



PUBLIC SERVICE COMMISSIONER'S ANNUAL REPORT

FOR THE YEAR ENDED 30 JUNE 2022



KAVEINGA ARANGATU | PUBLIC SERVICE EXCELLENCE



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Front Cover Pictures taken from
PS Orientation, March 2023
PS Orientation, March 2023
PS Orientation, February 2023



MINISTER FOR THE PUBLIC SERVICE

30 September 2022

Honourable Mark Brown
Prime Minister and Minister for the Public Service
RAROTONGA

Kia Orana Prime Minister,

I am pleased to present to you, as required under Section 9 of the Public Service Act (2009), my Annual Report for the financial year 1 July 2021 to 30 June 2022.

In this Report, I have provided a summary of:

- The annual performance of the fourteen Public Service departments;
- Progress on the implementation of the Cook Islands Government Public Sector Strategy 2016-2025; and
- The common challenges faced by the fourteen Ministries and human resources support that my Office – the Office of the Public Service Commissioner (OPSC) can and has provided.

I take full responsibility for this Report and provide my reassurance with respect to the accuracy and reliability of the information contained within this Report.

Carl Hunter
Public Service Commissioner

ACRONYMS AND ABBREVIATIONS

CIGOV	Cook Islands Government
CLO	Crown Law Office/ <i>Te Akinanga o te Ture</i>
EMCI	Emergency Management Cook Islands
ERP	Economic Response Plan
FMIS	Financial Management Information System
FTE	Full time equivalent
FY	Financial Year
GSF	Government (NZ) Superannuation Fund
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/ <i>Te Tango Anga'anga o te Kuki Airani</i>
ICT	Information and Communication Technology
IMS	Incident Management System
INTAFF	Ministry of Internal Affairs/ <i>Te Tango 'Akarangatira'anga Ora'anga</i>
KDs	(Business Plan) Key Deliverables
MoA	Ministry of Agriculture/ <i>Pae Anga'anga Tanutanu</i>
MCS	Ministry of Corrective Services/ <i>Te Tango Akatanotano</i>
MoCD	Ministry of Cultural Development/ <i>Tauranga Vananga</i>
MoE	Ministry of Education/ <i>Maraurau o te Pae Apii</i>
MFAI	Ministry of Foreign Affairs and Immigration/ <i>Te Kauono Tutara e te Mana Tiaki</i>
MFEM	Ministry of Finance and Economic Management/ <i>Te Tango Akatere'anga Moni ō te Ipukarea</i>
MoJ	Ministry of Justice/ <i>Te Tango Tutara o te Ture</i>
MMR	Ministry of Marine Resources/ <i>Tu'anga o te Pae Moana</i>
MoT	Ministry of Transport/ <i>Te Mana Tumotu o te Kuki Airani</i>
NSDA 2020+	National Sustainable Development Agenda 2020+
NSDP	National Sustainable Development Plan
ODA	Official Development Assistance
OPM	Office of the Prime Minister/ <i>Koutu Mana Tutara o te Ipukarea</i>
OPSC	Office of the Public Service Commissioner/ <i>Paepae Ropi'anga o te Kavamani</i>
OS	Organisation structure
SOE(s)	State Owned Enterprise(s)
TMO	Ministry of Health/ <i>Te Marae Ora</i>

PUBLIC SERVICE COMMISSIONER'S OVERVIEW..... iv

PART 1: PUBLIC SERVICE PERFORMANCE..... 10

Ministry of Agriculture - Pae Anga'anga Tanutanu	14
Ministry of Corrective Services - Te Tango Akatanotano	18
Ministry of Cultural Development - Tauranga Vananga.....	21
Ministry of Education - Maraurau o te Pae Apii	25
Ministry of Finance and Economic Management - Te Tango Akatereanga Moni ō te Ipukarea	30
Ministry of Foreign Affairs and Immigration - Te Kauono Tutara e te Mana Tiaki.....	37
Ministry of Health - Te Marae Ora	43
Ministry of Infrastructure Cook Islands - Te Tango Anga'anga o te Kuki Airani.....	47
Ministry of Internal Affairs - Te Tango 'Akarangatira Ora'anga	52
Ministry of Justice - Te Tango Tutara o te Ture	56
Ministry of Marine Resources - Tu'anga o Te Pae Moana	60
Ministry of Transport - Te Mana Tumotu o te Kuki Airani	64
Office of the Prime Minister - Kōutu Mana Tutara o te Ipukarea	69
Office of the Public Service Commissioner - Paepae Ropi'anga o te Kavamani.....	75

PART 2: PUBLIC SECTOR PROFILE..... 83

2.1 Public Sector Profile	83
2.2 Public Service Attrition.....	85

PART 3: OFFICE OF THE PUBLIC SERVICE COMMISSIONER 85

ANNEXES 89

Table 05: Total number of Full Time Employees by Island Administration	90
Table 06: Total number of Full Time Employees by Ministerial Support Offices.....	90
Table 07: Total number by Gender - Civil List and House of Ariki	90
Table 08: Public Sector Employees/Appointees by Full Time Employees and Gender.....	91
Table 09: Constitutional Posts.....	91
Table 10: Constitutional Posts – Members of Parliament	92
Table 11: Constitutional Posts – Members of the House of Ariki	93
Table 12: Heads of Public Service Departments or Ministries	93
Table 13: Heads of Crown and Statutory Agencies	94
Table 14: Heads of State Owned Enterprises.....	94
Table 15: Executive Officers of Island Governments	95
Figures and Tables	96

PUBLIC SERVICE COMMISSIONER'S OVERVIEW

The Annual Report presents the results achieved by the fourteen Public Service¹ Ministries as well as progress on the implementation of the Cook Islands Government Public Sector Strategy 2016-2025 for the financial year (FY) 1 July 2021 to 30 June 2022. The achievements included in this Report have been taken from each Ministry's annual performance report. Under section 6(1)(f) and (g) of the Public Service Act 2009 ("the Act") the Public Service Commissioner will review the performance of heads of departments, including the performance of their contracts of employment and compliance with their performance agreements as well as ensure heads of departments discharge their responsibilities specified in the Act.

This Report is arranged by Ministry (alphabetically) highlighting progress in the three priority areas of the CIGOV Public Sector Strategy 2016 - 2025 of 'People', 'Structures' and 'Systems'.

The strategic priorities under the 'People goal' is to have progressive and high performing Public Sector employees, and so each Report highlights what each Ministry has accomplished in the human resources area - for its employees and/or its stakeholders.

A new addition in this year's Report under the People goal is the inclusion of the results of the annual Employee Engagement Survey (EES). The EES has been revamped to make the questions more focused and shorter and is now made up of two components: - (i) the Employee Health and Wellbeing Survey which was run in June (however, it is expected to conduct this survey earlier in the year, in April) and (ii) the Leadership and Management Survey which is run towards the end of the year in October. It is envisioned that the individual Agency results and information provided from the two Surveys can be used to make policy change, improvements to workplace culture and give Public Sector leaders a better understanding of the health and wellbeing of their employees.

- The Health and Wellbeing survey results provide agencies with a snapshot of how employees see their workplaces, including their views on: employee engagement and job satisfaction, Public Sector ethics and culture, communication, inclusion, workload and motivation, fairness and respect and job demands, resources and support. For the Health and Wellbeing EES survey this FY, a total of 412 employees participated in the survey.
- For the Leadership Survey, it is envisioned that the individual Agency results and information provided from this survey can be used to provide an insight into how management are performing in the following key management areas: communication, managing change and decision making, integrity and trust, planning and creativity, teamwork and collaboration, performance management and engagement. It is further expected that the results will give Leaders the opportunities to learn, change behaviours and develop skills that will help all employees in the Public Sector to excel in their jobs and foster positive, supporting work environments.

WITH MORE TARGETED AND COHERENT MESSAGING FROM THE IMS AND THE PRIME MINISTER, THIS ENGENDERED MORE TRUST AND SAW INCREASED SUPPORT AND COLLABORATION FROM BOTH THE PRIVATE AND PUBLIC SECTOR FOR THE IMPLEMENTATION OF CRISIS MANAGEMENT RESPONSES

¹ Public Service Ministries include Agriculture, Corrective Services, Cultural Development, Education, Foreign Affairs and Immigration, Finance and Economic Management, Health, Infrastructure Cook Islands, Internal Affairs, Justice, Marine Resources, Transport, Office of the Prime Minister and the Office of the Public Service Commissioner

Under the '*Structures goal*', having relevant and fit for purpose organizational structures enable Ministries to assign roles, relationships and responsibilities in groups that will outline their key objectives and goals. The preferred structures in the Cook Islands Government are the functional structure whereby divisions or outputs focus/ specialize on one area of work.

For the '*Systems goal*', the Report captures what each Ministry has in place to ensure a role is always carried out to a set standard. Monitoring progress of the implementation of the systems goal confirms the use of efficient and effective services because having reliable systems and processes can help Ministries identify opportunities to reduce waste, cut costs and optimize limited resources.

PUBLIC SERVICE PERFORMANCE UNDER COVID-19

The COVID-19 global pandemic and its related economic impacts had a significant impact on business viability and employment, with flow-on effects to Government revenues that will continue across the medium-term. The travel restrictions directly affected the tourism market in the Cook Islands².


COVID-19 introduced new ways of working, given that for many Ministries, there were extended periods when between one-third to half of employees were not at their workplace including those who were involved in the formulation, planning, implementation and monitoring and evaluation of various work deliverables. Although many employees had to learn to work from home or work virtually, many of our Public Servants stepped up to the challenges and soldiered on to ensure core or business as usual continued.

Government adopted a citizen-centric ethos where it sought to protect the lives and livelihoods of Cook Islanders. The pandemic also demonstrated that a lot of building blocks underpin the ability of the Public Service to be agile and adapt to the changes ushered in the context of COVID-19. Lessons learned included acknowledgement that effective response measures require good and thorough planning and preparation. Many Agencies did not have a Business Continuity Plan for example that would've set out contingency measures to minimize disruptions to an organization's critical operations in the case of emergencies. Inter-Agency cooperation was a bit disorganized as it was not clear who would be responsible for coordinating a Government response, which was further complicated by outdated legislation that did not allow a flexible response. Nevertheless, once the roles and responsibilities of the multi-Agency Incident Management System (IMS) led by Te Marae Ora Ministry of Health (TMO) was clarified, systems were set up led to an increase in transparency in decision-making. With more targeted and coherent messaging from the IMS and the Prime Minister, this engendered more trust and saw increased support and collaboration from both the private and public sector for the implementation of crisis management responses.

The management of the border closures and maintaining sustained engagement with development partners particularly the New Zealand Government through the Quarantine Free Travel Implementation Unit (QFT-IU) was led by the Ministry of Foreign Affairs and Immigration (MFAI) and supported by the Cook Islands Tourism Marketing Corporation, the Ministry of Finance and Economic Management (MFEM), Office of the Prime Min-

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² Cook Islands Government Budget Estimates, 2021/22. Book 1 Appropriation Estimates and Commentary, Hon Mark. Brown, Minister of Finance, June 2021



ister (OPM) and the Crown Law Office (CLO). TMO led a debrief on Government's response to COVID-19 on 27 May 2022 which identified the lessons learnt.

Civil society was active in supporting various Government initiatives from the vaccination drive to distribution of medicines and food packs. The ten Puna on Rarotonga supported by Emergency Management Cook Islands (EMCI) as well as the Ministry of Internal Affairs (INTAFF) were active at the start of 2022 with the distribution of food packs and flagging of homes for those who had to go into isolation due to having the COVID-19 symptoms. The INTAFF were extremely busy coordinating and overseeing the distribution of welfare packs for those families impacted by COVID-19.

The schools who were hit the hardest were able to restructure timetables to ensure continuity of learning through online platforms, and while a level of disruption for our families we need to be comforted that our children's health and learning were prioritized. The impact of COVID-19 cases during Term Two of the academic year placed considerable pressure on our schools and the important roles our teachers and educators was pivotal to the continued learning of the children. Our schools managed the disruption of Isolation and Quarantine Orders very well given the unpredictable nature of COVID-19 making it difficult to plan and prepare. Our teachers and staff are extremely resilient, and this showed in their work. Home-based learning was executed for every child impacted and wellbeing checks completed regularly with families. Wrap around services during this time was also strengthened and the Ministry of Education was able to produce high quality and timely COVID-19 school and provider reporting highlighting trends and impacts of rising COVID-19 numbers.

PUBLIC SERVICE PERFORMANCE UNDER THE PUBLIC SECTOR STRATEGY 2016-2025

The Cook Islands Government Public Sector Strategy is a framework that was endorsed in 2016. It recommends the regular review and strengthening of three priority areas (people, structures, systems) to improve the delivery of public services to stakeholders. The Strategy is to be implemented over three phases, and we are in the 'Implementing change' phase, which encourages rationalisation of the structure of the Public Sector and strengthening working partnerships with all stakeholders to deliver results to achieve our national NSDP goals. With COVID-19, the Public Sector had to adapt to enable it to meet the changing operational environment, Ministries recognized that they need to work co-operatively, change the ways they work, reallocate their resources and priorities and adapt their mainstream programmes or business as usual to tackle issues that really matter to their stakeholders.

I am pleased to report that several significant achievements have been reached by Heads of Ministries (HoMs) and their Agencies despite operating in an environment created by tight fiscal spaces and the challenges of labour retention.

- The entire workforce population of the fourteen Public Service Ministries has increased by 338 for the fiscal year ended 30 June 2022, from 1,147 to 1,485. The Ministry of Finance and Economic Management (MFEM) increased from 125 to 137 workers, the Ministry of Foreign Affairs and Immigration (MFAI) increased from 31 to 39, and the Ministry of Corrective Services increased from 43 to 47.
- The number of male and female FTEs in the Public Service has climbed from 715 previous fiscal year to 979 in 2022 fiscal year, with males increasing from 432 last fiscal year to 506.
- In the Pa Enua, there was slight increases in the Island Government employees with increases in Mangaia from 54 to 58, and Aitutaki from 61 to 63.
- The numbers in Pukapuka in the 2022 FY of 233 employees captures the unique rotational work scheme, whereby 3-4 people are working the equivalent of 1 FTE.

PEOPLE



The demographics of the Public Sector shows the following information.

- In 2022 FY, the Public Service workforce shows that the largest number of employees is in the 51-60 year old age group, which is sitting at 493 employees. This has decreased from 526 in the last fiscal year.
- The Pa Enua labour force sits at 670 and is predominantly male, with 474 males compared to 196 females. This reflects the nature of work in the Pa Enua (which is primarily manual labour).
- Of the ten Pa Enua communities, Pukapuka Island Government has the most female employees (101, followed by Nassau (19) and Mitiaro (17).
- OPSC processes Notices of Appointment (NOA), Notice of Employee Adjustments and (NEA), and Notice of Cessation of Employment (NCE). The NOA is for personnel who are joining the public sector as full-time employees (FTE), part-time employees (PTE), or Casual. The NEA refers to changes made to the employee's wage or position, allowances, name, and other such things. Personnel leaving the public sector due to retirement, resignation or other reasons are captured in the NCE. The data for Notices are shown in table below.

Year	Notice of Appointment	Notice of Cessation	Notice of Employee Adjustment
2021-2022	173	260	163* (data as at 30 May 2022)
2020-2021	447	334	291
2019-2020	774	286	968

- According to the data that has been collected, in the last three years, 880 personnel have left the workforce. This is a concern for OPSC, given that we need to make sure we have enough people to fill all our positions with qualified individuals who can do the job well.
- The NOAs and NEAs shows that last FY, there were fewer employees entering and exiting the Public Service, but it also suggests that those who are leaving are not being replaced by those entering or those being promoted or transferred to other departments or agencies within Government.
- The age profile for this FY shows that the largest number of employees in the Public Service are in the 51 years to 60 years age group, which is sitting at 493 employees – a decrease from 526 in the last FY.

STRUCTURES



Under Sections 6 and 26 of the Public Service Act 2009, one of the functions of the Public Service Commissioner is to review the machinery of government, including – the allocation of functions to and between departments as well as approving a staffing structure for each department from time to time. The approved staffing structure must specify – (a) the total number of positions; or (b) the number of positions in which employees, wage workers, and temporary employees may be employed to carry out the functions of the department.

During this FY, Ministries continued to adapt their organisational structures (OS) to provide their employees with a clear leadership hierarchy, workflows (departmentation), reporting lines (span of control and chain of command). Any changes to roles were accompanied by a revised job design or description. Some of the changes made during this year included:

- The Ministry of Justice (MoJ) introduced changes to its OS in May 2022 to create additional positions in the Criminal and Civil Courts to respond to the increase in workload and insufficient capacity to respond adequately to the demands on the Ministry by stakeholders.
- MFEM made changes to two Divisions – the Development Coordination Division (DCD) and the Economic and Planning Division (EPD). For DCD, the Direct Access Entity and National Implementing Entity units were merged, to allow for better management and quality assurance oversight of MFEM's accreditation to the Green Climate Fund and the Adaptation Fund. For EPD, the change was to improve the workflow and reporting lines to suit the National Budget and Planning systems being put in place and the Economic Division. The new structure creates clear career paths for staff within the two divisions. The vacant positions will enable junior staff to apply and hence the internal appointments will be a cost saving to the Division. Relevant staff were already shoulder tapped and were keen to fill the roles and it already forms part of the Division's Career Pathway Strategy and best practice for the Division.
- The House of Ariki (HOA) appropriation has been shifted to MoCD from Parliament in FY2022-23. Although the financial operations were administered by Parliamentary Service, the governance and daily operations continued to remain with HOA management. The merger with MoCD was at the initiative of the Minister for MoCD to increase support and strengthen administration, governance, and operations of HOA. The Ministry was identified as the ideal fit because under the National Cultural Policy and Strategy 2017–2030, the Ministry is expected to support and strengthen certain deliverables of the HOA.

SYSTEMS



Ministries are always looking for ways to improve their efficiency and productivity. Under Section 6 of the Public Service Act 2009, the Public Service Commissioner can issue written Instructions to heads of department relating to the implementation of Government policies to ensure uniformity and cohesion in the Public Service.

Having systems such as policies, plans and processes in place to guide and support their work is one way to achieve their goals and priorities. Some key achievements in this space have enabled Ministries to streamline their processes by establishing clear procedures and guidelines for how work should be done as well as providing a structured approach for gathering and analysing information and data and examples of these have included:

- The Guiding Principles for Research conducted in the Cook Islands under the Cook Islands National Research Policy have been revised in work led by the OPM.
- MFAI sought reinstatement in March 2022, of the Departure Card for all passengers departing the Cook Islands from Rarotonga International Airport.

- There was a Ministerial announcement to increase the current minimum wage from \$8.00 to \$8.50 an hour following the issuing of the Report on 2022 Minimum Wage Review by the Minimum Wage Review Panel to take effect as from 1 July 2022.

Other systemic changes can help to ensure consistency and accuracy in how work is done which can also lead to improved work quality such as:

- The launching of the Ministry of Justice Strategic Plan 2021-26 on 13 July 2021.
- The Cook Islands National Infrastructure Investment Plan 2021 was released at the end of July 2021. This Plan includes a comprehensive list of proposed infrastructure projects and priorities that require funding over the next 10 years.
- The establishment of the Terms of Reference by OPM at the end of March 2022 for the Cook Islands National Security Committee (CINSC). The Committee will also review draft: CINSC Code of Conduct, CINSC Strategic Framework and the 2022-25 CINSC Implementation Plan as well as oversee the development of a National Security Policy which shall inform the Cabinet of any new/amending legislative required to give effect to some of the national security policy recommendations.

During this period, a number of policies and plans had to be established to ensure that Government complied with relevant legislation and regulations:

- The MoA in March-April 2022, began developing the Animal Farming Policy to enable the Crown Law Office to begin drafting Instructions for the new Animal Farming Standards to be included in the new Agriculture Regulations.
- TMO implemented multiple Regulations to enable the promulgation of various COVID-19 Public Health Measures, for example, the Promulgation of the COVID-19 (Air Border Entry Requirements) Amendment Regulations 2022.
- The Control of Prices Regulations was approved for promulgation in July 2021.

To enable Ministries to remain agile and responsive, some systems have been designed to be flexible and adaptable which can help the Ministry to increase its adaptability and respond quickly to the changing environment or circumstances.

To that end:

- The Ministry of Justice updated the Rules for publication of the Land Court Panui List, and its validating Legislation in September 2021.
- The TMO with MFAI and MFEM, put in place a Plan to manage returning Cook Islands residents stranded in New Zealand due to border closures/suspension of the Cook Island-New Zealand Quarantine Free Travel Arrangements.
- The Cook Islands Government's Medium-Term Fiscal Framework was updated in October 2021.

PART 1: PUBLIC SERVICE PERFORMANCE

The performance of the fourteen Public Service Ministries is assessed annually by the OPSC and according to the Agency's contribution towards, their specific sector and management priorities. Their Business Plans are measured against progress towards the achievement of: (i) Te Kaveinga Nui - National Sustainable Development Plan (NSDP) 2016-20 goals; (ii) each Head of Ministry's (HoMs) Critical Success Factors and (iii) specified organisational management tools.

The fourteen HoMs are also assessed according to their: (i) leadership skills; (ii) direction and delivery of their services; people or employee development; (iii) relationship management; (iv) engagement with stakeholders; and (iv) financial and resource management.

The conduct of HoMs is considered as well based on the following four elements – (i) that the HoM serves as a role model by living and promoting the Public Service and Agency specific values; (ii) there is minimal public or stakeholder complaints that are valid and upheld; (iii) the HoM is innovative and practices good stewardship of public resources to achieve results; and (iv) there are minimal employment disputes reported to the PS Commissioner. The conduct of each HoM is assessed by the Public Service Commissioner.

In addition to the Annual review, OPSC conducts a Mid-Year review which monitors the progress of implementation of each Ministry's work programme deliverables set out in its business plan. The purpose of the Mid-Year review is to identify any challenges that may affect full implementation of the Agency's business plan and that the Ministry has in place strategies to manage those risks.

PERFORMANCE FOR THE LAST FINANCIAL YEAR

Following the annual reviews conducted last FY, the Public Service Commissioner rewarded the following seven HoMs and their Ministries with the Public Service Merit Awards for the 2021-22 FY – Temarama Anguna (MoA), Danielle Cochrane (MoE) and Garth Henderson (MFEM) scored the highest rating of a '5' in recognition of their exceptional performance.

Teokotai Joseph (MoCS), Anne Herman (INTAFF), Bob Williams (TMO), Ben Ponia (OPM) and Myra Patai (OPSC) and their Ministries scored a '4' in recognition of their above average performance.

Table 1 summarizes the performance of the Ministries for the 2021/22 FY. This review found that there was a 3% improvement overall when compared against last year's Annual Review. This FY showed an 86% average across all Ministries with one Ministry at the time the Moderator's Report was completed - was still undergoing the review process.

- Of the fourteen Ministries, four retained their performance rating from the last FY review, Seven Ministries improved their performance rating from the last FY review, and three Ministries performance ratings have dropped.
- The results demonstrate that some Ministries have familiarized themselves with the business plan and monitoring tool and are able to write SMART measures against their workplan deliverables. It is understood that OPSC have given considerable support to other Ministries and this has paid off with the overall improvement.
- Capacity issues, staff movement, COVID-19 related illness and supporting Government COVID-19 efforts was noted by some HoMs as factors that have hindered progress on their work deliverables.
- It was noted also by the Reviewers, that reporting on the SMART measures can be improved and writing of measurable outputs can be simplified. Reporting against progress using data will make it easier to report successes.
- Some Ministries continue to report on activities rather than on outcomes. And some Ministries continue to set measures which rely on the performance of others. This can be problematic as they have no control of that activity.

- Organisational and Management Numeric Ratings show an overall increase when comparing the two FY years. From the ratings we can see overall progress and improvement being made and higher attainment by Ministries. These include three Exceptional Performances and 50% of Ministries producing above average performances. There are also two Ministries meeting expectations and only two in development.
- Comparisons between the 2020/2021 review to the 2021/ 2022 reviews showed the following results:
 - o Nine Ministries (64%) improved their rating
 - o Ministry of Education made the greatest improvement (38%)
 - o Three Ministries received Exceptional Performance 5A ratings (21%)
 - o Seven Ministries received above average performance 4 ratings (50%)
 - o Two Ministries received the same rating as the last review
 - o Three Ministries received lower ratings than the last FY
 - o The Ministry of Marine Resources ratings dropped the greatest (33%)

AGENCY	2017/18	2018/19	2019/20	2020/21	2021/22
Ministry of Agriculture/ <i>Pae Tanu</i>	2A (65.3%)	4A (94.5%)	5A (96.5%)	4B (92.5%)	5A (97%)
Ministry of Corrective Services/ <i>Te Tango Akatanotano</i>	NA	NA	4A (88.5%)	4B (93%)	4A (90%)
Ministry of Cultural Development/ <i>Tauranga Vananga</i>	3A (75%)	2B (59%)	4A (86%)	3B (83.5%)	4B (91%)
Ministry of Education/ <i>Maraurau o te Pae Apii</i>	3A (75%)	3B (79%)	3B (80%)	4B (92%)	5A (99%)
Ministry of Finance and Economic Management/ <i>Te Tango Akatereanga Moni o te Ipukarea</i>	3B (75%)	3A (75%)	4A (86.5%)	4B(88%)	5A (95%)
Ministry of Foreign Affairs and Immigration/ <i>Te Kauono Tutara e te Mana Tiaki</i>	2A (71.9%)	4A (84%)	4A (88.5%)	4B (89%)	3B (84%)
Ministry of Health/ <i>Te Marae Ora</i>	3A (78%)	2A (71%)	5A (97%)	4B (90%)	4A (93%)
Infrastructure Cook Islands/ <i>Te Tango Anga'anga o te Kuki Airani</i>	2B (70.4%)	4A (88%)	3B (76.5%)	2C (63%)	3A (79%)
Ministry of Internal Affairs/ <i>Te Tango 'Akarangatira'anga Ora'anga</i>	2A (66%)	2B (73%)	5A (96.5%)	5B (99.5%)	4A (90%)
Ministry of Marine Resources/ <i>Tu'anga o te Pae Moana</i>	3B (75.6%)	3A (85%)	4A (90.5%)	4B (93%)	2B ((59%)
Ministry of Justice/ <i>Te Tango Tutara o te Ture</i>	2B (56.8%)	2B (74%)	3A (81%)	4B (93%)	3B (85%)
Ministry of Transport/ <i>Te Mana Tumotu o te Kuki Airani</i>	2B (61.7%)	3B (85%)	3A (83%)	3B (81%)	4B (89%)
Office of the Prime Minister/ <i>Koutu Mana Tutara o te Ipukarea</i>	3B (74.8%)	3B (81%)	3A (76.5%)	3B (78.5%)	4A (86%)
Office of the Public Service Commissioner/ <i>Paepae Ropi'anga o te Kavamani</i>	3B (81%)	3A (82%)	4A (86%)	4B (88.5%)	4A (87%)

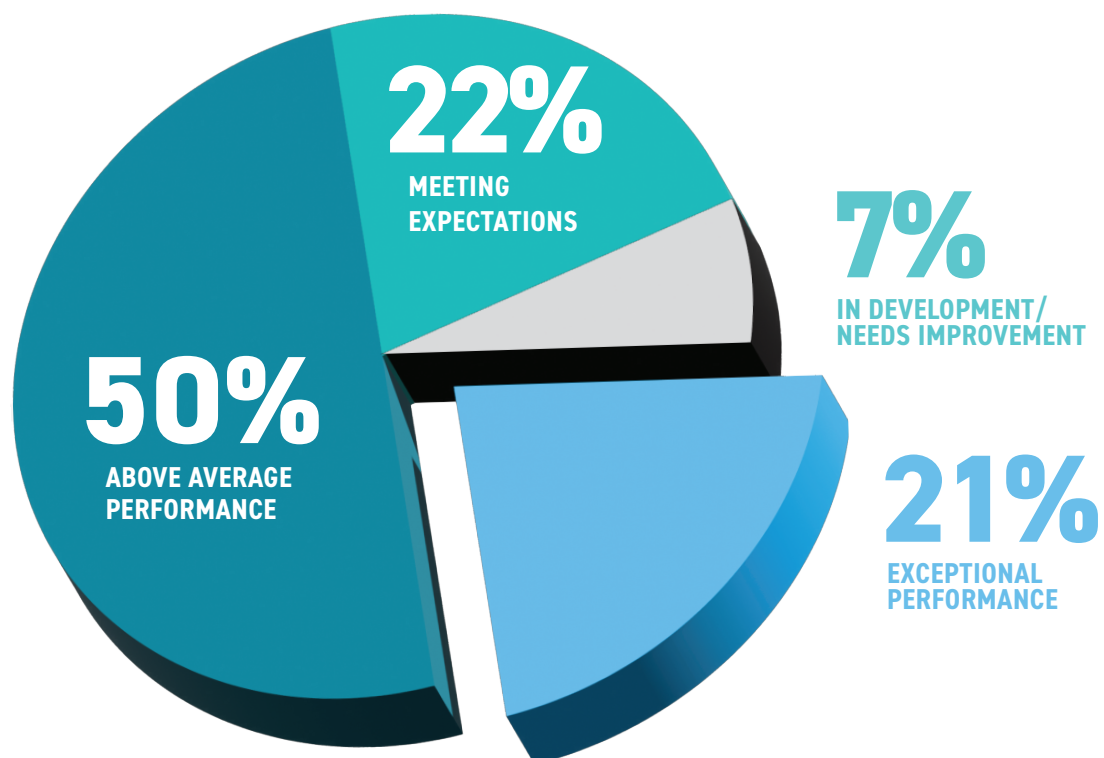
1.1. KEY ACHIEVEMENTS

The chart on the Public Service Performance below shows a total of 338 (330:2020/21) Key Deliverables (KD) were monitored across 67 (70:2020/21) Agency Outputs. Although some agencies reduced their number of outputs in this FY, significant improvements continue in the implementation of the key deliverables (KD), 21% (7%:2020/21) achieved exceptional performance or a '5' rating, 50% (64%: 2020/21) of the KDs achieved above average performance or a '4' rating, 22% (22%:2020/21) of the KDs met performance expectations or a '3' rating, and 7% (7%: 2020/21) of the KDs needs improvement or their performance is in development or a '2' rating and 0% unsatisfactory, poor performance. This FY displayed very exceptional performances in the Public Service.

