



# Public Service Commissioner's ANNUAL REPORT

FOR THE YEAR ENDED 30 JUNE 2019



Image: OPSC

## KAVEINGA ARANGATU

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10 December 2019

Honourable Henry Puna  
Prime Minister and Minister for the Public Service  
RAROTONGA

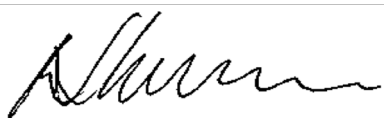
Kia Orana Prime Minister,

In accordance with Section 9 of the Public Service Act (2009), I am pleased to present my Annual Report for the year ended 30 June 2019.

The Report comprises a summary of:

- The performance of the Public Service Ministries
- Progress on the Public Sector Strategy 2016-2025
- The operations of my Office - Paepae Ropi'anga o te Kavamani

I acknowledge responsibility for this Report and provide my assurance with regards to the accuracy, completeness and reliability of the information contained within this Report.



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Russell Thomas  
Public Service Commissioner

## ACRONYMS

BTIB	Business and Trade Investment Board
CIGOV	Cook Islands Government
CITTI	Cook Islands Tertiary Training Institute
CLO	Crown Law Office
DAC	Development Assistance Committee
DWCP	Decent Work Country Programme (ILO)
FAO	Food and Agriculture Organisation
ECE	Early Childhood Enrolment
FMIS	Financial Management Information System
FSDA	Financial Services Development Authority
FTE	Full Time Equivalent
FY	Financial Year
GSF	Government (NZ) Superannuation Fund
INTAFF	Ministry of Internal Affairs
HoM(s)	Head(s) of Ministries
HRM	Human Resource Management
HRMIS	Human Resource Management Information System
ICAO	International Civil Aviation Organisation
ICI	Ministry of Infrastructure Cook Islands/ / Te Tango Anga'anga o te Kuki Airani
ICT	Information and Communication Technology
ILO	International Labour Organisation
IMO	International Maritime Organisation
MoA	Ministry of Agriculture/ Pae Anga'anga Tanutanu
MCS	Ministry of Corrective Services / Te Tango Akatanotano
MoCD	Ministry of Cultural Development / Tauranga Vananga
MoE	Ministry of Education /Maraurau o te Pae Apii
MFAI	Ministry of Foreign Affairs and Immigration/Te Kauono Tutara e te Mana Tiaki
MFEM	Ministry of Finance and Economic Management
MMR	Ministry of Marine Resources /Tu'anga o te Pae Moana
MoH	Ministry of Health/Te Marae Ora
MoJ	Ministry of Justice /Te Tango Tutara o te Ture
MoT	Ministry of Transport /Te Mana Tumotu o te Kuki Airani
NSDP	National Sustainable Development Plan
NES	National Environment Service
NZAid	New Zealand Aid Programme
ODA	Official Development Assistance
OECD	Organisation for Economic Cooperation and Development
OPM	Office of the Prime Minister /Koutu Mana Tutara o te Ipukarea
OPSC	Office of the Public Service Commissioner / Paepae Ropi'anga o te Kavamani
PERCA	Public Expenditure Review Committee and Audit
PEFA	Public Expenditure Financial Accountability Assessment
POBOC	Payments made on behalf of the Crown
ROBOC	Revenue received on behalf of the Crown
SOE(s)	State Owned Enterprise(s)
SOI	Statement of Corporate Intent
WIPO	World Intellectual Property Organisation

# Public Service Commissioner's Overview

This Annual Report presents results achieved by the Public Service Ministries as well as the progress on the Public Sector Strategy 2016-2025 for fiscal year ending 30 June 2019.

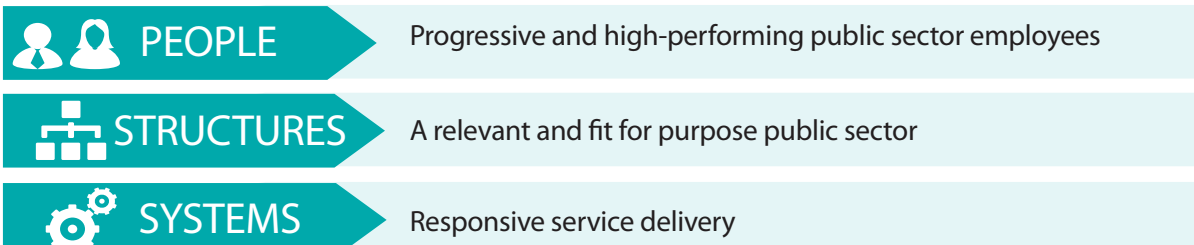
## PUBLIC SERVICE PERFORMANCE

I am pleased to report the significant milestones that have been achieved in terms of our national development through strong leadership, and good organisational management practices in the Public Service.

- The performance of the thirteen Public Service Ministries has been steadily improving with only four Agencies requiring additional support to help them improve on their organisational management plans.
- Since my last report for the fiscal year 30 June 2018, the total workforce population of the thirteen Public Service Ministries has increased by 209, from 1,047 to 1,256. The largest increases were seen in the Ministries of Education (MOE) from 314 to 343; Health (TMO) from 276 to 327 and in Finance and Economic Management (MFEM) from 99 to 122.
- The number of male and female full time employees (FTEs) has also increased from 637 females last FY to 806 this FY; and 410 males to 450.
- The Island Governments also saw an increase in the employment numbers from 351 in 2017/18 financial year (FY) to 618 in this FY, with the greatest increases in Mitiaro from 25 to 52, Nassau from 5 to 39, Penrhyn from 27 to 40 and Pukapuka from 33 to 193. The increase in Pukapuka-Nassau is due to their adoption of a rotational work scheme, whereby 3-4 people are working the equivalent of 1 FTE.
- Twelve out of the fourteen Agencies now have Strategic Plans with MFEM and the Ministry of Corrective Services (MCS) left to complete theirs. Three have Workforce Plans – Office of the Public Service Commissioner (OPSC), Ministry of Justice (MOJ) and Infrastructure Cook Islands (ICI).
- Statements of Corporate Intent (SOI) were released for CIIC SOI 2018-2021; Airport Authority SOI 2018-2021; BCI SOI 2018-2021; Ports Authority SOI 2018-2019 and Te Aponga Uira SOI 2018-2021.

## PUBLIC SECTOR STRATEGY 2016- 2025

This year marks the start of the second phase - 2019-2025 - of the Public Sector Strategy, the 'Implementing change' stage, whereby a Human Resource Management (HRM) framework and leadership pathways will be well established leading to 'whole of Government' transformation and better performance. This phase encourages consolidation and rationalisation of the structure of the Public Sector and collaborative working relationships with all development partners to deliver better results. The Public Sector Strategy aims to strengthen the organisational management of Ministries to achieve our National Sustainable Development Plan (NSDP) goals. We will do this by ensuring we have a well-led and trusted Public Sector that is relevant and responsive. Three priority areas were identified:



## People

The strategic outcome of the 'people' component of the Public Sector Strategy 2016-2025 is having a 'well-led and trusted Public Sector.' We will arrive at this by having progressive and high-performing Public Sector employees.

- My Office facilitated the recruitment of eight new Heads of Ministries (HoMs) - for the Ministries of Agriculture (Ms Temarama Anguna-Kamana), Infrastructure (Ms Diane Charlie-Puna), Justice (Mr Tamatoa Jonassen), Marine Resources (Ms Pamela Maru) and Transport (Mr John Hosking), as well as the Office of the Prime Minister (Mr Ben Ponia), Office of the Public Service Commissioner (Ms Myra Patai) and the newly formed Ministry of Corrective Service (Mr Teokotai Joseph). These new HOMs were collectively responsible for 294 FTEs or 23.4% of the total Public Service population.
- In addition, OPSC assisted with the recruitment for the Clerk of Parliament and the Director of the National Environment Service (NES).
- A Student Loans Working Group comprising of OPM, MFEM, MOE and MFAI was established to develop fiscal policy options for Government to support resident Cook Islanders with New Zealand (NZ) student loans.
- The National Policy on Gender Equality and Women's Empowerment and Action Plan 2019-2024 was approved by Cabinet in March.
- The 2019 Minimum Wage Order increasing the current minimum wage from \$7.25 to \$7.60 an hour was approved. The minimum wage will transition to an \$8.00 minimum wage in two years time or by 2021.
- Three Board Members for CIIC were endorsed in May - Ms Caren Jane Rangi of Napier, NZ as a Director for a second 3-year term commencing as at 01/06/2019 and Mr Michael Henry (Chair) and Mr Malcom Sword (Deputy) for 3-year terms commencing as at 01/06/2019.
- The term of the current Queen's Representative His Excellency Sir Tom Marsters, has been extended for another 3-year term.

## Structures

The Public Sector Strategy 2016-2025 requires transformation to the structures of Government to ensure that they remain relevant and fit for purpose.

- The Cook Islands Pearl Authority was disestablished with the remaining residual responsibilities being transferred to the Ministry of Marine Resources (MMR). The Chief Executive Officer retired, and of the remaining three employees, two were hired by MMR, and one was made redundant.
- Government was also exploring the possibility of merging the Financial Services Development Authority (FSDA) with the Financial Services Commission to reduce administrative and overhead costs. Following a Forum organized for the Trustee Services Companies Association in January 2019, Government decided to continue its budgetary support for FSDA, given that this industry supports Government's programme for economic diversification.
- A new Output – Major Projects and Procurement Support Division was developed within MFEM with a mandate for project governance, aiming to build Government's ability to manage large complex projects scheduled in near future.
- The Price Tribunal functions were transferred from the Ministry of Internal Affairs (IN-TAFF) to MFEM.

- A transition plan to expand current roles and functions of Ministry of Transport (MOT) over the medium term is being developed to enable it to evolve into a Ministry of Safety Regulation by absorbing safety and compliance functions and providing oversight. This is currently being done by other Agencies like ICI and INTAFF.

## Systems

The strategic outcome of the third component of the Public Sector Strategy 2016-2025 – systems – is a ‘relevant and responsive Public Sector.’ This requires viz improvements to Agency operational systems and processes, ensuring better use of our people, technology and communications, improving information management systems, and retaining institutional knowledge.

- A Self-Assessment on the Public Expenditure and Financial Accountability (PEFA) of Government was undertaken in 2018.
- MFEM will undertake a comprehensive review of the PAYE tax-free threshold.
- The Cook Islands Government Financial Policies and Procedures Manual has been updated for the first time in several years with the changes made being effective immediately.

## FUTURE DIRECTIONS

Today’s world is characterized by volatility, uncertainty, complexity and ambiguity (VUCA) which requires new agility from the Public Service. As we evolve to a developed country status, our roles and responsibilities as a Government has to change to adapt to those new circumstances. This requires a new way of doing business, Agencies have to be strategic in outlook and nimble in execution. Flexible institutions are required to respond to a people-oriented model in which tailor made solutions for employees become possible. We have to move away from a traditional process-oriented model (where systems are constructed around standard processes). The Cook Islands will graduate to a developed country status on the 1st January 2020. This is a standard set by the Organisation for Economic Cooperation and Development’s (OECD) and Development Assistance Committee (DAC). This means that the Cook Islands may no longer be eligible for some Official Development Assistance (ODA) streams – this will cause a gap in how the Cook Islands will fund some projects, work programmes and activities. Government is in a position to meet some of those gaps given our level of economic productivity, but collaboration with the private sector to access capital is required.

Emerging industries with the advent of the Te Manatua Cable in 2020, new Police Patrol boat in 2021, Seabed mining, new shipping arrangements, and Marae Moana will provide many new opportunities for our employees who will require new skillsets for these ‘new sectors.’ The use of technology to create efficiencies in these new industries will need to be increased. Integrating management systems so that Agencies can share common information and talk to each other will also have to be explored.

## ACKNOWLEDGEMENTS

Realizing our shared vision of a Public Service of Excellence would not be possible without the valuable support and collaboration of all the Heads of Ministries and their hard-working teams. Despite the challenges we encountered during the year, we continue to grow from strength to strength. I salute you all and say meitaki atopaka, for making this year yet another successful year.

Finally, I wish to extend my sincere appreciation to the employees of my Office for their commitment, professionalism and dedication to serving our Cook Islands people.

Meitaki atopaka to you all, and God bless the Cook Islands.



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Russell Thomas  
Public Service Commissioner



Image: A Tupuna - Mauke School Teachers at the opening of the Mauke Solar Power Station

# PART 1: PUBLIC SERVICE PERFORMANCE

The performance of the thirteen Public Service Ministries was assessed against the achievement of Te Kaveinga Nui - National Sustainable Development Plan (NSDP) 2016-2020 goals, Budget Policy Statement, their Business Plans, the HoMs Critical Success Factors, and their organisational management. The new Ministry of Corrective Services was not included in this assessment.

The performance of the Agencies are conducted by OPSC annually. The ratings for 2015/16, 2017/18 and 2018/19 were based on 70% for Outputs/Results and 30% for Organisational Management. For the 2016/17 financial year, it reflected 50% for Outputs/Results and 50% for Organisational Management. Outputs/Results measures the HoMs Critical Success Factors and the Agency's Business Plan deliverables. Organisational Management measures: Leadership, People Development and Management, Financial and Resource Management and Stakeholder Engagement.

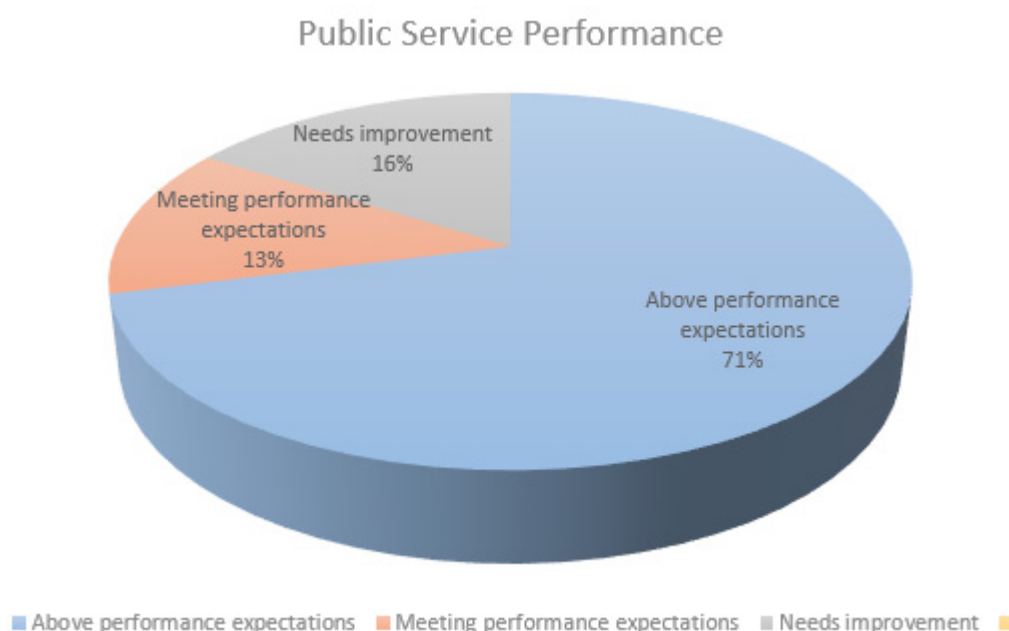
Generally, over the last three years, the Agencies both former and current HoMs have spent a lot of time developing organisational management tools. These tools – Strategic, Workforce, Training and Development, Risk Management and Communications Plans will help strengthen the institutional structures of every Agency.

