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## **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)**

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## 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 consultants, advisors and planners who worked tirelessly to produce this plan.

Kia Manuia

.....  
The Honorable Jim Marurai. MP

**PRIME MINISTER**

Signed this Thursday, 25<sup>th</sup> day of January 2006

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

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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
CROP	Council of Regional Organizations of the Pacific
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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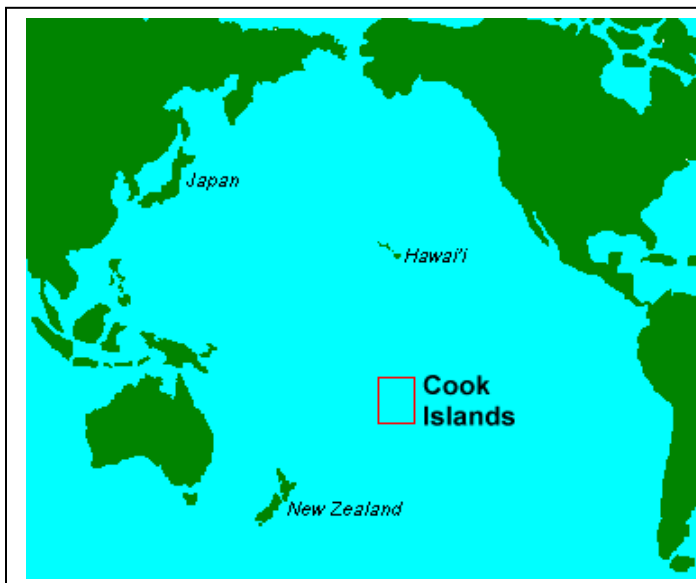
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## 1. THE COOK ISLANDS

The Cook Islands consist 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	15,500
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	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



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## 2. TE KAVEINGA NUI – A VISIONARY FRAMEWORK

### 2.1. INTRODUCTION

Today, the Cook Islands is at the cross-road as we determine our future direction after forty years of self government. “Te Kaveinga Nui” provides the pathway for sustainable development in the Cook Islands.

The pathway, *Living the Cook Islands Vision – A 2020 Challenge*, carries the long term dreams and hopes of our people and communities. The *National Sustainable Development Plan (2007-2010)* is the starting point on this pathway. It highlights our strategic priorities in the short to medium term.

### 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.

The *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”***

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

**“Living the Cook Islands Vision – A 2020 Challenge”** is a 15 year strategic framework that provides guidance and support to the Cook Islands vision. It is a journey towards revitalising our local communities, sustaining national growth and future sovereignty. It provides our people opportunities to seek new horizons and make various landfalls along the way in our quest for a better future.

Addressing the longer-term development challenges as outlined in the ***National Vision*** will require an approach centred on a three points, long term national strategy, **“Living the Cook Islands Vision – A 2020 Challenge.”**

#### **STRATEGIC OUTCOME 1. ACHIEVE SUSTAINABLE GROWTH WHICH ALLOWS OUR PEOPLE TO ENJOY THE HIGHEST QUALITY OF LIFE**

- We envisage that by 2020, our people continue to be inspired and guided by values of mutual respect and tolerance.
- We envisage that by 2020, our people continue to live in peaceful, mature and stable islands' communities.
- We envisage that by 2020, our people lead productive lives.

#### **STRATEGIC OUTCOME 2. ACHIEVE SUSTAINABLE GROWTH WHICH IS CONSISTENT WITH THE ASPIRATIONS OF OUR PEOPLE**

- We envisage that by 2020, the people of the Cook Islands and New Zealand have a stronger level of commitment towards each other under a Treaty relationship.
- We envisage that by 2020, the Cook Islands education and health services meet New Zealand highest standards.
- We envisage that by 2020, our national institutions will achieve New Zealand basic standards of excellence and become exemplary models of good governance, political stability, and economic and community advancement in the region.
- We envisage that by 2020, the Cook Islands continues to strengthen and widen its regional and international relations.
- We envisage that by 2020, the Cook Islands is well prepared to address any graduation changes in our sovereignty and United Nations membership status.

#### **STRATEGIC OUTCOME 3. ACHIEVE SUSTAINABLE GROWTH IN HARMONY WITH OUR CULTURE AND ENVIRONMENT**

- We envisage that by 2020, the Cook Islands population will have reached 25,000 people with Cook Islands people representing 70% of growth.
- We envisage that by 2020, our GDP growth will reach \$0.6 billion based on sustainable growth principles.



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- We envisage that by 2020, we continue to harmonize and adapt the use of our land, environmental resources, and physical land forms with advanced technologies, infrastructure and architecture.
- We envisage that by 2020, the high value placed on our Cook Islands Maori language, music, food, carvings, fine and visual arts, cultural performances and traditional practices will be significantly advanced both locally and internationally.

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### 4. NATIONAL SUSTAINABLE DEVELOPMENT PLAN (NSDP)

#### 2007-2010

The NSDP is the first voyage in achieving the “*Living the Cook Islands Vision - A 2020 Challenge.*” The Cook Islands future development focus and interests will be supported and implemented in the short term through this eight (8) point plan.

#### 4.1 PRIMARY STRATEGIC OBJECTIVE

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

#### 4.2 STRATEGIC GOALS

To achieve the short-term primary objective, we have set out the following eight (8) point strategic plan. The first seven (7) strategic goals represent sectoral interests while the eighth goal addresses supporting priorities to the “Te Kaveinga Nui” processes.

##### **Strategic Goal 1**

Equal opportunities for health, education and other social services towards establishing an inclusive and vibrant society

##### **Strategic Goal 2**

A society built on law and order and good governance at all levels

##### **Strategic Goal 3**

Innovative and well-managed private sector-led economy

##### **Strategic Goal 4**

Sustainable use and management of our natural resources and environment

##### **Strategic Goal 5**

Strengthened and affordable basic infrastructure, transport and utilities to support national development

##### **Strategic Goal 6**

A safe, secure and resilient community

##### **Strategic Goal 7**

An effective foreign affairs policy that meets the needs and aspirations of the Cook Islands people

##### **Strategic Goal 8**

Strengthened National Coordination and Institutional Support Systems for Development Planning, Evaluation and Monitoring

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

#### **5.1 GOAL 1: EQUAL OPPORTUNITIES FOR HEALTH, EDUCATION AND OTHER SOCIAL SERVICES TOWARDS ESTABLISHING AN INCLUSIVE AND VIBRANT SOCIETY**

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

Cook Island citizens have unrestricted migratory access to both New Zealand and Australia. The continued economic prosperity of the country is highly dependent on the impact of the outward migration of Cook Islanders to New Zealand and Australia. The declining national population, especially in outer islands communities where social and economic fabrics have been severely affected since 1995, represents one of the biggest threats to the long term sustainable development of the Cook Islands.

The free movement of skilled and unskilled labour, together with a net migration of outer islanders into Rarotonga, poses particular challenges for national and outer island development. More importantly, policies that make it more attractive to remain in the Cook Islands need to be maintained and enhanced. Government urgently needs to consider a new population policy to include selective new migrants, returning Cook Islands families from overseas, and the introduction of new incentives for families to remain at home as well as have more children.

The large Cook Islands population residing in New Zealand, and elsewhere, and their strong family ties back in the Cook Islands, could also provide a solid foundation for building stronger economic partnerships between local and 'expatriate' Cook Islanders. These partnerships could be mobilized to promote private sector led developments in the Cook Islands.

Education and health remain at the core of government's commitment to the long term development of the Cook Islands. It is important that the National Education Strategic Plan and the National Health Strategy are completed and implemented. The Government's commitment to quality education and service delivery is demonstrated in its annual budgetary increases since 1995 to all schools including private schools.

Human Resource Development Strategy is focused on increasing basic trade and foundational skills of all people in the Cook Islands and improving the quality and accreditation of non-formal education services targeting vocational and technical training needs of the country.

With the changing lifestyles and an increase in non-communicable diseases such as obesity, Type II diabetes and other related illnesses, the costs of maintaining quality health systems and delivery of services will continue to increase unless preventative measures are consolidated to address the root causes.

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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 with a view towards attaining healthy lifestyles.