With the increased number of KDs in this FY by eight (8), the improvements demonstrated in terms of the number of KDs meeting expectations, above average and achieving exceptional performance has increased from 93% last FY to 97% this FY, an improvement by 4%.

This FY, there were less KDs, however, there was still a demonstrated improvement in terms of the number of KDs meeting expectations, above average and achieving exceptional performance has increased from 86% last FY to 93% this FY, an improvement by 7%.

PUBLIC SERVICE PERFORMANCE



MINISTRY HIGHLIGHTS

The following section of the Report highlights the achievements and challenges faced by the fourteen Public Service Ministries according to the three priority areas of the CIGOV Public Sector Strategy 2016 - 2025 of 'People', 'Structures' and 'Systems'. The achievements listed below have been taken from each Ministry's annual report on its business plan.

Additional headings have also been included in this section to capture the Ministry's communications activities with its stakeholders as well as its audit status.



PEOPLE

Progressive and high performing employees



STRUCTURES

Relevant and fit for purpose public sector



SYSTEMS

Responsive service delivery

MINISTRY OF AGRICULTURE PAE ANGA'ANGA TANUTANU

MoA PROFILE



Secretary:	Mrs Temarama Anguna-Kamana
Start date:	22 October 2021 (Second term as HoM)
End date:	25 October 2024
Total FTE staff:	33
Females/Males:	10/23
Outputs/Divisions & Managers:	Output 1: Crops Research – Mr William Wigmore; Output 2: Biosecurity – Mr Ngatoko Ngatoko; Output 3: Advisory – Vacant; Output 4: Corporate Services – Vacant
Portfolio Minister:	Hon Mrs Vainetutai Rose Toki-Brown

The Ministry's performance within this reporting period has been exceptional, with an overall score of **97% (5)**. This rating comprises total scores of 67/70% for its output results and 30/30% for its organisational management.

The Ministry performed above average across its four Outputs, despite a challenging workload arising from the impact of the COVID-19 pandemic and a shortage of staff. MoA had a total of fifteen Business Plan Key Deliverables (KDs), across its four Outputs - of which all fifteen were achieved, with seven of these rated a 3 (KDs meet expectations) and seven rated a 4 (KDs have above average performance).

NATIONAL SUSTAINABLE DEVELOPMENT PLAN

The MoA contributes to six of the sixteen NSDP goals and rates itself on track for all of these.

- Goal 1: Implemented an Agriculture Relief and Recovery package in February 2022 to alleviate economic hardship to commercial farmers whose crops were damaged by Tropical Depression #05.
- Goal 4: Provided advice to farmers on how to conserve water and utilise efficient irrigation systems on their plantations and with their livestock.
- Goal 7: Collaborated with Te Marae Ora to promote home gardening, school gardens, eating local foods, and living healthy.
- Goal 8: Collaborated with the Ministry of Education by providing training attachments with the Ministry in partnership with the Cook Islands Tertiary Training Institute and schools.
- Goal 10: The Ministry's main objectives are to achieve food security and improved nutrition, and to increase sustainable agriculture which is installed in all their programmes and intervention processes.
- Goal 11: Collaborating with the farmers' community by providing awareness programmes on the use of hazardous pesticides and how they harm the environment and human health. They also promoted sustainable farming practices to protect biodiversity and the health of the soil.

CHALLENGES

- MoA found it difficult during this period to implement some of their work programmes due to shortage of staff and especially skilled professionals like horticulturalists, a Vet, an Entomologist and an Accountant.
- The Ministry experienced difficulty in recruiting a Director for Corporate Services due to competitive remuneration packages offered by other Government Agencies.
- As a result of vacancies, the Ministry reported an underspend in its Personnel budget.
- An increase in the arrival of international flights has put a strain on Biosecurity staff – with staff absences due to illness, taking leave or vacancies.

KEY LEGISLATION

- The MoA is responsible for administering a legislative framework and legal mandate which includes the following legislation:
- The Copra Act 1970
- Wandering Animals Act 1976
- Pesticides Act 1987
- Biosecurity Act 2008
- Agriculture Act 2021

ACHIEVEMENTS UNDER THE COOK ISLANDS GOVERNMENT PUBLIC SECTOR STRATEGY 2016-2025

PEOPLE



- The Ministry is implementing its Training and Development Plan with staff undertaking online courses related to their areas of work through opportunities provided by the Food and Agriculture Organization (FAO) and the Secretariat of the Pacific Community (SPC). Internal training opportunities are offered to all staff to attend.
- As part of their Capacity Building efforts, their Staff were involved in training under the:
- NZ Pacific Partnership Programme Animal Biosecurity (four-year training programme) with NZ Ministry for Primary Industries;
- Coconut Rhinoceros Beetle with SPC;
- E-Phyto training with Australia's Department of Agriculture, Water and Environment.
- MoA uses the skills of Te Are Manu Vet to assist in areas requiring medical assistance for livestock.
- The implementation of an E-Phyto capacity building and training of importers and exporters funded by Australia's Department of Agriculture, Water and Environment.
- Staff were also provided work experience attachments with NZ Plant Health & Environment Laboratory, Diagnostic and Surveillance Services and Biosecurity NZ.
- Developed a Partnership with Cook Islands Tertiary Training Institute (CITTI) to conduct an eight-week "Introduction to Agriculture" training programme for school leavers.
- All staff are within their evaluated job bands and remuneration structure.

EMPLOYEE ENGAGEMENT SURVEY

- 70% of MoA employees responded to the Leadership and Management EES, the fourth highest response rate for Government Agencies.
- Between 60% and 80% of respondents selected Always or Frequently and indicates that employees can voice their opinion, maintain a good work / life balance, and look forward to going to work every day. There are 'points of action' or areas of improvement to be worked on but overall, a positive response.

STRUCTURES



- Structure MoA's organisational structure is based on its four programme outputs. Their organisational structure was approved by OPSC on 27 July 2022.

SYSTEMS

MoA's approach to developing systems was to have in place clear procedures and guidelines for how work should be done as well as providing a structured approach for gathering and analysing information and data.

- Launched the Cook Islands Agricultural Advisory Group (a public-private forum).
- Completed the Census of Agriculture & Fisheries (CAF21) fieldwork with the enumeration of active agricultural households in partnership with the Cook Islands Statistics Office. Due to the border closures and inability of a FAO Technical Advisor to travel to the Cook Islands, the Ministry was unable to clean and analyze the data for the Report.
- There were plans to host an ADB team (August 2022) to undertake data verification on the land area measured during the Census. The findings will be included in the final Agriculture Census report.
- Completed an Animal Welfare Strategy, with assistance provided by the UN Food and Agriculture Organization.
- In light of the proactive nature of the Ministry in pest management and farmers being more aware of the detrimental effects of toxic pesticides on human health and the environment, the Ministry saw a 10% increase in the sale of organic pesticides.

OTHER ACHIEVEMENTS

- Fourteen schools participated in the Schools Garden Project in partnership with non-Government organizations - Te Korero o te Orau and Taku Ipukarea Society and Te Marae Ora – Ministry of Health.
- The Ministry recorded 276 advisory visits this FY. These included providing technical advice, castration, deworming, marcotting and pruning programmes for the Pa Enea.
- Carried out six awareness workshops after the removal of the travel restrictions to the Pa Enea. A team from Biosecurity and the Advisory Divisions travelled to Pukapuka, Manihiki, Penrhyn, Aitutaki, Atiu and Mangaia to provide training on: Coconut Rhinoceros Beetle, African Swine Fever, Fall Army Worm, Giant African Snails and Ants.
- Accessed the Japan Grassroots Grant Programme of \$145k to purchase 3 tractors, 3 slashers, 3 plough and 3 trailers to support the local economy.
- Training for beekeeper enthusiasts was delivered by NZ Volunteer Service Abroad.
- Provided over 190,000 seedlings to commercial, semi-commercial, and home gardeners on Rarotonga and the Pa Enea. This included the following vegetable crops to 55 commercial farmers on Rarotonga and the Pa Enea and 25 home gardeners: new cabbage variety (Coronet Green and Samba); bi-colour sweet corn variety (Buffalo); and watermelon variety (Firestar) and Rockmelon variety (Miami).
- Four varieties of sweet kumara and four varieties of climate resilient taro were provided to Mauke, Mitiaro, Atiu, and Mangaia.
- Have assisted taro growers with biosecurity inspections; the Pawpaw Growers Cooperative with exporting fresh fruit; and completed a feasibility study on habanero chilies to NZ.

COMMUNICATIONS

- The Ministry publishes quarterly staff newsletters, monthly Punanga Nui Market newsletters, six monthly Pa Enea market newsletters, and two Biosecurity newsletters – which is distributed to the community, Pa Enea and International partners (NZ) Ministry of Primary Industries, SPC, FAO and Biosecurity NZ).



STRATEGIC PARTNERSHIPS

- The Ministry has several strategic partnerships with various development Agencies including the FAO and the SPC, NZ Ministry of Primary Industries, Biosecurity NZ, Australia's Department of Agriculture and the Asian Development Bank (ADB) which have resulted in funding and technical support for various projects, including some of the following:
- Successfully implemented the Pacific Horticultural and Agricultural Market Access (PHAMA) Plus programme with a budget of \$19k. This involves a partnership to help grow agricultural trade between Pacific Island countries and Australia, through improved biosecurity, market access and food security outcomes.
- Achieved and completed the Pacific Regional Integrated Food and Nutrition Security Initiative (PRISCO) projects and transferred assets to MoA. The one-year (2021) PRISCO-19 project was focused on two outcomes: strengthening capacity of biosecurity services and upgrading sustainable food production and value addition as a response to COVID-19.

AUDIT STATUS

MoA reports that it is compliant with the Ministry of Finance and Economic Management (MFEM) Act despite the Director Corporate Services position being vacant since October 2021. To manage this, the Ministry contracted an external service provider to confirm their monthly variance reports and respond to finance queries from October 2021 to June 2022 while continuing to maintain timely reporting and ensuring that they do not receive a suspension of bulk funding.

The Ministry also completed the annual audit for the financial year ended 30 June 2021.

MINISTRY OF CORRECTIVE SERVICES TE TANGO AKATANOTANO

MoCS Profile



Secretary:	Mr Teokotai Joseph
Start date:	26 November 2021 (Second term as HoM)
End date:	29 November 2024
Total FTE staff:	42
Females/Males:	9/33
Outputs/Divisions & Managers:	Output 1: Probation Service - Mrs Angelique Elisaia; Output 2: Prison Service - Mr Teariki Purua; Output 3: Corporate Services - Mr Aashqeen Hasan
Portfolio Minister:	Hon Mr George Angene

The Ministry's performance within this reporting period has been above average, with an overall score of **90% (4)**. This rating comprises total scores of 60/70% for its output results and 29.5/30% for its organisational management. The Ministry performed above average across its Outputs, despite a challenging workload arising from the impact of the COVID-19 pandemic, a shortage of staff and despite there being factors that impeded the implementation of work programmes as it was out of the control of the Ministry because they were reliant on others to enable the Ministry to complete its work.

MoCS had a total of 18 Business Plan KDs across its three Outputs – of which only fifteen deliverables were assessed and provided ratings. Five of the fifteen KDs received a rating of either a 4 or 5 and seven of the fifteen received a rating of 3 (indicative of a status that performance meets expectations) or more, which is a total achievement of 80% (12/15). There were three KDs that were rated as a 2 or need development or improvement in their implementation.

NATIONAL SUSTAINABLE DEVELOPMENT PLAN

The Ministry contributes to one of the sixteen NSDP goals and rates itself as being on track for this. The Ministry has been able to contribute to the implementation of this goal through the development of a Strategic Plan.

CHALLENGES

The Ministry continues to face some of the same issues reported on last financial year. There continues to be delays in the signing of Memorandums of Understanding with key service providers which has further delayed implementation of KDs which has been further impacted by reported budgetary restrictions. Identified lack of expertise available for counselling and psychological assessment of offenders and closure of essential services (e.g., Ministry of Justice - Courts) due to COVID-19 response protocols has also proved challenging for them. The Ministry intends to use more statistical data to improve on its annual performance reporting.

KEY LEGISLATION

The MoCS is responsible for administering a legislative framework and legal mandate which includes the following legislation:

- Prisons Act 1967 and 1968 Regulations
- Criminal Justice Act 1967
- The Prevention of Juvenile Crimes Act 1968
- Ministry of Corrective Services Act 2019

ACHIEVEMENTS UNDER THE COOK ISLANDS GOVERNMENT PUBLIC SECTOR STRATEGY 2016-2025

PEOPLE



Professional development is a high priority for the Ministry and this effort is evident given the high uptake of training/workshops and completion of studies by staff via the University of the South Pacific (USP).

- MoCS has a Workforce Plan in place and the Ministry recognizes that its youthful workforce provides an opportunity for growth. For Prison employees, given that their primary responsibilities relate to the safety, security and welfare of prisoners as well as contributing to inmate rehabilitation, the challenge identified by the Ministry pertains to the lack of specific training opportunities in the Correctional sector for upskilling.
- A Training and Professional Development Plan is in place, but the Ministry has faced challenges in getting work-specific training, particularly, for those working in the Prison.
- There is regular training and upskilling of staff. Several Probation staff are enrolled in a CITTI Leadership training programme.
- The Ministry conducts formal six-monthly and annual performance appraisals for all staff. There were no staff within this reporting period who were reported for poor performance, which is a positive indicator of the success of their Workforce Plan.
- All job descriptions (JDs) have been updated.
- The Ministry has employed an ICT Manager.

EMPLOYEE ENGAGEMENT SURVEY

- Only 5 employees participated in the survey which equates to 11% of employees. As a result, their Survey Report provides only a very small 'snapshot' of the health & well-being of its employees. For results that more accurately reflect the level of employee engagement management should be promoting the importance of engagement surveys with their staff and show that they are interested in what employees have to say. Non-participation in employee surveys is often an indicator of dissatisfied and unengaged employees who do not see any benefit from completing a survey.

STRUCTURES



- The Organisational Structure (OS) was last approved in December 2021, due to budgetary limitations however, the Ministry intends to remove the fourth Output (Psychology Services) and the Clinical Psychologist role from their OS.

SYSTEMS



- The Ministry is progressing work on the electronic Offender Management System with the recruitment of their ICT Manager.
- Monthly collaborative meetings are held with the law enforcement sector.

COMMUNICATIONS

The Ministry highlighted that their biggest communication challenge is with staff who breach communication protocols and policies. There is no system in place to monitor unauthorized access to and leaking of information. This should be a priority for the Ministry, to improve security systems surrounding sensitive information or data.

STRATEGIC PARTNERSHIPS/DONOR AGENCIES

As reported last year, the Ministry continued to engage with NZ Corrections Service under their Prison and Probation Governance Review programme being funded by the New Zealand Government's Core Sector Support. Currently being rolled out over two phases, The Ministry aims to receive support for leadership training and development initiatives, infrastructure feasibility planning, strategic planning, and legislative review. In addition, the Ministry collaborated with the Law School of the University of Newcastle based in Australia. This is a programme that involves law students conducting research about laws and policies, drafting possible Bills and other legislation, and creating practical resources.

AUDIT STATUS

MoCS received an unmodified audit report.

MINISTRY OF CULTURAL DEVELOPMENT TAURANGA VANANGA

MoCD Profile



Secretary:	Mr Anthony Turua
Start date:	04 August 2021 (Third term as HoM)
End date:	11 August 2024
Total FTE staff:	22
Females/Males:	14/8
Outputs/Divisions & Managers:	Output 1: Cultural Identity - Ms Ngatuaine Maui; Output 2: Cultural Heritage - Mrs Justina Nicholas; Output 3: Cultural Governance – Mrs Ngarangi Tangaroa-Teio
Portfolio Minister:	Hon Mr George Angene

The Ministry's performance within this reporting period has been above average, with an overall score of 91% (4). This rating comprises total scores of 62.5/70% for its output results and 28.5/30% for its organisational management.

Across its three Outputs, there were 18 Business Plan key deliverables however, two were removed. The remaining deliverables showed that performance meets expectations.

The Ministry performed above average across its Outputs, despite a challenging workload arising from the impact of the COVID-19 pandemic, a shortage of staff and despite there being other factors that impeded the implementation of work programmes.

NATIONAL SUSTAINABLE DEVELOPMENT PLAN

The Ministry reports that all their NSDP goals are 'On track', namely:

- NSDP Goal 5: Ensure resilient infrastructure and Information Communication Technologies to improve our standard of living: The Ministry has improved its IT Infrastructure to have all Cultural Events live streamed on social media platforms with worldwide coverage and through the COVID-19 pandemic.
- NSDP Goal 11: Promote sustainable land use, management of terrestrial ecosystems, and protect biodiversity: The Ministry reported that it is working in partnership with the National Environment Service empowered under the Traditional Knowledge Act 2013 to protect biodiversity, especially plants used for traditional medicine.
- NSDP Goal 14: Preserve our heritage and history, protect our traditional knowledge, and develop our language, creative and cultural endeavours: Vairakau Māori documentaries aired on local television; promoted local massaging oils on Te Kopapa Reo Māori Facebook page in support of traditional medicine.

CHALLENGES

The budgetary impact of COVID-19 has had an impact on the activities and events the Ministry, in terms of delaying the scheduling or reducing the size of these events. With the reduction of the number of cultural events being hosted by the Ministry, has impacted their trading revenue which has had an effect on their overall budget. Other more specific challenges included timeliness in implementing policies, frameworks and strategies due to limited financial and capacity constraints:

- Acknowledging the financial benefits of the cultural arts sector by using various art forms to create new products.
- Administering the cultural heritage legal framework under the multifarious legislation that the Ministry is responsible for including the: MOCD Act 1990, Copyright Act 2013, Traditional Knowledge Act 2013, Artefacts and Antiquities Act 1994.
- The development of an Intellectual Property Strategic Plan.
- Ensuring compliance with the Public Records Act 1984 by Government Ministries. Mitigating this risk, will require the Ministry to develop a system to guide compliance.
- Strengthening of Te Kopapa Māori Committee to enable it to meet one of its key objectives which is to develop new Māori words.
- Ensuring the National Culture Centre facilities are appropriate to service and host national events.
- Progressing the implementation of the National Cultural Policy and Strategy, Capacity Assessment, Workforce and Communication Plan.

KEY LEGISLATION

The MoCD is responsible for administering a legislative framework and legal mandate which includes the following legislation:

- Public Records Act 1984
- Ministry of Cultural Development Act 1990
- Cultural and Historical Places Act 1994-95
- Antiquities and Artefacts Act 1994-95
- Te Reo Māori Act 2003
- Traditional Knowledge Act 2013
- Copyright Act 2013

ACHIEVEMENTS UNDER THE COOK ISLANDS GOVERNMENT PUBLIC SECTOR STRATEGY 2016-2025

PEOPLE



An outcome from the MoCD Capacity Assessment Report conducted by OPSC in 2018, recommended that given the laws that the Ministry administers, it requires a minimum of 31 staff to run its core functions. This is an increase of thirteen new employees or a 58% increase from the current eighteen full-time employees working for the Ministry. Increases to employee numbers has been deferred due to the economic climate because of COVID-19.

- There are no positions vacant for now, however the eight positions identified on the organisation structure that was forecast for the 2020/21 FY has now been further deferred to the 2023/24 FY due to the economic landscape.
- Due to a freeze in budget, there has been no change to the workforce numbers in the Ministry.
- The new Workforce Plan is to be developed in the 2022/23 FY.
- The Ministry holds an annual one-day staff retreat to review its performance and to develop strategies to improve and strengthen performance to enable it to achieve its goals and priorities.
- The Ministry intends to employ a Māori Officer to coordinate the Translation Strategy Plan.

- The Cultural Governance Unit successfully coordinated a staff retreat on 10 June 2022 to review and strategize to mitigate gaps in their services.
- The HoM was nominated as the Vice Chair of the UNESCO Bureau for the online Regional Consultation for Group IV: Asia Pacific Region in January 2022. The online Consultation was held in the lead up to the UNESCO World Conference on Cultural Policies and Sustainable Development – Mondiacult 2022, with a view to shaping a new global agenda for cultural policies. The region shared key trends, issues and priority areas of policy engagement for culture, such as digitalization of resources, protection and promotion of natural and cultural heritage, both tangible and intangible, legal framework to protect cultural properties and cultural rights and strengthening of data and statistics.

EMPLOYEE ENGAGEMENT SURVEY

- Only 30% of employees responded to the EES. A greater response from employees is required to reflect the levels of employee engagement more accurately.

STRUCTURES



- The shift of the House of Ariki appropriation to MOCD from Parliament in FY2022-23 has created its own unique challenges in terms of the requirement for additional resources to ensure that the Ministry can provide adequate and appropriate administrative support to the House of Ariki.
- The Ministry set up the Intellectual Property Office to manage copyright and traditional knowledge mandates.

SYSTEMS



MoCD developed policies and plans to ensure that Government complied with relevant legislation and regulations:

- Online payment system and online judging system completed for Mire Ura and Te Maeva Nui 2022.
- Tauranga Vananga has been included in the Utaina Project which is run and managed by Nga Taonga (NZ). The Ministry has signed a Deposit Agreement with Nga Taonga. This project will enable the digitizing of Cook Islands audio and visual media collections held by Nga Taonga (NZ) – a collection of over 3,000 Cook Islands materials.
- The Copyright and Traditional Policy Consultation Plan has been completed.
- The Minister for Cultural Development endorsed the Pacific Regional Culture Strategy (PRCS) confirmed at the 35th Council of Pacific Arts and Culture Regional Meeting and approved at the 5th Pacific Cultural Ministers Forum. The PRCS had five key priority areas.
 - Priority 1 focuses on the need for national legislation, strategies and policies to amplify the value of culture and heritage.
 - Priority 2 highlights the need to ensure that cultural heritage, arts and languages are protected and thriving.
 - Priority 3 focuses on the need to ensure that culture is treated as an integral component of economic, environmental, social and spiritual wellbeing.
 - Priority 4 emphasises the need to ensure that culture is being advanced in innovative ways for future generations.
 - Priority 5 focuses on the need to ensure that cultural statistics are current, accessible and used for effective decision-making. The roll-out of the PRCS will take place in two five-year cycles. After the first cycle, a mid-term review will take place and the results will inform the second five-year phase, which will end in 2032. This will be followed by the end-of-decade review.
- The Ministry received a grant of US\$99,983 in 2021 to implement the Documentation and inventory of peu karioi (performing arts) in the Cook Islands project. The dates of implementation are from 08/10/21 to 08/04/2023. This eighteen-month project will document and inventory peu karioi

(performing arts) in the Cook Islands. This project has several objectives: (a) to engage community members in documenting their intangible cultural heritage; (b) to enhance the role of the Are Korero (houses of knowledge) as repositories of living heritage; (c) to work with performing arts practitioners and publish relevant resources; (d) to work with educational institutions to accredit practitioners so they can teach performing arts in schools with a set syllabus; and (e) to assist communities in developing standard guidelines to ensure the safeguarding of traditional performing arts and prevent their over-commercialization. The information collected is being stored in a database and the Are Korero will serve as a vehicle to enhance the awareness, transmission and safeguarding of peu karioi.

- Gazetted 307 new Māori words which were also shared on Te Kopapa Reo Māori Facebook page.
- Hosted the Primary School's 'Tangi Kaara' competition held on the 30th of June 2022 with 5 schools competing – Avarua, Nikao, Te Uki Ou, Arorangi and Takitumu.
- Hosted the 'Mire Ura' competition held in May 2022.
- The Ministry filmed the 200-year celebration of the arrival of the London Missionary Society to the Cook Islands – on Aitutaki Island.
- The extraction and listing of artefacts and antiquities from the Heritage Collection Database for the island of Rakahanga with 1 historical site and 3 artefacts. Tongareva with 25 historical sites and 3 artefacts.
- There was an increase of 70 sites to 140 sites of the cultural-historical sites collection database.
- Listed national publications for the islands of: Tongareva, Rakahanga, Aitutaki, Atiu, Mitiaro, Mangaia, Rarotonga.

COMMUNICATIONS

The Ministry has improved its IT Infrastructure to have all cultural events live streamed on social media platforms with worldwide coverage and through the COVID-19 pandemic. It uses its social media sites especially Facebook to promote its work programmes. The challenge with increased use of online platforms is the need to strengthen their online security system.

- Used Facebook to promote traditional medicine techniques and the use of local oils for therapeutic massage purposes.
- The Reo Takanava radio programme has been established by the Kopapa Reo Māori Committee to promote the use of the Māori dialects of the Cook Islands. It is a weekly programme that runs from Monday to Friday. Radio Cook Islands provides six one-minute slots throughout the day. Each day focuses on different types of words or activity, for example: Monday - words, Tuesday – songs, Wednesday – pe'e, Thursday – language skills and Friday – general. Each month is allocated to an island to produce words from their islands. Most of the words are researched by Kopapa Reo but read by speakers from those islands to maintain the correct pronunciation.