## 1.1 Key Achievements

Many of our Agencies achieved several goals and targets and as observed from the graph below, the number of Agencies achieving exceptional or above average performance has increased from 62% in the last FY to 71%.

A total of 560 (692:2017/18) key deliverables were monitored across 55 (62:2017/18) Agency Outputs or Divisions, with 71% (62:2017/18) achieving exceptional or above average performance in their work programmes, 13% (17:2017/18) with performance meeting expectations, and 16% (21:2017/18) with performance in development or needing improvement.

Figure 01: Public Service Performance



## Key achievement for NSDP goals prioritised during 2018-19 included:

The NSDP measures in this section were taken from each Agency's Annual Report. The methodology for the indicators used to measure progress can be found in Appendices of the NSDP. The references to the status of the indicator is determined by progress towards the NSDP Goal, whether it is 'on track', 'of concern' and 'off track'.

### Goal 4: Water and Sanitation



**NSDP Indicator 4.1:** In terms of the percentage of the population with infrastructure access to sufficient and safe water in their homes, this is 'on track' for ICI; currently the reticulated water supply is sitting at 80% with 20% having their own water tanks and solely rain harvest water to fill up their tanks. Some homes have access to both reticulated water supply and a water tank. With respect to the Pa Enua, this is 'of concern' – the Northern Group data shows that under 45% of dwellings have water piped to their houses from water tanks. In the Southern Group, only Mauke has over 85% of dwellings with water piped to the inside. For the remaining islands, data shows that less than 65% (with the exception of Aitutaki) are on reticulated water.

For Te Marae Ora (TMO), this indicator is 'of concern'. Each community and school-based water stations on Rarotonga are regularly tested and have their status displayed at each of the stations. Water stations with positive tests for coliforms (bacteria *E. coli*) were issued warning stickers to encourage members of the public to boil their water. These warning stickers were also indicators for water station Managers to clean or upgrade their filters. Test results over the past six months show variable results suggesting poor quality water.

**NSDP Indicator 4.2:** This Indicator measures the percentage of population using sanitation systems that meet approved standards. For TMO, the percentage of diagnosed cases actively treated is 'off track' sitting at  $\leq 75\%$ . In the survey of homes that was conducted in June 2018, of the 311 commercial properties that are located along the Lagoon Protection Zone, over half need to upgrade their systems to comply with the Regulations, however, many have failed to do so due largely to the high costs for households to upgrade their sanitation systems.

### Other achievements:

- To Tatou Vai (TTV) is established as a State Owned Enterprise responsible for public water supply on Rarotonga. TTV will be responsible for the collection, treatment and transport of potable water to the Rarotonga community. It's primary purpose is to own and operate the public water supply for Rarotonga, and for an improved level of customer service (response, reliability, affordability, asset stewardship and public health) to be consistently achieved and delivered.
- ICI Co-hosted a regional Hydrology meeting in February 2019.
- 5 employees from the Water Division of ICI were transferred to To Tatou Vai, 6 employees from that Division (which is now defunct) have remained and have been redeployed within ICI.
- MMR continues to conduct on-going water quality monitoring in Rarotonga, Aitutaki and when possible, Manihiki.
- MMR established an MoU with Mei te Vai ki te Vai to enhance national water quality monitoring services.

## Goal 5: Infrastructure and ICT



The Infrastructure Act was passed by Parliament on 17 June 2019. The Infrastructure Regulations (first tranche addressing responsibilities of infrastructure managers, requests for permissions, applications to the Court, Orders seeking permission to carry out certain works) was also approved.

A capital procurement schedule for Rarotonga and Pa Enua has been developed, to enable future planning and to ensure projects are delivered on time.

ICI delivered electrical training to 50 trainees. See *Table 2* below for the number of electrical permits issued by ICI.

- The draft new Building Code and Manual has been completed as has the drafting instructions for the amendment to the Building Act. See *Table 1* below for the number of building permits issued by ICI.
- Avaroa Cable Ltd was established as a subsidiary of CIIC and will manage the Manatua Cable project.
- The draft Cook Islands Telecommunications Market Competition Policy 2019 was approved for consultations. MFEM consulted on the draft legislation that will give effect to the Policy: the Competition and Regulatory Authority Bill 2019 and the Telecommunications Bill 2019.
- 10 Agencies are now connected to the Government network via fibre.
- All 6 Ministerial Support Offices are now connected to the Government network.
- A Contractor to develop the ICT Strategic Plan for OPM has now been confirmed.
- *Government allocated \$8.3 million on infrastructure and ICT projects to improve the standards of living and to ensure further economic development. This allocation represents 19.7% of expenditure by NSDP goal.*

Table 01: Building Permits Issued

	Residential	Commercial	Rental Properties	Community	Total
No. of permits	101	6	16	8	131
Value of buildings	\$15.351m	\$1.362m	\$2.920m	\$2.685m	\$22.318m

Note: The dollar values are expressed in millions

Table 02: Electrical Permits Issued

Permits issued	Residential	Commercial	Total
220	\$22,731	\$14,308.72	\$37,039.72

Source: ICI

## Goal 8: Education:



**NSDP Indicator 8.1:** The average of Literacy and Numeracy results show that English is 63%, Maori is 75% and Numeracy is 68%.

**NSDP Indicator 8.2:** Early Childhood Enrolment Rate – Net enrolment ratio (NER) for Early Childhood Enrolment (ECE) is 92.8% and the Gross enrolment rate (GER) for ECE is 92.6%

**NSDP Indicator 8.3:** NCEA Level 1 pass rates is 83%.

**NSDP Indicator 8.4:** The percentage of the population with vocational or tertiary qualifications is 25.3% .

**NSDP Indicator 8.5:** The percentage of Education spend as a percentage of Government expenditure is 10%.

### **Other achievements:**

- The Language Policy – Te Peu e te Akonoanga Maori was completed and endorsed in April 2019. As a Level 1 Strategic Policy, it forms the foundation for learning and teaching in the Cook Islands. It ensures that language, customs, environment and values of the Cook Islands are recognised at all levels of education. As a result of this Policy, a Level 2 Guideline is being drafted and will focus on the methods and models of best practice for acquisition and maintenance of Maori language in schools. Consultations on this Level 2 Policy will begin in July 2019, with plans to conclude this work by December 2019.
- The Diploma of Vernacular Languages (Cook Islands Maori) is delivered through the University of the South Pacific. Papers were successfully delivered in the second semester of 2018 and Summer School.
- Support to tertiary students through Te Reinga Akatauanga'anga (the MOE Scholarships Programme), has been maintained. The Starter Pack option has been introduced for both domestic and international study.
- A review of Te Uki Tumanava is completed. This is a programme with the Cook Islands Tertiary Training Institute (CITTI), providing teaching, learning and development support to students who have not been able to experience success and achievements in mainstream classrooms. It provides an alternative pathway for students to enter the workforce with skills and literacy/numeracy qualifications. The Review found that the programme was performing with good results but does require further support, notably viz:
  - dedicated funding support and budget
  - improved support systems for learner wellbeing and pastoral care
  - specialised programme Tutor
  - modify current programme to incorporate learner needs
  - soft skill development and career pathway opportunities
- 15% of MoE Governance documents and Education Master Plan Strategy are bilingually produced
- 10 titles have been set in Maori for the reading levels Komoto A & E
- 80% of all ECE teachers with less than a Bachelors level qualification are actively supported in ECE-specific studies
- At least 66.5 FTE tertiary education enrolments (Not including Nursing)
- *Government allocated an additional \$1.2 million to further develop education in the Cook Islands. This allocation represents 2.9% of expenditure by NSDP goal.*

## Goal 10: Food and Agriculture



**NSDP Indicator 10.1:** The percentage of all food produced and purchased locally currently '*of concern*' because of the lack of data. MoA has requested for the National Statistics Office (NSO) to include this query into its Household Income and Expenditure Survey (HIES).

**Indicator 10.2:** This indicator relating to total food production is currently '*of concern*' but the Ministry has propagated and distributed through its nursery in this FY, a total of 326,822 propagated seedlings of vegetables (tomatoes, lettuce, watermelons, capsicums, cucumber, pak choi, cabbage, beans, choi sum, corn, cauliflower, broccoli, eggplants, spring onion, basil, zucchini and parsley) which were distributed to 87 commercial and subsistence (home gardeners) farmers on

Rarotonga. The assumption is that these seedlings were successful in its growth and then sold at respective outlets. The MoA quarterly market bulletin captures the produce sold at the market and recent publication of Pa Enea Agriculture data shows an increase in food production across the Cook Islands. MoA expects to see a change with this indicator to "*on track*" in the next review of the NSDP.

**Indicator 10.3:** This Indicator measures total land used for agriculture which is '*of concern*' with a negative trend. The total land area used and reserved on Rarotonga for agricultural purposes continues to decline which is outside the control of the Ministry. The Ministry is focussing its efforts on the Pa Enea. An action plan is being developed for the removal of pine and acacia trees in the Pa Enea that will see land being freed up for possible planting.

**Indicator 10.4:** The number of reported biosecurity outbreaks is '*on track*'. The Ministry remains vigilant in its efforts to ensure that there are no biosecurity outbreaks for the Cook Islands.

### **Other achievements:**

One of Government's targets under this Goal was to decrease the country's reliance on imported goods by promoting import substitution and expansion of the local agricultural sector. Additional achievements under this Goal included:

- Completion of a National Agriculture Policy 2017-2021.
- Finalization of the Ministry of Agriculture Strategic Plan 2017-2020.
- MoA are continuing to manage and control fruit flies. The Cook Islands were elected to the Chairperson role for the Commission on Genetic Resources for Food and Agriculture. The Commission is an intergovernmental body under the auspices of the Food and Agriculture Organisation (FAO) that addresses issues specifically related to the management of biodiversity of relevance to food and agriculture.
- The Plant Health and Entomology Laboratory was launched by MoA.
- MoA has warranted Biosecurity officers on all Southern Group Pa Enea.
- Government allocated additional funding of \$84, 000 to encourage sustainable agriculture. This allocation represents 0.2% of expenditure by NSDP goal.

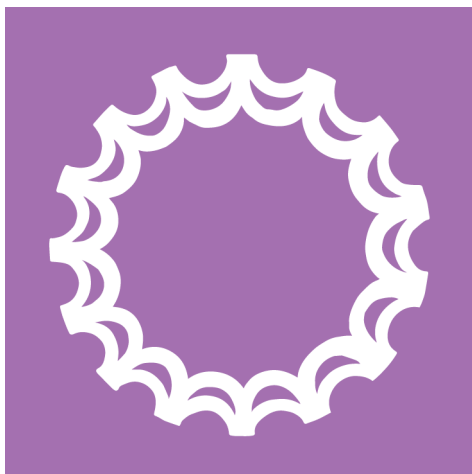
## Goal 11: Environment and Biodiversity



One of the challenges with reporting to Parliament is that Statutory and Crown Agencies do not report to OPSC and so it is difficult to determine how Agencies are meeting this NSDP Goal. OPSC will have to rely on the NSDP Indicator Report being produced by OPM to understand progress against this Goal.

*Government allocated additional funding of \$23, 000 for the protection of the ecosystem and biodiversity. This allocation represents 0.1% of expenditure by NSDP goal.*

## Goal 15: Population



Prevention of population decline in the Cook Islands is a key focus for the Government.

- A review of the current Entry, Residence and Departure Act is underway. The proposed new Immigration Act and Regulations and Policies have also been consulted on.
- A Labour Market Survey will be undertaken in the next FY. This work will be led by the Ministry of Internal Affairs and the NSO.
- *Government allocated \$347, 000 in 2018/19 with recurrent funding of \$72, 000 remaining over the forward estimates. This allocation represents 0.8% of expenditure by NSDP goal.*



Image: Tourism - Taokotai'anga Cook Islands Tertiary Student in New Zealand

## Goal 16: Good Governance, Law and Order



In order to maintain peace and economic prosperity, it is necessary to maintain a fair, reliable, accountable and transparent governance systems. This is achieved through:

**NSDP Indicator 16.1:** Access to Justice Index is '*off-track*'. The median time to resolve criminal civil and land cases takes more than 7 months. The percentage of complaints that were received and the number that went into the criminal justice system and onto Court is also '*off-track*'.

**NSDP Indicator 16.4:** The rates of re-offending of previously convicted criminals is '*off track*'.

Customer service training has been completed by more than 90% of MoJ Rarotonga based staff. A customer feedback form has been developed, implemented, placed in the MoJ building foyer. Customer traffic-flow and public inquiry management will be addressed in 2019-2020 as the Rarotonga Office workplace layout changes to account for new furniture and new employees.

An HR and Asset Manager has been engaged by MoJ, whom will focus on health, safety, and security of MoJ premises, and developing a Performance Management Plan and Training and Development Plan during 2019-2020. The Ministry was able to develop a Workforce Plan as well as a Strategic Plan and a Communication Plan (both of which has been lacking in the past). The Ministry will be implementing a Disaster Management Plan in 2019-2020, particularly given the risks of fire and flood.

### Key achievement for NSDP goals that were NOT prioritised during 2018-19 included:

The key achievements for the remaining nine NSDP Goals that were not prioritised during the FY were many and varied as follows:

## Goal 1: Welfare



**NSDP Indicator 1.1:** The percentage of the population living under minimum liveable income level is '*on track*'. MFEM refined this indicator and assessed against this by using the Budget process as a key tool for addressing income levels and living standards.