The protection, preservation and promotion of our cultural resources, language, traditional values, knowledge and practices is important to us and future generations. 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 on most 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 delivery of basic social and health services
- Risks of lower quality delivery of basic social and health services.
- Limited access to quality health services for women and young adults
- Low status of women;
- Marginalization of people with disabilities and their families and caregivers
- Low priority situation on youth and children at risk and their families;
- Inadequate consumer protection
- Limited welfare services
- Increasing numbers of non-communicable diseases
- Low recognition of the role and participation of youth in development

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	

*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,*

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- 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 language as well as traditional and cultural heritage.
- Establishing our cultural heritage as a key development area
- Managing robust IPR and research policies

### GOAL 1: EQUAL OPPORTUNITIES FOR HEALTH, EDUCATION AND OTHER SOCIAL SERVICES TOWARDS AN INCLUSIVE AND VIBRANT SOCIETY

#### STRATEGY

#### KEY POLICY TARGETS 2007-2010

#### EDUCATION

Ensure equitable access for all, enhance curriculum and learning and to strengthen quality systems and standards

- By the year 2010, 95% of children who have reached the age of 3 ½ years are enrolled in an early childhood centre.
- By the year 2010, all Early Childhood Education (ECE) centres are fully resourced with qualified trained ECE teachers and are equipped with sufficient resources to enable ECE teachers to delivery quality programmes to learners.
- By the year 2010, 90% of children at Year 6 (Grade 6) from selected schools will achieve a “reading age” which is equal to or above their chronological age in their first language.
- By the year 2010, 90% of children at Year 3 (Grade 3) from selected schools will be working at or above the “numeracy level” that is appropriate to their chronological age
- By 2010, 50% of students entering NCEA Level 1 for the first time at Year 11 will achieve NCEA Level 1.
- 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
- 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)
- From 2006 to 2010, the Ministry will 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 DFL of locally developed courses; transfer to a Rarotonga secondary school under the Ministry’s Outer Island Study Award Scheme.
- Increase the number of teachers with internationally recognized professional qualifications by 25%.
- Develop 20% of national curriculum materials by 2010 to have Cook Islands life skills, language, and environmental and cultural contents.

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### GOAL 1: EQUAL OPPORTUNITIES FOR HEALTH, EDUCATION AND OTHER SOCIAL SERVICES TOWARDS AN INCLUSIVE AND VIBRANT SOCIETY

STRATEGY	KEY POLICY TARGETS 2007-2010
	<i>(Ministry of Education, CIANGO)</i>
<b>NATIONAL HUMAN RESOURCE DEVELOPMENT</b>	
Increase the number of skilled Cook Islanders returning from overseas	<ul style="list-style-type: none"> <li>○ 20% of returning Cook Islands people has University/tertiary, professional qualifications and trade skills.</li> </ul> <i>(Public Service Commission, Office of the Prime Minister, Cook Islands Statistic Office)</i>
Enhance human resource development on all islands, focusing on vocational and technical training	<ul style="list-style-type: none"> <li>● Increase basic foundational skills of 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 of people with limited foundational skills to increase their integration into, and retention in the workforce.</li> </ul> <i>(National Human Resource Department)</i>
Establish an accredited program of vocational, technical training and internship and tertiary scholarship program.	<ul style="list-style-type: none"> <li>● All post secondary education and training providers have accreditation from an internationally recognized institution.</li> <li>● Number of private sector partnership with internship program for strengthening technical and practical skills of fresh graduates of the Trades Training Centre.</li> <li>● Increase the number of tertiary qualified graduates to 30% by 2010</li> </ul> <i>(National Human Resource Department)</i>
Improve the delivery of government services through training programs.	<ul style="list-style-type: none"> <li>● Re-establish national training programme for civil servants by 2007, focusing on professional development and personal upskilling at multiple levels within the civil service.</li> </ul> <i>(Public Service Commission)</i>
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> <i>(Immigration Division)</i>
Increase the national population of the Cook Islands	<ul style="list-style-type: none"> <li>● Develop a new national population policy by 2007</li> </ul> <i>(Ministry of Health, Internal Affairs, Immigration, Office of the Prime Minister)</i>
<b>YOUTH</b>	
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>● National Youth Council to be reestablished by 2007.</li> <li>● 40% of national committees have a Cook Islands National Youth Council representative to participate in national decision making processes.</li> <li>● Number of active national programs targeting youth leadership, entrepreneurship and sports development opportunities increased by 25% by 2010.</li> <li>● Reduce unemployment by 25% (892 – 400) by 2010</li> </ul>

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### GOAL 1: EQUAL OPPORTUNITIES FOR HEALTH, EDUCATION AND OTHER SOCIAL SERVICES TOWARDS AN INCLUSIVE AND VIBRANT SOCIETY

STRATEGY	KEY POLICY TARGETS 2007-2010
<i>(Youth Division)</i>	
<b>GENDER</b>	
Improve and increase participation of women in the development of the Cook Islands	<ul style="list-style-type: none"> <li>• The National Policy on Gender endorsed and implemented by the end of 2007.</li> <li>• Gender equality policies integrated into sectoral strategies by 2010.</li> <li>• Equitable, gender-sensitized remuneration scale and career advancement in all sectors.</li> <li>• Increase the number of new businesses owned or co-owned by women</li> </ul> <i>(Gender Division, CIANGO)</i>
<b>SOCIAL WELFARE</b>	
Increase community based support for people with disability, aged and other beneficiaries.	<ul style="list-style-type: none"> <li>• Review the Social Welfare System by 2007.</li> <li>• Develop National Policy and Plan of Action for Social Welfare Beneficiaries by 2008.</li> <li>• Develop and implement a Human Resources Development Strategy for the provision of a comprehensive professional service to the vulnerable by 2008.</li> <li>• Encourage communities to accept greater social responsibility for their aged and young dependents and the people with disability</li> <li>• Encourage disabled citizens to become productive</li> <li>• National Disability Policy reviewed and updated in 2007.</li> <li>• Government offices accessible for people with disability.</li> <li>• 50% of public places accessible for people with disability by 2010.</li> <li>• Child and Family Policy in place by 2008.</li> </ul> <i>(Ministry of Internal Affairs, Ministry of Works, Cook Islands Investment Corporation, Disability Action Taskforce, CIANGO)</i>
<b>LABOUR AND CONSUMER AFFAIRS</b>	
Strategic, sector-wide approach to labour and consumer issues	<ul style="list-style-type: none"> <li>• Labour and consumer policies developed by 2007 as well as strategies for implementation by 2008.</li> <li>• Labour and consumer-related legislation updated by 2007</li> <li>• Price control policy reviewed by 2008 and legislation updated by 2010.</li> </ul> <i>(Ministry of Internal Affairs)</i>
<b>CENSORSHIP</b>	
More comprehensive approach to censorship	<ul style="list-style-type: none"> <li>• Censorship policy in place by 2007 and related legislation updated.</li> <li>• Develop and implement Censorship Strategy by 2008.</li> </ul> <i>(Ministry of Internal Affairs)</i>
<b>SPIRITUAL WELL-BEING</b>	
Promote the spiritual well-being and Christian values amongst communities and	<ul style="list-style-type: none"> <li>• As a predominantly Christian nation, the Religious Advisory Council will consider the following priorities:               <ul style="list-style-type: none"> <li>○ Better enforcement of regulations and policies on censorship of immoral and anti-Christian</li> </ul> </li> </ul>

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### GOAL 1: EQUAL OPPORTUNITIES FOR HEALTH, EDUCATION AND OTHER SOCIAL SERVICES TOWARDS AN INCLUSIVE AND VIBRANT SOCIETY

STRATEGY	KEY POLICY TARGETS 2007-2010
people nationwide	<p>materials.</p> <ul style="list-style-type: none"> <li>○ Better enforcement of regulations and policies on proper observance of Sunday (Sabbath) as national day of worship and the prohibition of Sunday trading, flights, organized sporting activities, non-church concert and recreational form of entertainments etc.</li> <li>○ Strengthen integration of Bible instructions into education curriculums and schools</li> <li>○ Consult the tourism industry and strengthen policies on matters related to Christian morals and appropriate tourists' behaviors within local communities.</li> <li>○ Formalize the "prayer service" as an official custom of government, community, private and public meetings or gatherings.</li> </ul> <p><i>(Religious Advisory Council)</i></p>
<b>SPORTS</b>	
Provide international accredited sports facilities and robust training and competitive programs	<ul style="list-style-type: none"> <li>○ Mini Pacific Games Master Plan implemented and monitored to 2009</li> <li>○ Upgrade of existing sporting facilities, and the construction of new facilities which are accessible by all (including disability) 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 participants at all levels of competitive sporting events.	<ul style="list-style-type: none"> <li>● Active national and community awareness programs on the health benefits of sports and regular exercise throughout the Cook Islands</li> <li>● Maintain ongoing active sports programs throughout the Ministry of Education curriculum.</li> <li>● Increase the level of sports participation throughout the Cook Islands at all ages and all manner of human mobility (able &amp; disable) which will be recognized throughout the region, continent and the world.</li> <li>● Encourage the implementation of disability sports at junior and national level with the National Federations according to the standards and regulation of the International Federation.</li> </ul> <p><i>(Cook Islands Sports and National Olympic Committee, Ministry of Health)</i></p>
Increase the number of medals won through competitive sports and recognized regionally and internationally.	<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 compared to 2003 Games.</li> <li>● Increase the number of medals at 2009 Pacific Mini games compared to Palau Mini Games in 2005.</li> <li>● Achieve a medal for the first time at the 2010 Delhi Commonwealth Games.</li> <li>● Maintain a comprehensive and simple talent identification program where athletes selected can achieve high coaching and training overseas</li> </ul> <p><i>(Cook Islands Sports and National Olympic Committee, Ministry of Health)</i></p>
<b>HEALTH</b>	
Improve and protect the health	<ul style="list-style-type: none"> <li>● Improve the health of children by reducing the mortality and morbidity rate</li> </ul>



