa Metua, CIRC)</i></p>
STATISCAL DATA AND INFORMATION SYSTEMS	
Strengthen statistical data and information systems to support evidence based development planning, monitoring and reporting under the National Sustainable Development Plan and against regional and international commitments, including MDGs, CEDAW, CRCs and MEAs	<ul style="list-style-type: none"> <li>● Review of national and sectoral information systems completed by the end of 2007.</li> <li>● Develop and implement strategy for strengthening GIS based National Information System by the end of 2008 to support evidence based national development planning, monitoring and reporting in line with national, regional and international commitments.</li> <li>● Establishment of a National GIS Data Center within the Ministry of Works.</li> <li>● Increase by 50% individual and institutional capacity in collecting, storing, accessing and analysing statistical information by 2010.</li> </ul> <p><i>(Cook Islands Statistics Office, Ministry of Works, Office of the Prime Minister)</i></p>

## **APPENDIX**

### **A. NSDP DEVELOPMENT FRAMEWORK**

It is imperative that the process whereby the current and future National Sustainable Development Plans are formulated, implemented and monitored is adequately addressed and supported. Central to this process is consultation and cooperation to foster understanding of the procedures undertaken between and amongst all stakeholders to ensure successful formulation, implementation and monitoring of this and subsequent NSDPs. The following sections in addition to the PMU Reports such as *“Process for the NSDP”*, *“Plan for the NSDP”* and *“Considerations for the NSDP”* highlight issues which are crucial in the development process and support mechanisms of the NSDP.

#### **A.1 NSDP DEVELOPMENT AND IMPLEMENTATION PROCESS**

##### **PREPARATIONS**

This NSDP sets the blueprint for sustainable development in the Cook Islands for the period 2007 - 2010. The process was initiated in August 2003 with the mandate for its inception provided via a National Forum in November 2003. In January 2007, a National Forum endorsed the draft NSDP with implementation initiated thereafter.

Preparation for the NSDP 2011 – 2015 will commence on January 2009, with final endorsement expected before December 2010, again via a National Forum coinciding and guiding the government budget preparation processes of 2011.

##### **FORMULATION and DRAFTING**

Formulation and drafting of the NSDP 2007-2010 involved many community wide consultative processes.

The Central Planning and Policy Office of the Office of the Prime Minister (OPM) is responsible for the drafting of this and subsequent NSDPs. The NSDP Advisory Committee has and will continue to provide advice and guidance to the drafting team.

Technical assistance from CROP agencies, donor and development partners were also forthcoming to the OPM during the drafting process.

##### **IMPLEMENTATION**

The OPM Central Planning and Policy Division will develop a Plan of Action for coordinating and monitoring the implementation of the NSDP. A critical component of the implementation of the NSDP is that all other sectoral and Government agencies planning must be aligned to the NSDP strategies.

Furthermore, the NSDP must also be aligned with the nation's regional and international commitments such as the Millennium Development Goals, Mauritius Strategy, Pacific Plan, etc. These international obligations also play an important role in the development

of the Cook Islands. In the same way, it is vital that the NSDP strategies as national priorities are reflected and supported through these regional and international policy instruments.

## **MONITORING AND EVALUATION**

To gauge the success of the NSDP an effective monitoring and evaluation framework will be developed. A current challenge in this NSDP is the lack of adequate quantifiable targets and indicators due to the lack of available and accessible baseline data. While some the NSDP contains some measurable targets and indicators, which will be used to determine achievements, again these require further scrutiny and testing due to lack of baseline data for support. This highlights deficiencies across the whole of Government in relation to the collation, analysis, storage and accessibility of essential data required for planning processes. Capacity building in this area is essential.

Despite these misgivings, the Central Planning and Policy Office will strive to improve key national and sectoral indicators and ensure that these are relevant and useful to all stakeholders. Other monitoring mechanisms include the Government Annual Budgetary Appropriations process and report, MFEM economic reports and Statistics Cook Islands bulletin reports. The information obtained from National Census and Household Expenditure Survey will also be utilised in the evaluation and assessment process of the NSDP. Moreover, as Sectoral plans are developed these will be adopted as monitoring tools.

A mid-term review of the NSDP 2007-2010 is to be conducted at the end of two years to monitor progress. This first mid-term review is therefore set for January 2009.

Due to alignment of the NSDP to the Cook Islands regional and international commitments, monitoring and evaluation of the NSDP will provide essential data of the progress made by the country to external obligations of which the Cook Islands is a signatory of (e.g. the Millennium Development Goals and the Pacific Plan).