**NSDP Indicator 1.2:** The Gini coefficient is right on the limit of being '*on track*'. It is also an improvement on previous years.

**NSDP Indicator 1.3:** Real growth in the lowest 20% of incomes is '*on track*'. This is strong growth and indicates a vast improvement in living standards for the lowest 20% of income earners.

### Other achievements:

- The Welfare Act was amended in October 2018 to extend the age of eligibility for the child benefit from 0 -14 years to 0-16 years and to commence 1 July 2019.

- The Caregivers Allowance has been increased to \$100 per fortnight from \$82.50.
- The Special Assistance Fund (SAF) has seen a 150% increase in its budget from \$100k to \$250k annual budget. The SAF is Government's primary Fund to promote and augment partnerships with Non-Government Organisations. It is now completely funded by Government and is an effective way for Government to continue to achieve its social obligations.
- The effectiveness of the Welfare System is currently under review by the Economic Policy Research Institute (NZ).
- The digitization of the Welfare System has started with scoping being undertaken by Web-scope NZ to inform programme developers of the requirements of the new Welfare System.

## Goal 2: Expanding economic opportunities



**NSDP Indicator 2.1:** Real median income is '*on track*'. Current indicators according to MFEM outstrip the target rate.

**NSDP Indicator 2.2:** Real GDP is '*on track*'. Growth has been consistently above 2% since 2013/14. MFEM constantly monitors economic growth. It has worked with Agencies on economic growth strategies and shares this information with the public regularly through the Budget and Half Year Economic and Financial Update (HYEFU).

**NSDP Indicator 2.3:** Total debt to GDP ratio is '*on track*'. MFEM works closely with Cabinet on maintaining low public debt levels. MFEM will be looking at private debt.

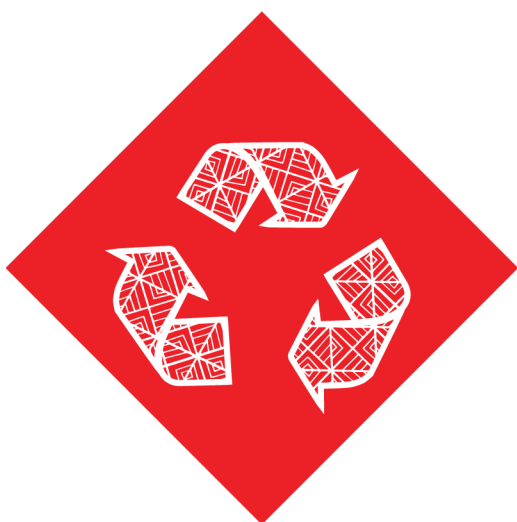
**NSDP Indicator 2.4:** Growth in non-tourism related industries is '*on track*'. Non-tourism related industries grew by 9% in 2018, largely due to growth in real estate, public administration and fisheries.

### Other achievements

- MMR completed its Monitoring, Compliance and Surveillance (MCS) Gap Analysis of Off-shore Fisheries.
- The Minister of Marine Resources signed Fisheries Access Agreements (for Purse seine fishing in Cook Islands waters) for companies associated to the AGAC (including Albacora, Calvo and Garavilla Groups) in the 2019 calendar year.
- A bio-economic analysis undertaken of Marae Moana on fishing fleets, by MMR.
- HIES Analytical Report was published by NSO.
- A structured settlement agreement was approved between fishing company ORAFCO Ltd. and the Government of the Cook Islands.
- HIES Analytical Report was published by NSO.
- INTAFF completed the Decent Work Country Programme (DWCP) with assistance from the International Labour Organisation (ILO). The DWCP is the main vehicle for delivery of ILO support to countries. The DWCP has two basic objectives: promote decent work as a key component of national development strategies and organisation ILO knowledge, instruments, advocacy and cooperation.

- INTAFF launched their MAKO campaign for Workplace Health and Safety. Mako is the slogan chosen for this campaign because in Cook Islands Maori it means being, “all good”, showing that with the new legislation, Government is not imposing perfect standards but that it wants people to change their mindset and work towards something all good, or in progress, or getting there. INTAFF found that the word “OSH” was pejorative and people automatically shut down when it was mentioned. So they had to change the name to one that people would be receptive to.

### Goal 3: Solid and Hazardous Waste



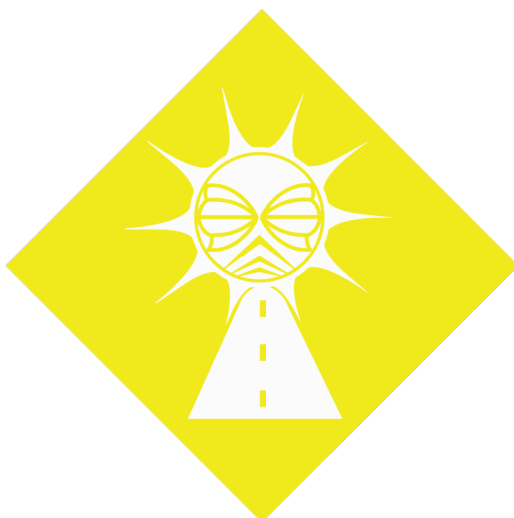
**NSDP Indicator 3.1:** Total waste recycled is ‘*on track*’. Recycling has improved with ICI concentrating on reducing volume to the landfill and baling of recyclables at the sorting warehouse. Containers of aluminium and tin are being shipped overseas. This an ongoing venture with Cook Islands General Transport. Separation of cans and tins from general waste for recycling is progressing well and has improved at the source (roadside collection). ICI continues to look for overseas options to accept baled plastic bottles. Currently, it is baled as a way of reducing the volume to the landfill. ICI looks forward to improving this rating once its glass crusher is fully operational.

The NSDP Summary Indicator Report Year 2, found that in terms of managing solid and hazardous wastes, this was an area ‘*of concern*’ with limited information available on recycling for Rarotonga, Aitutaki and the rest of the Pa Enua. An E-waste survey has been completed with the Report pending, but will require more information on the status and management of hazardous waste. MoU with private sectors to repatriate recyclable and hazardous waste is conducted on a ‘*needs basis*’.

#### Other achievements

- Single-Use Plastic Ban Policy was adopted by Government.
- ICI has established the Solid Waste Management Framework.

### Goal 6: Energy and Transport



- Completion by the Office of the Prime Minister (OPM) of the Northern Group Renewable Energy project making them 100% reliant on solar energy.
- Completion of the commissioning of the last of the Southern Renewable Energy projects in Atiu (August 2018), Mangaia (November 2018), and Mauke (June 2019).
- Completion of stage 1 for Aitutaki Power Station to 20% of solar energy.

## Goal 7: Health



**NSDP Indicator 7.1:** The rate of premature deaths from non-communicable diseases (NCD) is '*of concern*'. The NCD/obesity epidemic is established and requires complex interventions to reduce the prevalence of NCDs. The four main diseases classified as NCDs are: cardiovascular, diabetes, cancer and chronic respiratory diseases. According to the deaths register, there were 26 premature deaths due to NCDs, representing 26% of the total deaths (n=101) for the year. This data excludes patients referred to NZ for NCD's who succumb in NZ. Linking the TMO health system to the NZ health system is important to ensure these patients are captured and monitored.

Table 04: Budget Appropriation 2018-19 by Ministry

Causes of death	Number of premature NCD deaths	Total Deaths
Diabetes	7	16
Cancer	6	16
Cardiovascular	12	38
Chronic Respiratory	1	5
Total	26	75

**NSDP Indicator 7.2:** Health spending as a percentage of Government expenditure is '*off track*'. TMO received a significant increase in budget in 2018/19 of \$1.7M, however this included \$374k to cover overspending from the prior year and \$80k for overspending in pharmacy. Although the overall budget is still below the recommended 5% of GDP and 9% total Government expenditure on health for OECD countries, it is encouraging that the investment in health has increased compared to prior years. This will help in strengthening the health workforce capability and services, however it is important to note that TMO requires further budget support for sustained improvement.

**NSDP Indicator 7.3:** The prevalence of sexually transmitted infections (STIs) is '*on track*', with positive STIs being reported over the past fiscal year remains below 10% of total tests, STIs are on the increase in particular chlamydia, gonorrhoea and hepatitis B. Sexual health and Health Education Services need review. Potential causes include increased risky sexual practices such as early sexual debuts, low contraception use and multiple sexual partners. Overall, data integrity is a concern, thereby making it difficult to capture data on sexual and reproductive health. The Cook Islands National Integrated Plan for Sexual and Reproductive Health 2014-2018 has expired and requires an evaluation of its effectiveness and impact to inform the development of a new strategy and way forward for sexual health.

**NSDP Indicator 7.4:** Youth engagement in physical activity and sports is '*of concern*' with average participation per week sitting at 2.5-4 hours. TMO have supported community initiatives such as the 'Just Play' programme and the Bluesky Rising Stars Championship in June 2019, to promote physical activity among children and youth. School Physical Examination surveys were conducted in May 2019 on Rarotonga. Based on the 2016 School Based Health Survey, only 35.5% of youth were physically active for at least 60 minutes per day on five or more days. Furthermore, approximately 20-40% of school aged children were obese. The obesogenic environment children are growing up in, is a major risk factor for the obesity epidemic. Evidence-based initiatives can support healthy lifestyles, eating less and drinking water and not only, to improve population health.

**NSDP Indicator 7.5:** The average life expectancy is '*on track*' at  $\geq 70$  years. The average life expectancy is 74 years old. This is likely to be an overestimate as the majority of patients with several comorbidities are referred to NZ for further care. Calculation of life expectancy relies on counting the population who are well (or unwell) and who also still reside on the island. It is likely that the current life expectancy calculations are an underestimate and TMO will seek assistance to correct this.

**NSDP Indicator 7.6:** The percentage of diagnosed mental health cases actively treated is '*off track*' at  $\leq$  than 65%. Mental health services need improvement, beginning with workforce capacity and capability development as well as better information systems. A significant achievement for this fiscal year was the recruitment of Clinical Psychologist – Cook Islander Evangelene Daniela-Wong. Mrs Wong has been instrumental in establishing better procedures for screening, assessing and reporting on people with mental illness. As at June 2019, the services and support are provided by a Medical Doctor, Clinical Psychologist, a Mental Health nurse, a new registered nurse and a part-time medical graduate with a Diploma in Mental Health qualifications.

### **Other achievements:**

- A restructure of the TMO at the Executive level took place in January 2019 to facilitate more inclusive decision making and strengthened clinical governance and leadership and to better position TMO to navigate current and future population health needs, threats and opportunities. The restructure prioritised the shifting of resources from hospital (secondary and tertiary health services) to primary health care and public health preventative care.
- Strong partnerships have been established with Cook Islands diaspora health professionals who are helping design and implement community health, hospital, as well as management services in the Cook Islands. TMO is the main Government agency that engages a large number of Cook Islands diaspora (and non-Cook Islands health professionals), to help address health systems gaps in the Cook Islands, with several providing mentoring and coaching services.

- With the restructure of TMO has been the establishment of the Traditional Medicines Advisory Committee, as well as the Medical, Nursing and Allied Health Advisory Committees. There have been four meetings of the Community Advisory Committee which has provided good information to inform TMO's work. The Medical Advisory Committee is chaired by Dr Roro Daniel (former Secretary of Health) and the Nursing Advisory Committee is chaired by Dr Neti Tamarua-Herman (former Chief Nursing Officer).
- Strategic engagement with the New Zealand (NZ) health system, and formalised partnerships through Arrangements of Cooperation (AOC). Three AOC were signed at the 21st Annual Health Conference on 10 July 2019: NZ Ministry of Health, Waitemata District Health Board (WDHB) and Mt Wellington Integrated Health Centre in Auckland. This is a significant milestone for the Cook Islands in terms of connecting the Cook Islands health system to the New Zealand health system at a number of levels: strategic, policy, operational and clinical. AOC partnerships with other Health and Academic institutions are being prepared.
- The Flying Doctors programme to the Pa Enua (Manihiki, Rakahanga, Atiu) provided essential primary care services, heart screening, circumcisions and training for clinicians in charge on islands.
- Endoscopic sleeve gastropasty (ESG) surgery conducted by Dr. John Dunn). 11 operations successfully performed from 15-19 July 2019. Seven TMO staff participated along with four members of the public.
- Increased health specialist visits (HSV), from 12 to 42 visits has ensured our people have access to a range of specialist secondary and tertiary level care in-country. With 29 involving service delivery and 13 involving training and capacity building initiatives for the TMO workforce.
- The flying dentists programme has enabled Pa Enua residents on Aitutaki, Mangaia, Atiu and Mauke to receive primary and secondary level oral health services.
- With the organisation restructure, Oral Health services are now an output with two key areas of focus: community and clinical oral health. A total of 11 dental therapists will complete their dental therapist training in November 2019 and will return to provide oral health services on the Pa Enua.
- A primary care centre of excellence is being scoped to replace the Tupapa Community Clinic. It will include General Practitioner (GP), oral health, mental health, traditional medicine, pharmacy, x ray, and laboratory services.

## Goal 9: Gender Equality, Youth, Elderly and Disabled



This is one of those goals that is considered as being cross-cutting in recognition of their importance to all aspects of development. 'Mainstreaming a cross-cutting issue is generally understood as a strategy to make that theme an integral dimension of the Agency's design, implementation, monitoring and evaluation of development policies and programmes.' The challenge to mainstreaming is that in becoming the responsibility of everyone, it can get lost because it becomes the responsibility of no-one. In the process of mainstreaming, Agencies like INTAFF, TMO, MOJ, MCS need to be innovative, flexible and accepting of new norms, practices and procedures.

- The Gender Equality and Women's Empowerment Policy 2018-2023 was launched.
- The Disability Inclusive Development Policy 2018-2023 was launched.
- The National Youth Policy will be reviewed in the new FY.
- Government acceded to the following World Intellectual Property Organisation (WIPO) on 19 March 2019: Marrakesh Treaty to Facilitate Access to Published Works for Persons who are Blind, Visually Impaired or otherwise Print Disabled (will enter into force for the Cook Islands on 19 June 2019).
- The National Policy on Ageing was reviewed and re-drafted in preparation for Cabinet endorsement.
- Implementation of the National Children's Policy has progressed with the establishment of the 'Children's Rights' Committee made up of child-focused partners.

## Goal 12: Oceans, Lagoons and Marine Resources



The results for the Goal 12 indicators shows mixed progress towards the goal:

**NSDP Indicator 12.1:** The state of the reef, as measured by coral coverage, is '*of concern*' but improving with 26% coral cover for Rarotonga.