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### GOAL 1: EQUAL OPPORTUNITIES FOR HEALTH, EDUCATION AND OTHER SOCIAL SERVICES TOWARDS AN INCLUSIVE AND VIBRANT SOCIETY

STRATEGY	KEY POLICY TARGETS 2007-2010
of all Cook Islanders	<ul style="list-style-type: none"> <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 morbidity</li> <li>• Improve the health of men through reducing the incidence and impact of non communicable diseases, tobacco, cancer, alcohol and trauma</li> <li>• Reduce the rate of hospitalization of older people</li> <li>• Increase support for primary care services for older people</li> <li>• Provide support services to a greater proportion of people with disabilities</li> <li>• Increase the integration of those with disabilities into the workforce and society</li> <li>• Integrate the Ministry of Health disability support services with DAT and CINCD</li> </ul> <p><i>(Ministry of Health)</i></p>
Encourage healthier lifestyles and safer environments	<ul style="list-style-type: none"> <li>• Develop and/or implement a comprehensive mental health, drug and alcohol, tobacco and gambling cessation strategy</li> <li>• Establish a Mental Health Unit</li> <li>• Smokefree zones established</li> <li>• Enact mental health, alcohol and drug, tobacco and gambling legislation</li> <li>• Measure the prevalence of mental illness</li> <li>• Sewage regulations enacted and stakeholders trained in sanitation</li> <li>• Food safety legislation enacted</li> <li>• Improve access to safe water for all communities through construction of household water tanks and protection of water catchments</li> <li>• Pollution and Waste Management Board established (sewage regulations) to work in partnership with other agencies</li> <li>• Reduce the impact of communicable diseases with an emphasis on STIs/HIV/AIDS, vector borne diseases, hepatitis and tuberculosis</li> <li>• Reduce the impact of non communicable diseases and injury with an emphasis on obesity, diabetes, cardiovascular disease, respiratory disease, cancer and oral health</li> <li>• Impact of fish poisoning assessed</li> <li>• Measure the prevalence of sports injuries and its impact on financial resources</li> </ul> <p><i>(Ministry of Health)</i></p>
Support community health development	<ul style="list-style-type: none"> <li>• Comprehensive Health Plan developed</li> <li>• Increase access to family and parenting programs</li> <li>• Increase positive role models within the Ministry of Health and in Society</li> </ul>

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### GOAL 1: EQUAL OPPORTUNITIES FOR HEALTH, EDUCATION AND OTHER SOCIAL SERVICES TOWARDS AN INCLUSIVE AND VIBRANT SOCIETY

STRATEGY	KEY POLICY TARGETS 2007-2010
	<ul style="list-style-type: none"> <li>• Development of ongoing community based programmes to promote health e.g. “Health Promoting Schools”</li> <li>• Creation of supportive environments enabling people to live healthier lives e.g. footpaths, condom vending machines <i>(Ministry of Health)</i></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>• Ministry of Health workforce plan completed and implemented</li> <li>• National Health Research Policy implemented</li> <li>• Inter-agency laboratory to measure progress in improving drinking water quality, swimming water quality, food hygiene and wastewater effluent quality <i>(Ministry of Health)</i></li> </ul>
CULTURAL HERITAGE, VALUES AND IDENTITY	
Strengthen national archives, library and museums.	<ul style="list-style-type: none"> <li>• World Heritage Convention ratified by 2007.</li> <li>• Preservation of 30% of historical documents, publications and artifacts by 2010</li> <li>• 40% of all archived information installed on a database</li> <li>• 30% of natural heritage and historical material and information easily accessible by 2010.</li> <li>• Preservation, protection and restoration 20% of audiovisual recording of national artists and documentaries by 2010.</li> <li>• All research reports be collated within the National Library <i>(Ministry of Cultural Development)</i></li> </ul>
Strengthen programs on Cook Islands Maori language, performing and visual arts and recording of oral traditions.	<ul style="list-style-type: none"> <li>• 25% increase in the number of oral compositions at primary, secondary and festive periods to promote Cook Islands Maori Language, visual and performing arts and oral traditions by 2010.</li> <li>• 20% increase in the number of Art and other Cultural Exhibitions by 2010.</li> <li>• All national and cultural festivities to be recorded and stored in National Archives.</li> <li>• All major cultural festivities to be hosted at the National Auditorium <i>(Ministry of Cultural Development)</i></li> </ul>
Develop an intellectual property rights, research and other related policies and legislations.	<ul style="list-style-type: none"> <li>• National IPR policy and legislation developed and implemented by late 2007.</li> <li>• Number of intellectual property rights registrations recorded by 2010. <i>(Ministry of Justice)</i></li> <li>• Implement the National Research Policy framework <i>(Office of the Prime Minister)</i></li> </ul>

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

#### Performance Overview and Strategic Outlook

The Cook Islands parliamentary processes need to be strengthened to improve legislative action and oversight. Political reform is necessary, but this must be based on current representation needs of communities around the nation instead of the 1996 Economic Reform Programme. In recent times, regular changes in the number of governments per electoral period have reduced the confidence of local communities and possibly foreign investors in our governing systems. Strengthening of policies and capacities related to fostering of political and leadership integrity in Parliament and the senior management level of the public service is a priority.

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.

Delivery of services by public servants and accountability for achieving set benchmarks is crucial to maintaining the confidence of the community in the Public Service. A review of the impact of the ERP and existing structures to determine future directions and streamline the Public Service is essential.

Some services on the outer islands are administered by an Outer Island Administration, which runs parallel with the elected Island Councils or '*Konitara*'. Limited economic opportunities have restricted the achievement of equitable development in the outer islands. This challenge has been further compounded by the inadequate coordination between the various administrative arms of government, effects of political influence, policy inconsistency, poor parliamentary oversight and other related factors. Local government structures, which include Vaka Councils, Islands Councils and Islands Administrations, must be streamlined as well to reflect ongoing commitment to delivery of essential services to local communities and revitalization 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.

The integrating of national law and order and good governance programmes with international systems is necessary for increasing the integrity of the law and order and judicial systems and governance institutions.

#### **CHALLENGES:**

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- Regular changes in 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 petty crime, white collar crimes, drug related crimes and e-crimes.

<b>Key Baseline Indicators</b>	<b>2005-06 Value</b>	<b>2009-2010 Value</b>
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)	
<i>Source: Source: Cook Islands Government Census 2001, Transparency International, World Bank, 2004-2005, PERCA</i>		

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### GOAL 2: A SOCIETY BUILT ON LAW AND ORDER AND GOOD GOVERNANCE AT ALL LEVELS OF GOVERNMENT, INCLUDING OUTER ISLANDS, PRIVATE SECTOR AND LOCAL COMMUNITIES

#### STRATEGY

#### KEY POLICY 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

- Parliamentary governance improved 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;
  - Collaborate with all sectors to promote strategic thinking and improve policy-making.
  - Strengthen Cabinet decision-making processes including re-establishment of the Central Agency Committee.  
*(Office of the Prime Minister)*
  - Set a minimum standard of conduct, ethics and values for the Public Service by 2009
  - Whole of government management improved by end of 2009 by reviewing the public service to assess the impact of the ERP, ascertain future direction and needs, and adoption of strengthening strategies.
  - Continue to provide leadership and management training for senior managers in the Public Service  
*(Public Service Commission)*
  - 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.  
*(Public Service Commission)*
- Government's financial management improved by:
- Decisively acting on the recommendations of the Parliamentary Finance Audit Select Committee established to monitor and review the financial reports and special audit reports, of government departments by 2008.
  - Improve project management, public procurement and tendering processes  
*(Ministry of Finance and Economic Management)*

#### OUTER ISLAND ADMINISTRATION

Strengthen government administration of the Outer Islands

- The administration of the outer islands reviewed in the context of the devolution of administrative functions of the Government to Island Councils:
  - 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