STRATEGIC PARTNERSHIPS

- The Ministry continues to collaborate with international partners such as the United Nations Education, Science and Cultural Organisation (UNESCO), and the Government of New Zealand to access resources and support in the areas of capacity building, consultation, equipment and infrastructure.

AUDIT STATUS

The Ministry was still waiting for its 2020/2021 FY audited accounts. Nevertheless, they were expecting a modified audit report due to prior management around VAT and PAYE tax compliance issues. The slow progress in managing the VAT and PAYE components is partly due to the lack of financial capacity across Ministries. MFEM Shared Services is assisting MoCD to manage and address this area. Zero suspension to bulk funding. Participated in virtual workshops on copyright and related rights for performers of South Pacific countries; Copyright for Culture and Tourism meeting; and WIPO meetings.

MARAURAU O TE PAE APII MINISTRY OF EDUCATION

MoE Profile



Secretary:	Ms Danielle Tungane Cochrane
Start date:	13 February 2021 (Second term as HoM)
End date:	13 February 2024
Total FTE staff:	475
Females/Males:	396/99
Outputs/Divisions & Managers:	Learning and Teaching – Mrs Jane Taurarii; Planning & Development – Mrs Ana Roumanu; Human Resources Management - Mr Terry Utanga; ICT: vacant; Finance - Ms Rowena Newbigging; CITTI - Ms Akaiti Maoate
Portfolio Minister:	Hon Mr Mark Brown

The Ministry of Education's (MoE) performance rating is 99% (5) indicating exceptional performance. This rating comprises total scores of 70/70% for its output results and 29/30% for its organisational management. The MoE reported on 17 KD comprising 64 work deliverables and 77 measures. All seventeen KD scored a rating of 3 and above.

The MoEs' current workload is significant, and MoE will be challenged to continue to accord priority to their workforce despite the external challenges such as tight fiscal space and retention and to prioritize on monitoring and evaluation, professional learning, engagement, and education infrastructure.

NATIONAL SUSTAINABLE DEVELOPMENT PLAN

The Ministry contributes directly to 12 of the 16 NSDP goals and rates itself on track for all of these.

- Goal 2: Providing opportunities for second chance learning
- Goal 3: Filtered drinking water stations and water harvesting support
- Goal 7: Health Promotion programmes, participation and support
- Goal 8: Engaging learners in Fees Free and cultural programmes
- Goal 14: Aspiration to develop our (Cook Islands Maori) language

CHALLENGES

The Ministry contributes directly to 12 of the 16 NSDP goals and rates itself on track for all of these.

- Goal 2: Provision of support to the Cook Islands Campus of USP via a dedicated administered payment for delivery of programmes.
- Goal 3: Provision of courses at Tertiary level with a 'sustainable' focus, including delivery of EU-PacT-VET programmes on sustainable energy and climate change. Concepts of sustainability and effective management practices are integrated into all course outlines and content, and most specifically in Trades programmes (sustainable energy) and hospitality (green practices, use of indigenous products and practices).
- Goal 4: Provision of water tanks and water-harvesting infrastructure to schools, notably to those based in our Northern Pa Enua. Installation is often collaboratively achieved alongside ICI and CIIC, depending on their work schedules.
- Goal 5: Enhanced use of online delivery at both secondary and tertiary levels including IT integration programmes with a specific Advisor based at MoE HQ and supporting schools and providers.
- Goal 7: Multi-Agency collaboration with Internal Affairs, Police, Education and TMO concerning health

and wellbeing of children (and families).

- Goal 8: The results for Goal 8 indicators show that it is on track with positive progress towards literacy and numeracy rates for Year 11 students, the NCEA level 1 pass rates and with high ECE enrolment rates. However, the resident population who had vocational or tertiary qualifications is 'off track'. It is important to note that the source of data for this indicator is Census data. Annual tracking of this indicator across both CITTI and USP shows pleasing results as many adult learners engaged in tertiary learning which led to qualifications during the Fees Free initiative.
- Figures show pleasing achievements for NCEA results at all levels (Level 1 +0.4%; Level 2 +3%; Level 3 +1% above target). The increase in achievement at NCEA Level two is very positive.
- Goal 9: Collaboration with the Ministry of Internal Affairs on Youth and Gender issues (including youth driven programmes) and Youth at Risk programmes (which is managed through a Multi-Agency Group for Youth).
- Goal 10: Ongoing collaboration with MoA and TMO for school gardens, including support from NGO's – TIS and KOTO.
- Goal 11: Biodiversity programmes in primary and secondary education.
- Goal 12: Increased collaboration with NGO's in delivering messages of sustainable development (TIS, KOTO, and the Cook Islands Voyaging Society).
- Goal 13: Ongoing policy and guideline review with EMCI, OPM and OPSC to improve and strengthen disaster risk management (DRM) response to schools and providers, and significantly for school communities in the Pa Enea.
- Goal 14: Facilitates access to UNESCO funding for cultural activities through the Bienial Participation Programme.

CHALLENGES

The Education Master Plan will end in 2023. The Ministry will have a huge task preparing the new Education Master Plan (EMP) which will require visionary leadership, planning, and co-ordination, including extensive stakeholder engagement and capacity assessment.

The progress results for Māori Literacy reported are under target: Year 4: 69% (2020 Year 4, 62%); Year 8: 53% (2020 Year 8, 46%); Year 11 (NCEA L1): 88% (2020 Year 11, 90%). However, the Ministry is acknowledged for the considerable investment put in place to improve the assessment tool. This should begin showing improvements in 1-2 years.

- USP Cook Islands confirmed that Māori papers could only contribute to the Bachelor of Education (Secondary) degree, if Māori is one of the chosen teaching subjects.

Vacancies are advertised in the local media including across the [cookislands.gov.ck](https://www.cookislands.gov.ck) platform, online and in overseas publications, including subject associations and networks. Short term relief staff and other staff in the Ministry and schools with the required background and experience are identified and used as resource personnel to cover vacant positions. Learning & Teaching Advisors are often pulled into schools to teach as a short-term vacancy filler. Work-plans across MoE HQ are from time to time reconsidered so that key responsibilities and deliverables are covered. Trainee teachers completing their final year are earmarked for schools but participate in the recruitment process for experience and will undergo the selection and appointments process (potentially six graduates pending for 2022).

Most positions are within the expected job bands. A large majority of positions, however, were sized at a lower than expected bands and the Ministry will continue to work with OPSC through the job sizing exercise to ensure their positions, notably those within our schools, are banded to the appropriate level.

There were two secondary teaching vacancies older than 6 months, one in the Pa Enea - Secondary English at Apia Niua and one position at Titikaveka College - Visual Arts with Technology. Both are hard to fill but are being managed internally with staff. Internal cover is not a sustainable solution so the Ministry will continue to advertise but also hold conversations with Principals on providing other subject choices.

The Ministry continued to experience difficulty in recruiting Learning and Teaching Advisors in English (Secondary) and Health and Physical Education. The priority is to ensure school teaching positions are filled. The Ministry had planned to re-advertise the ITC Director position in the second half year.

KEY LEGISLATION

- The MoE is responsible for administering a legislative framework and legal mandate which includes the following legislation:
- Education Act 2012

ACHIEVEMENTS UNDER THE COOK ISLANDS GOVERNMENT PUBLIC SECTOR STRATEGY 2016-2025

PEOPLE



Staff intentions are gathered in July of every year to identify changes in staffing for the next calendar year due to contracts ending, retirement or naturally occurring movements.

- Advertising campaigns follow to recruit for these identified positions.
- The Concurrent Teacher Training Programme is in place and designed to assist those with partial qualifications to enter the teaching workforce.
- Discussions with USP continue regarding the regular delivery of Education papers. This will, provide more opportunity for teachers needing final papers to complete degrees and gives more of a sustained domestic option for those wishing to undertake Education studies in the Cook Islands.
- The recruitment of and placement of additional teachers in schools are based on roll projections.

Through the performance management system and regional/global education network, professional development and training goals are identified and supported. With online communications being utilized regularly, more staff and teachers have been exposed to quality development through Webinars and consultations they wouldn't normally participate in if sending someone away.

Regular Performance Development Plans are updated with schools as needs arise and shared with their Human Resources Management team.

- Participation in face-to-face workshops has been limited with the impact of COVID but these opportunities are beginning to improve with staff travelling to Rarotonga for development and Advisors visiting the Pa Enua to deliver training.
- All teachers without their first degree have an Individualized Education Plan (IEP) for qualification upgrade and this is monitored and supported by HRM.
- All CITTI tutors without appropriate adult education qualifications enroll in the Certificate in Adult Education and are supported by an in-house tutor development programme.
- Eight teachers successfully graduated at the USP 2021 Graduation: 3 with a Diploma and 5 with a Certificate in Vernacular Languages (Māori).

The COVID-19 restricted some support opportunities to scholarship students, however, the Ministry maintained regular contracts and pastoral care support via phone and social media. A short visit was made possible to Otago University where COVID-19 cases were low.

- The successful delivery of the Careers Expo for senior students on Rarotonga with 29 booths and commended on the ongoing strong support for students to access quality careers education programmes.
- The successful impact of the Fees Free Initiative saw 80 FTE tertiary education enrolments.
- The 2022 Te Reinga Akataunga'anga application process with the awarding of 12 Study Starter Packs; 6 international full scholarships; 3 domestic full scholarships; 8 study grant in-country awards and the Returning Student Grant scheme awarded to 8 graduates working in-country.
- Continued to provide and implement sound support initiatives for the upskilling of Teacher Aides in Rarotonga and the Pa Enua schools.

EMPLOYEE ENGAGEMENT SURVEY

- The Employee Health and Wellbeing Survey highlighted communication as an area for management to consider communication training for the management team to help improve these vital communication skills and lift the level of engagement between staff and management. The ongoing challenge to fill vacant positions, especially within the HQ, places more pressure on the current staff. There were 74 Responses received for Education from HQ, CITTI and public schools (337).

STRUCTURES



The Ministry has refreshed its Organisation Structure. It is not a change in structure but provides relevant information and clarity about the core business of the Ministry. The Ministry recognizes that its structure differs from other Agencies because the Ministry is uniquely structured in the Cook Islands as well as within the region, but the structure reflects the Ministry's needs and context accurately.

- The MOE workforce and functions are diverse therefore the 'new' MOE structure shows clarity between MOE core functions and the Ministry's stakeholders involved in education. The workforce in the education sector is fluid and is dependent on student intakes and courses offered therefore employee numbers will fluctuate.
- The MOE outputs include the following: National Office (Learning & Teaching, Planning & Development, Human Resources Management, Financial Management, and Information & Technology); Cook Islands Trade & Technical Institute (CITTI) – Learning & Development, Quality Assurance & Administration; and Schools (Primary, Secondary, and Private).

National Office: Not all positions will be filled at any one time. Some Learning and Teaching Curriculum Advisor positions will be required when a subject curriculum review is scheduled or when the learning and development needs of the schools and providers change. Likewise, Teacher Trainee and IT Intern positions may not always be filled and based on their collective education needs.

CITTI: Tutor positions are fulltime or part time. Courses are set based on the vocational curriculum (accredited and non-accredited courses), Government mandates that may apply (fees free) and interest in continuing education courses, including the Pa Enua.

Schools:

- Student and employee information has been generated from the latest school return (Term 3) and schools are categorised accordingly.
- Teachers and ECE Teacher Aide totals depend on the school roll with teacher aides (Learner support) being employed depending on the needs of inclusive education students or groups of students. There is an increasing number of inclusive education Teacher Aides that have an impact on school staff numbers.
- Private schools are partially funded by Government under Administered Payment, by contributing personnel and operating funds. Lucky School on Palmerston is governed and funded solely by the Island Administration.

Intrinsic throughout its OS – both in Headquarters and with schools and providers:

- In schools - Deputy and Associate Principals roles exist to take on Principal responsibilities during periods of Acting capacity. In larger schools, senior teachers become HoD's and Syndicate Leaders. Those with additional responsibilities are given financial management units (\$1500 each) to support and recognize their contribution to the profession.
- In the Ministry's Headquarters - Senior Line Managers and senior staff are trained to take on management responsibilities in the absence of Directors, giving them experience in this role if they wish to step up. Delegation is widely respected within the MoE allowing many to contribute to the overall work of the Ministry.
- Confirmation of a Cook Islands-based consultant to drive the internal and external consultation and initial drafting of the Tertiary Strategy.

SYSTEMS

MoE has systems in place to ensure consistency and accuracy in how work is done. ICT support to schools and providers continues to function well. The misuse of IT is monitored regularly and purchasing, and replacement plans are in place.

- The Ministry continues to deliver a non-core function which is to serve as the Secretariat and member of the National Commission of UNESCO.
- A progress report on the current Education Master Plan (EMP) is expected to be completed before December 2021 and will inform the new EMP. This EMP will also inform the Ministry's Business Plan for the next FY.
- 70% of public schools had their accounts audited for the 2020 calendar year and 80% have submitted accounts for this calendar year; 63% of private schools submitted accounts for the 2020 calendar year. MoE continues to monitor this requirement from schools.

COMMUNICATIONS

The Ministry has a Communication Strategy that includes the following modalities of engaging with the public: newsletters, media releases, Facebook page (MoE and UNESCO). The Ministry also attends a wide range of NGO meetings and school community stakeholder groups.

Their Parent Teacher School Associations (PTA) are their most strategic public stakeholders and contribute to quality assurance processes of all schools. Regular School Committee training and engagement opportunities are delivered by the Ministry.

The ITC Division of the Ministry completed a state-of-the-art ITC infrastructure during this period to provide support to schools and providers.

STRATEGIC PARTNERSHIPS/DONOR AGENCIES

There is ongoing collaboration with the Development Co-ordination Division (DCD) on the Core Sector Support programme received from New Zealand and ADB on the WASH (Water, Sanitation and Hygiene) programme in schools. No other donor partnerships exist apart from funds received under the Participation Programme of UNESCO.

Engagement with the Cook Islands Diaspora includes: an active and current social media profile, annual recruitment campaign to Auckland, collaboration with regional and international agencies (NZQA, NCEA review) and the promotion of the Cook Islands scholarship programme to eligible recipients.

The Ministry continues to have significant engagement with agencies in the sector and those contributing to the sector: TMO, INTAFF, Police, National Youth Council, Red Cross, Cook Islands Family Welfare Association (CIFWA), MoJ, CITC, MoCD, Industry Groups e.g., Tourism Council, Chefs Association, Tertiary Education Committee.

AUDIT STATUS

MoE received an unmodified audit report.

MINISTRY OF FINANCE AND ECONOMIC MANAGEMENT TE TANGO AKATEREANGA MONI Ō TE IPUKAREA

MFEM Profile



End date:	Mr Garth Henderson
Total FTE staff:	3 June 2022 (Third term as HoM)
Females/Males:	3 June 2025
Outputs/Divisions & Managers:	141
Portfolio Minister:	100/41
	Output 1: Economic Planning – Dr Pim Borren; Output 2: Finance Management – Mr Teu Teulilo; Output 3: Revenue Management – Mr Xavier Mitchell; Output 4: Cook Islands Statistics Office – Mrs Taggy Tangimetua; Output 5: Development Coordination Division – Mr Mani Mate; Output 6: Major Projects Procurement Support – Mrs Angelia Tangapiri; Output 7: Office of the Financial Secretary
	Hon Mr Mark Brown

The Ministry's overall performance was 95% (5) indicating exceptional performance. This rating comprises total scores of 67/70% for its output results and 27.5/30% for its organisational management. Across its seven outputs, there were a total of 36 KDs of which 34 were achieved. Of these, two KDs (6%) demonstrated exceptional performance; 12 (38%) had above average performance; and 20 (59%) met performance expectations.

From the time COVID-19 began to cast a shadow on the Cook Islands economy, the Ministry has reflected favourably on its ability to effectively manage its core functions and the additional workload caused by the pandemic. These additional requirements have resulted in staff including the Financial Secretary working extended hours and times to suit overseas time zones (when engaging with external partners based outside the Cook Islands). MFEM's adaptability came to the fore in the preparation of the Economic Response Plan (ERP) and the budget. In exceptional circumstances and tight timeframes, they have stepped up to meet the challenges in all aspects, exceeding expectations.

NATIONAL SUSTAINABLE DEVELOPMENT PLAN

The Ministry reported extensively on its achievements and contributions towards all 16 NSDP goals with targeted initiatives implemented and achieved for each. Of note, for which MFEM should be commended, are some of their significant achievements which have included:

- Goal 1: The delivery of the Economic Recovery Roadmap has had a positive impact on businesses and employees with \$42m distributed through continued ERP measures.
- Goal 2: The Smart Economy and Agritech grants programmes continued to provide business support for new initiatives. The Smart Economy programme was to support businesses to move into the digital economy by encouraging the use of technology to increase productivity and efficiency. The Agritech programme aimed to foster innovation by encouraging the development and adoption of more innovative and productive technologies across the agricultural supply chain.
- Goal 3: Discussions with ICI on the Advanced Recovery and Disposal Fee Policy 2021 have been recommenced after being interrupted by COVID-19.
- Goal 4: Te Mato Vai Project was eventually closed off with handover to To Tatou Vai, following delayed meeting of deadline due to the one remaining defect liability.

- Goal 5: Roll out the Tarai Vaka Process (TVP) Activity Management Cycle.
- Goal 6: Managing and coordinating the domestic shipping subsidy. Over the last 12 months, there has been a significant increase in demand for passenger carriages. We are currently in the progress of discussing the provision of a ship from Japan.
- Goal 7: Managed the COVID-19 Medical Response Fund (administered fund) over the last 12 months.
- Goal 8: Promote personal development and training opportunities. Increased online training for up-skilling.
- Goal 11: Te Mato Vai Project has been closed off. Playing a significant role in the Mei Te Vai Ki Te Vai Sanitation Project.
- Goal 12: Actively engaged with Green Climate Fund to build the capacity of the Cook Islands to implement climate adaptation projects. DCD is also the National Executing Entity of the regional Climate Information and Services project funded by GCF.
- Goal 14: Translation of formal documents from English to Māori. Early efforts are simple translations of the budget guide, tax information guides, RMD Code of Conduct, RMD outreach training material, and the Strategic Plan.
- Goal 15: Implementing increased public awareness through effective communication media.
- Goal 16: Strong financial support to other agencies with procurement and investigative work.

CHALLENGES

MFEM has experienced one of the most challenging years, with additional work taken on by the Divisions over and above business as usual, which has significantly impacted all the Divisions.

MFEM has continued to experience MFEM-wide staff shortages exacerbated by COVID-19 which have created several recruitment challenges. Aligning high salary and market expectations with the current remuneration structure in the Cook Islands to fund appointments is a matter that requires innovative solutions. An extensive recruitment programme is underway to include the Philippines and Fiji markets, which have similar remuneration expectations compared to the Cook Islands. Some of the challenges highlighted by MFEM in its annual report included:

- The Revenue Policy work was deferred due to COVID-19 - response work.
- The Public Financial Management Bill development was put on hold.
- Providing economic advice across Government was particularly difficult in the current resource-constrained and dynamic environment created by COVID-19.
- Teething issues were experienced with reporting in the Financial Management Information System (FMIS).
- ERP and ERR tasks were prioritised over normal daily tasks creating significant additional work for Inland Revenue.
- The project (ASYCUDA World) created a significant amount of additional work for all Customs staff.
- The COVID-19 measures at the borders impacted the passenger flow.
- Some Pa Enua taxpayers do not understand VAT and how it applies, so significant additional administrative support and advice were provided.
- The ODA Policy Review is re-programmed to be completed in the upcoming FY 2022/23.

KEY LEGISLATION

The MFEM is responsible for administering a legislative framework and legal mandate which includes the following legislation:

- | | |
|--|---|
| • Appropriation Act 2016-2021 and its Amendments | • Customs Revenue Border Protection Act 2012 |
| • Competition and Regulatory Authority Act 2019 | • Customs Tariffs Act 2012 |
| • Control of Prices Amendment Act 2019 | • Departure Tax Act 2012 and its Amendments |
| • Cook Islands Loan Repayment Fund Act 2014 | • Financial Institutions (Provision of Customer Information) 2013 |
| • Customs Legislation Act 2020 | |

ACHIEVEMENTS UNDER THE COOK ISLANDS GOVERNMENT PUBLIC SECTOR STRATEGY 2016-2025

PEOPLE



MFEM has completed a new Workforce Plan framework and the redevelopment and implementation are scheduled to take place in 2022. An MFEM Workforce Dashboard has been developed and implemented, which shows the current state. The future state is being defined as part of the redevelopment, and the end product will be produced into a video that can be used for inductions, career development, recruitment drives, and local and overseas career expos.

MFEM has developed and implemented a Learning and Development platform within the One-Stop Shop which hyperlinks to several international organisations that provide relevant learning opportunities and information. The platform also contains YouTube videos on key topics. MFEM has also developed a Learning and Development Plan / Guide accessible by all staff through the One-Stop Shop.

MFEM has included a section on Leadership Development in its new MFEM Learning and Development Plan / Guide. Further embedding work is being undertaken with MFEM people leaders. This is an area where they are building their leadership capacity through informal training with their emerging leaders.

- As of 8 April 2022, MFEM had 81 vacancies, of which approximately 40 of those vacancies were over six months. This was due to Cook Islands border closures during COVID-19, which affected airport casual positions within the Customs Office.
- MFEM also carried vacancies within each of the Divisions of MFEM due to issues relating to skilled staff shortages. The challenge faced by MFEM was the impossible recruitment from overseas due to borders being closed.
- Recruitment of all Customs Office vacancies has been implemented since international aircraft have been allowed to carry passengers' post-COVID-19.
- All other Divisional recruitment is underway now that borders are opening.
- MFEM reported that a total of 43 staff are undertaking studies this FY.
- The Development Coordination Division completed 100% (6/6) training modules within MFEM and 10 potential Executing Entities for the Green Climate Fund. All training workshops were fully delivered by May 2022.
- A total of 18 internal promotions were made this FY, with the highest being made in RMD with 11.

During COVID-19, several senior staff were seconded to assist critical areas across the Government with technical support.

- DCD, Treasury, and MPPS provided basic training and support across the Agencies to address capacity and capability gaps.
- EPD: Informal training for staff through mentoring and feedback. Success is measured through demonstrated improvement in leadership performance.
- RMD: 4 x RMD and 3 x Customs staff, and 1 x Inland Revenue staff undertaking Leadership Programme online from the UK. A positive result with staff stepping up to acting managerial positions to cover senior staff whilst they were seconded to the ASYCUDA world project team.
- CISO: The Director was undertaking one-on-one leadership training, coaching and mentoring with senior staff in readiness for promotion into her position once she retires.
- DCD: The Cook Islands is one of the first countries in the region to attain accreditation to the Adaptation Fund (AF) and Green Climate Fund (GCF). Other countries in the region have reached out to DCD to tap its experience working through accreditation and readiness applications. MFEM's accreditation to GCF, DCD supported the Bank of the Cook Islands to attain Delivery Partner Status with GCF and support their accreditation application.

EMPLOYEE ENGAGEMENT SURVEY

- Seventy-eight (78) employees completed the Health and Wellbeing Survey. The MFEM was one of the top six Ministries with a high number of employee participation in the EES. The following is a snapshot of some of the survey results.
- Communications: A good proportion of employees, 66%, feel their ideas are heard the majority of the time in the workplace. This is a good result. However, there is a small portion that do not agree with that view. Several positive comments indicated that employees were listened to, that management had implemented open lines of communication, including weekly meetings, and that this type of work environment led to greater collaboration and teamwork. Some negative commentary showed that while ideas were often listened to, none or very little action was taken by management to implement ideas or provide feedback on why they could not be other than budget restraints.
- Workload and motivation: 70% selected that they've never, rarely, or occasionally thought about leaving the Ministry in the last 12 months. 30% of respondents selected that they frequently and always thought about leaving. Some reasons were retirement, personal reasons, or career opportunities. Some of the more negative reasons like lack of strong leadership, communication recognition, respect, and poor remuneration as reasons why they have considered leaving.
- The Ministry also gauges the views of employees through Team meetings, one-on-ones, and workshops. Involvement of staff in new initiatives by applying a consultation process, asking them to participate in surveys, provide peer review and feedback. Staff also undertake user testing for all new initiatives and products produced to ensure they fit for purpose.

STRUCTURES



- MFEM has an approved organisational structure.
- The new structure for the Major Projects Procurement Support Division was approved during the FY (20th April 2022).
- RMD implemented a new functionally based organisational structure. With recruitments of three Customs Officers, a Legal Counsel, Senior Legal Counsel, two Tax Advisory and Education Officers, a Human Resources Manager, and three Processing Officers.

SYSTEMS

MFEM has in place systems to ensure consistency and accuracy in how work is done as well as corresponding policies and plans to ensure that Government complied with relevant legislation and regulations.

- Completed the PEFA Roadmap with PFTAC to identify priority areas for Government and MFEM that are incorporated into MFEM's Strategic Plan.
- Economic Planning Division established a Monitoring and Evaluation plan.
- Treasury Management Division are managing an effective and efficient helpdesk Support system – for IT/FMIS.
- FMIS implementation delivered 100% of the planned Agency deployment in FY22.
- The Ministry is managing the efficient management and delivery of the following public funds activities:
 - Crown Cashflow and Reserves Management (CCR).
 - Effective Foreign Currency Management (FCM).
 - Loan Repayment Fund (LRF) Management.
 - Maintain Stock of Cook Islands Currency (CIC).
- Treasury Management is managing an effective and efficient Shared Services (SS) provided to all Government agencies, as well as payroll functions to all Government Agencies (all employees are paid on time) and aiding Pa Enua reporting.
- Completion of the annual risk assessment in July 2021 by the Treasury Management Division, forming the internal Audit Plan for 2022.
- The Revenue Management Division is continuing to improve efficiency in collecting taxes. A total of 30,891 tax returns were filed, where 19,604, or 63%, of these were filed electronically. A further 9% increase in comparison to 2020/21.
- The implementation of a new customs system called ASYCUDA World. This went live on 1 July 2022. Implementing this new system will result in 100% of import entries being submitted and processed online via the new customs system, ASYCUDA World.
- The effective facilitation of goods and people movement at the aviation and maritime borders. A total of 310 passenger crafts were cleared through Immigration. 52% of passengers at the airport complete necessary border requirements and obligations within 45 minutes. An 11% increase in comparison to 2020/21.
- The Cook Islands National Statistics Office (CISO) documented and finalized the Population and Agriculture Census programme and the questionnaire in July 2021.
- CISO completed the Population and Dwelling Census fieldwork.
- CISO secured technical support from STATS NZ and the Secretariat of the Pacific Community (SPC) to carry out special analyses like the Labour Force analysis, Demographic analysis, and Gender profile.
- Successfully conducted and completed Round 4 of the COVID-19 Socio-Economic Rapid Assessment Survey using Computer Assisted Personal Interview (CAPI) on tablet and Computer Assisted Telephone Interview (CATI) on phone and tablet. This is the first time CISO has conducted such a longitudinal survey.
- The Development Coordination Division (DCD) completed the Grievance Redress Mechanism Policy and Guidelines.
- There was effective and efficient implementation of procurement activities by the Major Projects and Planning Division (MPPS) as measured against the Government Financial Policies and Procedures Manual.
- Completed the Te Tarai Vaka Policy annual document and process review and the draft was circulated for stakeholder feedback with nine formal TVP training sessions held this FY.
- MPPS facilitated and supported Implementing Agencies to progress with the successful completion of Renewable Energy Project and Governance Policy:

- o Stocktake Review completed.
- o Investment plan completed.
- o Extension and funding approved by GCF to EOY 2022 to support covenant obligations.
- Effective and efficient implementation of domestic shipping roadmap:
 - o Annual review of shipping subsidy completed to a high standard.
 - o Completed a total of eleven subsidized voyages this FY. Exceeding the target measure of 6 planned voyages.
 - o Shipping Data was collected and recorded:
 - o Any damaged goods due to handling must be replaced within 24 hours. Vessel owners have managed to replace them within an hour.
 - o Maximum tonnage capacity is 163 for one vessel, the other is 499 GT, and goods delivered meet tonnage capacity each time.
- Effective oversight and management of the New Zealand Infrastructure Fund:
 - o Consistently provide services to the Committee during the FY.
 - o Submitted ITF funds project updates on time.