**NSDP Indicator 12.2:** With the passing of the Marae Moana Act 2017, the extent of the marine protected areas as a percentage of the Exclusive Economic Zone is '*on track*'.

**NSDP Indicator 12.3:** The tuna catch is well below Maximum Sustainable Yields (MSY) and therefore '*on track*'. According to MMR, MSY is an inappropriate reference point to use given the difficulties with determining steepness.

WCPFC and SPC have since adopted the use of depletion based reference points, and adopted Limit Reference Point (LRP) for albacore, bigeye, yellowfin and skipjack in 2012. All stocks are well above the adopted LRP.

**NSDP Indicator 12.4:** Lagoon water quality is '*of concern*'. Average C-D grade for bacterial levels and water clarity on Rarotonga and Aitutaki. Logistical challenges prohibit regular monitoring of Manihiki samples.

**NSDP Indicator 12.5:** Economic returns from oceanic and lagoon resources are '*on track*' but with a negative trend. Cook Islands received \$15.2 million in fishing license revenues.

### Other achievements:

- Marae Moana Action Plan, Marae Moana Communications Strategy, Schedule of Marine-Based Activities and Marae Moana Annual Report have been all completed.
- Near completion of the upgrade to all Ministry of Marine Resources (MMR) Pa Enea stations which will see improvements in staff communication systems and work office spaces.

- The use of the TAILS app by the Southern Group MMR Pa Enua offices to collect catch data, and direct reporting in to MMR databases is continuing. TAILS is an innovative mobile and tablet application that revolutionises electronic collection of artisanal tuna catch data. It allows Coastal Fisheries staff to easily collect tuna and bycatch information from small-scale fishers in remote locations and send it instantly back to the main Office for analysis, even when internet connectivity is limited.
- A total of 15 Fish Aggregating Devices (FADs) have been deployed, with 12 shallow and 3 deep in Pukapuka, Mitiaro, Rarotonga, Aitutaki, and Mauke.
- The Fuel Subsidy programme has been successfully implemented by MMR for the Southern Group islands including Rarotonga and Aitutaki.
- Marine Assessments or Baseline Surveys have been completed by MMR for Mangaia, Atiu, Takutea, Mitiaro, Mauke, Mangaia and Aitutaki.
- National Workshop to develop the Natural Currency Standard for fisheries under Marae Moana was convened.



Image: Climate Change in Aitutaki

## Goal 13: Climate Change and Natural Disasters



The OPM through the Climate Change Office and Emergency Management Cook Islands is responsible for co-ordinating Governments response to climate change matters, supported by the Met Services.

The Cook Islands Climate Change Policy 2018-2028 was approved by Cabinet in March 2019.

The Accreditation Master Agreement between MFEM and the Green Climate Fund was entered on 28 June 2019.

- Initial rollout of a NZD \$3 million Adaptation Fund project—Pa Enea Action for Resilient Livelihoods (PEARL).
- Inaugural Green Climate Fund and Climate Change Partnership Roundtable conference held in the Cook Islands, where projects ca. \$140 million were identified.
- Government accepted the Doha Amendment to the Kyoto Protocol on climate change on 5 November 2018. The Doha Amendment refers to the changes made to the Kyoto Protocol in 2012, after the First Commitment Period of the Kyoto Protocol concluded. The Amendment



Image: Climate Change Cook Islands

2018-2019

## Goal 14: Heritage, History and Culture



**NSDP Indicator 14.1:** Cook Islands Maori literacy rates for children at Year 9 is '*on track*', as it exceeds the annual target. MOE conducts formal assessments to determine the rates.

**NSDP Indicator 14.2:** The average engagement of the population in cultural activities is not yet being tracked. It is anticipated by the Ministry of Cultural Development (MOCD) that data will be collected once every two years in the Labour Force Survey.

**NSDP Indicator 14.3:** The number of Cook Islands articles, artefacts, media and other cultural resources that are catalogued or developed and digitally archived is '*on track*' with a 3% annual change in digital archives. MOCD have an on-going programme to increase and improve the digital archiving of our history. This indicator is based on a simple count of the items digitally archived by MOCD.

### Other achievements

- The MOCD has strengthened Te Kopapa Reo Maori Committee.
- MOCD has gazetted 600 new Maori words used by the Public Service through Parliament. The intention is to scope the Public Service first before extending this exercise to the private and Non-Government sectors.
- Cultural heritage and Geographic Information Systems inventory completed by MOCD.
- MOCD conducted a preservation exercise of WW1 and WW2 veterans grave sites in Mangaia and Atiu.
- MOCD employees were on attachment to Nga Taonga Sounds and Vision (NZ Archive Film, Television and Music) to complete the 2nd phase of a Digitization project in Wellington for three months.
- 4 Major Exhibitions successfully delivered through the National Museum - Zhuhai Chinese Exhibition carried out in July 2018; Barbara Bull Arts Exhibition; a Rakei Tupuna Exhibitions and a Tivaivai Exhibition called "Threads through Generations" by Tinomana Tokerau Munro.
- National Museum have about 400 artefacts recorded in the National Heritage Collection Database, with another 100 items to be entered.
- Government acceded to the following World Intellectual Property Organisation (WIPO) on 19 March 2019: Copyright Treaty (will enter into force for the Cook Islands on 19 June 2019), WIPO Performances and Phonograms Treaty, and Beijing Treaty on Audiovisual Performances.

## 1.2 KEY CHALLENGES

It was observed during the assessment of Annual Reports, that all Agencies identified recruitment as being one of their key challenges. People is one of the three priority areas in the Public Sector Strategy along with structures and systems. The challenges identified in the Annual Reports were similar to those expressed in prior years. Structural challenges revolves around roles and accountability; People around planning, recruitment and retention; and Systems around resourcing, policies, procedures and processes.

### People - Planning, Recruitment and Retention

Many Agencies are finding it difficult to recruit skilled labour from the small pool of potential employees in the Cook Islands. Some of the roles are for highly technical positions, for example the Director of Civil Aviation and so will have to be sought overseas. Many have advertised overseas, but found that remuneration was an area that hampered their efforts to make successful appointments. Moreover, there is limited technical capacity within staff complement particularly in policy development. Recruiting for lower level skills is also noticeably becoming more difficult of late as well. The Regulatory Division of ICI continues to struggle to fill its vacancies due to the limited registered Electricians in the sector. There is a need for all Agencies to review and identify a succession plan for the replacement of current employees. In some sectors like in agriculture, there is a lack of interest from young people to enter into planting.

Although training opportunities are being offered and funded by Government and various international development partners, because many Agencies lack Workforce Plans, it is difficult to determine sector-wide training. The impact of these investments into these training opportunities need evaluation and accountability through the performance management systems. Some training opportunities are for extended periods and so there is a reluctance on the part of some employees to take up these offers.

Agencies who employ staff to cover airports, are reviewing how they can sustainably manage staff cover and leave and overtime payments. Although some Agencies use some as casual employees, the increase in the number of international flights mean that some cross the threshold of being casual employees working for less than 35 hours per week to working the same hours as a FTE.

Some Ministries like MOA are finding it difficult to secure land for long-term conservation of important genetic resources. There is also a noticeable loss of arable land for planning because this land is being used to build properties.

### Structures - Roles and Accountability

Support, interaction with and management of Pa Enua employees is difficult: for INTAFF this is due to connectivity and resourcing; for MMR and their Fisheries Officers in the Pa Enua, logistical challenges make it difficult to try and provide adequate support. For other Agencies like MOA, because the agriculture function rests with the Island Government it has been difficult for MOA to provide full support for capacity building opportunities, information sharing and budgetary resources.

Structural issues continue to challenge performance in some areas particularly in complex infrastructure and capital projects. An integrated response is required from a number of Agencies to manage these projects which can cost up to millions of dollars, for example the Te Mato Vai Project has contracts valued up to \$90.0 m. The preparatory work being done for the Mei Te Vai Ke Te Vai (MTVKTV) Sanitation Project costs an estimated \$70.0 M.

Some Agencies like MFEM have been directly involved in non-core business like Te Mato Vai Project which has had a big impact on delivery of its core outputs as it consumes much of the time of the Financial Secretary and the Development Cooperation Division. This practice will continue unless Agencies are resourced and structurally strengthened to deliver their core functions. MFEM in response is establishing an additional Output to support other Government Agencies in the infrastructure space however, it is imperative that this initiative not be used by Government Agencies to abrogate their mandated responsibilities. The use of this new Output under MFEM should only be a temporary solution.

Many Agencies are working under outdated legislation which urgently needs reviewing. The Crown Law Office (CLO) is responsible for all legislative drafting work which it outsources to the New Zealand Parliamentary Counsel Office in Wellington, given the limited drafting skills available on the island. To facilitate the growing list of legislation that needs development or amendment, CLO has developed a legislative priorities criteria to help them manage the proposed legislation work.

Monitoring the impacts of social policies is difficult because gathering good sample surveys or population wide data remains expensive and limited affecting the capacity to report on overall social impacts across the range of policy areas that Ministries are responsible for. This in turn affects capacity to review, report and offer effective policy options to ensure that the Government has in place, effective programmes and policies to promote opportunities for all.

The ability to effectively implement obligations identified under various international treaties is limited by a number of factors: failure to fully understand the extent of obligations; limited resourcing to enable full implementation; inaccurate costing of implementation; limited or non-existent capabilities; and onerous reporting responsibilities. The International Civil Aviation Organisation (ICAO) conducted a Country Needs Assessment for MOT to determine the level of assistance required to effectively implement the safety and security oversight audit programme for civil aviation. The Pacific Aviation Services Organisation (PASO) conducted a Gap Analysis of the Aviation Sector and will submit an Implementation Plan to guide the Civil Aviation Authority. MMR has concluded a Gap Analysis on Monitoring, Control and Surveillance in the Offshore Fisheries sector. INTAFF has to report on three human rights treaties related to people with disabilities, women and children. Revenue Management Division has continued to meet Cook Islands international anti-money laundering obligations such as the international exchange of information and other international compliance requirements such as under the EU Mutual Evaluation Report exercise.

## Systems - Resourcing, Policies, Procedures and Processes

There is a plethora of policies (operational and administrative), strategies and plans in Government, but very little implementation guidelines with follow-up tools and practices. A key requirement for transforming policy aspirations into practice is to have tools commonly associated with: (i) diagnostic, screening or analysis before the design of the intervention; (ii) planning and organisation; (iii) monitoring and evaluation; (iv) raising the profile and practice of the issue; and (v) consultation and participation. Processes and procedures need to be identified and mapped out, developed and collated. For many Agencies who develop national level Policies, policy implementation is not usually resourced because some Agencies do not allocate any Budget for any Policy. Or, if they do allocate some resourcing, it is usually only for the lead or Co-ordinating Agency and not for the other stakeholders required to help implement or execute the Policy; which is why many policies fail and or there is very limited monitoring and evaluation of the policies.

IT systems in some Agencies like MoJ are outdated or not functioning. To assist with data literacy, MoJ and MCS require a Case Management System, Offender Management System and a Database Information Systems that need to be scoped, funded, developed and implemented in an integrated approach to be able to significantly improve service efficiency, accuracy, and public interaction in the law and order sector.

Ministries need Communications Plans or Strategies to guide their engagement with the general public. Many Ministry websites need refreshing and regular updating. A lot of the content is dated and sometimes incorrect. MoT has identified the lack of a complaints process in their Agency, with their employees and the general public not being aware of the process. To ensure that Agencies are regularly communicating to their clients and the general public, a dedicated employee to manage communications may be the solution to some of these issues.

Agencies lack sufficient budget for infrastructure maintenance. Some Ministries have limited storage space. For some Agencies like MoJ and MoCD historic records are disintegrating due to lack of a proper controlled environment.

### 1.3 BUDGET

Budget appropriations to Public Service Ministries for the 2018-19 financial year are shown below.

Table 04: Budget Appropriation 2018-19 by Ministry

	Net Operating Appropriation	Capital Expenditure	Administered funds	POBOC	ODA	Total
MoA	892,063	104,975.19	-	-	109,000	1,106,038.19
MoCD	643,307	23,478.30	3,708,999	-	165,282.18	4,541,066.48
MoE	11,842,096	41,434.80	4,084,964	-	135,248	16,103,742.80
MFAI	1,400,854	23,478.30	10,000	737,178	5,037	2,176,547.30
MFEM	4,036,975	22,979,530.09	14,746,750	400,694	126,070.61	27,543,29.70
MoH	10,195,124	392,240.86	1,846,870	-	373,534	29,807,768.86
ICI	2,075,717	6,488,843.09	3,125,000	-	81,707	11,771,267.09
IntAff	1,096,527	71,000	2,856,393	18,156,712	342,091	22,522,723.00
MoJ	1,834,618	43,913.10	337,000	-	-	2,215,531.10
MMR	1,213,318	-	337,000	-	518,349	2,068,667.00
MoT	529,203	66,173.91	-	-	27,876.54	623,253.45
OPM	1,287,801	2,800,288.93	343,000	-	5,485,615	9,916,704.93
OPSC	486,227	-	1,372,885	-	-	1,859,112.00
	37,533,830.00	\$33,035,356.57	35,022,111.00	19,294,584	7,369,810.33	132,255,691.90

Source: Budget Estimates 2018-19 Budget Book 1 – with amendments from MFEM

## PART 2: PUBLIC SECTOR STRENGTHENING

The Public Service is part of the broader ‘public sector’ identified as “State Services” in the Public Service Act 2009 (the Act). The Act was amended in September 2016. Amongst the changes was a requirement for both the Public and State Services to provide an annual report to the Public Service Commissioner, however, only the 13 Public Service Ministries have provided annual reports to the Commissioner for the 2018-19 fiscal year. OPSC intends to clarify the roles, responsibilities and accountability of State Services by reviewing the Act.