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### GOAL 2: A SOCIETY BUILT ON LAW AND ORDER AND GOOD GOVERNANCE AT ALL LEVELS OF GOVERNMENT, INCLUDING OUTER ISLANDS, PRIVATE SECTOR AND LOCAL COMMUNITIES

#### STRATEGY

#### KEY POLICY TARGETS 2007-2010

	<p>conflict between different institutions and streamlines decision-making processes; and</p> <ul style="list-style-type: none"> <li>○ Establish appropriate institutional mechanisms to support effective delivery of services to, and in, the outer islands by 2010.</li> </ul> <p><i>(Office of the Minister for Island Administration)</i></p>
<b>FINANCIAL INSTITUTIONS</b>	
<p>Improve accountability and transparency of public financial management</p>	<ul style="list-style-type: none"> <li>• Ensure that timely and accurate financial statements from all government ministries and Crown agencies are furnished and audited;</li> <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>• When Parliament is not in session, audit reports are to be made public 14 days after tabling with the Speaker of Parliament;</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 relationship</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>
<b>LAW AND ORDER</b>	
<p>Strengthen national justice system to meet the changing needs of law and justice in an environment of increasing globalization and international crime</p>	<ul style="list-style-type: none"> <li>• A sectoral approach in enhancing good governance in the Cook Islands in terms of accountability and transparency through the development of a Good Governance Sector Plan</li> <li>• Provide sufficient Court sittings so that there will be expeditious system in place</li> <li>• A more robust Prosecution Division</li> <li>• Implement the Cook Islands Police Strategic Plan 2006-2010 which focuses on the following;             <ul style="list-style-type: none"> <li>▪ Strengthening the delivery of law enforcement and general policing services to the community of and visitors to the Cook Islands.</li> <li>▪ Strengthening the investigation and intelligence gathering and analysis capacity of the Cook Islands Police;</li> </ul> </li> </ul>

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### GOAL 2: A SOCIETY BUILT ON LAW AND ORDER AND GOOD GOVERNANCE AT ALL LEVELS OF GOVERNMENT, INCLUDING OUTER ISLANDS, PRIVATE SECTOR AND LOCAL COMMUNITIES

#### STRATEGY

#### KEY POLICY TARGETS 2007-2010

- |  |                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | <ul style="list-style-type: none"><li>▪ Strengthening the administration and management support for the Cook Islands Police;</li><li>▪ Preventing and control crime and enhance community safety within the Cook Islands;<br/><i>(Ministry of Justice)(Police Department)</i></li><li>• Begin implementation of the findings of National Police Operations Review commenced by early 2007.<br/><i>(Police Department)</i></li></ul> |
|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

### 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 Economic Reform Programme (ERP). The economy is, however, based on a few industries and is highly susceptible to external forces. The Cook Islands also 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 be maintained and enhanced to meet the government's goal of economic growth averaging at least 3.5% per year over the medium term and long term goal of doubling of GDP to NZD 0.6 Billion by 2020. It is generally recognized that for the economy to continue to grow, private sector-led development must be strengthened with the government providing a favourable macroeconomic environment, critical physical and social infrastructure, institutional and political stability while maintaining law and order.

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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. Government will continue to promote equity to ensure that all sectors of the community benefit from economic development. Government will revitalize each individual island community's economy.

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 into the future.

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.



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The Financial Services Commission (FSC) and Financial Investigations Unit (FIU) will continue to provide regulatory and monitoring support to the financial sectors consistent with OECD, 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 specialized 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 specialized 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 mechanism

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%

*Source: 2006-07 Budget Estimates, UNDP Pacific Human Development Report, 2005, Cook Islands Census 2001*

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

#### STRATEGY

#### KEY POLICY TARGETS 2007-2010

#### MACROECONOMIC MANAGEMENT

Ensure sound macroeconomic management of the Cook

- Maintaining average annual economic growth rate of at least 3.5% over the medium term.

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<b>GOAL 3: INNOVATIVE AND WELL MANAGED PRIVATE SECTOR LED ECONOMY</b>	
<b>STRATEGY</b>	<b>KEY POLICY TARGETS 2007-2010</b>
Islands economy	<ul style="list-style-type: none"> <li>• Prudent fiscal policy by:               <ul style="list-style-type: none"> <li>○ Maintain government annual operating surplus of no less than 0.25% of GDP over the medium term.</li> <li>○ Maintain government tax revenue to GDP ratio of no more than 25% over the medium term.</li> <li>○ Maintain 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> <p><i>(Ministry of Finance and Economic Management)</i></p> </li> <li>• Ensure the number of public servants is no more than 1,700 in full-time equivalents by 2010 <i>(Public Service Commission)</i></li> </ul>
<b>FINANCIAL SERVICES</b>	
Promote the development of a vibrant financial services industry	<ul style="list-style-type: none"> <li>• Financial Services regulation adopts internationally accepted standards and regulations are enforced on an equitable and consistent basis, thereby encouraging a strong and competitive financial services industry <i>(Financial Supervisory Commission)</i></li> <li>• Offshore Industry Strategic Plan prepared and implemented by 2008 <i>(Offshore Industry Committee)</i> <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> </li> </ul>
<b>PRIVATE SECTOR DEVELOPMENT</b>	
Review and reform economic structures based on future government and private sector led economic growth	<ul style="list-style-type: none"> <li>• Private Sector Plan developed and implemented in partnership with government, 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 recognizes the importance of the natural environment and cultural	<ul style="list-style-type: none"> <li>• Tourism Master Plan developed and implemented in partnership with relevant stakeholders by the end of 2006, consistent 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>○ Recognizes the importance of natural environment and cultural heritage of the Cook</li> </ul> </li> </ul>

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

STRATEGY	KEY POLICY TARGETS 2007-2010
heritage of the Cook Islands	Islands. <i>(Cook Islands Tourism Corporation)</i>

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

### Performance Overview and Strategic Outlook

The Cook Islands is a relatively small Pacific island state with an attractive natural environment. Combined with its vibrant Cook Island Maori culture and tradition and the friendliness of its people, it has been a major attraction for tourists from Europe and North America, as well as the traditional tourist markets of New Zealand and Australia.

The Cook Islands natural environment therefore provides the foundation for the long-term economic and social well being of local communities. The National Environment Strategic Action framework (NESAF) will continue to be the leading policy framework for managing the Cook Islands natural environment. The wider environmental stakeholders will continue to implement the NESAF over this NSDP period. The outer islands will also continue developing their own environmental by-laws and management structures under the Environment Act.

Key economic drivers, which include tourism, agriculture, pearl industry as well as fisheries, are directly dependent on a healthy ecosystem that supports the natural resources available for development. Agricultural and marine products from this environment provide both food and economic opportunities that can be sustained when managed properly. In addition, the Cook Islands, as do other small and isolated Pacific island economies, face an uphill struggle in developing a comparative advantage in agricultural and other natural resource based commodities due to high transport and production costs.

The pearl industry was valued at \$18 million prior to 2002 but has declined to its current level of about \$2-3 million annually due to increases in international supply along with the declining quality of Cook Island pearls caused by poor water quality in pearl farming areas. The offshore tuna fishing industry, based on distant water fishing fleets, is influenced by the health of the regional tuna stock as well as migration of tuna through the Cook Islands EEZ, which is subject to the effects of climate change and associated El Nino and La Nina events.

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 land areas 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 significant agricultural production for the local and tourist market, and there is some potential to

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expand this further. It is crucial for government to rebuild agriculture infrastructure and support services on southern group islands where some lands are available. 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 economic sectors, the people of the Cook Islands need to find ways in which resources can be utilised, while respecting communal rights, and the rights of traditional owners, while maintaining biodiversity and environmental quality. Traditional land tenure systems differ from island to island, which means that the same approach cannot be adopted 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.

To support the overall upgrading and management of networks, holding capacities and intakes, the Water Works Department is developing the Water Safety Plan, and participating in regional programmes such as the Water Demand Management as part of institutional strengthening programmes nationally. Government will consider the development of a national authority to improve the management of public water resources and networks.

The Cook Islands has started implementing waste strategies to support all waste-related programmes nationwide including operations of new landfills and recycling centres on Aitutaki and Rarotonga.

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

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### CHALLENGES:

- Declining profitability of offshore tuna fisheries and pearl industry making economic development the priority
- 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.
- Reducing the impact of wastes and man-made pollutions on the environment.
- Weak structural and organizational capacities and capabilities amongst key agencies managing our natural resources.
- Resources services and availability constraints such as water, construction aggregates, etc.