COMMUNICATIONS

The MFEM were very active in communicating with the public and stakeholders. A total of 20 Media releases, 143 Facebook posts, and 15 TV interviews were undertaken by the Financial Secretary's Office alone since 1 July 2021. This media coverage includes the Cook Islands TV and Cook Islands News interviews, international media interviews, official Media Releases, social media (Facebook and Website), and All Government Users' emails.

- The Revenue Management Division (RMD) completed Tax outreach activities with a total of 824 tax outreach activities completed. This significantly exceeded the target of 300 activities by 275%.
- RMD were efficiently meeting recognized international tax standards and maintaining international relationships through the exchange of information responded to within 90 days for ad hoc exchanges and by September for automatic exchanges.
- CISO secured full support from SPC in developing a new stand-alone website for the Cook Islands Statistics Office.

STRATEGIC PARTNERSHIPS

The Ministry recognizes the importance of maintaining effective relationships with strategic partners, including donors.

The Financial Secretary is a highly active participant on various Boards and Committees with 100% attendance at the Central Agencies Committee, Infrastructure Committee, Anti-Corruption Committee (Appointed Chairperson to the Committee in November 2021 and Cook Islands National Superannuation Fund. New Board and Committee involvement includes the Regional COVID-19 Economic Recovery Taskforce (PIFS); the Regional Disaster Risk Financing Taskforce, Pacific Resilience Fund (PRF) Chairperson of the Technical Working Group; Pacific Financial Technical Assistance Centre (PFTAC) Steering Committee meetings; the Pacific Catastrophic Risk Insurance Company (PCRIC) Council, Asian Development Bank (ADB) and Asian Infrastructure Investment Bank (AIIB) Governor's meetings. The Secretary's involvement is via conference calls, face-to-face meetings, and zoom meetings.

- The Cook Islands is one of the first countries in the region to attain accreditation to the Adaptation Fund (AF) and Green Climate Fund (GCF). Other countries in the region have reached out to DCD to tap its experience working through accreditation and readiness applications. MFEM's accreditation to GCF, DCD supported the Bank of the Cook Islands to attain Delivery Partner Status with GCF and support their accreditation application.
- Timely submission by the Development Coordination Division (DCD) of Overseas Development Assistance (ODA) quarterly reports – to key ODA partners (United Nations Environmental Programme (UNEP) and United Nations Development Programme (UNDP).
- Completed and submitted the ODA consolidated financial statements for FY 2019/20 and FY 2020/21 to MFEM Crown Accounts respectively. This has brought DCD/ODA's financial reporting to Crown up to date.
- Submitted the Annual and project progress reports to Development Partners as per Grant Funding Agreements:
 - o Annual report to UNDP (Grant Funding Agreement).
 - o Progress reports to NZ on Economic Recovery support funding. (December 2021, January 2022, and March 2022).
 - o Report and Financial Audit for the Asia Pacific Disaster Relief Fund Project submitted to ADB.
 - o Annual progress report for Core Sector Support, NZ.
- 100% of available funding committed with 5 projects completed and 10 projects under implementation. This has exceeded the stated target of 50%.
- Effective and efficient engagement of the Adaptation Fund (AF) to access climate financing. All project activities as part of the COVID-19 blanket were implemented, and the project is now in the close-out phase.
- DCD submitted to the GCF the SAP (Simplified Approval Process) Concept Note for the Coastal Marine Sector.

AUDIT STATUS

MMFEM was issued a disclaimer for 2020FY. Areas of concern were with the management control environment, financial information, supporting systems, and controls.

MFEM reported that they have worked closely with the Audit Office to resolve many of the issues raised in the Management Report for FY2019. The FY2020 Audit has taken a long time to complete due mainly to the introduction of the consolidated FMIS system where MFEM was the first Agency deployed. The latest discussions with Audit on the FY2020 audit report, MFEM accounts will be issued a disclaimer audit opinion. This is due to the complexity of the FMIS and the reporting compliance of the system. MFEM has since repurposed its resourcing to focus purely on reporting and compliance to resume unqualified reporting for FY2021. This is planned to be completed in the first half of FY2023.

TE KAUNO TUTARA E TE MANA TIAKI MINISTRY OF FOREIGN AFFAIRS AND IMMIGRATION

MFAI Profile



Secretary:	Mrs Tapaeru Herrmann
Start date:	1 July 2021 (Third term as HoM)
End date:	30 June 2024
Total FTE staff:	31
Females/Males:	18/13
Outputs/Divisions & Managers:	Output 1: Pacific & Regional Affairs– Antonina Browne; Output 2: International Affairs & Trade – Mrs Karopaerangi Ngatoko; Output 3: United Nations & International Treaties – Mr Joshua Mitchell; Output 4: Immigration Service – Ms Kairangi Samuela; Output 5: Corporate Services – Mrs Nga Kamana
Portfolio Minister:	Hon Mr Mark Brown

The Ministry's performance within this reporting period has been above average, with an overall score of 84% (3). This rating comprises total scores of 55/70% for its output results and 28.5/30% for its organisational management.

The Ministry performed above average across its Outputs, despite a challenging and extremely heavy workload arising from the impact of the COVID-19 pandemic, a shortage of staff and despite there being factors that impeded the implementation of work programmes. Across its five outputs, MFAI had a total of 22 Key Deliverables (KDs) of which 19 were achieved, with three of these rated a 5 (exceptional performance), eight deliverables rated a 4 (above average performance), eight deliverables rated a 3 (meets expectations) and three rated 2 (in development).

NATIONAL SUSTAINABLE DEVELOPMENT PLAN

The Ministry reported on its contributions towards some of the 16 NSDP goals as follows:

- Goal 1: Improve welfare and reduce inequity and economic hardship – this was reported as being On Track, whereby, MFAI were recalibrating the Cook Islands - New Zealand relationship to achieve a recovery package in response to COVID19. They led the efforts to secure an additional \$40 million from NZ towards CKI COVID-19 economic recovery initiatives; secured flights re-opening to French Polynesia and secured \$3.8 million through the UNSDG Programme for COVID-19 recovery.
- Goal 2: Expand economic opportunities, improve economic resilience, and productive employment to ensure decent work for all - this was reported as being On Track. Refer to the above.
 - o Advanced implementation of PACER Plus initiatives.
 - o Supported delivery of the Australian Government's envelope for COVID-19 recovery.
 - o They negotiated and operationalized Air New Zealand flights for Fiji migrant workers and secured expedited processing of transit visas for migrant workers originating from Fiji, Indonesia and beyond. Continued to apply flexibility and expedited processing to migrant worker transferability between employers.
- Goal 3: this was reported as being On Track. Continued to work closely with ICI, SPREP and the Government of Japan to ensure CKI adherence to responsible management and solid hazardous waste within the CKI and where relevant within the Pacific region (including taking a proactive approach to Japan's release of nuclear wastewater into the Pacific oceans).
- Goal 4: this was reported as being On Track. Continued to support MFEM and ICI leadership of Te

Mato Vai engagements with New Zealand and China and consideration of possible Australia support toward forward sanitation forward aspirations.

- Goal 5: this was reported as being On Track. Continued to co-lead with MFEM on securing additional financing from New Zealand, Australia, Japan and other partners toward the CKI priorities for infrastructure and ICT initiatives.
- Goal 6: this was reported as being On Track.
 - Were leading negotiations of Air Service Agreement with French Polynesia/France.
 - Continued to lead CKI participation in various regional and international transport fora with Singapore Aviation and IATA and SPC.
 - In the energy space, continue to encourage NZ financial investment in renewable energy initiatives including replacement of solar batteries for the Northern Cook Islands.
- Goal 7: Improve health and promote healthy lifestyles – this was reported as being On Track.
 - Secured dedicated health and welfare support offices within the NZ Ministry of Social Development to support CKI health referral patients needing to remain in NZ for health treatment.
 - Negotiated and secured 3.8 million dollars from NZ to support Polynesian Health Corridor Health initiative and preferential access to NZ vaccine supply.
 - The Ministry has been instrumental in facilitating dialogue with NZ and related UN agencies related to COVID-19 responses.
- Goal 8: this was reported as being On Track.
 - MFAI through its responsibility as Chair for SIDS at UNESCO, the CKI Ambassador to UNESCO continues to champion CKI and Pacific responsibilities for noting by UNESCO.
 - MFAI continue to work with USP Rarotonga to ensure fit for purpose and alignment with national priorities program offering by USP including through the Confucius Centre and the CKI India Technology Hub.
- Goal 9: this was reported as being On Track. Through Conventions such as CEDAW, MFAI continues to support the Ministry of Health and NGO stakeholders report on CKI obligations as they relate to international human rights treaties.
- Goal 10: this was reported as being On Track. MFAI continue to proactively seek technical and financial assistance from international partners like FAO, WHO and bilateral partners like India, PRC, Korea, Australia and New Zealand to support agriculture and food security priorities as determined by MOA, TMO and other national entities.
- Goal 11: this was reported as being On Track. Through its ongoing engagement with SPC, FFA, SPREP and other regional and multilateral bodies, MFAI works to avail technical assistance as might be requested by domestic stakeholders and to defend and protect the biodiversity interests of the CKI in international organizations like the United Nations on matters such as Marine Biodiversity of Areas Beyond National Jurisdiction (BBNJ).
- Goal 12: this was reported as being On Track. MFAI continues to lead strongly on behalf of Government on all Oceans matters requiring international engagement. A highlight during this period is MFAI leadership to the inaugural UN Oceans Summit in Lisbon and promoted national interests around deep sea minerals in both the 2022 PIFS Communique and Oceans Blue Strategy.
- Goal 13: this was reported as being On Track.
 - MFAI continued to advocate in all regional and multilateral fora for better access for Pacific Island Countries to climate finance.
 - MFAI continue to call for the capitalization of the Pacific Resilience Facility (PRF) and initiative that has the potential to deliver significant and timely climate financing and the Pacific. The PRF was established by the Pacific Islands forum and has a goal of US\$1.5billion.
- Goal 14: this was reported as being On Track.
 - MFAI continue to uphold the CKI heritage and culture in its manner of engagement with international partners and in international arrangements and agreements it negotiates and the CKI signs onto. The two most recent is the 'Oa Tumanava Partnership Agreement with Australia and NZ Vaka Purua Statement of Partnership Agreement.

- o The programmes developed by MFAI for visiting dignitaries accommodates and give prominence to CKI cultural values and norms. It includes engagement with Ui Ariki.
- o It has become common practice for both PM as Minister of MFAI and Secretary of MFAI to include traditional chants as part of public speeches and in engagement with international partners.
- Goal 15: this was reported as being On Track.
 - o MFAI continues to be guided by its Diaspora Engagement Strategy, to cultivate meaningful and diverse relations with diaspora across the world.
 - o MFAI also take a proactive approach to direct engagement with migrant communities and have cultivated beneficial working relationships with community leaders for Fiji, Philippines and Indonesia migrant communities.
- Goal 16: this was reported as being On Track.
 - o In its international engagements, MFAI endeavours to consult widely pre-international engagements and to report through media releases post-international engagements. MFAI cultivates a transparent relationship with domestic and international media although given the confidential nature of significant parts of MFAI business it does come under periodic criticism by media.
 - o The elevation of MFAI media platforms (website, FB, LinkedIn, twitter) this year has supported MFAI deliver heightened transparency to the CKI public and to our international audience.

CHALLENGES

- Investing in HR is a task that needs to be prioritized because it gives the Ministry the control and peace of mind required to succeed in a now rapidly changing environment with ever-expanding responsibilities and priorities incurred by the pandemic and global events.
- Areas related to security are driven by expansion beyond traditional security considerations, such as human security, economic security, humanitarian assistance, environmental security, cyber security, transnational crime, and regional cooperation to build resilience to disasters and climate change. Given limited capacity, it is difficult to continuously track developments in these areas.
- The delay in the signing of a new agreement - the Samoa Agreement - due to COVID-19. It is envisaged the new agreement will be signed in Q3-4 2022. The special relation that the seventy-nine member States of the Organisation of the African, Caribbean and Pacific States (OACPS) share with the European Union, governed by Cotonou Partnership Agreement will be replaced with the SAMOA Agreement. The Pact was initialled in April 2021.
- Due to borders being closed because of COVID-19, many development partners did not offer their normal training and development programmes. Some courses were offered through online platforms however the time zones for these courses did not correspond with local time.
- When it was initially deployed onto FMIS like most Ministries, MFAI struggled as it also continues to secure necessary financial management expertise because its remuneration rates are non-competitive. The absence of deployment personnel dedicated to MFAI with necessary experience and expertise to compensate the shortcoming of FMIS capabilities, should be addressed by MFEM as a matter of priority.

KEY LEGISLATION

The MFEM is responsible for administering a legislative framework and legal mandate which includes the following legislation:

- | | |
|--|--|
| • New Zealand Representative Act 1980 | • Red Cross Society Act 2002 |
| • Crimes (Internationally Protected Persons and Hostages) Act 1982 | • Geneva Conventions and Additional Protocols 2002 |
| • Foreign Affairs Act 1984 | • Chemical Weapons (Prohibition) Act 2007 |
| • Entry, Residence and Departure Act and its Amendments | • Anti-Personnel Mines Act 2007 |
| • United Nations (Security Council Resolutions) Act 2003 | • Nuclear-Test-Ban Act 2007 |
| | • Cook Islands Immigration Act 202 |

ACHIEVEMENTS UNDER THE COOK ISLANDS GOVERNMENT PUBLIC SECTOR STRATEGY 2016-2025

PEOPLE



The Ministry reports that there is no actual Workforce Plan, however, MFAI teams (Foreign Service team, Immigration, CSD and Post) have been guided by their work programmes and the MFAI Statement of Strategic Intent (that focuses on four pillars – security, prosperity, leadership, innovation) and have worked collaboratively through structured team meetings. It is envisaged that the Ministry at the time would recruit for someone with HR expertise to enable them to manage workforce planning.

The increased workload has come at a very high cost to senior staff health and wellbeing and retention risk continue to be significant. It is imperative for MFAI that Government continues the phasing in of the remuneration adjustment particularly given the significant inflation and cost of living in the CKI.

The Ministry needs to develop a formal HR framework because the pandemic has created profound and immediate changes to how societies operate as a whole and how individuals interact with work. They have witnessed an at-scale shift to remote work, the dynamic reallocation of resources, and the acceleration of digitization and automation to meet changing individual and organizational needs.

The senior leadership team on most occasions are given full autonomy to push their work to the highest level and exposed to high-level strategic discussions and decision-making.

More specific achievements are as follows:

- During COVID-19, MFAI took on several Chair and Secretariat responsibilities for the Border Easement Taskforce (BET) and Combined Border Agencies Taskforce (CBAT) to coordinate the Managed Returns Plan for the return of Cook Islands residents otherwise stranded in New Zealand and resultant suspension of inwards international arrivals to the Cook Islands since in 2021.
- MFAI also serves as Secretariat to the National Trade Committee – given that BTIB is currently not capable to perform this and has had direct bearing on funds secured by Pacer plus.
- Secured a seat for the Cook Islands on the UNESCO Executive Board, for the 2022-2025 term. The Cook Islands Ambassador and Permanent Delegate to UNESCO, Nathalie Rossette-Cazel, will represent the Cook Islands on the Board. This is the first time the Cook Islands has ever served on a governance body for a UN agency.
- MFAI had several staff training and taking CITTI courses, in particular:
 - Two staff completing their diploma of Business via CITTI, and two completing Level 3 in Business and Leadership studies. Expected graduation end 2022 for all four.
 - One staff member completing a Bachelor of Arts who has studied via USP since commencement at MFAI in 2019.
 - Immigration also provides training opportunities, in particular the Level 3 certification in Intelligence via the NZ Skills Institution. All Immigration staff have completed this course.
- Challenges associated are staff time management, this is managed via consideration of staff schedules, encouragement of staff to work together and support from leadership in one-on-one meetings. Training and development plans are discussed via the Performance Appraisal (PA) process wherein training opportunities are identified and staff are encouraged to pursue them during PA interviews and process.

EMPLOYEE ENGAGEMENT SURVEY

- Out of 39 employees at MFAI, only 8 employees participated in the survey which equates to 20.5% of employees. As a result, their Survey report provides only a very small fraction of the Health & Well-being of its employees. As suggested in the survey report, non-participation in employee surveys is often an indication of dissatisfied and disengaged employees who do not see any benefit from completing a survey.
- Areas of concern raised in the EES:
- Disputes and Conflicts: The most concerning indicator from these results is not that 50% of employees have experienced a conflict or dispute, it is the fact that 75% reported that the dispute was not resolved within a month or fairly. This result indicates that management is lacking the skills in conflict resolution.
- Workload and Motivation: A significant number of respondents, 63% selected frequently and always when asked if they have thought about leaving in the last 12 months. Comments received were lack of resources, lack of staff, a high workload and a lack of leadership support were contributing factors to why employees have considered leaving.

STRUCTURES



- The MFAI organisation structure was reviewed and completed on 8 July 2020 and this is the structure they are operating within.
- The Division of Immigration has a legislative reporting line directly to the Minister of Immigration.

SYSTEMS



MFAI has streamlined their processes by establishing clear procedures and guidelines for how work should be done as well as providing a structured approach for gathering and analysing information and data.

- Completed the consultations on the National Security priorities.
- Developed a Regional Calendar to track work engagements and the level of representation.
- Collaborated with regional partners to develop and adopt a work programme under the Boe Declaration (also known as the Biketawa Plus) to maximize the limitation of resources.
- Continuous active engagement in the Pacific Islands Forum Sub-Committee on Regional Security matters of national interest.
- The Ministry continues to lead in facilitating CKI implementation of PACER Plus (Pacific Agreement on Closer Economic Relations) activities in addition to providing support to line Agencies.
- PHARMA Plus MoU co-signed with the Ministry of Agriculture. Through PHARMA Plus, the MoU will assist the Ministry of Agriculture with access to funding and capacity development (an offshoot of PACER Plus).
- MFAI continues to engage in the post-Cotonou negotiations.
- Started initial discussions with NZHC on refreshing the CKI-NZ Statement of Partnership.
- The passing of the Immigration Permanent Residence regulations and Commencement Orders in April 2022.
- Have established diplomatic relations with 3 of the emergent partners: The State of Kuwait, The Socialist Republic of Viet Nam and The Kingdom of Saudi Arabia.
- The significant contribution made by the Ministry to assist the US Government in the successful seizure of Cook Islands-flagged Russian-owned superyacht “Tango”. The Ministry’s contribution was acknowledged in a statement by the US Embassy in New Zealand.

Soft launch of Oceans Policy, however the Policy will be reviewed which was delayed by COVID-19.



COMMUNICATIONS

In lieu of a formal Communications Plan, the Ministry has been very active in disseminating regular media releases from all Divisions throughout several social media platforms as well as All of Government email. Rather than having a consolidated Communications Plan, each Division has communications processes which they utilise to achieve communication goals. During the first half of the year, MFAI also used its non-core functions (i.e., CBAT and BET) to communicate its deliverables. MFAI measures successful communication in terms of timely delivery of information externally (examples: cooperation programmes, new Immigration processes and policies, update on new legislation, update on overseas representation developments and hosting developments) to relevant stakeholders, with the effect of mitigating unnecessary queries from the public, particularly, for Immigration queries.

The launching of the Ministry's website on 14 April coincided with the Permanent Residence process through funding sourced for one year, through the Ministry's partnership with NZ Ministry for Business, Innovation and Employment (NZMBIE).

STRATEGIC PARTNERSHIPS

MFAI considers its working relationship with all its partners from members of the Cabinet to external stakeholders to be excellent. Its use of its social network platform i.e., Facebook to disseminate relevant information on Immigration and Foreign Service matters. They have strengthened relations with diplomatic partners. Amidst COVID-19, they have recalibrated and strengthened CKI-NZ relations. They also have a robust and strengthened working relationship with CROP and UN specialized agencies. In addition, led by overseas Offices in Wellington, Auckland and Fiji particularly during COVID-19, they have very good relations with the Cook Islands diaspora.

To assist with the transition not an automated Immigration Services, MFAI secured funding from NZMBIE for seven work programmes for this period. In addition, they also received financial support from NZ MBIE for a TA for 3 months to lay down some groundwork for this deliverable.

AUDIT STATUS

MFAI received an unmodified audit report.

TE MARAE ORA MINISTRY OF HEALTH

TMO Profile



Secretary:	Mr Bob Williams
Start date:	19 January 2021 (First term as HoM)
End date:	18 January 2024
Total FTE staff:	440
Females/Males:	298/142
Outputs/Divisions & Managers:	Output 1: Public Health – Dr Tereapii Uka; Output 2: Oral Health Services – Dr Danny Areai; Output 3: Primary Care – Dr Lawrence Teariki Puni ; Output 4: Hospital Health – Dr Yin Yin May; Output 5: Planning & Funding – Mrs Daphne Ringi
Portfolio Minister:	Hon Mrs Vainetutai Rose Toki-Brown

The Ministry's performance within this reporting period was tracking above average with an overall score of 93% (4). This rating comprises total scores of 68/70% for its output results and 25/30% for its organisational management.

There were 27 key deliverables of which 26 received either a rating of 3 (indicative of a status that performance meets expectations) or more. In addition, there are 5 deliverables that scored a rating higher than a 3. This is a great performance given that the Ministry faced challenges such as the outbreak of COVID-19, following two successful years of keeping the disease away from the country through the implementation of its critical preparedness, readiness, and response (CPR) to COVID-19.

NATIONAL SUSTAINABLE DEVELOPMENT PLAN

The Ministry contributes to several NSDP goals; however, they are also responsible for leading the implementation on two health-specific goals, one of which is on track and other is off track.

- Goal 1: TMO contributes to the implementation of this Goal. The National Health Services Fee Schedule highlights the difference in health services that are available to all people living in the Cook Islands. The consultation fees are reasonably charged at \$5 compared to a private GP charging at \$40. The ages exempt from paying are 0-16 years, those with disabilities, mental illnesses, and those over 60 years. These are charges established in 2015 with review to the charges proposed for January 2023.
- Goal 2: TMO contributes to the implementation of this Goal. TMO contributes through the establishment of the Bachelor of Nursing Programme, enrolling 20 students to undertake the programme in-country.
- Goal 3: TMO contributes to the implementation of this Goal. Public Health Directorate carries out the Tutaka and works closely with the National Environment Service and ICI for non-compliance.
- Goal 4: Sustainable management of water and sanitation – TMO reported this Goal as being On Track.
 - o Under Indicator 4.1: All community and school-based water stations on Rarotonga are tested. Public Health Inspectors continue to test the quality of water.
 - o Under Indicator 4.2: In a survey of homes in June 2018, approximately 50% of 311 commercial properties identified along the Lagoon Protection Zone (LPZ) need to upgrade their systems to comply. Many continue to fail to comply with the Public Health (Sewage and Wastewater Treatment and Disposal) Regulations ("Regulations") 2014. New licenses were issued to new proper-

- ties who were following the Regulations. COVID-19 diverted Public Health human resources to implement the public health response to COVID-19 and so were not able to continue monitoring.
- Goal 7: Improve health and promote healthy lifestyles – TMO reported this Goal as being Off Track.
 - o Indicator 7.1 - The number of deaths in 2020: 126 (2019: 127) of which three quarters were related to non-communicable diseases.
 - o Indicator 7.2 - TMO's budget appropriation for 2021/22: \$20.4m (2019/20: \$21.7m) representing 7% of Government spending (2020/21: 6.3%) and 4.6% of GDP (2019/20: 4.9%) - below recommended 5% of GDP and 9% total Government expenditure on health for OECD countries.
 - o Indicator 7.3 - A total of 24 STIs were reported in 2020 (2019:158, 2018:187). Chlamydia has been the main STI in the Cook Islands for the last three years.
 - o Indicator 7.4 - Physical activity levels need to increase - the last survey results from 2015 for youth showed 35.5% of youth were physically active for at least 60 minutes on five or more days. The 2022 STEPS survey will be undertaken to enable the Ministry to make comparisons.
 - o Indicator 7.5 - The average life expectancy at birth in the Cook Islands has improved to 82 years for males and 86 years for females.
 - o Indicator 7.6 - The number of hospital admissions for mental and behavioural disorders has decreased by 6 from 41 in 2019 to 35 in 2020.
 - Goal 8: TMO contributes to the implementation of this Goal. TMO contributes through tertiary level of education i.e., BA Nursing Programme delivered by the Whitireia Community Polytechnic.
 - Goal 13: TMO contributes to the implementation of this Goal. TMO reinstated the Puna Emergency Operation Centres (EOCs) initially established for natural disasters. The Puna EOCs were activated in March 2020 to support the national response to the Coronavirus Disease 2019 (COVID-19) global pandemic. TMO employees were redeployed to the Puna to provide assistance. Government employees and volunteers were also deployed to the Puna to lead the emergency response.

CHALLENGES

COVID-19 disrupted the business as usual for TMO expedited by staff shortages, including:

- Patient consultation on a day-to-day basis.
- Reprioritizing of screening and referral programmes.
- Key data collection of health indicators was put on hold due to COVID-19 Response Plan implementation, and shortage of staff.
- Other matters included issues with oral health classifications on system causing data inconsistencies.

KEY LEGISLATION

The TMO is responsible for administering a legislative framework and legal mandate which includes the following legislation:

- Medical and Dental Practices Act 1976 and its Amendments
- Public Health Act 2004
- Health Act 2013
- COVID-19 Act 2020 and its Amendments and Regulations

ACHIEVEMENTS UNDER THE COOK ISLANDS GOVERNMENT PUBLIC SECTOR STRATEGY 2016-2025

PEOPLE



The Cook Islands Health Workforce Plan 2016-2025 exists with a review to be undertaken in the 2022-23 FY. The Cook Islands Doctors General Practice Qualification is currently work in progress.

Due to border restrictions, TMO was not able to recruit from overseas. A lot of casual employees were recruited during the COVID-19 emergency response period (Jan to May 2022). Some casual staff were retained while the rest have left the Ministry. Since May 2022, TMO has employed 5 nurses, 1 Laboratory Scientist, 2 Medical officers and 2 Physiotherapists. TMO has covered key vacant positions and services through casual employee agreements. In some areas where specialist skills were required, contracts for service were entered into to ensure key functions could be delivered effectively and efficiently.

TMO succession plans for Executive and senior roles have been incorporated into daily practice and at TMO Executive level meetings. Potential successors are invited to Executive meetings/discussions and professional development courses and programmes are being scoped.

Online training programmes were available to staff through WHO:

- A Dental Staff was completing Master's studies in Fiji (funded by WHO).
- Dental Technician staff completing her final year of studies at AUT with husband to complete a Bachelor of Environment Health in 2023 (co-shared funding).
- MBBS student in Fiji completing her final studies with internship to be completed in the Cook Islands (funded by WHO).
- Two staff from the Funding and Planning Division have completed HR and Applied Management studies with AUT (which was privately funded).
- Internship programmes were established by the Hospital Health Directorate to assist with recruitment of staff and promote a career in health for students.