Figure 02: The Public Sector - Public Service and State Services

PUBLIC SERVICE (32)		STATE SERVICES (21)
<b>Public Service (14)</b>	<b>Island Governments (10)</b>	<b>Crown Agencies (7)</b>
Ministry of Agriculture	Aitutaki	Head of State
Ministry of Corrective Services	Atiu	Office of the Ombudsman
Ministry of Cultural Development	Mangaia	Cook Islands Audit Office and Public Expenditure Review Committee
Ministry of Education	Manihiki	Legislative Assembly
Ministry of Foreign Affairs and Immigration	Mauke	House of Ariki
Ministry of Finance and Economic Management	Mitiaro	Cook Islands Police
Ministry of Health	Palmerston	Crown Law
Ministry of Justice	Penrhyn	
Ministry of Internal Affairs	Pukapuka/Nassau	
Infrastructure Cook Islands	Rakahanga	<b>State Owned Enterprise (7)</b>
Ministry of Marine Resources		Bank of the Cook Islands Holding Corporation
Ministry of Transport	<b>Statutory Agencies (8)</b>	Cook Islands Airport Authority
Office of the Prime Minister	Business Trade and Investment	Cook Islands Broadcasting Corporation
Office of the Public Service Commissioner	Cook Islands Pearl Authority	Cook Islands Investment Corporation
	Cook Islands Seabed Minerals Authority	Cook Islands Ports Authority
	Cook Islands Tourism Corporation	Cook Islands Government Property Corporation
	Financial Supervisory Commission	Te Aponga Uira
	Financial Services Development Authority	<b>Ministerial Support Offices (6)</b>
	National Environment Service	Cabinet Ministers' Offices
	Cook Islands Natural Heritage Trust	<b>Leader of the Opposition Office (1)</b>
<b>53 entities</b>		

## 2.1 PUBLIC SECTOR STRATEGY

The Public Sector Strategy launched in 2016 aims to improve the performance of the public sector by strengthening the capacity of people and organisations to deliver core functions of government and achieve NSDP goals. The three priority areas of the Strategy include:



The Strategy is currently in phase 3 (2019-2025) – the implementation phase.

Key achievements for this period include:

### People - Human Resources Management

The Ministries of Justice and ICI have completed their Workforce Plans. These Plans will inform the Agencies of their key functions and the required skill-sets to implement their Agency objectives and priorities.

Earlier this year, two Building Inspectors were attached to the Auckland City Council in New Zealand for upskilling in the area of field inspections. They were trained in “on-site observation” for standard construction skills and deepened their understanding of the NZ Building Code.

ICI rolled out the Government Performance Management System across the tier 1 and 2 staffing structure with all job descriptions on the SP10 template.

Strong partnerships have been established with Cook Islands diaspora health professionals who are helping design and implement community health, hospital, as well as management services in the Cook Islands. MOH is the main Government agency that engages a large number of Cook Islands diaspora (and non-Cook Islands health professionals), to help address health systems gaps in the Cook Islands, with several providing mentoring and coaching services. Furthermore, with the restructure of the organisation has seen the establishment of the Traditional Medicines Advisory Committee, as well as the Medical, Nursing and Allied Health Advisory Committees. There have been four meetings of the Community Advisory Committee which has provided good information to inform MOHs work. The Medical Advisory Committee is chaired by Dr Roro Daniel (former Secretary of Health) and the Nursing Advisory Committee is chaired by Dr Neti Tamarua-Herman (former Chief Nursing Officer).

Strategic engagement with the NZ health system, and formalised partnerships through Arrangements of Cooperation (AOC). Three AOC were signed at the 21st Annual Health Conference on 10 July 2019: NZ Ministry of Health, Waitemata District Health Board (WDHB) and Mt Wellington Integrated Health Centre in Auckland. This is a significant milestone for the Cook Islands in terms of connecting the Cook Islands health system to the NZ health system at a number of levels: strategic, policy, operational and clinical. AOC partnerships with other Health and Academic institutions are being prepared for the Ministry of Health, embedding the diaspora relationships as well as implementing the AOC workplans will be important to drive. This will form part of the work required to maintain relationships with NZ and the Pacific region particularly the NZ Realm Countries and the Polynesian countries.

Eight employees from MOA are enrolled in courses at USP, including English for Academics (for upskilling and continuous professional development).

The Cook Islands has 100% observer coverage on purse seiners licensed to fish within the Cook Islands Exclusive Economic Zone, and the Cook Islands trawl and potting vessels.

OPSC evaluated 185 Job Descriptions in the FY and conducted three investigations in the FY.

OPSC processed 670 Notices of Appointment, 540 Notices of Employee Adjustments (or when employees receive salary adjustments), and 301 Notices of Cessation of Employment and updated to the HRMIS for Payroll to confirm and pay out.

### Structure rationalisation

The National Hydrography Division was established with the ICI. The office collates seismic data and provides these to the Cook Islands primary charting authority LINZ to enable them to update the Cook Islands nautical paper charts into electronic nautical charts and make them available to the maritime community to navigate freely in our international waters (EEZ). Most of the Southern Group islands have been completed, with the Northern Group islands and the remote islands in due course. Setting up a GeoMap Portal is priority for this Division as it will serve as a tool to support future infrastructure development across Government. A LiDAR survey project funded by NZAID will also be undertaken by this Division to allow access to map data by all.

The Pa Enua Coordination Division at ICI was established to clarify the roles and responsibilities of ICI to the Island Government or the Pa Enua. The Division was necessary for Pa Enua coordination to ensure timely and quality delivery of services and technical engineering advice to the Pa Enua.

### Systems

The Revenue Management Division (RMD) of MFEM is promoting greater use of electronic services to file tax returns and import entries online. Of the 30, 209 tax returns filed, 11, 414 were filed and processed electronically. Approximately 38% (27%:2017/18) of tax returns received were filed online.

It is estimated by RMD that 90% of tax returns were processed within one month of being reviewed.

An operational plan for the RMD Debt and Returns Collections Unit has been developed, to reduce tax debt to tax revenue which is sitting at 29%. This is a 13% reduction in comparison to 42%:2017/18.

Tax outreach activities during the year included; 4 seminars; 1 newspaper advertisement; 2 Career Expo events and 164 personal outreach contacts.

The Cook Islands was not listed on the European Union's list of non-cooperative jurisdictions (commonly referred to as the 'EU blacklist'). Relevant recognised international standards relating to the Automatic Exchange of Information (AEOI) and Exchange of Information (EOI) were successfully met. Recognised international standards relating to AEOI, EOI, the OECD's Inclusive Framework on BEPS (Base Erosion Profit Shifting) and the EU's non-cooperative jurisdiction increase each year, meaning that RMD needs the necessary resources to carry out this work.

The National Statistics Office published a backlog of Government Financial Statistics for the years 2014 to 2017. They have increased the production and reporting of statistics; International Trade Statistics has shifted from four publications to twelve per year.

With respect to development assistance - the Development Cooperation Division of MFEM has completed 16 grant contracts for grassroots community under India Grant Fund. Te Mato Vai (TMV) is at its final stages with Stage 2 funding from donors fully expended. Mei Te Vai Ki te Vai (Sanitation Muri) project is at its final stages of investigation. Both projects are within expected timeframes and no further delays. As a result of TMV, there has been a significant increase in capital spend conversion rate as result of implementation of TMV (90% of \$25 million spend).

A 5 year funded partnership between New Zealand Immigration and MFAI was signed, granting an indicative \$280,000 per annum for the next five years towards work to be discussed and agreed between the two Agencies.

The International Organisation of Migration (IOM) was engaged to review MFAI's border management system and exploration of options.

The elevation and strengthening of the Cook Islands - Australia relationship was confirmed when Australia committed to opening a High Commission in the Cook Islands in the months ahead and the establishment of a Pacific Office within the Australian Department of Foreign Affairs.

Procurement performance at ICI was outstanding as a result of having a clear capital programme with a tendering schedule that made it easy to plan procurement activities. As a result, 24 procurement tenders were completed and awarded to the value of \$8.9 million. Of the 24 tenders, 92% complied and 8% had minor non-compliance issues which was material with minimal deviation from the Procurement Policy, but were awarded the tenders .

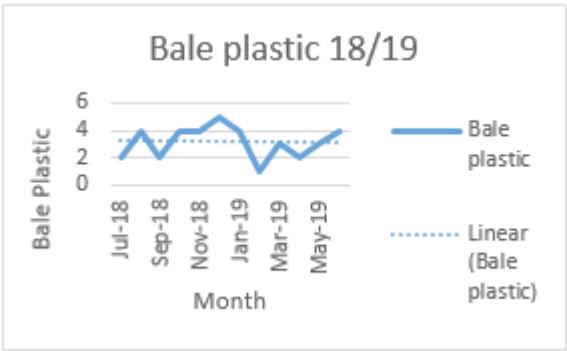
ICI has developed a Request for Assistance form to document various types of requests received from the general public, other Government agencies, NGOs, Members of Parliament, Ministers etc. It gets processed through the respective divisions to quantify the assistance requested from ICI and then submitted to the HOM for review. Analysis of how many hours, and the estimated cost of the assistance before a response is given to the requester can now be undertaken and will help ICI determine gaps in their processes for engaging with stakeholders.

The Cook Islands through MMR and the Cook Islands Maritime Patrol Division successfully participated in six national and regional fisheries surveillance operations.

### **General Waste Bale to the Landfill**

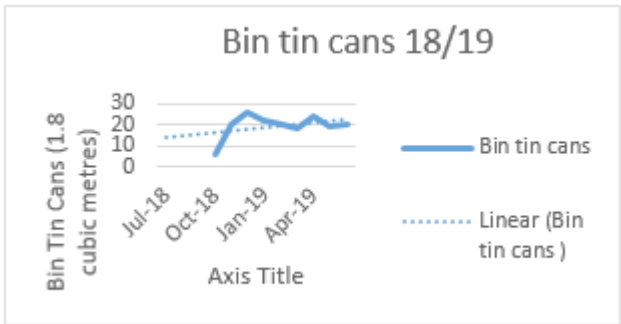
Between July 18 to February 19 there were 752 bales of waste taken up to the landfill with an estimated 400kg per bale, that's a total of 300,800kg (300 tonnes) of waste to the landfill in 8 months. The graph below shows a decline in the number of bales as a result of there being no machineries available and the rubbish being taken directly to the landfill with no measure to reduce volume, as the purpose of the baling is to reduce volume only.

Plastic Bottle Bales

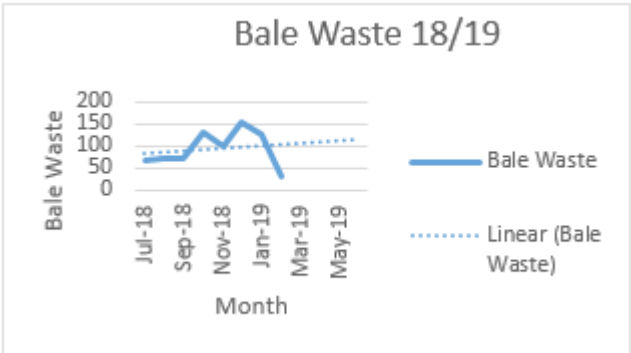
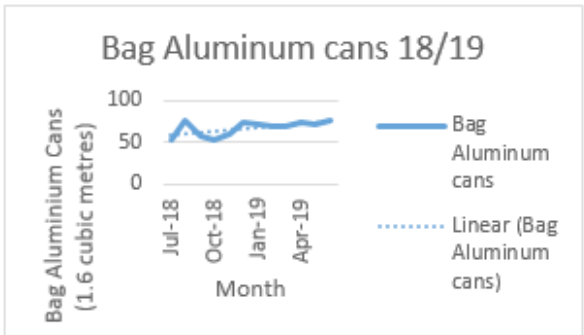


A total of 38 bales of plastic bottles were put into the landfill this year, that's 15,200kg (15 tonnes) of plastic bottles baled to reduce the volume and gets stacked up beside the mountain side of the landfill. The Graph shows a linear trend with an average of 4 bales to the landfill each month. These are significant volumes for the landfill and there is an urgent need for a feasibility option to determine an efficient waste management options.

Cans and Tins



Currently there is an option to export these overseas through an MOU arrangement with General Transport. It is not a revenue generation initiative but more for the reduction of waste to the landfill and getting it off the island. There are two sorting options for cans and tins. In this year 248 bins of tins were collected at the Recycling Centre, that's about 446 cubic metres of cans collected and stored in bins of 1.8 cubic meters. The total of 807 bags of aluminium cans were collected, that's about 1291 cubic metres of cans collected. All have now been exported to NZ and off island and out of the landfill.



In summary, the Rarotonga Landfill was built with the belief that there will be 30 years life span from it, after 15 years of operation it is likely that there will only be another 5 years from it, if nothing is done about the waste behaviour of our people. At the same time it is a growing problem in the Pa Enua. Efforts in this FY to collect and repatriate solid waste from the Northern Groups as a pilot one off trip has proven to be an expensive exercise.

## 2.2 HUMAN RESOURCE MANAGEMENT

### TRAINING AND DEVELOPMENT

#### Public Service Induction

The Public Service Induction Programme was developed to ensure all employees understood their role and responsibilities as Cook Islands public servants. Approximately 223 employees participated in the Public Service Induction training which comprises four modules:

- Module 1: Our Journey – The Cook Islands Voyage to Statehood
- Module 2: Public Service and You – Machinery of Government
- Module 3: In the Spotlight – Standards of Integrity and Conduct
- Module 4: For the Record – Handling Information in the Public Service

The feedback from participants on this training has been positive, and the interest generated by word of mouth, has seen an increased interest in the training.

Participants have commented on the need to teach the contents of Module's 1 and 2 in our Primary and Secondary schools, also adding their disbelief and embarrassment that it took this training for them to learn about our country's history, the structures of Government, and an understanding of their Ministries' Vision, Mission and Purpose.

#### Leadership Development

- MoT have two staff who have completed Level 3 Certificate in Leadership and Management through The City and Guilds of London Institute from Cook Islands Tertiary Training Institute (CITTI).

#### In-country training

Various training workshops were held throughout the year:

- Policy Writing and Legislative Drafting was provided by Crown Law, OPM and OPSC to ensure the development of sound Policies to inform legislative drafting.
- Safety Management System Workshop for MOT employees with the Singapore Aviation Academy.
- Completion of two Boatmasters training on Rarotonga.
- Training of Port Security Officers for Arutanga Port by MoT.
- Completed training and drill on Security Level 2 for Rarotonga and Aitutaki Ports.
- Drafting of maritime related laws training in the UK, attended by Crown Law.
- Training of Maritime staff with auditing and inspection of vessels.
- Working with Maritime NZ and CITTI to conduct Train the Trainer programme to enable delivery of scheduled training of Boat Masters on Rarotonga and in the Pa Enua.
- Capacity building training has been completed for all Agriculture staff on each Southern Pa Enua.