## **REPORTING**

Reporting of the progress of implementation of the NSDP will be noted via the following national reporting processes.

- National Budget Policy Statement
- Government Annual Budgetary Appropriations
- MFEM Economic Reports – Annual/Half Year
- Government Ministries and State Owned Enterprises Annual Reports
- Statistics Cook Islands – quarterly bulletin reports
- Parliamentary reports
- National, sectoral and community reports and forums.
- National reports to regional and international Conventions

## **A.2 NSDP SUPPORT MECHANISMS**

### **Policy Framework**

The formulation of the NSDP is supported by the MFEM Act 1995-96 and the Cook Islands commitments to international conventions such as 1992 WSSD Convention. At present there is no national sustainable development legislative framework in place to support the NSDP. In addition, there are presently, major gaps in terms of supporting policies and planning capacities at the national, sectoral and community levels. It is imperative that policy, planning and legislative support is reviewed and/or developed for the achievement of the NSDP.

Currently, each government agency prepares an annual business plan, which is then used as the basis for a national budget submission and funding allocation. The intention under the NSDP is for coordinating agencies to develop medium term corporate plans and to ensure the alignment of these plans to sector strategies and to the NSDP.

In developing appropriate strategies for various sectors, the NSDP provides sufficient direction to ensure alignment and consistency with national guiding principles and regional and international commitments made by the Cook Islands Government without being overly prescriptive.

### **Finance/Budget Allocation**

The national budget together with developing partners will fund the development initiatives of the NSDP. The following are some of the funding sources of the NSDP:

- Preparation of financing and budgeting for the implementation of strategies of the NSDP will follow the Government Annual budget preparation process and vice versa;
- Long term development concessional loans will be sourced to finance major development projects;
- Co-financing strategies with development partners;
- Community-financed development initiatives;
- Private sector funding.

National resources will be committed to the achievement of NSDP. Similarly, CROP and development partners' support must be coordinated and harmonised to complement the commitment of national resources towards the NSDP.

We will also seek to fund specific projects in the NSDP through new partnership arrangements with development partners. Realistic and appropriate multi-year costing of strategies in this NSDP are not provided but will be pursued through the annual budgetary process and sectoral strategies.

### **Administration and Co-ordination**

The Central Planning and Policy Office within the Office of the Prime Minister (OPM) is responsible for the administration and co-ordination of the implementation of the NSDP.

This division will facilitate broader discussions and debate, organise technical, and/or administrative inputs from other relevant agencies as required by the NSDP.

It is imperative that planning capacity and capabilities within all sectors and agencies are strengthened. All government agencies must have the necessary planning capacity responsible for sector and corporate plans.

The delivery of the NSDP will depend on the coordinated and harmonised efforts of all stakeholders – the public and private sectors, NGOs, development partners and society as a whole.

### **Capacity Building/Institutional Strengthening**

The strengthening of planning capacities in all sectors will lead to better development and prioritising of sectoral activities, which are appropriately sequenced and coordinated to achieve the desired sectoral outcome in the most cost effective manner.

### **Information Communication Technology/Promotion Awareness**

Promotion of the NSDP to the community will utilise all forms of media including newspapers, Internet, radio, television, stakeholder workshops and forums.

It is obvious that better methodology in collecting accurate statistical information is required. To support the implementation of NSDP there is a need to provide the necessary training for proper analysis and interpretation of data. To successfully implement the NSDP, it is important that the Cook Islands Statistics Office, as the central agency be responsible for receiving, compiling, and analysing data and information.

At present, the current database systems within Government ministries are on a stand-alone basis using various standards and at different stages of development. The e-Government Project would assist in developing; integrating and networking these databases and using standardised protocols.

The Government Information and Communication Office as well as all Government ministries and agencies play a critical role in promoting the NSDP. Additionally, NGOs, private sector and civil society as vital stakeholders will also play an important responsibility in promotion of the NSDP.

The NSDP would also be supported in terms of promotion and awareness through MDG, Pacific Plan, WSSD, BPOA, MEAs promotional programs and other regional and international mechanisms.

### **Regional/International Commitments/Conventions**

The implementation, monitoring and evaluation of the NSDP and other national reports including associated sector reports will provide a means of determining the progress made by the Cook Islands regarding its international and regional commitments.

Gauging national progress made towards international and regional obligations can be ascertained at two levels. Firstly, at the national level, the NSDP strategic goals and targets reflect certain international or regional targets albeit at a broad policy level.