EMPLOYEE ENGAGEMENT SURVEY

- Only 4.7% or 22 staff of the total number of employees working in TMO responded to the survey. The response rates were too low overall to infer the result to the entire Ministry population and is a snapshot of the opinions of the 22 that responded. With such a low number the TMO Survey Report does not represent the Health & Wellbeing of its employees and there has been no analysis of the data. A summary of the comments provided by those that did participate included references to high staff turnover and low retention rates, high workloads, low pay or a lack of pay parity, favouritism and low morale. Other comments were more positive and reflected a team working environment and maintaining a positive outlook despite the challenges.

STRUCTURES



- No commentary provided in Annual Performance Report.

SYSTEMS

Although, TMO continues to be guided by the National Health Road map 2017-2036 in the absence of a current National Health Strategy (previous strategy from 2017-2021), most work plans were interrupted due to TMO's scaled up response to COVID-19. The Ministries priorities were dictated by the COVID-19 Response Plan. The objectives of this Plan were:

1. Inter-Agency cooperation to coordinate a nationwide response.
2. Effective use of legislation and policies to support the management of an epidemic.
3. Mobilization of resources and finances.
4. Strategic communications to maintain public trust and confidence.
5. Community and stakeholder engagement across all sectors.

There were many stories to highlight the Ministry's successful implementation of the COVID-19 Response Plan:

- Successful vaccination and immunisation roll-out throughout the entire country.
- Successful border control and monitoring of COVID-19 positive cases on Rarotonga and in the Pa Enua.
- Upgrade of the dental health facilities and completion of infrastructural changes to health clinics in the ten Puna on the island of Rarotonga.
- Development of 'Puna' guidelines and implementation due to the decentralization of health services during the COVID-19 pandemic to minimize movement by the population, enabling Puna health clinics to provide these services locally.
- Establishment of the Tupapa Health Centre as a primary Health Care Centre.
- There was an increase in stakeholder engagement and relationship building for the provision of support services such as rehabilitation.
- All staff were equipped with PPE to carry out services and promote safety for both staff and patients.
- Laboratory Quality Management System operationalized and functioning well.
- In-patient feedback survey depicted 100% favourable results of care provided.
- The TMO IT network was expanded to enable the Ministry to respond to COVID-19 on a national monitoring basis.

COMMUNICATIONS

The Ministry maintains that communication to the public is important for the flow of vital information. The Ministry produced a COVID-19 Communication Plan that has resulted in professional media items being produced for distribution on all media outlets or platforms including social media. The implementation of their Communications Plan was also supported by staff from the Cook Islands Tourism Marketing Corporation. Dealing with customer services complaints is a challenge for the Ministry, especially with patient treatment. The issue is attributed to the shortage of doctors.

Strategic Partnerships

The Ministry has numerous national, regional, and international partnerships with donors as well as support or resource partners that is maintained at a high-level. Their effort at all levels is attested to the additional programme funding that is available and accessible to the Ministry and its work programmes.

AUDIT STATUS

TMO received an unmodified audit report.

TE TANGO ANGA'ANGA O TE KUKI AIRANI MINISTRY OF INFRASTRUCTURE COOK ISLANDS

ICI Profile



Secretary:	Mr Tamaraii Tutangata
Start date:	7 Oct 2021
End date:	07 October 2022 (extended to 27 February 2023) Ms Elizabeth Wright-Koteka started as HoM on 27 February 2023 to 27 February 2026
Total FTE staff:	61
Females/Males:	19/42
Outputs/Divisions & Managers:	Output 1: Corporate Support – Mr Felix Matapuku; Output 2: Regulatory Services – Mr Louis Teiti (Building Controller) & Mr Nooroa Tupa (Chief Electrical Inspector); Output 3: Planning & Project Management – Mr Sonny Williams; Output 4: Civil Works Asset Management – Mr Wil Pille; Output 5: Waste Management – Mr Tenoa Puna; Output 6: Pa Enea Coordinator – Mr Otheniel Tangianau; Output 7: National Hydrography & Geoscience – Mr Vaipo Mataora
Portfolio Minister:	Hon Mr Robert 'Tapitau (July 2021 to 14 May 2022; Hon Mr Mark Brown, Prime Minister from 15 May 2022)

The Ministry's performance within this reporting period meets expectations, with an overall score of 79% (3). This rating comprises total scores of 51/70% for its output results and 28/30% for its organisational management.

The Ministry performed above average across its Outputs, despite the challenges of leadership instability, low staff morale, as well as impacts of COVID-19 on its workforce impacted progress on the implementation of their business plan goals within this reporting period. A total of 23 business plan - key deliverables were reported against, to which 15 received either a rating score of 3 (indicative of a performance meets expectations) or higher.

NATIONAL SUSTAINABLE DEVELOPMENT PLAN

The Ministry reported against four goals either in a lead or supporting role capacity. Of the four goals, three (3) were reported to being on-track as per the commentary provided. The NSDP goals include.

- Goal 2: ICI reported this goal as being On Track given that they continued contractual engagement of the Private sector in terms of carrying out infrastructure works on bridges and roads.
- Goal 3: ICI reported this goal as being On Track with the completion of the draft Policy and Hazardous Waste Bill ready for Minister/Cabinet consideration.
- Goal 4: There was improvement of Pa Enea water supplies with work being carried out on water tanks in Manihiki and Rakahanga, as well as water intakes in Aitutaki and Mangaia.

CHALLENGES

The Ministry faced numerous challenges including the following:

- ment of a Communication Strategy on the new Building Code, given that the Act, and Regulations have yet to be promulgated.
- The ICI Asset database in relation to infrastructure assets on each island is not captured within the Asset Management Program, and therefore more robust forward plan is required to enable the implementation of this work.
- Delays in the development of key strategic plans or implementation plan for the Hydrography and Geoscience unit, to fulfil regional and international obligations.
- The Ministry continues to find that maintenance of machines is still not being carried out fully or is due to the timeliness in the procurement of parts from overseas suppliers.
- For the Waste Management Division, policies and plans are still in draft form and completion is anticipated for the next financial period.
- Community awareness programmes were cancelled due to COVID-19 restrictions e.g., School visits to the Waste Facility.
- They were still in planning status for the Recyclable Transfer Station.

The usual non-core functions that ICI considers as “Pro Bono” are community projects on Rarotonga and Pa Enua requesting technical engineering reports. Due to the limited access to these skill sets, ICI provides support in this area. The community also continues to seek assistance from our ICI Engineering pool.

KEY LEGISLATION

The ICI is responsible for administering a legislative framework and legal mandate which includes the following legislation:

- Building control Standards Act 1991
- Infrastructure Act 2019
- Infrastructure Regulations 2019
- Rarotonga Waterworks Ordinance 1960
- Energy Act 1998 and its Amendments

ACHIEVEMENTS UNDER THE COOK ISLANDS GOVERNMENT PUBLIC SECTOR STRATEGY 2016-2025

PEOPLE



The priorities and major achievements of the Ministry within this reporting period was masked by the turbulent and particularly unsettling experiences of the staff and its leadership team. The two changes at HOM level up to October 2021 was compounded by the total change in Tier 2 and most Tier 3 Directors and Managers within the first 6 months of the FY. There was a lot of movement amongst staff, and a new influx of staff were recruited because by 1 July 2021 there were 31 vacancies at the Ministry. Regardless, the Ministry made headway in improving its policy framework and processes to effectively implement and support the numerous capital projects that it administers. Notable mentions include improvements in the financial reporting to MFEM processes, improvement in quality of the tender committee documentation through Te Tarai Vaka, improved management of the Waste Management Facility in Arorangi, and collaborative work with other key Agencies and stakeholders.

The reduced implementation of the business plan deliverables has been attributed to a number of factors including having an unrealistic business plan with too many priorities, refocused priorities in the planning, projects and Pa Enua divisions, overdue work in the waste management activities as well as 50% of staff

contracting COVID-19 which impacted the remaining staff who had to isolate or go into quarantine.

It has been observed that it will take at least a year or two of continued efforts in recruitments, embedding a change in work culture and organizational structure adjustments/refinements before ICI will be in a position to stand firmly on its feet and deliver exceptional services in a timely and cost-effective manner.

ICI was working on their Workforce Plan and expected to complete it in the new FY.

Staff morale significantly improved in general in light of the salary adjustments in December 2021 through the placement of staff on the new salary scales including adjustments for relativities. In addition, staff generally have responded positively to the new management team's leadership. Improved staffing through the recruitment of additional staff has also meant that more could be achieved. Moreover, in June 2022 with the completion of staff performance appraisals, bonuses were awarded to staff who performed exceptionally well. Previously, bonuses were awarded to all staff. Steady and improved performances by around 50% of staff were also recognized through salary increments.

Restructuring the Ministry had to be undertaken in pursuance of a Cabinet directive arising from the Budget process in early 2021. The impacts of these developments are still affecting the performance of the Ministry with four senior staff having to be effectively demoted from holding 'Director' positions to 'Senior Manager'. Recruitment was challenging because funding allocated for some of the positions did not meet market expectations. ICI's response was to utilize capital funds to top up positions to attract more qualified personnel. Other positions that are vacant will just need to go back to the market.

ICI were working towards completion of a Succession Plan in the first 3 months of the next FY. They had implemented Standard Operating Procedures (SOPs) for positions to ensure business continuity and address succession planning. The SOPs are vital for critical roles in the Ministry. ICI acknowledged that they had to identify staff to go through the succession planning process, or outsourcing to the private sector to carry out some of the functions of ICI was another possibility.

There was no overall Training and Development Plan for the Ministry although a few training requirements and opportunities are identified by each Division and undertaken. Such a Plan is being worked on for completion in the first three months of the next FY.

COVID-19 had a significant impact on the training that can be undertaken by senior staff to enhance their skills. There are, however, online courses which they are encouraged to undertake. ICI also has a relationship with Local Government New Zealand (LGNZ) and were fortunate to have them earlier in the year and are working with them to help with ICIs training needs.

More specific achievements in the people goal included:

- Improvement in the policy framework of the Ministry with the recruitment of a Policy Advisor.
- Improvement in the quality of financial management reporting with the recruitment of a Financial Controller.
- A recruitment drive was conducted throughout the FY.
- Conduct of the 6-monthly staff performance appraisals was completed in December 2021.
- Updated the electrical registration process and Registry Database, as well as its implementation.

EMPLOYEE ENGAGEMENT SURVEY

- ICI had 10 employees participate in the survey which equates to 17% of the total 59 employees. As a result, their Survey Report provided only a very small 'snapshot' of the Health & Wellbeing of its employees.
- Workload and Motivation: only 40% of respondents selected always or frequently when asked if they look forward to coming to work each day. Though that result contrasted with the 70% that said they were able to maintain a healthy work/life balance.
- Disputes and conflicts: 100% of respondents selected yes to the questions that their dispute or conflict was resolved fairly and within one month.

In addition to the EES, ICI also encourages employees to raise their concerns with their Managers. If the Senior Management team agrees that the concern identified is something that the entire Ministry should be considering, a retreat would be organized, so ICI would be able to address some of the concerns of the employees. If upskilling was required, then training would be sourced and provided to employees.

STRUCTURES



The OS was updated in October 2021 with the Project and Planning Division being reviewed. This Division employed three senior Engineers from New Zealand (2) and from the Philippines (1).

SYSTEMS



ICI's shift to being a regulator and establishing an enabling framework of policies and legislation is ongoing, but good progress is being made. Some measures are outstanding and further work is required to inform and upskill ICI's workforce. Operational policies and manuals need updating.

- Forward Works Plans developed based on assessment of the road network.
- Captured data utilising LiDAR will enable the Planning, Projects, and Pa Enua team to assess and better manage, plan and design for storm water, coastal, disaster and climate change infrastructure.
- International design consultants were engaged in the Manihiki and Penrhyn airport construction projects, work conducted in collaboration with Cook Islands Civil Aviation Authority.
- A Forward Works Plan for Pa Enua water security and scarcity has been developed.
- Development of draft plans in the areas of asset management, maintenance, procurement of materials for road safety, to guide implementation.
- Improvements on the processes of the sorting station of recyclables to the landfill.
- Collaborative partnership with contractor on roadside waste collection system and awareness of process to deter non-recycling behaviour amongst residential properties by rejecting collection.
- Improved quality of Tender Committee TTV documentation so that the turnaround time for receiving TC approval has been significantly reduced.
- Financial reporting wherein timely submission of improved monthly reports to MFEM has been achieved.
- Improved the management of the Waste Management Facility at Arorangi and, in doing so, removed the threat from Te Kauariki Nui of Puaikura to close the Waste Management facility and ICI are now working closely with them.

The following Policies have been completed:

- Covid-19 Leave Policy, Standard Operating Procedures and Testing Protocols for COVID-19 were completed (March 2022)
- Solid and Hazardous Waste Policy and draft Bill approved by HoM (May 2022)
- Terms of Reference for Electrical Workers Registration Board completed (June 2022)
- Strategic Plan 2022-27 completed (July 2022)

The following new legislation, Regulations and policies are either underway or being planned:

- Solid and Hazardous Waste Bill
- National Roads Policy and Heavy Vehicles Policy
- Emergency Response Policy
- Cook Islands Infrastructure Strategy
- HR Development Plan
- Trading Revenue Policy,

Existing legislation and policies being reviewed and updated:

- Building Control Act
- Health and Safety Policy

OTHER ACHIEVEMENTS

Glass crusher plant is operational, as well as full operational status of can sorter and baler, plastic bottler sorter.

Ongoing road excavation and reinstatement work conducted on Rarotonga.

Ongoing maintenance work on bridges or drain pits on Rarotonga.

Effectively addressed the weather event in January 2022 caused by a Tropical Depression without any input from either EMCI or the Police.

- Completed the Empire/Takuvaine Bridge in May 2022.
- Completed upgrading the high risk Nauparatoa, Ariki and Aroko Roads.
- Completed sealing of part of the main road at Rutaki as well as Avatiu Valley Rd and part of the main road between Matavera Stream Bridge and KAPS CITC Store in hot-mix with KAPS to Avana to be upgraded by November 2022.
- ICI has had technical support in selected areas from Local Government NZ (LGNZ) since 2017 through a Technical Assistance programme funded by NZMFAT. Part of such support includes periodic monitoring and assessment of the progress made by ICI. Such an assessment was carried out by LGNZ in June 2022 through a team of four experts led by the Mayor of Porirua who were previously involved in a similar assessment in 2020. Arising from that assessment, that team produced three draft reports on Asset Management & Infrastructure, Financial Management - Financial Management, and a Report from Scoping Visit, (June 2022). At the time of ICI's Annual Performance Review, these were still draft reports which were subject to ICI comments and although they considered the Financial Management and Scoping Visit reports to be a reasonable reflection of where they were at, there were several inaccuracies in the Asset Management and Infrastructure report (also reflected in the Scoping Visit Report which they were intending to comment on).

COMMUNICATIONS

The Ministry is active with their Facebook page and website inquiries with prompt responses to the public. Consultation on major projects is a must with the community, landowners, surrounding neighbours prior to the commencement of any project. The Infrastructure Committee provides oversight for project updates are regular during and at the final reporting stages. Experience has highlighted the necessity for having a dedicated Communications Officer within ICI to implement the Communications Strategy once it is formally endorsed. During the FY, four media releases were released to inform the public about the impending launch or implementation of significant projects.

STRATEGIC PARTNERSHIPS

The Ministry has many relationships with donor partners such as JICA, SPC and SPREP. Maintaining regular contact with the donors is a requirement for progress reporting purposes and for future support.

The Pa Enua Special Projects Unit is donor-funded and therefore, it is required to follow strict criteria. Hence the Ministry's engagements with these Agencies are important.

AUDIT STATUS

The Ministry has received a disclaimer audit opinion since 2014, therefore the current leadership and team will have to work harder to change their situation. According to the Audit report, the Ministry continues to experience challenges with the lack of understanding of the Government financial systems, the competency of finance staff, and the quality of the provision of information. This is a red flag area that needs support to improve on, given the severity of the situation.

MINISTRY OF INTERNAL AFFAIRS TE TANGO 'AKARANGATIRA ORA'ANGA

INTAFF Profile



Secretary:	Ms Anne Herman (Second term as HoM)
Start date:	13 February 2021
End date:	13 February 2024
Total FTE staff:	47
Females/Males:	29/18
Outputs/Divisions & Managers:	Output 1: Welfare Services – Ms Grace Chynoweth; Output 2: Social Policy & Services – Mr Marukoi Holi Kairua; Output 3: Labour & Consumer Services – Ms Sandrina Thondoo; Output 4: Civil Services – Mr Henry Tupa; Output 5: Corporate Services – Ms Angela Charlie
Portfolio Minister:	Hon Mr Vaine (Mac) Mokoroa

The Ministry's performance within this reporting period is above average, with an overall score of 90% (4). This rating comprises total scores of 61/70% for its output results and 28.5/30% for its organisational management.

The Ministry of Internal Affairs (INTAFF) reported on 21 Key Deliverables (KDs) which were reviewed and rated to inform this report. The Ministry was rated as achieving 20/21 KDs (99%) representing a score of 3, indicative of a status that performance meets expectations) or more, which is a great achievement.

NATIONAL SUSTAINABLE DEVELOPMENT PLAN

The Ministry reported on 9 specific goals as lead or supporting Agency with progress on each goal reported to be 'on track' to being achieved.

- Goal 1: Indicator 1.1 - % of people under the minimum livable income. There were over 250 recipients of the Destitute and Infirm Benefit, of which 5 recipients of this benefit were able to be reintegrated back into employment because of the intervention of the Ministry's Community Services Inspector.
 - o The Infirm Benefit was increased to \$200 per fortnight with a \$20 increase to the Pension.
 - o The impact of COVID-19 brought to light concerns and needs within the community. The Ministry will work towards increasing awareness of the support that Government provides and how to access it.
- Goal 2: Indicator 2.5. Decent Work Country Programme signed in July with the International Labour Organization
 - o Minimum Wage increased to \$8.50 effective July 2022.
 - o The Labour and Consumer Business Unit has been able to complete vital recruitment in the Consumer area.
 - o The team of five was active and supportive during the COVID-19 response and has now worked towards completing all their business as usual tasks before the end of the FY, particularly with the development of the new transfer process for migrant workers and the TMO workforce surge.

- Goal 3: MOU with ICI and the Civil Services Business Unit of ICI was concluded to strengthen the partnership in relation to the management and recycling of waste in the central business district of Avarua.
- Goal 5: Resilient infrastructure and ICT:
 - The Ministry lobbied strongly to be connected to the fibre optic cable which in turn has improved stability not only for INTAFF but also for the National Environment Service.
 - INTAFF continues to support the building of home improvements to improve the standard of living.
- Goal 7: All social policies developed by the Ministry has included health as a standard priority area, for example, in the National Youth Policy.
- Goal 9: Indicator 9.1: Saw an increased participation of women in politics and leadership positions.
 - National Youth Policy and a new Youth Hub launched in December 2020.
 - Disability Policy ready for Cabinet and a National Committee will begin to meet in August 2020.
 - Positive Ageing Policy in draft.
 - Convention on the Rights of the Child Dialogue complete. The Ministry relies on political will to pass these social policies, otherwise, this can delay progress in implementation.
 - Reviewing the National Children Policy with the support of UNICEF.
 - Reviewing childcare services with ADB
 - Reviewing Elderly Care with ADB.
- Goal 13: Include traditional practices in our projects - Tapora Kai Enea Project.
- Goal 14: Their Employment Services has a goal to keep Cook Islanders employed and attract Cook Islanders from abroad to take up work opportunities in the Cook Islands.

CHALLENGES

The Ministry has a broad range of challenges:

- Reporting by the Ministry on Youth offenders process and system indicated that support was provided for cases as part of the referral system with New Zealand which suggested that supervision and support was provided to family – but it was not clear whether is this the extent of the system for such cases and whether the Ministry envisaged this as an issue for Government in the future?
- For the Civil Services Division there was the issue of non-compliance by contractors with contractual agreements for the beautification programme.
- There was also the temporary suspension of capital funding that supported the village cleaning Beautification contractors' programme and so donor aid funding was being sorted to assist with the compensation for the purchase of capital items.
- The new FMIS UNIT4 system was problematic as it created at the time of migration, more reworking and was time consuming to complete monthly accounts.
- With the reduced work for the Censorship Service by the Ministry, particularly given closure of almost all DVD rental stores, the Ministry will have to review activities for this service going forward.

KEY LEGISLATION

The INTAFF is responsible for administering a legislative framework and legal mandate which includes the following legislation:

- | | |
|--|--|
| • Consumer Guarantees Act 2008 | • Fair Trading Act 2008 |
| • Control of Prices Amendment Act 1973 | • Small Claims Tribunal Act 2008 |
| • Cook Islands Ensign Act 1978-79 | • Welfare Act 1989 and its Amendment Acts 2006, 2018, 2019 |
| • Disability Act 2008 | |
| • Employment Relations Act 2012 | |

ACHIEVEMENTS UNDER THE COOK ISLANDS GOVERNMENT PUBLIC SECTOR STRATEGY 2016-2025

PEOPLE



- The Ministry has identified through its workforce plan that specialist skills in the field of project management, finance and legal, counselling and social work are required given the increase in activities that require it.
- Current workforce shows resilience and adaptability to the skills shortage; however, the staff are noted to have been overworked given the urgency of the projects addressing community needs.
- The Ministry was identified as a key Agency in the national COVID-19 Response Team.
- A succession plan is being implemented for leadership roles, with each Director having a designated Manager to perform basic tasks and assist.
- A rotational programme is being developed with the senior management for Directors that have similar skills and roles, a Cross-Training policy was endorsed in 2021 is being utilized to give guidance to the programme. This programme is still in its infancy stage, so any lessons learnt or measure of the effective of such a programme is something to observe in future reports.
- The leadership team is reported to be meeting regularly and training is provided as captured by the Training and Development plan. Formal leadership training programmes have been identified as a challenge, as to whether online courses have been explored by the HOM is not highlighted in their annual performance report.
- The HOM provides support to the leadership team with staff performance and stakeholder challenges, and is the main driver for all projects, chairs project meetings, social media and communication.
- The challenge identified by the HOM is that she requires support given her extensive responsibilities.

EMPLOYEE ENGAGEMENT SURVEY

The Ministry of Internal Affairs had 7 employees participate in the survey which equates to 17% of the 41 employees. As a result, their Survey Report provided only a very small 'snapshot' of the Health & Wellbeing of its employees. The snapshot areas of concern include under the heading:

- Ethics and culture: whilst there is a positive response in this section, 43% selected 'occasionally' for the statement regarding whether employees are treated fairly, and it is this group that would be a concern to management.
- Communication: data shows that occasionally some employees are not feeling acknowledged, or able to voice an opinion, and the ability to maintain a healthy work/life balance with 43% selecting on Occasionally or Rarely.

STRUCTURES



- The HOM has noted that the work dynamics of the Ministry has evolved immensely especially after the experience of the COVID-19 lockdown and the outbreak, this may inform future changes to their structure.
- The Ministry has undertaken non-core functions such as emergency response plan functions – the administration of unemployment benefits, extensions, and emergency hardship and employment services.

SYSTEMS



- Sixty-one projects under the Special Assistance Fund successfully completed and a further thirteen Sixty-one projects (to improve access for vulnerable citizens) under the Special Assistance Fund successfully completed and a further thirteen still in progress (waiting or seeking for labourers to complete project).
- The Ministry signed a MOU to collaborate with Te Vauerua to monitor distribution of assistive devices received from overseas.

- The Ministry reports that its Risk Management Plan has been updated to include emergency situations such as COVID-19.
- Over 1,254 home visits were conducted by the Welfare Services, an improvement over the 621 home visits last year.
- Disability Employment Pathway Project with the assistance from UNESCO: i) Contracted a Coordinator ii) Produced Braille and Audio books for the blind.
- Formed the UNDP funded Disability Reference Group to support people with disabilities (PWD) into employment.
- Assisted MoE survey for the Inclusive Education of children with disabilities.
- Developed the Cook Islands National Disability Inclusive Development Committee TOR.
- Worked with Emergency Management Cook Islands (EMCI) on a survey to identify PWD and the elderly, this has assisted the Taporu Kai and hygiene packs delivered by the Ministry during the initial COVID-19 lock-down.
- Developed an accessibility survey with nine service providers.
- Supported a combined fund raiser for Te Kainga, Creative centre and Te Are Pa Metua held at the Edge-water Resort.
- Participated in zoom meetings with Donor Partners to update surveys carried out in the Pacific countries during COVID-19.
- Capacity building training with a Monitoring, Evaluation and Learning Advisor on report writing to Donor Partners on related projects.
- Meeting with Minister Mokoroa to discuss accessibility to buildings and car parks in all Government Ministry properties and private businesses. Submitted an Information paper to Cabinet to support accessibility to buildings and car park access.
- Completed the expression of interest application to UNPRPD (United Nations Partnership on the Rights of Persons with Disabilities) to receive US\$500,000. This Joint programme will address the lack of stakeholder coordination, accountability, and engagement between organisations for persons with disabilities and Government, primarily Cook Islands National Disability Inclusive Development Policy Committee and CINDC, as well as within the civil society sector, by fostering meaningful exchange platforms, providing education and greater access to relevant and easy-read information.

COMMUNICATIONS

The Ministry is very active in its dialogue with the general public and conducts this using a range of media and strategies including on social media; website; public awareness programmes and consultation for its projects; and implementation of its numerous national plans and the welfare system.

All enquiries received on consumer protection were resolved. The Pa Enua Engagement Programme has provided the opportunity to meet the Ministry's annual targets. Engaging with the Pa Enua has helped the Ministry to earn the trust of the community. Awareness raising of Consumer rights has grown through the regular posts on Facebook and through community meetings, especially in the Pa Enua where the community seems more affected in their consumer rights. There has been targeted effort dealing with the pyramid schemes issues which involved an inter-Agency collaboration with the Financial Services Commission.

The Ministry is increasing its public engagement methods with the inclusion of radio talkback programmes and extending its range of social media platforms. The Ministry has a formal Communications Plan which has been in place since 2019.

STRATEGIC PARTNERSHIPS

The Ministry has maintained its relationship with external donors and has sought new donors for approximately 17 projects that the Ministry administers. For noting by the Ministry is the future implications these projects will have on the existing workforce as well as deliverables, which are likely to impact on future performance.

AUDIT STATUS

INTAFF received an unmodified audit report.

TE TANGO TUTARA O TE TURE MINISTRY OF JUSTICE

MoJ Profile



Secretary:	Mr Tamatoa Jonassen (Second term as HoM)
Start date:	10 December 2021
End date:	06 December 2024
Total FTE staff:	57
Females/Males:	40/17
Outputs/Divisions & Managers:	Output 1: High Courts – Ms Kopu Matua-Atuatika; Output 2: Land Administration – Mr Pureau Manuela; Output 3: Registry Services – Mrs Rimmel Poila-Mokoroa; Output 4: Corporate Services – IT Manager – Mr Mitchell Tutangata; HR & Asset Manager – Ms Maybelline Bullen; Finance Manager – Mr Thomas Lowry
Portfolio Minister:	Hon. Mr Vaine (Mac) Mokoroa

The Ministry's performance within this reporting met expectations, with an overall score of 85% (4). This rating comprises total scores of 57.5/70% for its output results and 27/30% for its organisational management. The Ministry reported on 20 KDs this FY. This represented 4 less KDs than the 2020/21 FY. It was able to achieve 15 (75%) out of 20 of its deliverables at expected levels or higher (3 or above). There were five KDs that the annual performance review deemed to be still in-development.