- MoA completed a Self-Assessment of Integrity training programme with Audit Cook Islands and Audit NZ. The training programme allowed MoA to identify and evaluate its institutional vulnerability and the resilience of its integrity control system against possible integrity issues. This was a first for a Government Ministry.
- Implementing the Ridge to Reef programme (R2R) on all Southern Pa Enua with training on grafting, marcotting, pruning, establishment of crop banks and nurseries.
- MoA hosted a 'Banana collecting mission' from France, where 18 accessions of bananas and plantains were collected, documented and shipped from Rarotonga, Aitutaki and Mangaia to the International Transit Centre for Bananas in Belgium for long-term conservation.
- MoA hosted a 'Taro research expedition' to collate documentation and videos to show the vital importance of plant genetic resource sharing.
- MoA hosted a Biological Control Programme of Environmental Weeds in the Cook Islands. A 'Weed Bio-control training Workshop' trained staff from MoA, NES and Te Ipukarea Society on how to monitor the impacts of weed bio-control agents. Four employees from Vanuatu's Biosecurity Office took part in this training
- MoA undertook a 'Symptoms Recognition training' with NZ Plant Health and Environment Laboratory and on completion resulted in the establishment of a Plant Health and Entomology Laboratory at the Ministry's premises.
- Pesticide reduction awareness training conducted for Rarotonga, Aitutaki, Mangaia and Mauke
- HRMIS training was delivered to all Ministerial Support Offices by OPSC and MFEM.

## International training

A number of Agencies have taken the opportunity to attend short term international training opportunities received through various avenues, including the Cook Islands High Commission in Wellington, New Zealand. These opportunities provide the chance to build workforce capability and expose participants to international systems and best practice. The majority of offers are for Government officials, with occasional offers extended to non-government participants.

We received 16 training invitations from 6 countries.

- Court Data Management Workshop in Papua New Guinea (MOJ)
- Rule of Law Conference hosted by the UN (MOJ)
- Pacific Islands Law Officers Network Workshop held in Samoa (MOJ and CLO)
- Elections and Governance Workshop in Brisbane (MOJ)
- Labour and Consumer Services Inspectors took part in a 5-week secondment to Australia as part of their development programme (INTAFF)
- Postgraduate qualifications on Administration and Management (MFAI)
- Australia Executive Diplomats Secondment 6 week programme placement (MFAI)
- International negotiations and diplomacy programmes (MFAI)
- Various regional and international immigration strengthening programmes (MFAI)

## Recruitment

The Government Remuneration Policy and pay structure was reviewed this year to take into account the changes to the minimum wage and to provide a new minimum Government salary of \$15,057 and a maximum of \$78,469 ((within the standard structure of the Remuneration Framework). The adjustments to the Government pay structure, factors in the next two minimum wage rate increases to \$8.00/hour in 2020, which is equivalent to an annual salary of \$14,600 per annum.

All salary bands within the Government pay structure have shifted upwards to account for the minimum wage adjustment and to maintain fairness and progression across all bands. The adjusted salary bands reflect fixed increments in the same structure as the current system:

- Bands A-E having 5-step increments; and
- Bands F-K having 10 step increments.

All adjustments are being applied to employees with base salaries within the pay structure. All salaries will be adjusted upwards to the nearest incremental step of their salary band. Employees with a base salary outside their salary band (a market premium) will not receive an adjustment, unless they fall within the banding of the new structure. All employees will be required to sit on a banding step and not in between steps as is currently happening. In determining the appropriate adjustment, employees who are between steps as a result of applying the new Remuneration Framework will be moved up to the next step. Employees will not be moved down.

In determining the appropriate banding step for employees, HoMs will be required to ensure that all roles are on the approved SP10 template, if not, they are required to complete the template and have these sized before OPSC will approve the Agency moving on to the new Remuneration Framework. Once approved, OPSC will work with HoMs to shift employees from the old to the new Remuneration Framework. OPSC will provide HoMs with a spreadsheet outlining the new salaries of employees for final sign-off.

A timeline for individual Agency adjustments was factored in to the Medium Term expenditure ceiling in the 2019/2020 Budget and will be implemented incrementally according to the following timeline:

FY 2019/20	Agriculture, Corrective Services, Justice, Police and Transport
FY 2020/21	Health, Infrastructure, Cultural Development, Finance and Economic Management, Marine Resources, National Environment Service and Office of the Prime Minister, Pa Enua Island Administrations
FY 2021/22	Audit, Business Trade and Investment Board, Crown Law, Education, Financial Services Development Authority, Foreign Affairs and Immigration, Head of State, Internal Affairs, Ombudsman, Office of the Public Service Commissioner, Parliamentary Services, Seabed Minerals, Tourism

The 2018 Remuneration Framework should still be used for all Agencies until such time as they move to the new Remuneration Framework, this includes for new recruitments and salary adjustments.

## Job Evaluations

In March 2019, Strategic Pay trained and certified forty-six Job Evaluators (of which two are from the private sector), who have evaluated 185 Job Descriptions this year. This process is in adherence with the Cook Islands Government Recruitment and Remuneration Policies. Having a job description confirms what that position has to do, and how it links to the Division's work outputs, the Ministry's strategic goals feeding into the NSDP. Having a Job Description that has been evaluated ensures the person in a role is remunerated within the correct salary band.

## Investigations:

The three cases investigated by OPSC has contributed to the strengthening of Agency processes and their policies. For OPSC it has enabled improvement in analysis, questioning techniques and reporting writing skills.

## Performance Management System

The new pay structure promotes exceptional performance recognition outlined in the Government Performance Management Policy. Employees who demonstrate exceptional or excellent performance can be rewarded with a reasonable salary increment. The 2019/20 Budget includes funding of 2% of Agency personnel budgets for this purpose.



Image: Edwina Tangaroa - Dental Therapists Graduation

## 2.3 RATIONALISATION

### CENTRALISED ICT NETWORK

The Government's centralised ICT network expanded with approximately 2,000 users from 41/50 Agencies connected to the network. As of March 2019, the centralised ICT network expanded within the sections of the Public Service (12 of 14 – 85%), Island Administrations (10 of 10 – 100%), Statutory Agencies (6 of 7 – 90%), Crown Agencies (5 of 8 – 63%), State Owned Enterprise (2 of 5 – 40%) and Ministerial Support Offices (6 of 6 – 100%). As more Agencies join the network, there is improved connectivity and internal communication across the Public Sector with press releases, job vacancies, training opportunities and other information shared. The network is supported by a central ICT Support Division within the OPM. They assure the integrity and security of the system through user administration restrictions and monitoring. Security breaches or inappropriate use of the network is reported to Heads of agencies to manage. As the network continues to grow, additional resourcing will be required for the ICT Support Division to provide sufficient technical support to maintain the system.

### CENTRALISED FINANCIAL MANAGEMENT INFORMATION SYSTEM (FMIS)

Implementing a properly functioning centralised FMIS platform can improve governance, financial management and transparency across Government. Currently, there are 40+ Government Agencies, all of which have their stand-alone accounting software. CIG's main challenge is trying to consolidate and manage multiple finance software versions and disparate systems across all the CIG Agencies (a number of Agencies are using Exel) leading to challenges with providing timely aggregated information.

In July 2019, the FMIS project went live with the MFEM deployment, and is currently being used to process payments for supplier invoices, receive customer payments, carry out bank reconciliation and reporting.

### TARGETED SECTOR STRENGTHENING

The New Zealand Aid programme continued providing direct budget support to Education, Health and Tourism during the year with another pool of funds directed towards public sector strengthening. The total spend for the year was \$7.7M. Funding was directed towards enhancing the revenue management (tax) system, preparatory work for the financial management system, and a Maritime Technical Advisor. The National Sustainable Development Commission comprised of Central agencies, and representatives from the MOE, TMO, MFAI, Cook Islands Tourism, NES and the Infrastructure Committee determine aid development priorities and approves resource allocations for public sector strengthening.

## PART 3: PUBLIC SECTOR PROFILE

### PUBLIC SECTOR PROFILE

The Public Sector has 2,291 full time employees as at 30 June 2019.

Eight of fourteen Ministries employed women as heads of departments, closing the gender gap just slightly, but the disparities for women remain in State services. As at 30 June 2019, only 21% of Managers in the State Services were women and 20% (1 of 5) hold senior leadership roles in State Owned Enterprises (Annex 02).

At 30 June 2019, 56% of the Public Sector workforce were aged 40-59 years. Only 18% were under the age of 30 years and a further 11% were 60 years old and above with 2% (44 employees) over 70 years of age.

### NON-COOK ISLANDS MĀORI EMPLOYEES

As at 30 June 2019, 218 non-Cook Islands Māori employees worked across the sector. This is a slight increase with the 168 recorded at 30 June 2018. Education and Health are still the largest employers of non-Cook Islands Maori employees with 81 and 62 employees respectively (Table 07).

### OFFICIAL DUTY TRAVEL BY PUBLIC SERVICE HEADS OF MINISTRIES

Official duty travel by heads of the Public Service totalled 232 Ministry days during the year and incurred a total cost to the Cook Islands Government of \$36,440. This represented a significant decrease of travelling and costing compared to the 2017-2018 year. The majority of this travel was sponsored by development partners and/or regional and international organisations and Governments. All official travel is approved by the Public Service Commissioner and respective Ministers, with travel reports due upon return to the Office (Annex 03).



Image: Edwina Tangaroa - Nurses Graduation 2019

## PART 4: Office of the Public Service Commissioner

The focus for OPSC this year, was on strengthening the Public Service Remuneration Policy and pay structure. In particular, OPSC engaged with Agencies to ensure all employees in the Public Service (except for MoE) had a basic job description and that they were being remunerated appropriately. With the training provided by Strategic Pay in March 2019, OPSC were able to get 46 certified Job Evaluators – with two from the private sector.

A number of activities were organized for the HoMs this year. The HOMs Manual was reviewed and updated. There were five HOMs monthly meetings organised for the FY (September 18, November 18, February 19, March 19, June 19). OPSC organized mentoring training for two HoMs which was conducted by the Chamber of Commerce. HoMs Induction training was conducted in December 2018 for the newly recruited HoMs, by OPSC, MFEM and OPM.

OPSC and the HR Taskforce updated the following Human Resources Management (HRM) Policies:

1. Code of Conduct Policy August 2018
2. Leave Policy August 2018
3. Motor Vehicle Policy April 2019
4. Official Travel Policy June 2019

In addition, 5 Guides were developed relating to: Leave, Code of Conduct, Motor Vehicle, Risk Management and Official Information Management Policies.

In September 2018, OPSC completed the Customer Service Delivery (CSD) Standard and the Organisational Fit for Purpose (OFP) Standard. The OFP identifies key elements that contribute to an Agency's success. It is a Standard that every Public Service Agency must adhere to, as it establishes foundational pillars that are essential for every Agency to operate effectively and efficiently.

The CSD identifies key elements that ensure Agencies have customer-centric procedures and processes to deliver quality public goods and services in an effective and efficient manner. The Standard requires every Public Service Agency to have transparent procedures, processes and systems to ensure succession plans and business continuing is embedded within Agencies.

OPSC has assisted the following Agencies with recruitment from providing templates to being part of their Recruitment Panels: ICI, MOH, INTAFF, MFEM (Statistics), MOJ. There seems to be general satisfaction that OPSC has tools (templates for shortlisting, confidentiality forms, questionnaires, etc.) in place to assist them.

OPSC has established a Recruitment Portal on its website where all Government vacancy notices are consolidated in the one site, this prevents potential employees from having to view several websites to collect information on vacancies in the Public Service.

The Public Service Commissioner participates in the graduation ceremonies for Cook Islands students held in NZ which provides an opportunity to promote employment opportunities in the Cook Islands.

## 4.1 PEOPLE DEVELOPMENT

OPSC saw a lot of staff movement in the FY. At the start of the financial year, with the resignation of the previous Managers, OPSC engaged a new Policy and Planning Manager previously with MMR as well as a new Human Resources Manager (who was promoted internally). The Chief Executive Officer (CEO) also resigned in September 2018, with a new CEO being appointed in May 2019. Two new HR Advisors were employed in the year (October 2018 and March 2019), with one eventually resigning in August 2019 to take up a position with NES. A new Policy and Planning Advisor was hired in December 2018. The Corporate Services Manager also resigned in June 2019 to pursue her own private business venture. Despite all these changes, the Office continued to deliver its core services.

The services of a Policy and Planning Advisor from Volunteer Service Abroad (VSA) was engaged in April 2019 to provide policy and planning support to NES, Crown Law Office, MOT and OPSC, using a hubs and spokes model; whereby OPSC would serve as the hub and the other Agencies – the spokes. This model gave OPSC a good overview of the policy and planning needs of other Agencies. The VSA Advisor was able to mentor the Policy and Planning Division by including the employees in her collaborations with the various Agencies.

The Policy and Planning Manager chaired the Budget Support Group for this year. The Corporate Services Manager completed her Bachelor of Management degree whilst employed with OPSC. The new Policy and Planning Advisor continued her studies with USP towards a Bachelor of Arts majoring in Management and Psychology. Two other employees were supported to do HRM and Leadership training through CITTI.

## 4.2 FINANCIAL MANAGEMENT

All financial reporting obligations for the year were met and all personnel vacancies were filled. OPSC's Personnel budget includes the Public Service Commissioner and seven staff. The Chief Executive Officer's salary is budgeted for in an Administered Fund for HoMs salaries.

Table 05: OPSC Financial Performance 2018-19

	Total Budget	Actuals	Variance
Personnel	386,227	368,706	17,520
Personnel Accruals	-	8,944	(8,944)
Operating	181,447	177,878	3,569
Depreciation	79,293	20,192	59,101
Total Expenditure	646,967	575,721	71,246
Other Revenue	-	3,039	3,039
Net Expenditure	696,967	572,682	74,285

## NEW ZEALAND GOVERNMENT SUPERANNUATION FUND

My Office facilitates queries relating to the New Zealand Government Superannuation Fund (GSF) in-country with MFEM, and the Fund's New Zealand Administrator - Datacom. Queries from members and recipients are received by Office staff and referred to Datacom, where required. During the year, Government funded 16.1% of GSF contributions for each GSF member, while employees contributed between 6.0–6.5% of their salary. As at 30 June 2019, there were 206 members actively contributing to the Fund and 538 GSF recipients.