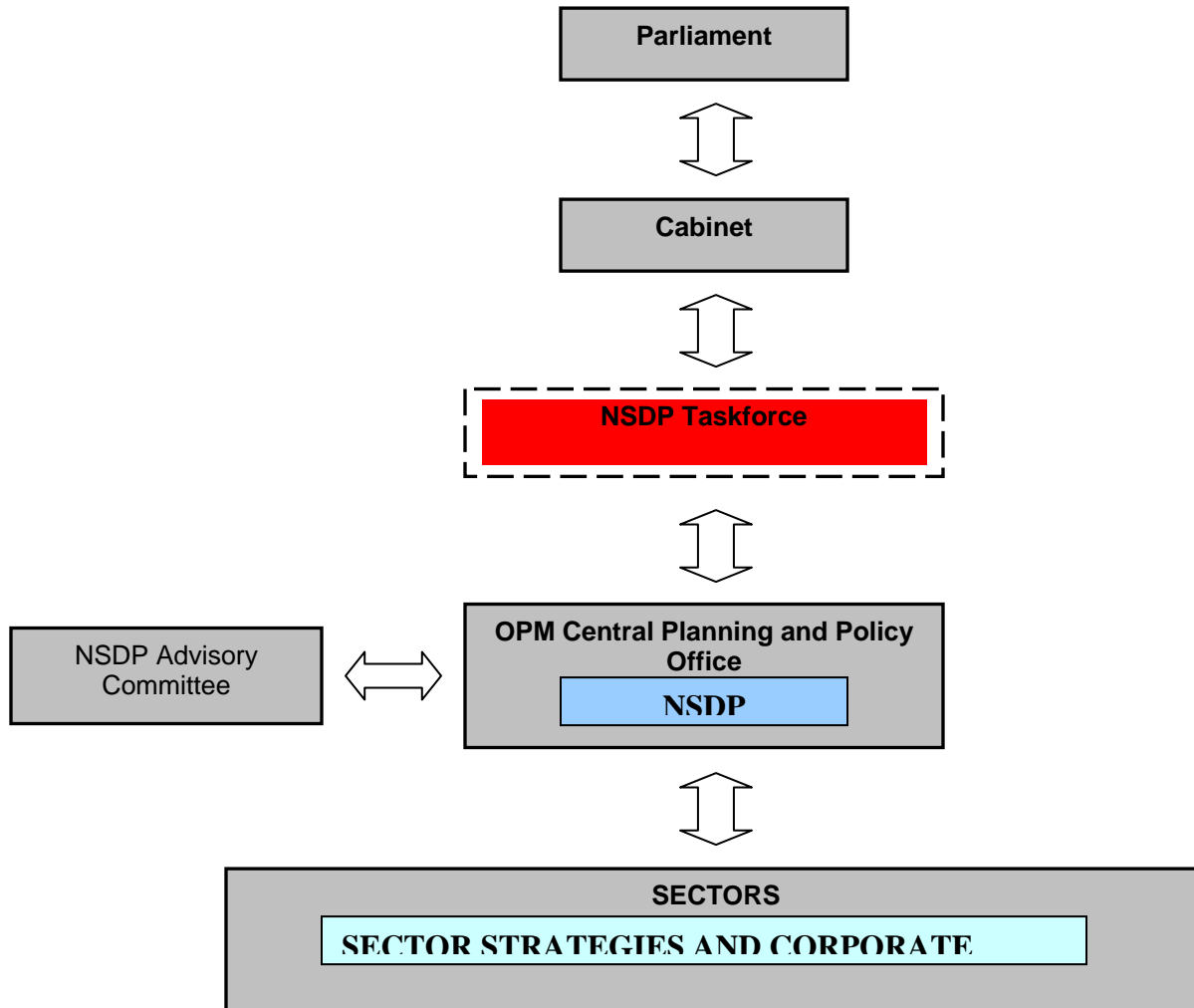
Secondly, the national goals and targets will be replicated in much more detail at the sector level where performance indicators are more specific and localised.

### **Partnership Support for NSDP**

The NSDP and the aligned sector strategies provide the platform for negotiating for appropriate support with development partners and CROP agencies.

In seeking appropriate support, the Central Planning and Policy Office in conjunction with other parties concerned would negotiate collectively. Assistance sought from development partners and CROP agencies will target the achievement of both sector and national targets and goals.

## B. NSDP IMPLEMENTATION STRUCTURE





### C. NSDP FORMULATION AND DEVELOPMENT PROCESS