NATIONAL SUSTAINABLE DEVELOPMENT PLAN

The Ministry reported that its Indicator that it leads on was on track, but it did not provide any commentary to confirm this.

CHALLENGES

The Ministry was significantly impacted by COVID-19. The increased workload on Courts from COVID-19 caseload and staffing issues resulted in some of the Divisions' work not being carried out during this FY.

- There was a delay in the issuing of Warrants of Appointment by the Queen's Representative for Justices of the Peace in the Northern Group.
- Technical issues and lack of capacity and the demand from remote hearings further impacted case-loads.
- Adjustments to the training schedule had to be done throughout the year due to COVID-19 and capacity constraints.
- The work demand put pressure on the Ministry to recruit more staff to undertake the backlog cases.
- The proposed land reform consultations were delayed due to General Elections scheduled for August 2022.
- There was a delay in sourcing survey equipment from the initial schedule due to transport uncertainty.
- The assessment of the Birth, Death and Marriage system (BDM) commenced but was not completed due to resources being devoted to expediting the implementation of the Court Case Tracking System.
- A significant number of MoJ staff were used for the General Elections due to obligations under the Electoral Act administered by MOJ.

KEY LEGISLATION

The MoJ is responsible for administering a legislative framework and legal mandate which includes the following legislation:

- Arbitration Amendment Act 1908
- Incorporated Societies Act 1908 and its Amendments
- Cook Islands Act 1915
- Commissions of Inquiry Act 1966 and its Amendments
- Prisons Act 1967 and 1968 Regulations
- Criminal Justice Act 1967
- Prevention of Juvenile Crime Act 1968 and its Amendment 1970
- Juries Act 1968 and its Amendment Act 2019
- Prisons Regulation Amendment 1968
- Salaries of Judges Act 1969 and its Amendment 1975
- Code of Civil Procedure of the High Court 1972
- Race Relations Act 1972
- Religious Organisation Restrictions Act 1975 and its Amendment Act 1994
- Prisons Act 1976
- Criminal Justice Act 1976 and its Amendments
- Marriage Act 1976 and its Amendment Act 2007
- Coroners Act 1979-80
- Judicature Act 1980-81 and its Amendments 2007
- Criminal Procedure Act 1980-81
- Law Practitioners Act 1980-81
- Small Claims Act 1986
- Law Practitioners Act 1993-94
- Victims of Offences Act 1999
- Legal Aid Act 2004
- Electoral Act 2004 and its Amendments
- Births and Deaths Registration Amendment At 2007
- Prevention of Juvenile Crime Amendment Act 2007
- Unit Titles Amendment Act 2007
- International Companies Amendment Act 2007
- Criminal Procedure Amendment Act 2007
- Narcotics and Misuse of Drugs Act and its Amendment Act 2009
- Land Agents Registration Board Act 2009 and its Amendment Act 2011
- Companies Act 2017 and its Amendments
- Incorporated Societies Amendment Act 2017
- Family Protection and Support Act 2017
- Harassment Act 2017
- Personal Property Securities Act and its Amendment Act 2020
- Leases Restrictions Amendment Act 2020
- Judicature (Validation of Notification of Land Division Applications) Act 2021
- Samoa Transfer of Prisoners

ACHIEVEMENTS UNDER THE COOK ISLANDS GOVERNMENT PUBLIC SECTOR STRATEGY 2016-2025

PEOPLE



The interruption by COVID-19 has put a strain on the staff with an extra workload of backlog cases, which saw some delays in key deliverables. Overall, however, the HoM has demonstrated strong leadership during this period.

The Ministry's 2019 Workforce Plan has now been replaced by the 2022 Workforce Plan. The Ministry reported that vacant FTE/PTE positions were advertised, and a significant number of positions were filled internally. Three senior roles were filled by internal candidates with other positions filled by at least four internal and external applicants.

The leadership and talent programmes are limited and ad hoc given competing priorities and capacity constraints. Middle-level employees have been included in the Ministry's recruitment process (shortlisting and interview panels).

The Ministry has also introduced a rotational initiative for staff in different Divisions to gain a broader understanding of the Ministry's objectives.

The Ministry had several staff undertaking education and training programmes with five working towards a Certificate of Justice funded by Pacific Justice Sector Programme (PJSP). Another five were undertaking Microsoft Office training at USP. At least two were working towards a higher degree in finance and all divisions have monthly scheduled training.

- The Ministry implemented their Performance Management Plan.
- The training of approximately 20 Justices of the Peace, and additional Northern Group Ministry staff, Police, and Island Government representatives from the islands of Nassau, Pukapuka, Manihiki, Rakahanga, and Penrhyn.
- Justices of the Peace remuneration was changed by Regulations from \$40/hour to \$60/hour.

MoJ reports that financial services were an area of concern and so was handed over to MFEM Shared Services, but due to capacity constraints, MFEM was unable to continue this support in 2021 which led to a delay in reporting and pressure on other services provided by the Finance Division. However, MoJ continues to liaise with MFEM Shared Services for advice as required.

The Ministry has added staff to assist with the capacity constraints. Despite the challenges, MoJ has managed to stay within budget and deliver on significant initiatives; successfully obtaining funding from donors has contributed to this.

EMPLOYEE ENGAGEMENT SURVEY

Six out of 53 MoJ employees participated in the survey which equates to 10% of employees. As a result, this report portrays a very small fraction of the Health and Wellbeing of its employees.

Between 60-70% of respondents indicated they frequently and always feel being treated fairly; Ministry actions aligned with the Public Sector values; would recommend working there; their ideas and voice are listened to; their achievements are acknowledged; motivated daily; maintain a healthy work life balance. A high of 80% of respondents indicated they have not experienced a dispute or conflict in the workplace.

Although the results were positive, it should only be considered as points of action and that the Ministry should identify how and what can be done to increase the number of employee participation to give a clearer portrait of the employees' health and wellbeing.

STRUCTURES



- A change of the organisational structure to address the HR needs of the Ministry was approved in June 2022.

SYSTEMS

- The Strategic Plan (2021-2026) was reviewed and developed in time for implementation at the start. The Ministry has a 5-year Strategic Plan that commenced on 1 July 2021 accompanied by a Monitoring Tool to track and monitor monthly progress against goals.
- The Ministry successfully pursued the implementation of a Case Tracking System (CTS) developed by the Pacific Judicial Strengthening Programme (PJSP).
- The Remuneration Tribunal Act was amended to allow the Tribunal to set remuneration for Judges.
- Digitization commenced throughout the High Court Division with 400 pending applications digitized.
- High Court statistics were being captured by the Ministry's IT team.
- The Land Administration Division completed their annual schedule of monthly training.
- A substantial number of land survey files were digitalized.
- Survey equipment was sourced and scheduled for calibration.
- 124 of 150 survey plans were redrawn and examined from a backlog of maps. Statistics were collected for the Division.
- Engaging myfamilysearch.org to digitize records should expedite achieving digitization goals.
- Assessment of the Ministry's IT systems completed.
- Implemented the CTS for Courts and the reparation functionality (case management system).
- Fee review completed.
- Building maintenance checks completed for Rarotonga. Facility assessment for the Pa Enua facilities completed, with several facilities renovated and/or repaired in coordination with CIIC.
- Storage Plan formulated.

COMMUNICATIONS

The Communication Plan needs to be revised for a post COVID-19 environment. The MoJ responds appropriately to inquiries from the public, via emails and community visits if required and ensures a timely response to OIA requests. MoJ also publishes relevant informational brochures to the public on its services and the Ministry's website and Facebook provide a wealth of useful information and advice.

STRATEGIC PARTNERSHIPS/DONOR AGENCIES

The Ministry reports it has built some good partnerships with international agencies:

- ADB – funded the online registry platforms. ADB has recently confirmed another year of financial support for technical support (online platforms).
- Pacific Judicial Strengthening Program/PJSI, NZ – provided training funds for court JPs and staff.

AUDIT STATUS

- MoJ received an unmodified audit report.

MINISTRY OF MARINE RESOURCES TU'ANGA O TE PAE MOANA

MMR Profile



Secretary:	Ms Pamela Maru
Start date:	27 January 2022 (Second term as HoM)
End date:	27 January 2025
Total FTE staff:	47
Females/Males:	19/28
Outputs/Divisions & Managers:	Output 1: Offshore Fisheries – Andrew Jones (Acting); Output 2: Inshore & Aquaculture Fisheries – Mr Koroa Raumea; Output 3: Corporate Services – Mr George Matutu
Portfolio Minister:	Hon Mr Robert Tapaitau

The Ministry's performance within this reporting is in development or needs improvement, with an overall score of 59% (2). This rating comprises total scores of 34/70% for its output results and 24.5/30% for its organisational management.

Across its three outputs, and out of a total of 17 deliverables, only 7 deliverables showed a rating of 3 (above average performance).

NATIONAL SUSTAINABLE DEVELOPMENT PLAN

Some of the work undertaken by MMR to meet the NSDP goals included the following which were said to be On Track:

- Goal 2: Indicator 2.6 - of concern. No change from previous year. Revenue generation from fishing licenses impacted by combination of COVID-19 impacts and La Nina climatic conditions decreasing demand for access to EEZ.
- Goal 12: Sustainable use of the oceans, lagoons and marine resources
 - Indicator 12.1 - no change to previous year.
 - Indicator 12.3 - metrics are incorrect. However, catches for key tuna species (albacore, yellowfin, bigeye and skipjack tuna) caught by licensed fishing vessels comply with Cook Islands legislation that provide for catch/effort limits. Additionally, depletion estimates for these stocks sit well above limit reference point of 20% of unfished biomass.
 - Indicator 12.4 - Difficult to translate MMR grading scale to NDSP grades, however on average, lagoon water quality across 3 islands assessed as on track, noting water quality parameters will temporarily degrade for example after heavy rain events.
 - Indicator 12.5 - of concern, similar to indicator 2.6, similar levels of revenue as previous year derived from fishing licenses impacted by COVID-19 and La Nina climate conditions. Limited production of pearls and therefore exports with access to a Pearl Technician hampered by COVID-19 border/health challenges.

CHALLENGES

2021 proved challenging with an increase in the proliferation of virtual meetings, workplans had to be adjusted to manage staff welfare given increased demands for time via virtual platforms often outside normal business hours, and high accrued leave balances.

- Travel restrictions and disruptions to supply chains affected business continuity. This limited access to necessary goods and services, and required changes to workplans which were often delayed.
- Priority issues such as addressing the Muri lagoon health issues were delayed once the NZ-CK borders were closed again, with required experts unable to return to Rarotonga to progress technical work.
- Managing regional relationships between Forum Fisheries Agency (FFA) members amongst strained rela-

tions due to Pacific Islands Forum issues. This last issue in particular required re-strategizing approaches to some work requiring regional engagement, including coordination with MFAI.

- La Nina climate conditions played a major role in reducing in zone fisheries revenues, due to redistribution of regional tuna stocks towards western Pacific. This reduced demand for licenses and the purchase of quota or days in the Cook Islands EEZ.
- Limited access to Pa Enua delayed scientific and policy development work, in particular marine resource assessments such as invertebrate, fish and coral surveys, and logistical uncertainties increased estimated costs for work prohibiting progress.

KEY LEGISLATION

The MMR is responsible for administering a legislative framework and legal mandate which includes the following legislation:

- Marine Resources Act 2005
- Marine Resources Longline Fishery Regulations 2008
- Maritime Zones Act 2018
- Ministry of Marine Resources Legislation Act 2019

ACHIEVEMENTS UNDER THE COOK ISLANDS GOVERNMENT PUBLIC SECTOR STRATEGY 2016-2025

PEOPLE



- A concerted effort was made to reduce staff leave balances and the financial risk associated with that, and sacrifices had to be made regarding timely progression of work outputs.
- Recruitment has been challenging with few applicants meeting required qualifications/skillsets, and travel restrictions to import new skills/personnel prohibitive. Additionally, the different pay systems employed by CIG means MMR is no longer competitive with ministries who are and that have interested staff with qualifications relevant to MMR work.
- Due to the Pandemic, MMR had to close its field office in Pago Pago, American Samoa as cost recovery was no longer feasible with observer programmes suspended. Closing that office from a distance proved challenging and took quite a bit of time and resources to undertake.
- Key roles filled including Director Offshore Fisheries, Offshore Fisheries Data Manager, and Marine Ecologist. Additional vacancies to be filled, however continued supplementation from contracted technical experts will provide MMR ability to continue to produce high quality technical and policy outputs, as well as mentoring for staff professional development.
- Some capacity issues with key roles that need to be addressed,
- HR capacity reduced and need for external support to manage recruitment and performance appraisal processes.
- Some successful recruitments in the Inshore Fisheries Division for the science team, however, will look at alternative strategies to fill vacancies.
- Successful completion of pearl technician training - meant we were able to avoid kill harvests and introduce new local technicians to the pearl farm sector. Whilst additional training was planned for 2022 to maintain progress and support further seeding/harvest cycles, challenges with securing purchase of shell for seeding and training. The Aitutaki Marine Research Centre upgrades will help to investigate spat production for the pearl sector.
- Mentoring provided by contracted Advisers across technical and policy areas, that includes skills transfer and workshops for staff.
- NZ Te Patui programme provides fisheries training courses made available to staff e.g. fisheries management

plan development, monitoring, control and surveillance (MCS) courses.

- In-country development work also planned now borders open.
- Annual training provided for data collection and fisheries monitoring, and stock assessment (introduction and advanced) delivered through SPC, training on monitoring, control and surveillance provided through FFA such as scholarships for USP Certificate IV fisheries compliance course.
- Observer Frontline Manager training provided by FFA available to relevant staff.
- Training on R statistical software provided by MMR Science Adviser.
- Courses for Maori language classes supported where requested for staff that engage with stakeholders, particularly in the Pa Enea.
- Fisheries economics workshops delivered through FFA.
- International fisheries law course provided by FFA provided to MMR and CLO staff.
- Course on development of coastal fisheries legislation delivered through SPC provided to MMR and CLO staff.
- Course on international fisheries law and policy developed by MMR for MMR and related national Agencies - course planned for delivery in late 2022 (COVID-19 border access dependent).
- Relevant training through CITTI supported for staff where requested.
- MMR resources e.g., computers, internet, office space provided to staff to use outside work hours for study purposes.
- One staff member currently studying on MOE scholarship for USP post-graduate course. Two enrolled for online USP Certificate IV course, one Pa Enea staff completed this course.
- Significant changes in staffing over last year requires an update of the Plan to become more relevant.
- Attrition of staff that were being groomed for succession into senior roles. Staff retention challenging with MMR on the 2018 remuneration framework and unable to compete with higher salaries offered in certain Government Agencies. Will need to update plans with proposed organisation structure changes.
- Succession planning for Aitutaki Marine Resources Centre Manager role underway, with junior roles being advertised to fill gaps over a 1.5-2 year period.

EMPLOYEE ENGAGEMENT SURVEY

Ten employees completed the Health and Wellbeing Survey circulated by OPSC to inform this report. An analysis of the responses provides a snapshot of how employees see their workplaces including views on:

- Ethics and Culture: 50% of respondents indicated the culture of the workplace is never rarely positive and motivating. Comments reflected on a lack of clear direction from management, high workload, low staff numbers, and low retention of staff leading to employees feeling frustrated, discouraged, and under-valued. This should be a concern to management.
- Communications: 50% of respondents feel their ideas, opinions, and voice are heard. However, there is a concerning amount of 20% that indicated that their achievements at work are not acknowledged. As recommended in the survey report, management should consider what is lacking in the work culture and management team to elicit these responses and how to increase the number of employees who feel listened to.
- Workload and Motivation: 60% of respondents indicated that they occasionally and always think about leaving. They indicated contributing factors to be, low pay, Ministry leadership, lack of respect and recognition along with low staff morale.
- Although only a small number of employees responded to the survey it highlights some major concerns for management to address as shown in the report on the number of vacant positions.

STRUCTURES



MMR's approved organisation structure for 2020 has 56 positions. The structure represents positions that are funded through the Cook Islands government personnel funding appropriation. Non-core functions currently undertaken by the Ministry:

- Technical support to Government projects relating to the marine environment such as MTVKTV, TTV and SBMA.

SYSTEMS

- Completion of the MMR strategic policy review - This will help with alignment of MMR's overall policy framework, and feed in to the development of the new MMR Bill. The policy review in particular identified areas that are working well, requires improvement, where efficiencies can be gained, and to inform the development of a streamlined M&E framework that fits in to the new NSDA 2020+ agenda.
- Development of new MMR strategic plan 2022-27 endorsed by Minister.
- Completed review of Fisheries Census questionnaires to improve utility and replicability. Linked with Pacific Community (SPC) systems for long term data management. This means MMR will be able to replicate the Census in shorter timeframes (instead of every 10 years) with database systems maintained by the regional organisation ensuring security and avoiding loss of historical data. Census data analysis underway.
- Aerial Surveillance MOU with Forum Fisheries Agency (FFA) signed with Cook Islands Government. Multiagency MOU drafted for relevant Cook Islands Government agencies and island administrations, and internal procedures being finalised, to operationalise use of FFA aircraft.
- Completion and hearing of final submissions for Privy Council court case William Framhein & another v Attorney General of the Cook Islands (Nov 2021), and the Privy Council judgment (Feb 2022) resulting in the Crown succeeded on all counts.
- EU Sustainable Fisheries Partnership Agreement negotiations for new protocol completed and endorsed.
- Accession to 2016 amendments to US Treaty and Pacific Islands Parties internal agreement.
- Western and Central Pacific Fisheries Commission tropical tuna negotiations however more to be done here particularly with borders now opening. With limited travel available, a strong focus on training both locally and via virtual forums was undertaken for staff and some stakeholder groups.
- Establishment of the FAD committee working alongside the Cook Islands Fishing Association helped to reinvigorate all stakeholder inputs in to the FAD programme, with improved relations with local fishers.
- Successful management of the Fisheries Development Facility, including small grants, provided assistance to local fishers and small-scale business initiatives or projects.
- Work with local and foreign consultants completed to devise strategies to support long term work for Muri lagoon restoration work.
- MOU with CI Tourism Corporation on cooperation was signed and is now in place.

COMMUNICATIONS

- A Communications Strategy is under development for the Global Climate Change Alliance (GCCA) project. A Communication Plan is developed for specific projects. It is noted that improvement is needed in the implementation of the Plan, however, it was unclear how current the Plan is, when it was last reviewed and what actual improvements were required.

STRATEGIC PARTNERSHIPS

- The MMR has a strong donor relationship and utilises donor agencies significantly to resource MMR strategic projects through MFEM-CDC: NZ-MFAI, and CIRI and CROP agencies.

AUDIT STATUS

MMR received an unmodified audit report. KPMG accounting services retained to address any issues identified in audits.

MINISTRY OF TRANSPORT TE MANA TUMOTU O TE KUKI AIRANI

MoT Profile



Secretary:	Mr John Hosking
Start date:	5 November 2021 (Second term as HoM)
End date:	8 November 2024
Total FTE staff:	30
Females/Males:	13/17
Outputs/Divisions & Managers:	Output 1: Civil Aviation Authority of the Cook Islands – Mr Dennis Hoskins; Output 2: Maritime Safety Authority– Mr Peter Graham; Output 3: Land Transport Authority – Ms Patricia Tuara; Output 4: Cook Islands Meteorological Services – Mr Arona Ngari; Output 5: Corporate Services – Mrs Mii Tangitamaiti
Portfolio Minister:	Hon Mr Robert Tapaitau

The Ministry's performance within this reporting period is above average, with an overall score of 89% (4). This rating comprises total scores of 61/70% for its output results and 27.5/30% for its organisational management.

In summary, a total of 33 Business Plan (KDs) were reported against, to which 26 received either a rating score of 3 (indicative of a performance meets expectations) or higher. This result is an overall achievement rate of 79% for this reporting period. Further, there were 3 key deliverables that received a scored rating of 4, and four that received adjusted ratings from a 'needs improvement' to 'meets expectations' given the evidence provided in the commentary.

NATIONAL SUSTAINABLE DEVELOPMENT PLAN

Some achievements noted by the Ministry towards the achievement of NSDP Goals included:

- Goal 6: Access to affordable, reliable, sustainable transportation
 - The use of electric cars has been suggested by Government, but the disposal of electric car batteries will require detailed consideration given the current existing problem of disposing fuel operated vehicles.
 - Road safety is an area of focus for the Land Transport Division.
 - The Safe Systems Approach of safe speeds, safe people, safe vehicles, and safe roads have been used to bring together Land Transport, Police, ICI, CIIC, and MoH to ensure safety for all. A combination of education messages, interactive teaching with college students, and meetings has been carried out.
- Goal 12: Member of the Marae Moana (MM) Technical Advisory Group. Attended meetings on the review of MM TAG membership. Member of the Seabed Minerals Authority Working Group.
- Goal 13: Climate Change and natural disasters
 - Land transport contributes 39% of GHG emissions to the atmosphere.
 - The performance of the Pa Enua Climate Information and Early Warning System (CLEWS) has strengthened the resilience of the Cook Islands to combat the impacts of climate change and

natural hazards. The one event that brought havoc to the southern Pa Enua saw an early warning issued that had people get themselves ready for the impact in January 2022.

- o The close monitoring of the weather stations and the reporting provided an input into the 26 Special Weather Bulletins (SWB) issued for the Southern Cook Islands from the 19th of January 2022.
- o Employees of the Ministry attended the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA) workshops.

CHALLENGES

The priorities and major achievements of the Ministry within this reporting period were extensive, these include the Civil Aviation Authority and its focus on safety oversight and monitoring of the Aviation sector. The Maritime Safety Authority providing oversight of international, domestic, and chartered vessels. The Land Transport Authority and its legislative review, efficiency in vehicle licensing, and the development of road safety education focus.

- Updating the Safety Critical Element 1 in the primary aviation legislation will require a longer than 12 months. The legislation development process is very extensive and is time consuming.
- Installation of the AToNs (adequate aids to navigation) in the Pa Enua – Aitutaki, Atiu and Mangaia, was not completed. In addition, the responsibility for the maintenance of these tools in the Pa Enua was yet to be determined.
- Implementation of the Southern Pa Enua maintenance programme for Aitutaki and Mangaia was not conducted, as most of the maintenance activities were conducted on Rarotonga within this period.
- Specific training opportunities for staff not conducted, such as social media training for junior staff.
- Due to the nature of the more technical roles in the Ministry especially in the Director roles, the workforce lacks such technical expertise. They continue to search for qualified personnel in the fields of Aviation, Meteorological and Maritime. One lesson learnt in choosing professionals in these field, some experience and knowledge of the field is necessary but having the skills to manage staff, time with good planning is also as crucial.
- The Technical and the Quality Assurance Officers have been filled. The challenge they face now is the workload given to the Technical Officer that is required of a Technical Manager and the workload required of a QA Officer is undermined by the being allocated shift work which takes the employee away from what he is supposed to do.

KEY LEGISLATION

The MoT is responsible for administering a legislative framework and legal mandate which includes the following legislation: The Ministry administers twenty-four Acts, Regulations, Rules or Policies, acting as both policy developers and regulators for all twenty-four mandates and provides governance oversight for one.

- | | |
|---|--|
| • Shipping License Ordinance 1963 | • Civil Aviation Act 2002 |
| • Transport Act 1967 | • Admiralty Act 2004 |
| • Transport Amendment Act 1967 | • Shipping Registration Act 2007 |
| • Transport Licensing Act 1967 | • Transport Amendment Act 2007, 2014, 2016 |
| • Dangerous Goods Act 1984 | • Maritime Transport Act 2008 |
| • Air Service Licensing Act 1984 | • Aviation Security Act 2008 |
| • Motor Vehicle Dealers Act 1986 | • Maritime Rules Offences Regulations 2014 |
| • Sale of Liquor Act 1991-92 | • Civil Aviation Rule Part 174 |
| • Ports Authority Act 1995-96 | • Maritime Transport (Small Motorised Vessel) Regulations 2014 |
| • Meteorological Services Act 1995/96 | • Shipping (Infringement Deficiency) Regulations 2014 |
| • Prevention of Marine Pollution Act 1998 | • Rarotonga Pilot Regulations 2017 |
| • Carriage of Goods Act 1998 | |
| • International Shipping Act 1999 | |

ACHIEVEMENTS UNDER THE COOK ISLANDS GOVERNMENT PUBLIC SECTOR STRATEGY 2016-2025

PEOPLE



- Training opportunities sourced and implemented for staff to ensure that they are skilled in the area – resolution of safety issues and basic aviation security competency.
- Maintenance of relationship with donor partners and international agencies.
- Safety campaigns conducted for small-motorised vessels and training opportunities provided for the Boatmaster Certificate and for staff upskilling.
- Met Services staff participated in Zoom meetings to contribute to a:
 - WMO Bulletin article reflecting a perspective from a Small Island Developing State.
 - The State of the Climate for the Pacific with WMO.
 - The reform of the WMO Strategic Plan.
 - Implementation of the Weather Ready Pacific with SPREP and PMC
- Staff training for Met Services was delivered on the MOT QMS (Quality Management System) to reduce the level of dependency on administration staff.
- Successful delivery of in-house training sessions for staff on FMIS, ESS, etc.
- Performance management system training conducted for staff, in collaboration with OPSC. As a result, annual contracts for all staff were produced and signed accordingly.
- Reviewed the Employee Manual, which included the inclusion of the following changes, Pandemic leave and the payment of maritime overtime rate to reflect after hours ship inspections.

EMPLOYEE ENGAGEMENT SURVEY

- In addition to the annual OPSC Employee Engagement Survey (EES), the Ministry participates in other surveys, including the Seabed Minerals Authority's - NZ Regulatory Compliance Survey, the SPC - Basic Maritime Safety Information (MSI) Familiarisation regional webinar Post Webinar Survey, and the SPREP - Regional Workshop on the ratification and effective implementation of Conventions relating to oil spill response, liability, and compensation for the Pacific Island Region survey.
- The Ministry of Transport had sixteen employees participate in the EES, which equates to 55% of employees. As a result of the number of participants, the data collected provides a good 'snapshot' of the Health and Wellbeing of MOT employees. The following statements reflect the summary results of the survey for MOT.
 - Ethics and Culture: some positive results in this section, with some room for improvement. Whether an employee will give recommendations to friends and family to apply for a role in an organisation is a good gauge of organisational, team, and work engagement levels, and these results show that 42% of respondents would Never or Rarely recommend MOT, which is a higher number than those that would Always or Frequently do this. A more positive response for the next two statements with 50% responding that people are treated fairly and 57% thought that the workplace was motivating and positive. It is the proportion of respondents that selected Occasionally, Rarely and Never in this section that would be of concern to management.
 - Communication: this section shows much more positive results, with 63% indicating that they are Frequently or Always listened to and can voice their opinion. Like the previous section, these results show that some employees are not feeling acknowledged, listened to or that they can voice an opinion, so these areas should be something management is mindful of.
 - Workload and Motivation: 50% of participants selected Always or Frequently when asked if they look forward to coming to work each day, with the remaining 50% selecting from the remaining options, so a mixed result and reflects the responses in other sections. A larger proportion of respondents, 63%, indicated that they could Always or Frequently maintain a healthy work/life balance, with the remaining selecting either occasionally or rarely.

STRUCTURES



- The organisational structure of the Ministry was endorsed in May 2022.
- The Ministry like others, faces challenges with the recruitment of key positions that are vacant, however, due to Government-wide budget restraints these vacancies were put on hold.
- There are vacancies that has lapsed 6 months and it is noted that these positions have not been filled due to appropriation restrictions in the budget. The Ministry will be proposing these vacant positions as part of its 2023-2024 budget appropriation processes. In addition, a change management plan will be submitted to OPSC in the next reporting period pertaining to the proposal to remove Output 6 from its structure and transfer this to Corporate Services, these changes will see an additional position for a finance officer included.
- One of the Ministry's non-core functions include oversight of the Cook Islands Meteorological service under the CI Civil Aviation rule's part 174 and providing secretariat functions for the Liquor Licensing and Transport Licensing Authorities.