Table 06: NZGSF Age analysis of active members and recipients

MEMBERS				RECIPIENTS			
Age	Female	Male	Total	Retirees	Spouse	Child	Total
> 70 yrs				284	109		393
61-70 yrs	9	-	10	86	23		109
50-60 yrs	48	59	107	16	10		26
< 50 yrs	62	28	90		2	8*	10
Totals	119	87	206	386	144	8	538

\*Child Allowances



Image: GSF Members visiting OPSC

# ANNEXES

## ANNEX 01: PUBLIC SECTOR REMUNERATION PROFILE

Figure 3: Remuneration Profile

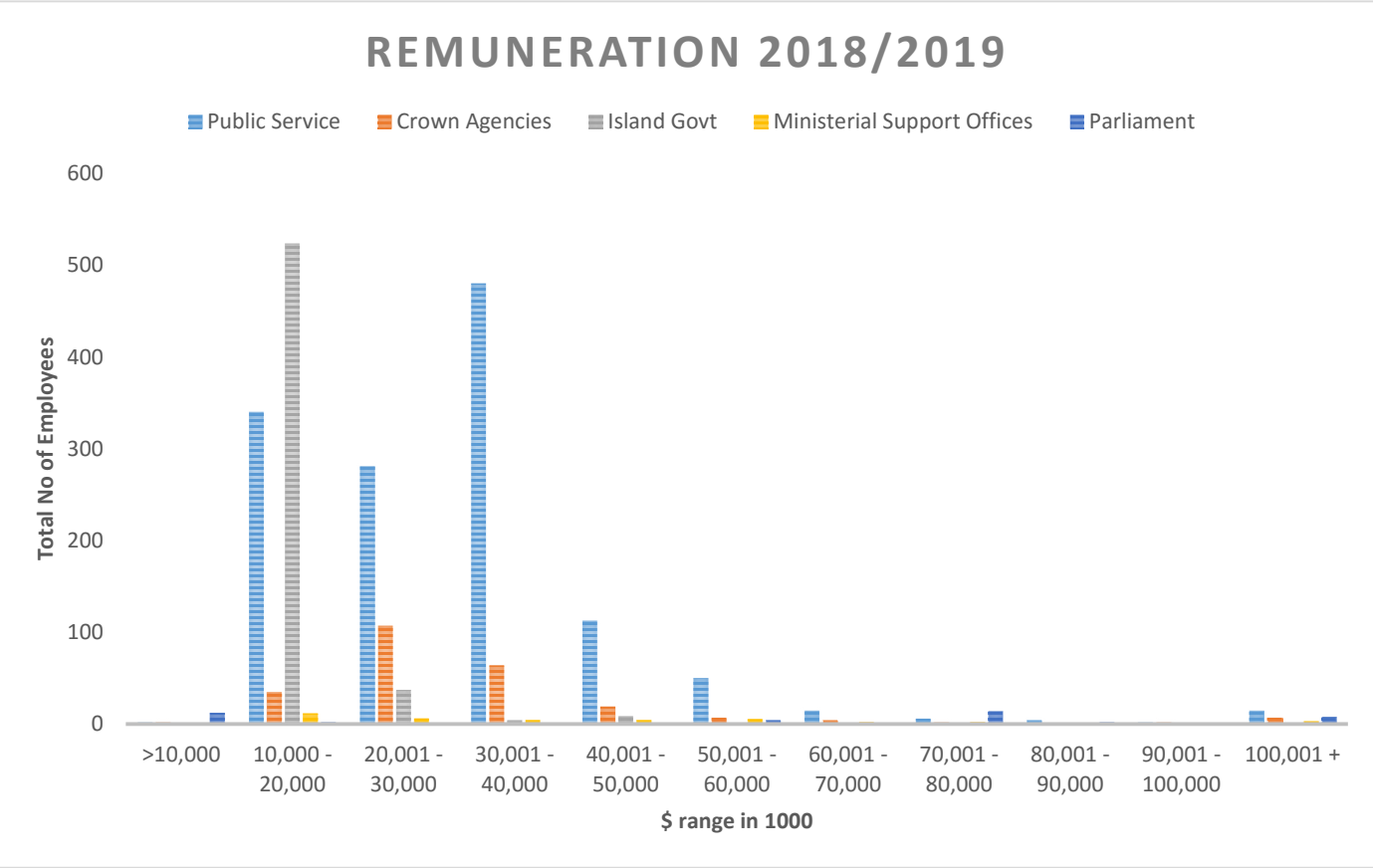
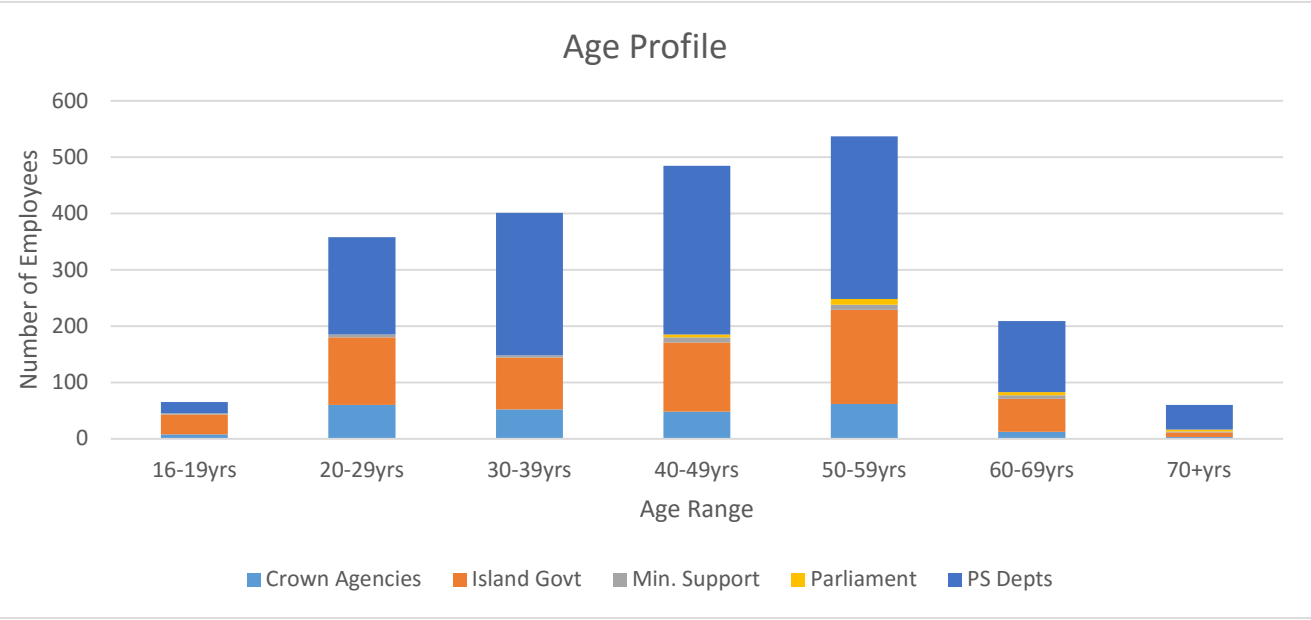


Figure 4: Age profile



## ANNEX 02: PUBLIC SECTOR PROFILE

Table 07: Non Cook Islands Maori employees by Ministry or Agency

PUBLIC SECTOR			
	Female	Male	Total
Cook Islands Audit Office	8	1	9
Business Trade Investment Board	-	2	2
Cook Islands Police	-	1	1
Crown Law Office	1	2	3
Financial Service Development	-	1	1
Infrastructure	1	2	3
Manihiki Island Government	-	1	1
Mauke Island Government	-	1	1
MFEM - Te Mato Vai	1	-	1
Corrective Services	-	3	3
Agriculture	3	-	3
Education	51	30	81
Finance and Economic Management	13	16	29
Health	37	25	62
Marine Resources	1	4	5
National Environment Services	1	-	1
Office of the Public Service Commissioner	1	-	1
Palmerston Island Government	1	-	1
Parliamentary Services	-	1	1
Penrhyn Island Government	-	2	2
Public Expenditure Review Committee	-	1	1
Pukapuka Island Government	-	1	1
Tourism	3	2	5
Totals	122	96	218

PUBLIC SERVICE DEPARTMENTS (13)		30 JUNE 2019	
	Female	Male	Total
Ministry of Agriculture	12	22	34
Ministry of Cultural Development	13	7	20
Ministry of Education	341	90	431
Ministry of Finance and Economic Management	78	44	122
Ministry of Foreign Affairs and Immigration	16	8	24
Ministry of Health	217	110	327
Infrastructure Cook Islands	12	42	54
Ministry of Internal Affairs	23	14	37
Ministry of Justice	35	14	37
Ministry of Marine Resources	18	28	46
Ministry of Transport	7	15	22
Office of the Prime Minister	17	26	43
Office of the Public Service Commissioner	8	1	9
<b>Totals</b>	<b>806</b>	<b>450</b>	<b>1256</b>

ISLAND GOVERNMENT (11)		30 JUNE 2019	
	Female	Male	Total
Aitutaki	7	56	63
Atiu	7	42	49
Mangaia	5	52	57
Manihiki	9	33	42
Mauke	6	38	44
Mitiaro	21	31	52
Nassau	17	22	39
Palmerston	6	9	15
Penrhyn	4	36	40
Pukapuka	82	111	193
Rakahanga	4	23	27
<b>Totals</b>	<b>168</b>	<b>453</b>	<b>621</b>

STATUTORY AGENCIES AND PNM (9)		30 JUNE 2019	
	Female	Male	Total
Business Trade Investment Board	8	4	12
Cook Islands Pearl Authority	-	1	1
Cook Islands Seabed Minerals Authority	3	1	4
Cook Islands Tourism Corporation	24	6	30
Financial Services Development Authority	1	1	2
Financial Supervisory Commission*	-	-	-
National Environment Service	15	24	39
Natural Heritage	-	2	2
Punanga Nui Market (PNM)	-	2	2
<b>Totals</b>	<b>51</b>	<b>39</b>	<b>90</b>

CROWN AGENCIES (6)		30 JUNE 2019	
	Female	Male	Total
Cook Islands Audit Office & PERC	17	7	24
Cook Islands Parliamentary Services	7	9	16
Cook Islands Police	43	86	129
Crown Law Office	10	2	12
Head of State	1	4	5
Leader of the Opposition	3	10	13
Office of the Ombudsman	5	2	7
<b>Totals</b>	<b>86</b>	<b>120</b>	<b>206</b>

PARLIAMENT		30 JUNE 2019	
	Female	Male	Total
Queen's Representative	-	1	1
Speaker of Parliament	1	-	1
Civil List (Members of Parliament)	4	19	23
Civil List (Others)	2	-	2
House of Ariki	4	10	14
<b>Totals</b>	<b>11</b>	<b>30</b>	<b>41</b>

MINISTERIAL AND OPPOSITION SUPPORT OFFICES (6)		30 JUNE 2019	
	Female	Male	Total
Prime Minister Hon. Henry Puna	2	5	7
Deputy Prime Minister Hon. Mark Brown	4	3	7
Minister Hon. Vaine Makiroa (Mac) Mokoroa	3	5	8
Minister Hon. Robert Tapaitau	3	4	7
Minister Hon. Vainetutai Rose Toki-Brown	2	1	3
Minister Hon. George Angene	2	5	7
<b>Totals</b>	<b>16</b>	<b>23</b>	<b>39</b>

ISLAND GOVERNMENT COUNCILLORS		30 JUNE 2019	
	Female	Male	Total
Aitutaki	-	6	6
Atiu	-	3	3
Mangaia	-	7	7
Manihiki	-	2	2
Mauke	1	3	4
Mitiaro	-	2	2
Palmerston	2	2	4
Penrhyn	-	2	2
Pukapuka/Nassau	-	6	6
Rakahanga	-	2	2
<b>Totals</b>	<b>3</b>	<b>35</b>	<b>38</b>

Table 08: Public Sector Employees/Appointees by FTE and Gender

MINISTRIES AND AGENCIES	FEMALE		MALE		TOTALS
	Number	%	Number	%	
Public Service	806	64%	450	36%	1256
Island Governments	168	27%	453	73%	621
Statutory Agencies	57	57%	39	43%	90
Crown Agencies	86	42%	120	58%	206
Parliament	11	25%	30	75%	41
Ministerial Support Offices	16	43%	23	57%	39
Island Councils	3	10%	35	90%	38
<b>Totals</b>	<b>948</b>	<b>46%</b>	<b>1092</b>	<b>54%</b>	<b>2040</b>

Source: HRMIS

Table 9: Public Sector Leaders (Names)

CONSTITUTIONAL POSTS		NAME
Crown	Queen's Representative	His Excellency Tom Masters
	Speaker of Parliament	Honourable Nikki Rattle
Parliament	Chairman of the Public Expenditure and Review Committee	Mr Geoff Stoddard
	Ombudsman	Mr Nooapii Tearea
	Prime Minister	Honourable Henry Puna
	Deputy Prime Minister	Honourable Mark Brown
	Minister of the Crown	Honourable Vaine Makiroa Moko-roa
	Minister of the Crown	Honourable Rose Brown
	Minister of the Crown	Honourable George Angene
	Minister of the Crown	Honourable Robert Tapaitau
Judiciary	Public Service Commissioner	Mr Russell Thomas
	Chief Justice	Honourable Hugh Williams

## HEADS OF THE PUBLIC SERVICE

30 JUNE 2019

Secretary of Agriculture	Mrs Temarama Anguna-Kamana
Secretary of Cultural Development	Mr Anthony Turua
Secretary of Corrective Services	Mr Teokotai Joseph
Secretary of Education	Ms Danielle Cochrane
Secretary of Finance and Economic Management	Mr Garth Henderson
Secretary of Foreign Affairs and Immigration	Ms Tepaeru Herrmann
Secretary of Health	Ms Aumea Herman
Secretary of Infrastructure Cook Islands	Mrs Diane Charlie-Puna
Secretary of Internal Affairs	Ms Anne Herman
Secretary of Justice	Mr Tamatoa Jonassen
Secretary of Marine Resources	Ms Pamela Maru
Secretary of Transport	Mr John Hosking
Chief of Staff - Office of the Prime Minister	Mr Ben Ponia
Chief Executive Officer - OPSC	Mrs Myra Patai

## ISLAND GOVERNMENT EXECUTIVE OFFICERS

30 JUNE 2019

Aitutaki	Mr Tuaine George
Atiu	Mr Maara Tairi
Mangaia	Mr Anthony Whyte
Manihiki	Mrs Jane Kaina
Mauke	Mr Royston Jones
Mitiaro	Mr Charlie Rani
Palmerston	Mr Arthur Fred Neale
Penrhyn	Mrs Takurangi Taia
Pukapuka/Nassau	Mr Pio Ravarua
Rakahanga	Mr Nga Takai