Key Baseline Indicators	2005-06 Value	2009-2010 Value
Number of new buildings (m <sup>2</sup> – land development)	(2002-2005) 124,133m <sup>2</sup> new buildings floor area	
Ratio of Area Protected to Maintain Biological Diversity to Surface Area	15.3%	
Pearl Exports	\$2.9 m	
Value of Inshore Fisheries (Paua Exports)	7 tonnes	5 tonnes
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	
<i>Source: Cook Islands MDG Report 2005, Ministry of Health , Ministry of Agriculture, ,Ministry of Marine Resources, Cook Islands Government Census 2001</i>		

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

**STRATEGY** **KEY POLICY TARGETS 2007-2010**

**MARINE**

<p>Expanded income earning opportunities from sustainably managed offshore fisheries through capacity building, and infrastructure and market development</p>	<ul style="list-style-type: none"> <li>• Produce and implement Cook Islands offshore fisheries management plans, including management objectives, fishing strategies, research, monitoring and compliance</li> <li>• Offshore industry development plan prepared and implemented in partnership with fishing industry and stakeholders that provides for infrastructure, markets, products and capacity building.</li> <li>• Ongoing surveillance and monitoring systems improved to meet identified compliance and research needs, effective management of offshore fisheries, and regional / international obligations</li> <li>• Certification and sanitary systems in place to enhance market access to international markets e.g. EU, USA and Japan</li> <li>• Review the licensing system and maximise the economic benefits from licences to reflect value of Cook Islands fisheries</li> </ul> <p><i>(Ministry of Marine Resources)</i></p>
<p>Increase profitability of pearl farming through the activities of an effective industry organisation, and the adoption of cost-effective, market-led approaches to pearl farming and marketing</p>	<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 ecosystem approach to management</li> <li>• Research and management programs identified and initiated, with focus on increased productivity, pearl quality, diver safety, profitability, markets and value-adding.</li> <li>• Pearl farmers making 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>
<p>Increase income and employment opportunities (particularly in the outer islands), through further development of aquaculture and inshore fisheries</p>	<ul style="list-style-type: none"> <li>• Analysis and 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 and tilapia)</i></li> <li>• Research programs in place to identify and develop new management and market opportunities, increase profitability and add value to the resource</li> </ul> <p><i>(Ministry of Marine Resources)</i></p>
<p>Sustainable ecosystem management of inshore fisheries, and increased community management of the resource</p>	<ul style="list-style-type: none"> <li>• Resource management based on effective data collection and analysis – including recreational, charter, traditional and commercial fishers.</li> <li>• Research program to assess effectiveness of management plans – including water quality,</li> </ul>

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<b>GOAL 4: SUSTAINABLE USE AND MANAGEMENT OF NATURAL RESOURCES AND ENVIRONMENT</b>	
<b>STRATEGY</b>	<b>KEY POLICY TARGETS 2007-2010</b>
	<p>disease, and stock status</p> <ul style="list-style-type: none"> <li>• Collaborative program to enhance lagoon ecosystems</li> <li>• Policy and legislation in place to support management of inshore fisheries</li> </ul> <p><i>(Ministry of Marine Resources)(NGOs)</i></p>
<b>AGRICULTURE</b>	
Revitalize the agricultural sector	<ul style="list-style-type: none"> <li>• Review the agriculture sector in 2007</li> <li>• National Agricultural and Livestock Development Strategy developed and implemented by 2008 for:               <ul style="list-style-type: none"> <li>○ Specialized 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> </ul> <p><i>(Ministry of Agriculture)</i></p>
<b>LAND RESOURCES, USE AND MANAGEMENT</b>	
Review and reform land, use and zoning policies and supporting structures to reflect better resource ownership, economic needs of the people and environmental sustainability	<ul style="list-style-type: none"> <li>• Through a process of consultation and negotiation develop long term land use policies 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> <p><i>(Ministry of Justice) (Agriculture, Environment, Marines, MOW, House of Ariki, Koutu Nui, Island Council)</i></p>
<b>ENVIRONMENT</b>	
Implement National Environment Strategic Action Framework	<ul style="list-style-type: none"> <li>• 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 – implemented by 2007.</li> <li>• 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 – implemented by 2010.</li> </ul> <p><i>(National Environment Services)</i></p>
Develop Resource Use and Environment Strategic Action Framework for each of the outer islands	<ul style="list-style-type: none"> <li>• Resource Use and Environment Strategic Action Framework for at least three outer islands (Aitutaki, Mitiaro &amp; Atiu) developed and implemented by 2007.</li> <li>• Resource Use and Environment Strategic Action Framework for other outer islands developed and implemented by 2010.</li> </ul>

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GOAL 4: SUSTAINABLE USE AND MANAGEMENT OF NATURAL RESOURCES AND ENVIRONMENT	
STRATEGY	KEY POLICY TARGETS 2007-2010
	<i>(National Environment Services)</i>
Strengthen national capacity in biosecurity.	<ul style="list-style-type: none"> <li>• National Biosecurity Strategy developed and implemented by 2007 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</li> </ul> <i>(Ministry of Agriculture)</i>
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>• The Cook Island Environment Act and associated regulations implemented and adequately resourced from 2006, providing legislative basis and institutional capacity for increasing the coordination of cross sectoral sustainable development issues</li> </ul> <i>(National Environment Services)</i>
WATER	
Develop and implement comprehensive freshwater management plan of action to guide supply and demand management of water on each island to ensure universal access to safe drinking water	<ul style="list-style-type: none"> <li>• Integrated Water Resources Management Policy developed and implemented by the end of 2008 to increase access to safe drinking water on Rarotonga by 30% by 2010.</li> </ul> <i>(Ministry of Works)</i> <ul style="list-style-type: none"> <li>• A comprehensive Water Safety Plan consistent with the agreed Pacific Regional Action Plan for Sustainable Water Management Framework:               <ul style="list-style-type: none"> <li>○ Developed and implemented for at least the main outer islands by 2008 to increase by 40% access to sustainable, reliable and quality water services to the people by 2010.</li> </ul> </li> </ul> <i>(Ministry of Works)</i> <ul style="list-style-type: none"> <li>• Improve the governance of water management by reviewing relevant legislations as appropriate by 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; and</li> <li>○ Developing public private partnership in the supply of water; and</li> <li>○ The demand side management, including the adoption of the user pays principles and encouraging households to also use rainwater.</li> </ul> </li> </ul> <i>(Ministry of Works, communities)</i>
WASTE	
Improve management of solid, liquid and other forms of wastes, minimizing the human health effects and the impacts on the environment	<ul style="list-style-type: none"> <li>• Prioritised Cook Islands National Waste Strategy and subcomponent strategies developed and implemented by 2008, including:               <ul style="list-style-type: none"> <li>○ a prioritized solid waste management plan to strengthen infrastructure, enhance institutional capacity and encourage private sector businesses and individual actions, increasing recycling and reducing residual solid wastes going to landfill by 30%, 2010.</li> </ul> </li> </ul>



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

#### STRATEGY

#### KEY POLICY TARGETS 2007-2010

- a harmonized and integrated liquid waste management policy reducing water borne diseases and environmental costs by 2010.
- Rarotonga sewage management facilities upgrade project implemented by 2007.

*(Ministry of Works)*

### 5.5 GOAL 5: STRENGTHENED AND AFFORDABLE BASIC INFRASTRUCTURE, TRANSPORT AND UTILITIES TO SUPPORT NATIONAL DEVELOPMENT

#### Performance Overview and Strategic Outlook

The Cook Islands 20-year Preventive Infrastructure Master Plan will provide a general framework to guide future infrastructure development projects. Sectors being addressed include roads, airports and harbours, air and shipping services, energy, and the information, communication, technology and sanitation. Without these, private sector based development is limited, particularly in those key industries, such as tourism, that require efficient services.

The provision of social services to local communities cannot be guaranteed in the absence of good infrastructure. There is difficulty in reaching the scattered population distributed across sparsely located islands. To complicate matters further, the management of infrastructure in the Cook Islands is scattered across many different government agencies and between different layers of government.

Concerns about these difficulties and long-term sustainability of investments in the 20-years Preventive Infrastructure Master Plan has prompted government to acknowledge the need for better management structures for infrastructure. The future budgeting of maintenance costs, climate proofing of these investments and ensuring these are well adapted to future severe climate changes. It is also important that accessibility by people with disability be acknowledged.

The adoption of a Public-Private Partnership (PPP) approach to 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 safety and security oversight and ensure that these infrastructures and services 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.

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Several cyclone damaged harbours and airports have been prioritised for reconstruction and upgrades by government. Government has also prioritized further construction of cyclone shelters on atolls, especially for Northern Group islands.

The Cook Islands will seek to become one 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 efficient delivery and lowering of unit costs of much needed public services to the outer islands.

Given the increasing costs of fossil fuel and risks of future storage and supply capacity problems affecting the economy, government will need to consider a national fossil fuel purchasing strategy, storage and supply, as well as generation capacities and increasing investments in future renewable energy infrastructure.