SYSTEMS



- Reviews of the Transport Act 1966, Transport Licensing Act 1967, and Motor Vehicles Act 1986 have been completed.
- Updated the Cook Islands Aviation Security registry.
- Extensive review conducted by the Ministry of Civil Aviation safety and security manuals.
- Cook Islands Meteorological Service staff installed four (4) Automated Weather Stations (AWS) on Palmerston, Nassau, Suwarrow and Aitutaki. The installation of the AWS will strengthen the monitoring of unusual weather that poses a threat to people's lives and climate change in the Cook Islands.
- Audit of the Ministry's Quality Management System (QMS) has been completed on all Divisions. Corrective Action Plans have been developed to mitigate the deficiencies identified in the audit.
- The Maritime Safety Authority of the Ministry of Transport has completed its oversight of international, domestic, and chartered vessels.
- Conducted Port State security inspection and audit.
- Provision of administration support to conduct oversight of Maritime Cook Islands work to ensure compliance to legislation.
- NZHC approved funds to support Technical Assistance to draft a Land Transport policy and accompanying legislation.
- Established processes for the review of the Transport Act 1966 and the preparatory work required for the implementation of this legislation, which is part of the overall legislative review project for the Ministry.
- Participated at the 2022 Careers Day and presented a helmet safety demonstration to college students and discussed the need for safe speeds.
- Land Transport Division has collaborated with Police to ensure safe vehicles by conducting vehicle inspections checking on WOF registration and licence obligations.
- Conducted a vehicle inspection programme of service providers on Rarotonga.
- Maintenance of Automated Weather Stations (AWS) equipment in the country was carried out to remedy equipment fault or damage. Met Service was reporting the data effectively and extensively through social media and traditional media networks.

- Collaborated with other Government agencies to review the MOT Disaster Risk Management Plan 2022-24 which is now completed.
- Tsunami, Fire, MOT Covid-19, and Port Security Evacuations SOPs are yet to be reviewed.
- Assisted in reviewing the NES policy 2021 and Marine Resources Strategic Plan.
- Reviewed the following documents: Dangerous Goods Regulatory Framework; Recommendations for policy change; Dangerous Goods Handbook; Dangerous Goods Regulations 2011; Draft Cook Islands Dangerous Goods Amendment Bill 2011 in preparation for the review of dangerous goods administration.
- MOT has developed a Plan to support the review process in consultation with Crown Law Office of the suite of Dangerous Goods (DG) legislation and administration.
- Implemented an online payment system for the payment of DG licensing fees for the Pa Enea, in partnership with BCI.

COMMUNICATIONS

The Ministry undertakes extensive consultation with the public on some non-core functions as follows:

- Online registration for new and renewal of liquor license premises and Managers certificates.
- Registration of new and renewal of passenger service, rentals and taxi operators.
- Public Hearings for applications for Liquor Licensing Authority and Transport Licensing Authority
- Working relationship with Mayors and Executive Officers on Aitutaki for - small motorised vessels and liquor licensing, bi-annual country assessment of the Port and Airport; and in Manihiki with wreck operation and removal.

STRATEGIC PARTNERSHIPS

The Ministry is proactive in seeking funding and technical assistance from several regional and international organizations including development partners like the New Zealand Government to enable it to meet its work programme deliverables.

AUDIT STATUS

MOT received an unmodified audit report.

KŌUTU MANA TUTARA O TE IPUKAREA OFFICE OF THE PRIME MINISTER

OPM Profile



Secretary:	Mr Ben Ponia
Start date:	4 October 2021 (Second term as Chief of Staff)
End date:	4 October 2024
Total FTE staff:	49
Females/Males:	20/29
Outputs/Divisions & Managers:	Output 1: Cabinet & Executive Services – Mr JJ Harold Browne; Output 2: Central Policy Planning Office – Ms Valentino Wichman; Output 3: Pa Enea Governance – Mr Mia Teaurima; Output 4: Information Communication Technology – Mrs Pua Hunter; Output 5: Renewable Energy Development – Mr Tangi Tereapii; Output 6: Emergency Management Cook Islands – Mr John Strickland; Output 7: Climate Change Cook Islands – Mr Wayne Tamangaro King; Output 8: Marae Moana – Ms Maria Tuoro; Output 9: Corporate Services – Ms Tangi Mataio; Output 10: National Security – Mr Maara Tetava
Portfolio Minister:	Hon. Mr Mark Brown

The Ministry's performance within this reporting period is above average, with an overall score of 86% (4). This rating comprises total scores of 58/70% for its output results and 28/30% for its organisational management.

This annual review process acknowledges the challenges and disruptions of COVID-19 on the 'business-as-usual' deliverables as well as the additional duties administered by OPM. A total of 50 work programme deliverables were reported against, to which 38 received either a rating score of 3 (indicative of a status that performance meets expectations) or more, including 4 deliverables that scored a rating higher than 3 depicting performances that were 'above average' or 'exceptional'. There was a total of 12 out of 50 deliverables that resulted in either a status of 'needs improvement' or 'unsatisfactory'. The results of the 12 deliverables were based on a number of factors, including insufficient evidence provided and non-implementation of deliverables to agreed standards within the reporting period. For future reporting obligations, it would be beneficial for the HOM and senior management to regularly revisit its deliverable measures.

NATIONAL SUSTAINABLE DEVELOPMENT PLAN

OPM reported that it contributes to all 16 goals of the NSDP across its ten outputs and that twelve out of sixteen are on track in meeting their requirements, with the remaining four goals entailing how they have supported this work through capacity to support, given the OPM's oversight of the NSDP through the Central Policy and Planning Division. Notable contributions by OPM include:

- Goal 1: Improve Welfare and Reduce Inequity and Economic Hardship:
 - Central Policy and Planning Division is leading the development of the 100yr NSDA Development Agenda including wellness policy elements, lead for Population Policy
 - Cabinet Services supports Members of Parliament to access the Social Responsibility Fund and community development funding.
- Goal 2: Expand economic opportunities:

- o Central Policy and Planning Division provides support for national policies around productivity. It contributed to the Medium Term Fiscal Strategy and the Budget Support Group for Government appropriation.
- o The Chief of Staff – is a member of the National Infrastructure Committee (CAPEX); ITC Division – is the coordinator for the new Digital Strategy.
- Goal 3: The Climate Change Division leads projects and policy development for sustainable practices. The Marae Moana Division similarly leads anti-pollution campaigns and Lagoon Day.
- Goal 4: The Pa Enua Division supports Island Governments on water security and sanitation; the Climate Change Division provides funding for water security projects; the Emergency Management Division provides household information for disaster preparedness and management.
- Goal 5: Build resilient infrastructure and information communication technologies to improve our standard of living – ICT Division leads the Government ICT networks, cybersecurity regimes and engagement with licensing and regulatory authorities.
- Goal 6: Ensure access to affordable, reliable, sustainable modern transportation and energy for all – Renewable Energy Division is the lead Agency for renewable energy development; oversight of Pa Enua renewable energy power generation.
- Goal 7: Improve health and promote healthy lifestyles – OPM is generally active in this space supports several national policies or projects that promote health issues. The Chief of Staff played a central role in helping coordinate COVID-19 responses.
- Goal 8: OPM is generally active in this space supporting policies or projects that promote education; COS designate is part of MOE scholarship committee; Internships are commonly undertaken at OPM and one staff took on an internship in New York at the AOSIS (Alliance of Small Island States) Office at the United Nations.
- Goal 9: OPM is generally active in this space, the Central Policy and Planning Division provides policy support to lead Agencies on gender and the elderly and disabled persons.
- Goal 10: OPM is generally active in this space supporting policies or projects that promote food security and sustainable agriculture including project related work in the Pa Enua.
- Goal 11: OPM is generally active in this space; the Climate Change and Marae Moana Divisions have overlapping policies and projects.
- Goal 12: Marae Moana Division ensures coordination of Agencies in the oceans and lagoon space.
- Goal 13: Climate Change Division undertakes the following to progress towards full implementation of this Goal: national adaptation strategies, international advocacy within UNFCCC for mitigation measures, is the national Focal Point for the Green Climate Fund. Similarly, the Emergency Management Division (EMCI) leads the development and support for disaster management policies, Puna emergency control centers, and is the operational lead for disaster management in the country.
- Goal 14: The Central Policy and Planning Division supports this Goal through its administration of the National Research Committee which supports researchers in the fields of heritage, history, traditional knowledge, language and creative and cultural endeavours.
- Goal 15: The Central Policy and Planning Division is a co-facilitator of the annual Public Sector Leadership Conference. The Pa Enua Governance Division is responsible for organizing the Pa Enua Governance Framework and Community Development Plans and consultations on Rarotonga.
- Goal 16: Cabinet Services facilitate Cabinet sittings and decisions making processes. The Pa Enua Governance Division facilitates Island Government Council meetings and decisions. The National Security Division facilitates the strategic security issues that relate to the safety of Government and society. The Corporate Services Division ensures delivery of accountable Government services. The Chief of Staff ensures that national communications and all of Government approaches issued by the Prime Minister are being applied.

CHALLENGES

- There are several challenges faced by OPM including:
- Non-compliance by Agency's to the Cabinet submission procedures as per the Cabinet Manual, although these were largely attributed to the COVID-19 outbreak. The Public Service Commissioner has supported the Secretary to Cabinet in this manner by issuing Circulars to all Heads of Agencies expressing his expectations for adherence to the Cabinet Manual.
- Key annual planning meetings or conferences such as the Public Sector Leadership Conference (PSLC), Pa Enua Governance Framework (PEGF) and others were not conducted due to the disruptions of COVID-19.
- Delay in the development of the Population Policy due to the resignation of the TA.
- National COVID-19 Plan highlighted the need for up to fifty policies to either be drafted or updated to support the Government's response measures to COVID-19.
- Funding, TA support and concept note required to review the Island Government Act 2012-13 was not completed within this reporting period.
- The deliverables within the Hyper-converged ICT Network Upgrade and the Data Centre Co-location contracts were met, however, the work carried out are out of scope deliverables and these need to be captured in a new Agreement.
- Delayed progress on the Power upgrade project in Mauke and Mitiaro due to the termination of the international contract, this means that this deliverable did not progress well during this reporting period.
- COVID-19 disrupted the ability of EMCI to conduct national test plans and procedures, therefore, this work was not completed however, and future implementation of this work will be reported accordingly.
- Outstanding Rules and Procedures Policy needs to be completed to be able to call the Marae Moana (MM) Technical Advisory Group (TAG) and Council to a meeting. MM needs to complete process documents as well as plan for better timing of meetings and possible opportunities for holding meetings. Although TAG has not been convened, the Marine Sector Working Group of Agencies has begun meeting regularly.
- Updating the Official Information Act directory, the Office of the Ombudsman is assisting this work.

KEY LEGISLATION

OPM administers nineteen Acts. Of these, it acts as Policy developers or advisors for fifteen; Regulators for three; service deliverers for three; and provides governance oversight for eight. The Chief of Staff (COS) reported that OPM is a "gap-filling" Agency so often is mandated to take on tasks that other Agencies are unable to perform and that OPM is possibly administering mandates and functions that are not part of its core functions, however, it is not unique in this respect.

The OPM is responsible for administering a legislative framework and legal mandate which includes the following legislation:

- | | |
|---|---|
| • Disaster Risk Management Act 2007 | • Overseas Representative Act 1978 |
| • Island Government Act 2012-13 | • Public Holidays Act 1999 and its Amendments |
| • Island Government Electoral Amendment Regulation 2016 | • Spam Act 2008 |
| • Marae Moana Act 2017 | |

ACHIEVEMENTS UNDER THE COOK ISLANDS GOVERNMENT PUBLIC SECTOR STRATEGY 2016-2025

PEOPLE



- Training on Cyclone Shelter Management with Cook Islands Family Welfare Association, and Puna Emergency Operation Centre was held at Marsters House.
- Completion of Pre-Cyclone training with all stakeholders, Puna and Government Agencies, Insurance company, the New Zealand and Australian High Commissioners Office in October 2021.
- Disaster Risk Management (DRM) Institutional arrangement and engagement of consultation training with stakeholders, e.g., Puna on Rarotonga, Government Ministries, and the Private Sector. In addition, was the production of a video for Women in DRM.

EMPLOYEE ENGAGEMENT SURVEY

- A total of 12 out of 32 staff participated in this survey, which equates to 27% of employees. The feedback results were mixed but the main points include.
- Ethics and culture: 50% of employees would not recommend the OPM Office on a regular basis, in fact 17% selected Never. Participants stated that they would recommend OPM as a workplace to try and fill the skill gaps within the Public Sector. A larger proportion of respondents selected Never, Rarely or Occasionally in response to a culture of positivity and motivation in their workplace. Participants' comments showed that many felt that it was quite a positive and motivating work environment; however, there is an indication that these comments are not felt by all of the participants. 66% felt that people were only treated occasionally or rarely. Comments reflected that it was observed that some employees are treated differently from others, creating an imbalance within the work environment. A resounding 88% felt that OPM reflects the values of the Public Sector, though some comments suggested that employees and management would benefit from refresher training on the Public Sector values.
- Communication: 50% of respondents only felt their ideas were listened to occasionally or rarely and 67% selected the same options for receiving acknowledgement for their achievements at work. On the other hand, respondents strongly felt that they could voice an opinion, with 66% selecting always or frequently. Comments for this section included employees feeling well acknowledged for their achievements, healthy discussions and debate was encouraged and heard, though not always from the higher levels of management.
- Workload and motivation: 75% of respondents selected always or frequently for looking forward to coming to work each day and an even better response that 83% were able to maintain a healthy work/life balance. 58% indicated that they never or rarely thought about leaving in the last 12 months; 25% indicated they did occasionally; 17% thought about it leaving frequently which would be of concern for management.

STRUCTURES



- Reported that its organisational structure is fit-for-purpose and has remained updated and valid.

SYSTEMS



- NSDP finalization work and launch of the new format and tools.
- The National Research and Ethics Policy (NREC) was developed and noted by the Cabinet in January 2022. These are the Guiding Principles for research in the Cook Islands and Research Ethics Guiding Principles for Research involving Human Participants. The NREC was formalised with members in May 2022. This is a milestone for research in this country and the Committee has received many applications since its inception.

- Established the Research Ethics Committee.
- The Cabinet Services were able to review their documentation and filing system.
- The Pa Enua Governance Division was able to collaborate with other stakeholders (CIIC and ICI) to deliver major infrastructure projects in the Pa Enua.
- Progress made on the development work for the Community Sustainable Development Plans (CSDP) with the consultations conducted on Atiu and Mauke. This work is intended to be completed in the next annual reporting period.
- The Pa Enua Governance Division has been instrumental in providing troubleshooting advice and navigating political neutrality during the General Election.
- Facilitation of the OSCS's mission to the Cook Islands to conduct a review in the "Cybersecurity Capacity Maturity Model for Nations (CMM)". The workshop was aimed to assist Cook Islands with identifying priorities to strengthen capacity and building resilience in cyber security. A total of 120 participants from Government, law enforcement, emergency response, criminal justice, education, civil society, internet and IT service providers and the business community joined in the discussions during their allocated sectors.
- Significant progress of the Government IT network for the 41 agencies and 1,500 users migrating onto a common data processing centre, installing of cyber-security operating system, cloud-based MS Office licensing solution, unlimited internet package, and aggregating its international data over the Manatua cable.
- The Office is finalizing a major ITC upgrade and rollout into the Pa Enua via a high-speed satellite transport network and 4G LTE access network which will significantly bridge the connectivity divide.
- In the energy sector the OPM will be overseeing the replacement of the solar batteries (\$6.5 million) for the Northern CIs and transition of Te Aponga Uira maintenance support.
- Completion of the Feasibility and Design phase of the Aitutaki Renewable Energy project.
- Successful review of the Energy Stocktake and Framework.
- Renewable Energy Battery Replacement project design document completed for the Pa Enua.
- Started consultations on the establishment of a safety shelter project for Ruatonga, Avatiu and Atupa at the Orau o Uritaua and for Nikao at the Cook Islands Christian Church Sunday School Hall.
- CIIC was engaged to conduct a full assessment of 48 shelters on Rarotonga by Chris Manu Consultant completed, resulting in 18 primary Shelters identified.
- Puna Partnerships MOU were signed on 23 December 2021. MOU acknowledged TMO COVID-19 response support.
- CKI Climate Change Response Bill completed and submitted to Cabinet, consultations planned in the next financial year.
- Implementation of the Enhancing the National Adaptation Programme (ENAP) proposal which is designed to address climate change related knowledge gaps in the Cook Islands adaptation approach, and to strengthen adaptation planning and legal frameworks to support the implementation of the Country Programme. The proposal activities will build knowledge and capacity to consider in detail the potential impacts of slow-onset events such as sea-level rise and ocean acidification, and the long-term adaptive response to those impacts.
- At least three independent research proposals linked to climate change submitted to the Research Committee. The Climate Change Office's proposal for research on wetland and terrestrial sequestration on Mangaia submitted and approved by the Ministry of Foreign Affairs and Trade (NZ).
- Maintenance of support provided by the Marae Moana Office to the Marae Moana Ambassador.
- Key Marae Moana projects were going through the inception phase. Partnerships to realize these projects included receiving support from the Secretariat of the Pacific Community (SPC), Pacific Regional Environment Programme (SPREP), and International Union for Conservation of Nature (IUCN), Seacology and Global Climate Change Alliance (GCCA). Projects cover traditional knowledge and strengthening Marae Moana materials for education as well as supporting Geographical Information System workspace for mapping.

- Marae Moana played an important role supporting the World Ocean Day/National Lagoon Day event that was held in June and attracted hundreds of students and key organisations.
- Renovation undertaken on Office buildings, bathroom facilities and Te Atukura grounds hut.
- Improved financial reporting systems.
- Onboarding of new staff and equipping of maintenance staff with essential resources and tools for their work.
- Co-facilitation of the Futures exercise with the Pacific Security College, delivered to senior Government officials. In addition, partnership and funding secured through the Pacific Security College for TA support to develop the new National Security Policy (NSP).
- Establishment of the National Command and Coordination Centre and resourcing it accordingly.
- High quality evidenced based information and intelligence provided to the Prime Minister and the National Security Council.

COMMUNICATIONS

- Relationship maintenance is high between the Office and its stakeholders. Within OPM are various work programs that work in very different sectors and implement their own communications plan - for example Marae Moana has a Communications Strategy which is focussed on the Marae Moana Policy whereas the ITC worked with UK Government on a Communications Strategy for Cybersecurity and Safe Online Practices, and the Policy Division has an embedded Communication Officer to support the NSDA Communication Strategy. All other OPM Divisions have the capacity to develop their own communication plans.
- The OPM itself has a central website and Facebook page that can communicate to a wide audience and measure its success from FB analytics. An external company is contracted to provide communication and engagement support for both the Prime Minister and the Office. Within this reporting period, the Prime Minister's interaction and communication with the public has been focused on COVID-19 response, which the Office has supported and implemented.

STRATEGIC PARTNERSHIPS

- The relationship development and maintenance requirements of OPM with external partners and donor agencies is extensive (in excess of \$10M). The list of partners includes the Green Climate Fund (GCF) for climate change, NZ ITF funding for battery replacement, NEMA funding for disaster management, SPC funding for Fire Services Policy, ADB funding for IT Policy, Australian Government funding for National Security Policy and Seacology funding for Marae Moana. The importance of maintaining these relationships is because the Government budget shortfall does not meet full requirements and OPM as a central agency provides much of the underlying support for other Government agencies to access funding partners with ADB, Australia, NZ, and the GCF.

AUDIT STATUS

- The Office has received a disclaimer of financial audit status for the 2021 period, it is noted that the status has been so for the past 7 years. This is largely attributed to the issues below in the next section. Outlook indicates that the Office's financial systems is an area of concern.
- The Office has identified issues that have been raised by the Audit Office pertaining to the need to improve on quality financial reporting; improve processes around external/aid funds received for projects/activities which are not captured in the system.

PAEPAE ROP'ANGA O TE KAVAMANI MINISTRY OF OFFICE OF THE PUBLIC SERVICE COMMISSIONER

OPSC Profile



Secretary:	Ms Myra Patai
Start date:	9 June 2022
End date:	9 June 2025
Total FTE staff:	9
Females/Males:	7/2
Outputs/Divisions & Managers:	Output 1: Policy & Planning – Mrs Dorothy Solomona; Output 2: Human Resource Management – Ms Teresa Tararo; Output 3: Corporate Services – Ms Teresa Tura; Output 4: Heads of Ministries Administration – Ms Raka-ke Tangaroa
Portfolio Minister:	Hon Mr Mark Brown

The Ministry's performance within this reporting is above average, with an overall score of 87% (4). This rating comprises total scores of 57/70% for its output results and 30/30% for its organisational management. Across its four outputs, there were a total of 21 KDs of which 17 were achieved. Of these, 14 met expectations and 3 above average performance expectations.

NATIONAL SUSTAINABLE DEVELOPMENT PLAN

Progress on Goal 16 is on track.

- Goal 16: The indicator focuses on the average performance of Government Ministries as indicated in the Public Service Commissioner's Annual Report to Parliament.
 - A total of 338 (330:2020/21) Key Deliverables (KD) were monitored across 67 (70: 2019/20) Agency Outputs.
 - There were improvements in the implementation of the KDs:
 - 21% (7%: 2020/21) achieved exceptional performance or a '5' rating,
 - 50 % (64%: 2020/21) of the KDs achieved above average performance or a '4' rating,
 - 22% (22%: 2020/21) of the KDS met performance expectations or a '3' rating, and
 - 7% (7%: 2020/21) of the KDs need improvement or their performance is in development or a '2' rating and
 - There were 0% KDs with a '1' rating.

With the increased KDs in this FY by eight (8), the improvements demonstrated in terms of the number of KDs meeting expectations, above average and achieving exceptional performance has increased from 93% last FY to 97% this FY, an improvement by 4%.

CHALLENGES

Whilst the overall rating has been mixed, there were areas where there was very good performance as well some areas requiring improvement. The secondment of employees to assist TMO during COVID-19, created staff shortages and as a result, the delivery of OPSC core business was hindered and required the remaining staff to take on additional work.

The departure of two Managers within a short period of time added further stresses on remaining staff. Limited personnel budget meant that the approved OS did not meet the increased workload for existing staff and this resulted in some key deliverables not being completed or only partially completed.

Towards the end of the FY, the Policy and Planning (P&P) Division had a full team of two employees. The successful recruitment of the Policy Advisor enabled more regular review and updating of policies which was a challenge for the sole employee in that Team (who was the Manager). The P&P team developed the Policy Review Framework with the assistance of a VSA Volunteer to guide the review of policies. With bolstered staff numbers, the P&P Team managed to review three policies which were in final draft by the end of the FY and two Policies were at the first consultation stage.

Other more specific challenges relate to adherence to CIGOV Human Resources Policies, as follows:

- To meet its own targets, OPSC requires the support of other Government Agencies who must be held to account when they fail to comply with the CIGOV Human Resources Policies. This suggests that OPSC needs to review its KDs to ensure that its success is dependent on others outside of OPSC.
- OPSC has observed that in the 'recruitment space':
- There are several Agencies that are not meeting payroll cutoff deadlines when submitting Employee Notices which results in staff being penalized by not receiving their salary on time.
 - o Positions are being advertised by Agencies either without a job description (JD), or the JD is not sized or evaluated, and the position does not exist on the OS. The risk with this approach is that employees are being recruited without fully understanding the expectations of the role and conflict can ensue when employees are expected to take on roles that they were not prepared for or qualified for or even aware of what the role is about. It also affects the performance management of the employee because the employee is doing something completely different to what the JD says they should be doing.
 - o For roles that are not evaluated, this increases the financial liability on Agencies, because employers are not aware of the value of the role and so can either underpay or overpay employees to perform the role.
- Access to the HRMIS is a challenge due to internet connectivity and working around the schedule of the Payroll Team at MFEM. Maintaining the integrity of the HRMIS data needs strengthening and the HR Team is developing systems to enable oversight and auditing for this deliverable.
- Increasing participation of the Agencies and employees in the annual Employment Engagement Survey was a challenge and this was addressed by completely revamping the survey. Changes made included redesigning the survey questions to be more focused and shorter, removing demographic identifiers and publishing the findings on the OPSC website.
- The introduction of the HR or Demographic Dashboard using data from the HRMIS further confirmed the commitment of OPSC to transparency and making information accessible and available to all users.
- A non-core function being undertaken by OPSC is facilitating the NZ Government Superannuation fund (GSF). OPSC undertakes administration for the GSF, which includes facilitating verification procedures and recording fortnightly payroll data for each contributor to ensure that it reconciles with GSF records, so it does not impact receipt of funds when an employee withdraws their contribution.

KEY LEGISLATION

The OPSC is responsible for administering a legislative framework and legal mandate which includes the following legislation:

- Public Service Act 2009
- Public Service (Identification of Departments) Order 2008

ACHIEVEMENTS UNDER THE COOK ISLANDS GOVERNMENT PUBLIC SECTOR STRATEGY 2016-2025

PEOPLE



- OPSC has provided considerable support and training to other Government Agencies during this period including:
- Employee JDs were evaluated to reflect changes in the roles. Two HR Advisors have moved to their correct bands and three employees are being paid above their banding to recognise their expertise and skills they bring to their roles.
- OPSC had two positions vacant at the time of reporting: the Human Resources Manager which is expected to be filled by August 2022 and the Corporate Services Manager also expected to be filled by the end of the calendar year.
- All online training opportunities are extended to all employees who decide whether they wish to take up the training. There is regular HR Pod training that are delivered by the Pacific Fale and one employee actively engages with this training. Challenges of having small staff numbers, training heavily relies on other staff members support their absence and fill in for staff in training. As a result, not all staff are able to take part in virtual training at one time. With the increased work priorities in OPSC, internal training is harder to perform. So self-directed learning has taken place in one instance.
- Training on the Cook Islands Government's Performance Appraisal Framework was successfully delivered to nine Rarotonga Agencies and five Pa Enua Island Governments via Zoom. Ninety-nine percent of the participants agree or strongly agree that the training will improve their performance and conduct in the workplace.
- Assisted all ten Island Governments complete their JDs and organisation structures, a huge achievement for OPSC and the Island Government over a short period of time.
- To support Government's COVID-19 Response Plan, OPSC provided HR support to the TMO HR Team through various means, including:
 - Reviewing the success of the Quarantine Free Taskforce Arrangements (QFTA) Implementation Unit that was managed by MFAI and proposed its relocation to TMO should Government want to continue having this Unit. This review included the development of four JDs for the staff in the QFTA Implementation Unit to be based in TMO.
 - Review of TMO employment contracts.
 - Reviewing some TORs for some projects.
 - Coordinating the secondments of Public Servants to TMO.
- OPSC coordinated the participation of Health and Safety Officers (HSOs) from across the Public Sector (including 3 staff from OPSC over one week) to implement the COVID-19 RAT testing station at the Constitution Park and in Ngatangia. One staff was asked to manage the RAT testing station. OPSC also organized the printing of 200 RAT testing form and delivered igloos of drinking water for the HSOs.
- Facilitated access to training support from the NZ Pacific Fale which included Mentoring support (three staff enrolled in the programme) and two staff successfully completed the 9-month Integrity and Ethics Training.
- 174 JDs were sized from July 2021 to June 2022. The job bands were sized by the JEC.
- A total of 264 Government vacancies were advertised on the OPSC vacancy portal.