## HEADS OF STATUTORY/CROWN AGENCIES

30 JUNE 2019

Business Trade Investment Board	Mr Teariki Vakalalabure
Cook Islands Audit Office	Mr Allan Parker
Cook Islands Parliamentary Services	Mr Tangata Vainerere
Cook Islands Pearl Authority	Mr George Ellis
Cook Islands Police	Mr Maara Tetava
Cook Islands Seabed Minerals Authority	Mr Paul Lynch
Cook Islands Tourism Corporation	Mr Halatoa Fua
Crown Law Office	Mr Stuart Baker
Financial Services Development Authority	Mr Alan Taylor (Acting)
Financial Supervisory Commission	Mrs Louise Wittwer
Head of State Official Secretary	Mr Anthony Brown
National Environment Service	Mr Nga Puna
Natural Heritage Trust	Mr Gerald McCormack
House of Ariki	Mr Tupuna Rakanui

Source: HRMIS

## STATE OWNED ENTERPRISES

30 JUNE 2019

Cook Islands Airport Authority	Mr Joseph Ngamata
Cook Islands Investment Corporation	Mr Tamari'i Tutangata & Mr Petero Okotai
Cook Islands Ports Authority	Mr Nooroa Tou
Bank of the Cook Islands	Mrs Vaine Nooana-Arioka
Te Aponga Uira O Tumu Te Varovaro	Mr Tereapii Timoti

Source: SOEs

## CHAIRPERSONS OF STATUTORY BOARDS

30 JUNE 2019

Business Trade Investment Board	Mr Teariki Vakalalabure
Cook Islands Audit Office	Mr Allan Parker
Cook Islands Investment Corporation	Mr Michael Henry
Cook Islands Pearl Authority	Mr Kora Kora(Acting)
Cook Islands Seabed Minerals Authority	Mrs Teresa Manarangi-Trott
Cook Islands Tourism Corporation	Mr Ewan Smith
Financial Services Development Authority	Mr Brian Mason
Financial Supervisory Commission	Mr Raymond Newnham
National Environment Service	Mr Ian Karika
Cook Islands Airport Authority	Mr Harold JJ Browne
Cook Islands Ports Authority	Mr Sam Crocombe
Bank of the Cook Islands	Ms Jessie Sword
Te Aponga Uira O Tumu Te Varovaro	Mr Mata Nooroa

Source: Agencies

MEMBERS OF PARLIAMENT	ISLAND	CONSTITUENCY
Hon. George Angene	Rarotonga	Tupapa-Maraerenga
Hon. Mark Brown	Rarotonga	Takuvaine-Tutakimoa
Hon. Albert Nicholas Jnr	Rarotonga	Avatiu-Ruatonga, Palmerston
Hon. Vaine Makiroa Mokoroa	Rarotonga	Nikao-Panama
Hon. William Heather	Rarotonga	Ruaau
Hon. Nooroa O Teariki Baker	Rarotonga	Akaoa
Hon. Patrick Arioka	Rarotonga	Murienua
Hon. Selina Napa	Rarotonga	Titikaveka
Hon. Tamaiva Tuavera	Rarotonga	Ngatangia
Hon. Vaitoti Tupa	Rarotonga	Matavera
Hon. Terepai Maoate	Aitutaki	Amuri-Ureia
Hon. Tereapii Maki-Kavana	Aitutaki	Arutanga-Reureu-Nikaupara
Hon. Kitai Manuela Teinakore	Aitutaki	Vaipae-Tautu
Hon. Rose Toki Brown	Atiu	Teenui-Mapumai
Hon. Wesley Kareroa	Mangaia	Oneroa
Hon. Agnes Armstrong	Mangaia	Ivirua
Hon. Tetangi Matapo	Mangaia	Tamarua
Hon. Tai Tura	Mauke	Mauke
Hon. Henry Puna	Manihiki	Manihiki
Hon. Tuakeu Tangatapoto	Mitiaro	Mitiaro
Hon. Tina Browne	Rakahanga	Rakahanga
Hon. Robert Taimoe Tapaitau	Penrhyn	Penrhyn
Hon. Tingika Elikana	Pukapuka-Nassau	Pukapuka-Nassau

Source: Parliament

HOUSE OF ARIKI REPRESENTATIVES	ISLAND
Makea Karika Dame Margaret Ariki, DBE	Rarotonga
Makea Vakatini Joseph Ariki	Rarotonga
Pa Tapaeru Teariki Upokotini Marie Ariki, OBE	Rarotonga
Kainuku Kapiri-Te-Rangi Ariki	Rarotonga
Tinomana Tokerau Ariki – (Kaumaiti-Iti)	Rarotonga
Manarangi Tutai O Pore Ariki	Aitutaki
Teurukura Makirau Haurua Ariki	Aitutaki
Rongomatane Aida Ariki	Atiu
Ngamaru Henry Ariki	Atiu
Tamuera Owen Vaine Ariki	Mauke
Tararo Temaeva Ariki	Mauke
Teau Anthony Ariki*	Mauke
Tou Travel Ariki – (Kaumaiti-Nui)	Mitiaro
Tetava Poitirere Ariki, JP	Mitiaro
Temaue Teikamatanui Ariki, OBE	Mitiaro
Tetio Kaisara Pakitonga Ariki	Pukapuka

Source: Parliament - \*Sworn in during the 2016-2017 year

ISLAND GOVERNMENT MAYORS	30 JUNE 2019
Aitutaki	Mr Tekura (Po'o) Bishop
Atiu	Mr Ina Mokoroa
Mangaia	Mr Teremoana Ataariki
Manihiki	Mrs Ngamata Napara
Mauke	Mr Vaine Aberahama
Mitiaro	Mr Tuaine Patira Ngametua
Palmerston	Mr Taepae Marsters
Penrhyn	Mr Rio Teika
Pukapuka/Nassau	Mr Levi Walewaoa
Rakahanga	Mr Neti Tarau

MINISTERIAL SUPPORT OFFICE CEOS	30 JUNE 2019
Prime Minister Hon. Henry Puna	Mr Edwin Pittman
Deputy Prime Minister Hon. Mark Brown	Mr Nooroa Roi
Minister Hon. Rose Brown	Mr Bob Williams
Minister Hon. George Angene	Mr Terry Rangi
Minister Hon. Robert Tapaitau	Mr Toka Hagai
Minister Hon. Vaine Mokoroa	Mr Darryl Rairi

Source: HRMIS

## ANNEX 03: OFFICIAL DUTY TRAVEL BY PUBLIC SERVICE HOMES

Days	Meetings	Funded by	Country
Ministry of Agriculture: Dr Matairangi Porea			
5	48th APCC COCOTECH Conference & Exhibition	SPC	Thailand
Ministry of Cultural Development: Mr Anthony Turua			
10	Attended the NZ Cook Islands Students University Cultural Event (Taokota'anga), in Auckland and meeting with NZ Nga Taonga Sound and Vision in Wellington	CIGOV	Auckland & Wellington
7	Attended the Oceania Exhibition at the Royal Academy of Arts in London representing the Cook Islands	Donor NZ Ministry of Foreign Affairs	London
9	10th Anniversary Te Maeva Nui Celebration in Perth	CIGOV	Australia
5	Invitation Minister Angene & Delegation to visit Zhuhai City Province	Zhuhai City Province/CIs Govt PerDiem \$460.00	China
15	Attending various meetings-WIPO Workshop Samoa 21-29, 2018 Intellectual Property Rights Workshop Singapore 3-7	Donor WIPO Singapore & Australia Cooperation Program	Samoa & Singapore
9	8th World Summit on Arts and Culture Organised by the International Federation of Arts Council and Culture Agencies	Donor Funding WIPO/IFACCACI GOVT PerDiem \$850	Sydney, Kuala Lumpur & Auckland
6	Asia Pacific Regional Meeting for Heads of Copyright Offices in Seoul	Donor Funding WIPO	Seoul, Korea
Ministry of Education: Ms Danielle Cochrane			
5	ESD) Education for Sustainable Development Technical Meeting of National Commissions with UNESCO/4th Asia-Pacific Meeting on Education 2030	UNESCO/CIs Govt \$1,180	Thailand
5	2018 Asia-Pacific Regional Meeting of National Commissions of UNESCO	UNESCO	Thailand
8	Interviews for Teaching and Ministry of Education HQ positions in 2019 and NCEA Review in Wellington	CIs Govt \$4,164	New Zealand
5	Pacific Islands Forum Secretariat & USP Council Meeting	USP/CIs Govt \$892	Fiji

Days	Meetings	Funded by	Country
10	Pacific Island Literacy and Numeracy Assessment (PILNA) Steering Committee and Pacific Board of Education Quality (PBEQ) CRGA Subcommittee	-	Nadi, Fiji
Ministry of Finance and Economic Management: Garth Henderson			
4	Meeting NZ MFAT and Chinese Embassy Officials on TMV	CI Govt \$2,054	New Zealand
5	Consultation with Pacific DMC Senior Government Officials on ADB's Strategy 2030	Donor ADB	Fiji
10	Disaster Risk Financing Regional Forum/ADB Constituency Meeting/ TMV Governance Group Meeting	Partially Donor ADB/TMV Capex/CIs Govt \$2,725	Phillipines & New Zealand
-	PFTAC 25th Anniversary and High Level Dialogue on Capacity Development and Growth	Donor PFTAC	Fiji
Ministry of Foreign Affairs and Immigration: Ms Tapaeru Herrmann			
-	FOC, SIS, PACP, and Foreign Ministers Meetings	-	-
10	NZ visit for CIHC & CICO Personnel/MFAI Strategic Plan	-	New Zealand
13	FFA Management Options Consultation (MOC 14)	FFA	Solomon Islands
Ministry of Health: Ms Josephine Aumea Herman			
2	MoH CIs meetings with Waitemata DHealth Board, MoH NZ and Royal NZ College	CIs Govt \$1,598	New Zealand
6	WHO Meeting on Health Emergency Risk Management Preventing, Preparing for and Responding to Health Emergencies in the Pacific Polynesian Health Dialogue with New Zealand counterparts/69	WHO	Fiji
8	Session of the WHO Regional Committee Meeting for the Western Pacific Countries	-	New Zealand & Phillipines
4	5th Global Health Security Agenda (GHSA) Ministerial Meeting	-	Indonesia
-	Pacifica Medical Association (PMA) conferences	-	Auckland
-	International Health Regulations (IHR) Joint External Evaluation(JEF)	-	Wellington
-	Pacific International Health Symposium (PIHS)	-	Dunedin
Infrastructure Cook Islands: Mr Ngametua Pokino			
5	Pacific Ridge to Reef 3rd Regional Programme Steering Committee Meeting	Donor SPC	Australia
Ministry of Internal Affairs: Ms Bredina Drollet			
3	Climate Action Pacific Partnership (CAPP) Conference	Donor- Climate Action Partnership	Fiji
Office of the Prime Minister: Chief of Staff Mr Ben Ponia			
17	9th Assembly of IRENA, meeting in Auckland and study tour in San Francisco to visit Silicon Valley for Marae Moana	-	Abu Dhabi, Auckland & Silicon Valley

Days	Meetings	Funded by	Country
Ministry of Transport: Mr John Hosking			
5	Attending the Universal Safety Oversight Audit Programme (USOAP) Continuous Monitoring Approach (CMA) Workshop	Donor CAANZ/ CIs Govt \$910	Australia
Ministry of Internal Affairs: Ms Anne Herman			
6	CIs State Party Delegation to attend the Consecutive Dialogue with the Committee on the Elimination of Discrimination against Women	CIs Govt \$11,975.94 CIGOV	Switzerland
4	APF Pacific NHRI Roundtable on Promoting and Protecting Women's and Girls Human Rights	Donor Asia Pacific Forum (APF) Donor United Nations	Samoa
5	Pacific Workshop on the Mid Term Review of the Asia Pacific Population Conference Ministerial Declaration	Population Fund (UNFPA)	Auckland
Ministry of Marine Resources: Acting Mr George Matutu			
10	Committee on Fisheries Thirty-Third Session	-	Rome
6	CIFFO Inc. Longline Industry Stakeholder meeting (CIs Fisheries Field Officer Inc.)	-	Pago Pago
13	FFA Management Options Consultation (MOC 14)	FFA	Solomon Islands
Office of the Public Service Commissioner			
2	MoH CIs meeting with Waitemata D Health Board, Min Health NZ & Royal NZ College	MoH CIs Govt \$1,598	New Zealand

Table 10: Summary of official duty travel by Public Service HoMs

MINISTRY	HOM	DAYS	TOTAL AGENCY DAYS	COST \$	TOTAL
Cultural Development	A Turua	19	24	8,891.96	9,351.96
	Min G. Angene & Del	5		460	
Finance and Economic Management	G Henderson	14	14	4,770	4,770
Health	A Herman	2	2	1,598	1,598
Internal Affairs	A. Herman	6	6	11,975.94	11,975.94
Education	D.Cochrane	18	18	6,236	6,236
Transport	J Hosking	5	5	910	910
Office of the Public Service Commissioner	D Ringi	2	2	1,598	1,598
Totals					\$36,440

Table 11: Women in the Public Service

NAME	POSITION
PUBLIC SECTOR	
Temarana Anguna	Secretary, Ministry of Agriculture
Danielle Cochrane	Secretary, Ministry of Education
Tepaeru Herrmann	Secretary, Ministry of Foreign Affairs and Immigration
Aumea Herman	Secretary, Ministry of Health
Diane Puna	Infrastructure Cook Islands
Anne Herman	Secretary, Ministry of Internal Affairs
Pamela Maru	Secretary, Ministry of Marine Resources
Myra Patai	Chief Executive Officer, Office of the Public Service Commissioner
STATUTORY AGENCIES	
Louise Wittwer	Commissioner, Financial Services Commission
Kathy Bell	Deputy Solicitor General, Crown Law Office
STATE OWNED ENTERPRISES	
Vaine Arioka	CEO, Bank of the Cook Islands
JUDICIARY	
Rima David	Justices of the Peace
Carmen Temata	
Bernice	
Manarangi	
Tangi Taoro	
Georgina Williams	
ISLAND GOVERNMENTS	
Ngamata Napara	Mayor, Manihiki
Jane Kaina	Executive Officer, Manihiki
Takurangi Joseph	Executive Officer Penrhyn

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Table 11: Women in the Public Service