### CHALLENGES:

- Deteriorating infrastructure, including public buildings, roads, airports and harbours.
- Reliance on imported fossil fuel, increasing prices, identifying economically viable renewable energy options and decreasing consumption of renewable energy
- Limited access to cost effective ICT services
- Heavily subsidized 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	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>		

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GOAL 5: STRENGTHENED BASIC INFRASTRUCTURE AND UTILITIES TO SUPPORT NATIONAL DEVELOPMENT	
STRATEGY	KEY POLICY TARGETS 2007-2010
<b>ROAD, SEA AND AIR TRANSPORT</b>	
<p>Provide a national road transport system for each island that is safe and efficient</p>	<ul style="list-style-type: none"> <li>• Implement priorities in the Preventive Infrastructure Master Plan</li> <li>• Integrate Land Transport Strategy for each island developed by 2007 and priority actions commenced by the early 2008:               <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>• Public-Private Partnership (PPP) policy developed and implemented by 2008 for developing and maintaining priority road infrastructure on all islands. <i>(Ministry of Transport)</i></li> </ul>
<p>Provide safe, efficient and affordable air and sea transport to all islands in partnership with the private sector</p>	<ul style="list-style-type: none"> <li>• Stakeholder based Air and Sea transport Strategic Plan developed and implemented by March 2007, outlining key policies and strategies including:               <ul style="list-style-type: none"> <li>○ Improving the conduct and performance of civil aviation and shipping and the rationalization of the management of the transport sector; and</li> <li>○ Increasing efficiency and safety of air and sea transport;</li> <li>○ Public-Private Partnership (PPP) for improving air and sea transport to the outer islands.</li> </ul> </li> <li><i>(Ministry of Transport)</i></li> </ul>
<b>AIRPORTS AND HARBOURS</b>	
<p>Provide and maintain safe and secure airport and port facilities and services on all islands</p>	<ul style="list-style-type: none"> <li>• Airport Development Plan for improving airport facilities and services developed and implemented by the end of 2010</li> <li>• Improve accuracy and reliability of navigational aids and air traffic systems by 90% by 2008.</li> <li>• Standard of domestic airports improved to meet certification requirements of the Cook Islands Civil Aviation Rules and management responsibilities transferred to the Cook Islands Airport Authority by 2010. <i>(Cook Islands Airport Authority, Office of the Minister for Islands Administration)</i></li> <li>• Continue upgrade of Avatiu and Aitutaki Harbour facilities</li> <li>• Implement priorities in the Preventive Infrastructure Master Plan in relation to airports and harbour facilities for Mangaia, Mauke, Mitiaro, Manihiki and Penrhyn upgraded and or rebuilt.</li> <li>• Develop and implement a National Plan that meets the international shipping and port security obligations. <i>(Ministry of Transport)</i></li> </ul>

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<b>GOAL 5: STRENGTHENED BASIC INFRASTRUCTURE AND UTILITIES TO SUPPORT NATIONAL DEVELOPMENT</b>	
<b>STRATEGY</b>	<b>KEY POLICY TARGETS 2007-2010</b>
<b>PUBLIC BUILDINGS</b>	
Provide and maintain easy access, safe and adequate government buildings and offices on all islands	<ul style="list-style-type: none"> <li>• Develop new Administration Block for government ministries in Avarua to be completed by 2010.</li> <li>• Develop and implement a National Investment Corporation Plan for management of all Government physical assets;</li> <li>• Implement priorities in the Preventive Infrastructure Master Plan</li> <li>• 20% of all public offices and public places accessible to vulnerable community by 2010.</li> </ul> <p><i>(Cook Islands Investment Corporation)</i></p>
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>• Strengthened identified cyclone shelters and disaster management centers</li> </ul> <p><i>(Cook Islands Investment Corporation, Emergency Management Cook Islands, office of the Prime Minister)</i></p>
<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>• The Cook Islands ICT policy reviewed and the National ICT Strategy developed and implemented by the beginning of 2007</li> <li>• Increase ICT connectivity by 50% by 2010.</li> <li>• Appropriate legislative frameworks, policies developed and implemented for the use, security and privacy of electronic media and business.</li> <li>• All levels of training programs developed and implemented for progressive ICT skills and information literacy by 50% by 2010.</li> </ul> <p><i>(Information, Communication and Technology Division)</i></p>
Strengthen e-Government initiatives for increased public sector efficiency and reduction of barriers to public access to government information	<ul style="list-style-type: none"> <li>• Improved electronic access by the public to government information by 50 percent by end of 2008</li> <li>• Implement web portal, ensuring at least 50% of government agencies have their websites operational by the end of 2006</li> <li>• Continue to develop government computer network systems and skilled personnel</li> <li>• Pilot e-Island scheme implemented by end of 2008</li> </ul> <p><i>Information, Communication and Technology Division)</i></p>
<b>ENERGY</b>	
Rationalize 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 in the Preventive Infrastructure Master Plan</li> <li>• Cook Islands Energy Strategic Plan developed and implemented by early 2007, 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:               <ul style="list-style-type: none"> <li>○ Decreasing per capita energy consumption by 20% by 2010 by increasing efficiency in energy use through the adoption of new technologies and energy conservation practices; and</li> <li>○ Reducing the reliance on high GHG based fossil fuel by identifying and adopting</li> </ul> </li> </ul>

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### GOAL 5: STRENGTHENED BASIC INFRASTRUCTURE AND UTILITIES TO SUPPORT NATIONAL DEVELOPMENT

#### STRATEGY

#### KEY POLICY TARGETS 2007-2010

	<ul style="list-style-type: none"><li>○ technically feasible and financial viable alternative energy sources.</li><li>○ Increasing the use of renewable energy by 30% by 2010.</li><li>● Improved generation capacity, fuel supply, and storage capacities and security.</li></ul> <p><i>(Energy Division, Te Aponga Uira, Office of the Minister for Islands Administration)</i></p>
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### 5.6 GOAL 6: A SAFE, SECURE AND RESILIENT COMMUNITY

#### Performance Overview and Strategic Outlook

The Cook Islands is highly vulnerable to natural disasters being situated within the cyclone belt and, coupled with the effects of climate change, sea level rise and climatic variability, is considered highly prone to natural disasters. Recent years have seen an increase in both intensity and frequency of extreme climate events. In 2005, five cyclones in a span of two months caused over \$10 million worth of damage. Such incidences, no doubt, undermine the country's resilience to natural and man made hazards/risks that require sound and effective preparedness, mitigating as well as response strategies.

It is crucial, therefore, to establish effective national disaster preparedness, awareness and response systems to increase resilience to natural and man-made disasters. There are increasing concerns about introduction of pests and diseases and including pandemics. An all hazards approach to national disasters needs to be advocated to minimize and cope with the residual risk, and be able to recover rapidly from a disaster event.

National Disaster Risk Reduction and Disaster Management plan, policies and legislation have been adopted to provide support to Emergency Management Cook Islands (EMCI) programmes.

Government is committed to constructing community cyclone shelters in the outer islands especially on Pukapuka, Nassau, Palmerston, Rakahanga and Penrhyn.

Priorities for national security have shifted focus from traditional policing programmes as well as in terms of management strategies, since the event of 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.

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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. Airport security systems have also been upgraded and x-ray machines and iron scans for baggage security installed.

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.

Drug transshipment is a major concern and capacity in dealing with random checks at Cook Islands international ports of call have already been tested and found to be inadequate. Continued training of officers and introduction of another specialised trained dog may be required.

### CHALLENGES:

- Need for resourcing and strengthening of 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	
<i>Source: Cook Islands MDG Report 2005, Ministry of Health , Ministry of Agriculture, ,Ministry of Marine Resources, Cook Islands Government Census 2001</i>		

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

<b>STRATEGY</b>	<b>KEY POLICY TARGETS 2007-2010</b>
<b>ALL HAZARD RISK MANAGEMENT</b>	
<p>Establish a coordinated and effective national disaster risk reduction and disaster management system for all hazards</p>	<ul style="list-style-type: none"> <li>• All hazards legislation for disaster risk reduction and disaster management enacted and implemented by 2007,</li> <li>• Whole of government approach and stakeholder driven public private partnership is adopted in the disaster risk reduction and disaster risk management efforts associated with each hazard.</li> <li>• National Risk Plan of Action for Disaster Risk Reduction and Disaster Management implemented by 2007, putting in effect the 2005 Cook Island National Disaster Risk Management Policy <i>(Emergency Management Cook Islands)</i></li> <li>• Strengthen the response to national disasters and the meteorological warning system for the Cook Islands. <i>(Meteorological Office)</i></li> <li>• National Pandemics Prevention and Response Strategy developed and implemented for the management of pandemics, such as the avian flu and SARS by the end of 2007.</li> <li>• Improved 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>	
<p>Strengthen national immigration and social policy to increase economic development and maintain social harmony</p>	<ul style="list-style-type: none"> <li>• Cook Islands National Policy and Legislation on immigration developed and implemented by 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 computerized system for monitoring of arrivals and departures by 2008. <i>(Ministry of Foreign Affairs and Immigration)</i></li> </ul> </li> <li>• 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>	
<p>Strengthen national mechanisms to enhance national security</p>	<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>

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### 5.7 GOAL 7: AN EFFECTIVE 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 in terms of the Cook Islands foreign policy. The Cook Islands will pursue a higher-level commitment from New Zealand regarding a permanent Treaty relationship between the Cook Islands people and the New Zealand people.

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 continues to gain benefits from its interaction with the international community it is important that the Ministry of Foreign Affairs has the basic capacity to service and 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 for New Zealand and Australia, China and Asia, Europe and the European Union as well as ADB, the World Bank and the United Nations and regional organisations.

The Cook Islands has also taken positive steps to improve its management of the environment and has adopted a more focused approach to its social development goals consistent with its various international and regional commitments, including the Millennium Declaration, WSSD and various regional instruments endorsed by Forum Leaders. Moreover, the government recognizes that, if the needs and the aspirations of the people are to be met, key stakeholders in the private sector and community need to be involved. Support from development partners and Council of Regional Organizations in the Pacific (CROP) agencies needs to be, amongst other things, better targeted and more effectively coordinated.

The Cook Islands Government recognizes that, with respect to the latter, the Pacific Plan for Strengthening Regional Cooperation and Integration provides a regional mode of goods and services delivery and increased potential for greater regional collaboration and cooperation, which would be harnessed to achieve its national priorities. It is therefore supportive of sustaining a national monitoring and reporting mechanism for reporting on regional agencies programmes as results of increased regional cooperation and collaboration, including those under the Pacific Plan.

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



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### Challenges:

- Continued positive interaction with the international community and developing and maintaining its own 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 organizations and bilateral governments and the promotion of international policies conducive to the continued development of the Cook Islands
- The strengthening and maintenance 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	
<i>Source: Ministry of Foreign Affairs and Immigration, MFEM, Cook Islands MDG Report, 2005</i>		

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

### STRATEGY

### KEY POLICY TARGETS 2007-2010

#### RELATIONSHIP WITH NEW ZEALAND

Strengthen the Cook Islands peoples' relationship with New Zealand	<ul style="list-style-type: none"> <li>• Report on mechanisms for establishing a permanent Treaty between the Cook Islands people and New Zealand people. <i>(Office of the Prime Minister)</i></li> </ul>
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#### INTERNATIONAL RELATIONSHIPS

Strengthen and manage international relationships in the interests of the people of the Cook Islands	<p>Cook Islands Foreign Policy developed and implemented by 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; and</li> <li>• Ensure Cook Islands active and effective participation in key international fora, noting common and differentiated responsibilities.</li> <li>• Maintain basic diplomatic offices capacities</li> <li>• Higher level of Cook Islands-New Zealand relationship</li> </ul> <p><i>(Ministry of Foreign Affairs and Immigration)</i></p>
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**GOAL 7: AN EFFECTIVE FOREIGN AFFAIRS POLICY THAT MEETS THE NEEDS AND ASPIRATIONS OF THE COOK ISLANDS PEOPLE**

<b>STRATEGY</b>	<b>KEY POLICY TARGETS 2007-2010</b>
<b>CROP EFFECTIVENESS AND BENEFITS UNDER THE PACIFIC PLAN</b>	
<p>Ensuring optimal benefits from the Pacific Plan and CROP agencies</p>	<ul style="list-style-type: none"> <li>• Develop a CROP-wide coordinated, harmonized 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>• A national monitoring and reporting mechanism established 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)</i></p>
<b>AID EFFECTIVENESS</b>	
<p>Effective leadership and ownership over development policies, strategies and coordinated development actions.</p>	<ul style="list-style-type: none"> <li>• Implementation of an Aid Management Strategy that is consistent with the NSDP that has clear strategic priorities linked to a medium-term expenditure and reflected in annual budgets;</li> </ul> <p><i>(Aid Management Division)</i></p>
<p>Alignment of donor agencies with national prioritized programmes;</p>	<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> </ul> <p><i>(Aid Management Division)</i></p>
<p>Increase effectiveness of development partner financial and technical assistance</p>	<ul style="list-style-type: none"> <li>• Aid flows are aligned on national priorities — 90 percent of aid flows to the government sector that is reported on Cook Islands national budgets.</li> <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>• 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>
<p>Donors actions are more harmonized, transparent and collectively effective.</p>	<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>

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### 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. The office of the Prime Minister is therefore setting up the Central Planning and Policy Office to coordinate national development planning activities. It is important that there is adequate technical assistance, training and resourcing support provided to the policy, planning, assessment, monitoring and evaluation capacities within key government agencies.

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 shortcoming of the process is the concentration of budgetary allocations on annual work programmes without serious regard to a national medium term strategy, including the lack of a public sector investment programme that should guide the annual budget process. The Cook Islands government has also acknowledged the importance of incorporating in its national development planning efforts the key guiding principles articulated in its various international and regional commitments. The challenge remains as to how these can be achieved and appropriately reflected in its resource allocation and aid management strategies.

Compounding such challenges is the number of agencies that have overlapping interests and responsibilities, with little coordination of effort amongst them and at times little, or in some cases no, sharing of information. This is particularly evident in cross cutting areas of natural resource and environment management. Individual ministries were left to pursue planning on an ad hoc basis with very little effective coordination and long-term stewardship. That process is now specifically being set in medium and longer term planning frameworks. The NSDP and other important sector plans will provide support to this annual budgetary process.

The country is also constrained by limited capacity, both at individual level as well as organizational /institutional level, to deal with the complex issues that require cross-sectoral and interdisciplinary developmental approaches. There is concern about our 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 its 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 made worse by limited computer databases, limited functional local area networks and limited skills in developing these systems. Moreover, there are areas where biogeophysical and socioeconomic data is suspect due to weak collation mechanisms, standards and lack of guidelines. Poor linkages between the Cook Islands Statistics Office and other

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important economic, social 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 resourcing and improving 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 national and sectoral 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

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

### STRATEGY

### KEY POLICY TARGETS 2007-2010

#### DEVELOPMENT PLANNING AND INSTITUTIONAL SUPPORT MECHANISMS

<p>Improve coordination and harmonization of regional, national, sectoral issues, strategies and policies</p>	<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; and</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**

<b>STRATEGY</b>	<b>KEY POLICY TARGETS 2007-2010</b>
	<p>sectors to prepare their annual budgets and ensure that the budgetary allocations reflects priorities listed in the NSDP and the sector strategies.</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>
<b>STATISCAL DATA AND INFORMATION SYSTEMS</b>	
<p>Strengthen statistical data and information systems to support evidence based development planning, monitoring and reporting under the national development plan and against regional and international commitments, including MDGs, CEDAW, CRCs and MEAs</p>	<ul style="list-style-type: none"> <li>● Review of national and sectoral information systems completed by the end of 2007</li> <li>● Strategy for strengthening GIS based National Information System developed and implemented by the end of 2008 to support evidence based national development planning, monitoring and reporting against national, regional and international commitments</li> <li>● Establishment of a National GIS Data Center within the MOW</li> <li>● Individual and institutional capacity in collecting, storing, accessing and analyzing statistical information increased by 50% by 2010.</li> </ul> <p><i>(Cook Islands Statistics Office, Ministry of Works, Office of the Prime Minister)</i></p>

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## APPENDIX

### A. NSDP DEVELOPMENT FRAMEWORK

It is important that the process whereby current and future National Sustainable Development Plan is formulated, implemented and monitored is adequately managed. It is also important that the level of support for all aspects of formulation, implementation and monitoring of the NSDP is properly understood and all stakeholders' commitments unreservedly provided. The following sections in addition to the PMU Reports such as *“Process for the NSDP”*, *“Plan for the NSDP”* and *“Considerations for the NSDP”* documents highlights 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 given via a National Forum in November 2003. In January 2007, a National Forum endorsed the final draft and implementation initiated thereafter.

Preparation for the NSDP 2011 – 2015 will commence on January 2009 and finally endorsed via a National Forum before December 2010. This will ensure that the NSDP is considered during the annual government budget preparation process of 2011.

##### FORMULATION and DRAFTING

Formulation and drafting of the NSDP 2007-2010 involved significant numbers of community wide consultation meetings.

The Central Planning and Policy Office of the OPM was responsible for the drafting of this plan. The NSDP Advisory Committee provided advice and guidance to the drafting team.

Technical assistance from CROP agencies, donor and development partners were provided to the OPM.

##### IMPLEMENTATION

Some sectoral and government key agencies plans have been formulated and currently implemented which were linked and aligned to the NSDP. An important component of the implementation process of the NSDP is to bring other sectoral and government agencies strategies update and aligned to the NSDP strategies.

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Linkages with other regional and international plans such as the Millennium Development Goals, Mauritius Strategy, Pacific Plan, etc are an important part of the development of the Cook Islands. It is important that the NSDP strategies as national priorities are reflected and supported through these regional and international policy instruments.

### **MONITORING AND EVALUATION**

A mid-term review of the NSDP 2007-2010 is to be conducted at the end of two years to monitor progress on implementation. This first mid-term review is therefore set for January 2008 and amendments completed and endorsed for continued implementation by September 2008.

The National Sustainable Development Plan 2007-2010 contains measurable targets and indicators which will be used to gauge implementation progress and achievements. These indicators will not only provide a real guide as to development progress made by the Cook Islands but can also be used to provide information on progress against the various international and regional commitments that the Cook Islands has signed on to (e.g. the Millennium Development Goals and the Pacific Plan).

The Central Planning and Policy Office will also continue to improve key national and sectoral indicators and make these more relevant and useful to all stakeholders. Sectoral plans indicators will be adopted as monitoring tools on progress as well.

Other monitoring mechanisms include the government Annual Budgetary Appropriations process and report, MFEM economic reports and Statistics Cook Islands bulletin reports. The National Census and Household Expenditure Surveys information were also important components in the evaluation and assessment process of the NSDP.

### **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

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## 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. There is no national sustainable development legislative framework in place to support the NSDP.

In order to obtain strong support for NSDP, national and sectoral policies and legislation framework need to be developed and reviewed. There are major gaps in terms of supporting policies, legislation and including plans at the national, sectoral and community levels, which will be required when implementing the NSDP.

For those sectors where a strategy has not been developed, the NSDP provides sufficient direction to ensure alignment and consistency with guiding principles and regional and international commitments made by the Cook Islands Government without being overly prescriptive

Currently, each government agency prepares a business plan, which is used as the basis for a national budget submission.

The intention under the NSDP is for coordinating agencies to develop medium term corporate plans and to ensure the alignment of these plans to the sector strategies and the NSDP.

### Finance/Budget Allocation

The national budget together with developing partners will finance the NSDP initiatives. These are some of the funding options of the NSDP.

- Preparation of financing and budgeting for the implementation of strategies within the NSDP is required to follow the Government Annual budget preparation process.
- Long term development loans also need to be sourced to finance major development projects
- Co-financing strategies with development partners.
- Community-financed development initiatives.
- Private sector funds.

Commitment of national, CROP and development partner resources will be required to be coordinated and harmonized to complement national resources over the duration of the strategy.

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.



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

Central Planning and Policy Office within the Office of the Prime Minister is responsible for the administration and co-ordination for the implementation of the NSDP. This is the agency that will facilitate broader discussion and debate, organising technical, and/or administrative inputs from other relevant agencies on the NSDP.

There is a need to ensure that planning capacity and capabilities within all sectors and agencies are strengthened. All government ministries must have a Planning Unit responsible for sector and corporate plans.

The delivery of the NSDP will depend on the coordinated and harmonised efforts of all relevant ministries and stakeholders.

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

Government will strengthen the planning capacity in all sectors. Stronger planning capacity within ministries will lead to better development and prioritizing 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 communities will utilize all forms of media including newspapers, Internet, radio, television, stakeholder workshops and Forums.

There is a need for better methodology in collecting data in terms of accuracy of statistical information. To support the implementation of NSDP there is a need to provide 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 analyzing data and information.

At present, the current Data Base Systems within government ministries are on a stand-alone basis using various standards and at different stages of developments. The e-Government Project would assist in developing; integrating and networking these data bases and using standardized protocols.

The Government Information and Communication Office, government ministries, NGOs, civil societies and private sectors would be responsible for promoting 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 clearinghouse mechanisms.

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

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The NSDP and other national reports including associated sector reports will provide a platform by which the Cook Islands update on progress against international and regional commitments.

This happens on two levels.

Firstly, at the national strategic level, whereby the strategic goals reflect certain international or regional targets albeit at a broad policy level.

Secondly, at the sector strategies level, whereby these targets are reflected in much more detail, that is, the sector level performance indicators developed are much more specific and more localised.

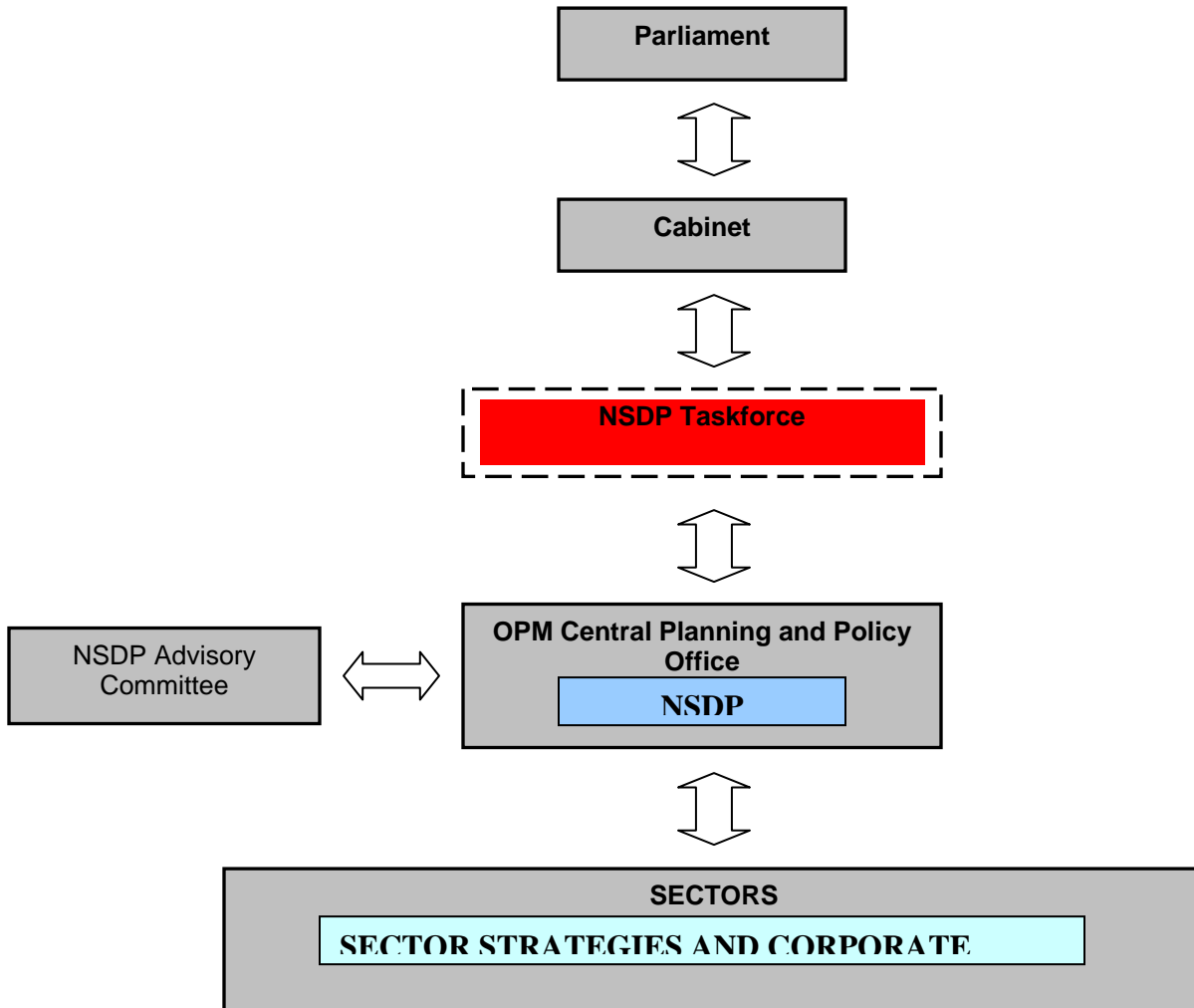
### **Partnership Support for NSDP**

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

The Central Planning and Policy Office in conjunction with other ministries/agencies/private sector and local communities for each strategy would negotiate collectively with development partners and CROP agencies for a short to medium term program of support aimed at achieving the desired national and sector goals and targets.

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**B. NSDP IMPLEMENTATION STRUCTURE**



C. NSDP FORMULATION AND DEVELOPMENT PROCESS