EMPLOYEE ENGAGEMENT SURVEY

- Overall EES response show that there were high levels of engagement from staff and excellent response rates. 100% of OPSC employees completed the Health and Wellbeing Survey.
- Ethics and culture: 88% of employees said that they always or frequently would recommend my workplace to close friends or family. Generally, staff agree they are treated fairly (62%) and the work place culture is positive and motivating (75%) with some 38% and 25% respectively indicating otherwise. 100% of staff agree that the Agency's actions not only align with the PS values but also part of the office culture.
- Communication: Although 63% of staff feel their achievements at work are always or frequently acknowl-

edged, 100% of staff selected always or frequently that their ideas are listened to. There is generally a good response for ability to carry out role while maintaining a healthy work/life balance, looking forward to work each day and never or rarely though about leaving with some 76%, 88% and 85% responses respectively.

- Disputes and conflict: Staff response showed that these were resolved by management through consultation and team meetings.

STRUCTURES



- The Organisational Structure was approved on 13 September 2021. Fourteen Full Time Equivalent (FTE) positions, including the Commissioner, were approved, however, due to lack of available Government funding; OPSC is currently only able to fill nine FTEs which exacerbates an already heavy workload for OPSC staff.
- Organisation Structures for ten agencies was reviewed in the last FY. OS approved for seven other agencies above that.
- Pa Enua Island Government structures are up to date, one is being reviewed and all Pa Enua outputs align.

SYSTEMS



- The OPSC Strategic Plan is currently being implemented and incorporated in the business plan.
- OPSC developed the TOR and secured technical funding through ADB for the Strengthening of the Cook Islands Public Sector Functional Review for the consultation to be rolled out in October 2022 and the final report to be completed in July 2023.
- OPSC developed a CIGOV Organisation Fit for Purpose Standard and only five Agencies have fully complied and seven have completed 4 to 5 of these plans (refer to Table 2).
- The functional review for Business Trade and Investment Board (BTIB) was submitted to Cabinet in February 2022. The OPM Capacity Assessment although was suspended at the request of the Chief of Staff (CoS) due to the change in the Prime Minister, the CoS wanted to confirm with the Prime Minister the strategic direction of OPM a draft report was completed.
- A total of 264 Government vacancies were received from Public Sector Agencies by OPSC and were advertised on the OPSC vacancy portal.
- The CIGOV Leave Policy was reviewed to include Pandemic type of leave.
- There was one Workforce Plan workshop held (March 2022) to review the current Workforce Plan and further meetings were held and was anticipated it will be completed in the next financial year.
- Budget Book 2 was submitted to Parliament for Budget sittings.
- The Health and Wellbeing (Employee Engagement) Survey of the Public Sector was launched on 7 June for two weeks ending on 20 June. A total of 412 employees participated in the survey.

COMMUNICATIONS

The OPSC website is updated during the business week. It includes notable achievements, news releases and public notices from across the Public Service.

STRATEGIC PARTNERSHIPS

OPSC maintains strong relationships with most Government Agencies, which was further strengthened during the COVID-19 pandemic when it provided sustained HR support to TMO.

To leverage expertise and knowledge in human resources, OPSC engages with the NZ State Services Commission/ Pacific Fale on good practice in the HR space; Volunteer Service Abroad (VSA) with respect to capacity and capability support and the Global Evaluation Initiative on monitoring and evaluation training. See further information below.

AUDIT STATUS

OPSC received an unmodified audit report.

KEY HUMAN RESOURCES CHALLENGES AND OPPORTUNITIES

PEOPLE – PLANNING, RECRUITMENT AND RETENTION

PLANNING - ORGANISATIONAL MANAGEMENT

Organisational management is the process of organizing, planning and managing resources to help the Ministry achieve its objectives and goals. OPSC has developed two Standards including one, for an Organisational Fit for Purpose Standard which each Public Service Agency must adhere to. The Standard establishes foundational pillars that are essential for every Agency to operate effectively and efficiently.

Table 2 below, illustrates progress towards implementation of this Standard. It confirms the tools that have been developed by each Ministry and the dates in which each tool is due for review. The development of these organisational management tools is usually included in a HoMs Performance Agreement and are called Critical Success Factors.

The Risk Management Plan (RMP) below, should reflect key risks identified for the Agency under broad risk categories provided in the Government Risk Management Policy. The RMP is made up of a Risk Profile, Business Continuity Plan, Disaster Risk Management Plan, and a Disaster Recovery Plan. Not all Agencies have the full complement of the RMP, hence the response below that only some Plans have been completed.

All Ministries try to use their own employees to draft its own Human Resources (HR) policies and documents to align with the CIGOV HR Policies. In the event where external assistance and advice is required, the Ministry will coordinate and contact the appropriate external personnel and allocate time to conduct trainings and have the issues seen to.

Table 2: Ministries Organisational Management Tools						
AGENCY	Strategic Plan/ Statement of Intent	Workforce Plan	Training & Development Plan	Risk Management Plan	Communication Plan/Strategy	Fit for purpose Organisational Structure
MoA	2020-2025	2020-2024	2020-2024	2020-2021	2019- 2024	14 Oct 2019
MoCS	2020-2025*	2019-2024	2020-2024	√	2020-2024	08 Dec 2021
MoCD	2017-2030	X	2020-2021*	#	2021/22*	27 Feb 2020
MoE	2020-2023	2014-2024	X	√	2021-2023	1 Jul 2017
MFEM	2021-2025*	#	X	X	2022*	3 May 2021
MFAI	2019-2024	X	X	√	2020-2025*	08 Jul 2020
TMO	2017-2021	2016-2025	2020-2021	X	2020 -2025 *	26 Aug 2021
ICI	2016-2021	X	X	√	Jun 2021*	10 Nov 2021
INTAFF	2017-2022	2020	2020-2021	2016-2022	2019-2020	17 Nov 2021
MoJ	2021-2026	2019-2022	#	√	2019-2021	1 June 2022
MMR	2022-2027*	X	2016	X	2018-2021	09 Jul 2020
MoT	2020-2025	2021-2025 *	Jan 2022*	√	2021-2025	17 May 2022
OPM	2019-2024	X	X	√	X	13 Jun 2019
OPSC	2021-2025	2018 -2025	2018*	Jan 2020	Jul 2020	13 Sep 2021
Legend: √ = Some Plans have been completed. X = Plan not started. # = Plan in Progress. * = Draft						

PEOPLE DEVELOPMENT AND MANAGEMENT

The retention and recruitment challenges that all Ministries are facing require a concerted plan to enable Government to mitigate the risks of Cook Islanders continuing to depart their shores. Although the status of the delivery of people development strategies and plans in the Public Service are mixed as will be observed from Table 2, there is still the will and acknowledgement for improving current systems. COVID-19 had a definite impact on training opportunities at the start of the pandemic. As a result, there was a rise in the provision of virtual platforms to enable the convening of meetings and training opportunities. Although some Agencies claim to have Training and Development Plans, they are reactive and not proactive and expect employees to approach them with training plans.

RECRUITMENT

A COVID-19 environment has exacerbated the same issues identified in the last Annual Report to Parliament. Ministries continue to experience difficulties in recruiting people with key competencies and skills sets and within the Government remuneration framework and from a limited labour market. Vacant positions mean that they Ministries may have insufficient human resources to deliver key services in a sustainable manner into the medium term. With expanding work programmes, it has been difficult for some Ministries to maintain adequate levels of customer service (many of which are outside the normal realm of responsibility) with limited capacity. Innovative approaches and changes to its recruitment strategies is required. Adopting some flexibility in the current CIGOV Recruitment Policies to strengthen the secondments, transfers and streamlined processes. The risk of overstretching current personnel will require careful prioritisation and resource allocation by HoMs and Ministries.

RETENTION

For excellent performance, almost all Ministries offer to their employees various rewards: time off (TOIL), bonuses and/or salary increments. This applies also for HoMs to Directors. Informally, it is always a priority of all Ministries to acknowledge excellent performance, often via special mention in staff gatherings, especially the end of year function.

EMPLOYEE ENGAGEMENT SURVEY

The annual Employee Engagement Survey was given a ‘new look’ survey and was redeveloped to be more user friendly, more focused, shorter and to encourage participation across the sector. Participation rates in previous years in the Employee Engagement Survey have been consistently low compared to the number of employees.

After some research, and in consultation with a Statistician it was determined that there were a number of changes that could be made to help increase participation numbers and provide the sector with a more concentrated set of data and reporting mechanism. The first change was eliminating a large number of questions required to be answered and focus on one area, and so OPSC developed two focused surveys, one on “Health & Wellbeing” and the second on “Leadership in the Public Sector”.

This shortened survey significantly reduced the time it took to complete. Another change was to improve the level of confidentiality in the survey, so many of the ‘identifier’ questions were removed, leaving only the Agency an employee worked for, which improved the level of privacy and confidentiality significantly. Finally, another consideration was the reporting of the data collected. With the previous surveys, reports were downloaded straight from the survey platform website, Survey Monkey, and were very large and not very user friendly due to the amount of questions and the limited formatting options available. It was very time consuming to provide any kind of analytical report but with a more focused approach it allows for a report to be produced that is more succinct and should assist management to easily identify issues.

The lack of ‘identifiers’ means that demographic information is not able to be produced for this report. It is recognised that it is important for agencies to understand the demographics of their employees and this in-

formation will be available in the individual agency survey reports and under development is a sector wide demographic dashboard that will be launched on the OPSC website in August and updated at regular intervals. The purpose of the Leadership of Public Sector Management Survey is to understand how the Public Sector can promote a work place culture that provides an environment that:

- Is safe and healthy for its employees
- Reflects the Public Sector values of honesty, impartiality, service, transparency, accountability, respect, effectiveness and efficiency
- Is relevant and responsive
- Provides the tools and resources for employees do to their jobs well.
- Provide a Public Service of excellence to our community

It is anticipated that the feedback provided will give an insight into how management are performing in key management areas and give them opportunities to learn, change behaviours and develop skills that will help all employees in the Public Sector to excel in their jobs and foster positive, supporting work environments. The Health and Wellbeing Survey will give Public Sector leaders a better understanding of the health & wellbeing of their employees. The survey results provide agencies with a snapshot of how employees see their workplaces, including views on: Employee engagement and job satisfaction, Public Sector ethics and culture, Communication, Inclusion, Workload and Motivation, Fairness and respect and Job demands, Resources and support.

INFORMATION MANAGEMENT

All Ministries engage with their stakeholders. Some have structured engagement like MFAI and TMO, and others adopt a more ad hoc style. A post COVID-19 environment requires Communication Plans or Strategies that are relevant and enable timely responses from Government Ministries. All Ministries engage with their stakeholders and the public regularly through various platforms – online, email, telephone, newsletters, telephone and walk-ins.

RISK MANAGEMENT

The Risk Management Plan encompasses the following a: Risk Profile where the Agency identifies risks to its business operations; Business Continuity Plan (BCP) that addresses threats to their business; Disaster Risk Management Plan (DRM) which is aligned to the National DRM Plan that addresses readiness, preparedness, recovery and safety of the work place; Disaster Recovery Plan to address and mitigate. Most Ministries have a Risk Management Plan however, most Plans will require reviewing or implementation. It is expected that Ministries should organize training around this Plan including running emergency drills (for fire, cyclones, etc.) regularly, in line with best practice recommendations and that all risks are accurately identified and mitigated.

SYSTEMS – NON-CORE FUNCTIONS

As with the Annual Report last year, a few Ministries have assumed non-core functions which takes them away from their core business or requires additional staff and processes to fill in to enable this work to be undertaken by the Ministry like MFEM, OPSC and MMR.

1.3 BUDGET

Table 03: Budget 2021-2022 by Ministry

The Ministries of Health, Education and Management are the Agencies with the highest personnel and operating budgets respectively.

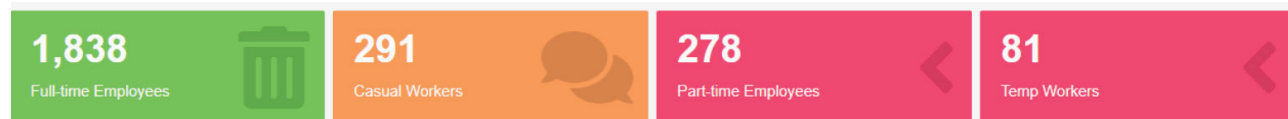
Ministry	Personnel	Operating	Admin. Payments	Depreciation	Gross Apprpr.	Trading Revenue	Net Apprpr.	POBOC	Medium-Term Expenditure Ceiling
MoA	1,095,572	314,509	0	45,000	1,455,081	90,535	1,364,546	0	1,455,081
MoCS	1,464,326	229,131	0	41,000	1,734,457	100,000	1,634,457	0	1,734,457
MoCD	734,250	128,000	615,000	89,500	1,566,750	170,000	1,396,750	326,690	1,893,440
MoE	11,958,114	2,451,831	5,150,674	615,000	20,175,619	0	20,175,619	0	20,175,619
MFEM	6,544,508	822,419	11,057,219	260,000	18,684,146	954,341	17,729,805	825,000	19,509,146
MFAI	1,932,692	1,019,103	15,000	45,000	3,011,795	28,000	2,983,795	953,461	3,965,256
MoH	12,833,011	3,648,951	2,536,870	1,570,000	20,588,832	350,000	20,238,832	0	20,588,832
ICI	2,369,871	379,129	2,480,000	145,000	5,374,000	300,000	5,074,000	0	5,374,000
INTAFF	1,357,376	299,000	3,304,217	12,000	4,972,593	0	4,972,593	21,067,190	26,039,783
MoJ	2,028,976	350,000	604,806	23,000	3,006,782	425,000	2,581,782	0	3,006,782
MMR	1,478,942	455,058	150,000	150,000	2,234,000	20,000	2,214,000	0	2,234,000
MoT	1,033,337	185,942	0	25,609	1,244,888	41,221	1,203,667	120,000	1,364,888
OPM	1,557,200	459,000	1,193,000	15,000	3,224,200	0	3,224,200	0	3,224,200
OPSC	350,000	191,510	1,903,170	5,000	2,449,680	0	2,449,680	0	2,449,680

PART 2: PUBLIC SECTOR PROFILE

The OPSC and a number of other central Agencies such as MFEM and OPM provide support to strengthen, improve and rationalize some public services. This includes for OPSC – HR support; MFEM – payroll and FMIS and for OPM – ICT. Rationalisation is an attempt to reduce duplication and costs but also to improve the timeliness and efficiencies of some Government services.

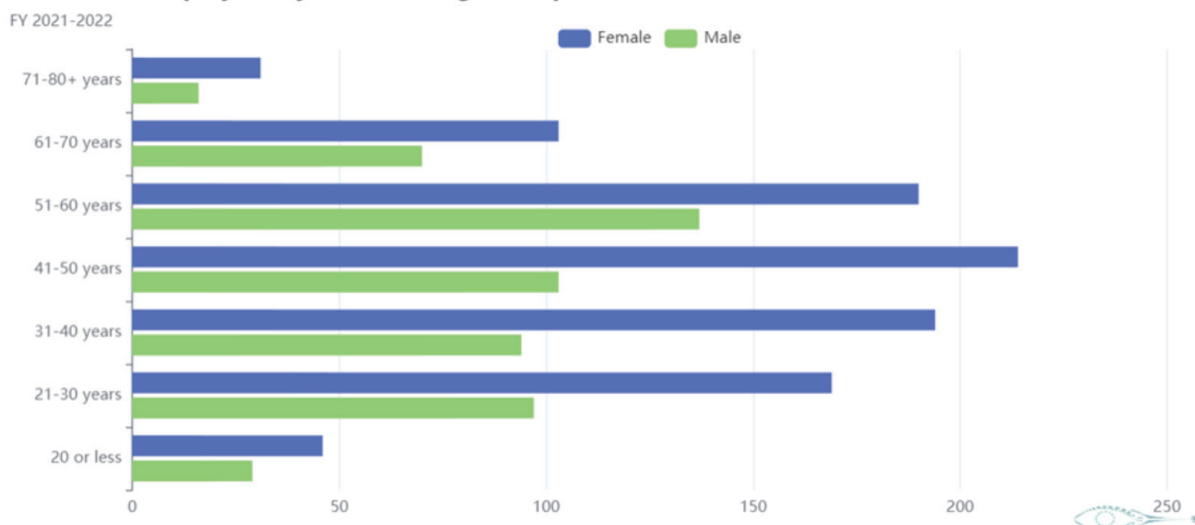
2.1 PUBLIC SECTOR PROFILE

The public sector had 2,488 (FY 2021-2022) employees in all categories, including full-time, temporary-full time, part-time, casual workers as at 30 June 2022. This is an overall slight increase of 19 employees since June 2021.



- Total full-time employees were 1, 838 and 650 employees from the categories temporary-full time, part-time, casual workers. Employees listed as 'nulls' means that they remain on the system but are not being paid.
- The Public Sector workforce is predominantly female (53%) with males making up 47% of the workforce.
- The average age of a public servant is 44 years old, with over half (43%) falling into the 41-60 age group, while 18% are between 31-40 years of age. There are also significant numbers of employees in each of the other age groups: 19% at 21-30; 12% at 61-70; 5% are 20 and under; and 3% between 71-80+ years old.
- Figures indicate there is a good mix of ages and genders within the Public Sector.

Number of Employees by Gender & Age Group



NON-COOK ISLANDS MĀORI EMPLOYEES

There were 195 non-Cook Islands Māori personnel working in Public Sector as of 30 June 2022. This translates to 8% of the workforce, a 1% increase from June 30, 2021. The Table summarises the gender breakdown as well as Public Sector employers of non-Cook Islands Māori personnel.

Table 04: Non-Cook Islands Māori Employees

	30-Jun-22		
	FEMALE	MALE	TOTAL
Min. of Health	45	23	68
Min. of Education	37	21	58
Min. of Finance and Economic Management	16	9	25
Min. of Corrective Services		8	8
Min. of Marine Resources	1	4	5
Infrastructure Cook Islands	1	4	5
Crown Law Office	3	2	5
Cook Islands Police Department		3	3
Audit Office	2	1	3
Business Trade Investment Board	1	1	2
Min. of Foreign Affairs and Immigration	1	1	2
National Environment Service	1		1
Cook Islands Tourism Corporation	1		1
PERC	1		1
Palmerston Island Government	1		1
Min. of Internal Affairs	1		1
Min. of Justice	1		
Civil List	1		1
Penrhyn Island Government		1	1
Pukapuka Islands Government		1	1
Mauke Islands Government		1	1
Minister Arioka Support Office		1	1
TOTAL	114	81	195

2.2 PUBLIC SERVICE ATTRITION

The Public Sector workforce statistics for the period 1 July 2021 to 30 June 2022 shows that the total number of employees leaving the Public Sector was 260, an increase of 27 (10%) from previous years. The Table below shows the reasons for leaving the Public Sector including termination, end of contract, resignation, redundancy and deceased. However, it should be noted that this does not capture resignations where public servants have moved from one Agency to another.

Public Sector Agencies	Terminated	End of Contract	Resigned	Retirement	Redundancy	Deceased
Crown Agencies	3	3	18			3
Island Government	6	2	9	3		2
Ministry Support Entities	1	2	9			
Parliament			1			1
Public Service Departments	7	76	105	5	2	2
Total	17	83	142	8	8	8

PART 3: OFFICE OF THE PUBLIC SERVICE COMMISSIONER

OPSC endeavours to provide training support to the Public Sector on the various CIGOV Human Resources Policies of which there are twenty-five. These range from the CIGOV Recruitment Policy to CIGOV Leaving the Service Policy to the CIGOV Motor Vehicle Policy. The following section describes some of the training provided by OPSC or in collaboration with other Agencies.

PERFORMANCE MANAGEMENT

As of 23 June 2022, training on the Performance Management Policy and its templates were delivered to a total of fourteen Agencies. Of this, nine Rarotonga-based Agencies participated in the training and five Pa Enea Island Governments via Zoom. This is the first roll-out of the Performance Management training to the Pa Enea. The remaining five Pa Enea Island Governments will be provided with the same training over the next financial year. The training for the Pa Enea is part of the support that the Office of the Prime Minister intends to provide them to strengthen their performance and accountability for the work programmes they deliver.

PUBLIC SERVICE INDUCTION

An induction programme encourages employee confidence and assists new employees to adapt to their working environment and enable them to contribute to a more effective, productive workforce. During this fiscal year, the number of Public Service Induction sessions held were restricted due to COVID-19. However, we were able to deliver twelve Public Service Induction sessions to 152 Public Servants. Participants enjoyed the group discussions on topics such as the history and structure of government, and the Cook Islands Constitution. They were also informed on Cook Islands Government Policies such as the Code of Conduct and Leave Policies. The importance of being transparent and living the values of the Public Service were strongly emphasised.

A total of twelve Public Service Induction trainings were delivered this FY and reached a total of 118 Public Servants. Training was delivered as follows: 1x July, 2x August, 2x September, 2x October, 2x November, 2x April, 1x June. Some scheduled trainings did not take place due to COVID-19 restrictions.

ADVISORY SUPPORT

As reported last financial year, the Public Services Fale (formerly the Pacific Fale) housed at the New Zealand States Services continues to offer practical technical advice and facilitates relationship building and knowledge exchange between Pacific countries and territories including the Cook Islands, to strengthen leadership and governance for the benefit of Pacific Islands citizens. It was established in January 2020 as a Pacific-led Public Service centre of excellence. It supports the Pacific Public Service Commissioners to achieve their goals and deliver quality public services in the Pacific. The Fale is funded by the New Zealand Ministry for Foreign Affairs and Trade until 2024 as a part of the Government's Pacific Reset programme.

A Country Plan is developed for each country which identifies the priority areas of support that they request from the Pacific Fale. The Cook Islands Plan focuses on three areas: digital connectivity, leadership development and strengthening governance.

There are various modes for support including through FaleOnline which is a web-based learning management platform that enables Pacific public servants and the Fale to share, learn and connect. Through this platform, different Government Agencies including OPSC were able to participate in the following webinars and Peer learning pods. All Heads of Agencies are informed of the Pacific Fale schedule for training so they or their employees can participate.

A webinar is an online seminar that allows participants from anywhere in the world to come together in a virtual classroom to share information over the internet. There were three webinars delivered during this reporting period and which focused on:

1. *State Owned Enterprises*
2. *Digital Public Service* – the Ministries of Justice and Cultural Development were presenters on this Panel. MoJ shared on their experience with the establishment of the online Companies Registry and MoCD on the creation of a digital platform to allow customers overseas to access their cultural events online.
3. *Building Policy Capability: An Infrastructure Approach* – using the The Aotearoa Policy Project: to improve the quality of policy advice across Government.

There were eight sessions from May 2021 to June 2022 organized by the Pacific Fale for the HR Peer Learning Pods aims to provide a fono space for those leading HR work to gather and discuss topics of mutual interest, share resources, and collaborate on common priority areas. Areas of learning focused on: Workforce Mobility, Working from Home, Work Life Balance, Sexual Harassment, Travel and Community Practice, Change Management Plans, Open Merit and Recreational Guide and Great Attrition or Great Attraction.

There were also Joint World Bank and Pacific Fale webinar on impact of COVID-19 on the economy – 8 February 2022; COVID-19 and the Wage Bill on 22 February 2022.

An *IT Peer Learning Pod* was also developed similar to the HR Learning Pod.

Two employees from OPSC also enrolled in the Ethics and Integrity training that took place from October 2021 - June 2022. The programme's learning modules based on pillars of Service, Integrity, Equity, Accountability and Community. The two participants both agreed that the programme was extremely beneficial for OPSC because of its linkages to the Government Code of Conduct Policy as well as providing some source material for the development of a new Code of Ethics for the Public Service.

RECRUITMENT PANELS

The CIGOV Recruitment Policy supports good recruitment practice and promotes fairness, transparency, and merit-based selection, to ensure the best applicants are appointed to roles across the Public Sector.

This Policy applies to the recruitment, selection and appointment of employees to vacant positions across the Public Sector.

OPSC has assisted a number of Agencies (as follows) with their recruitment efforts – this has included the provision of advice and participating in Recruitment Panels. OPSC has been part of nine Recruitment Panels:

- Mauke Island Government - Manager Social and Economic Development and Manager Public Utilities (2 Panels)
- OPM - Atiu Agriculture Manager and Executive Officer for Palmerston Island Government (2)
- CIPS – Human Resources Manager, Drivers Licensing Officer and Regulatory Officer (2)
- Ministry of Transport - Director of Civil Aviation
- Infrastructure Cook Islands - Corporate Services Director
- Parliamentary Services - Corporate Services Manager
- TMO – Chief Nursing Officer

JOB DESCRIPTIONS

Job descriptions are essential in helping to identify the right employees for a job. It is the Agencies responsibility to write job descriptions for positions on the organisation structure. Under the CIGOV Recruitment Policy 2017, every job advertised must have a job description (JD) and be on the approved organisational structure. OPSC engaged Strategic Pay to deliver two Job Description Writing workshops to a range of Agencies and this was delivered online using Zoom. Fifteen Public Servants attended from a range of agencies.

The evaluation of the JDs is led and coordinated by OPSC using current Public Servants who volunteer their services to the Job Evaluation Committee (JEC) and undergo certification every three years. The majority of JEC committee members completed a Refresher course for recertification in March 2022. During COVID-19, it was challenging for the JEC to meet and so most sessions were held via Zoom. The total number of JD's sized from July 2021 to June 2022 is 174.

The evaluation of a job provides the Head of the Agency guidance on how much the job is worth financially or where it sits in the CIGOV Remuneration Structure (job banding) and what remuneration the Employer

can offer the prospective employee. Employers have the flexibility to pay outside the job band by offering employees a market premium – which is an additional allowance paid outside and above the salary band to reflect the specialist/technical nature of the job, labour market conditions and the need to attract and retain the employee.

MARKET PREMIUMS

While most jobs are paid within the approved pay structure the PS Act recognises that market premium may need to be paid in exceptional circumstances to attract and retain specialist or technical skills with the PS. For the period ending June 2022, a total of 29 market premiums request was received by the PSC, the highest request received were from the Leadership and Technical/Specialist roles both with fourteen requests and Customer and Business Support with one.

CATEGORIZING JOB ROLES

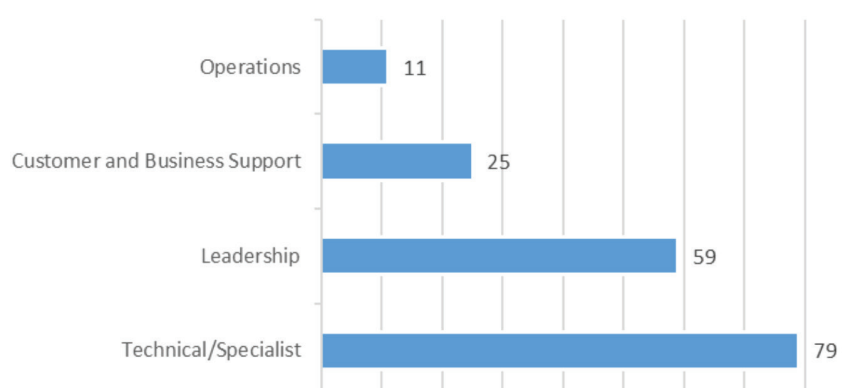
Positions that are evaluated, follow the JobWise job classification model (developed by Strategic Pay) which groups similar roles at different levels into four distinct career pathways. It enables Agencies to analyse and size jobs in one of the four standard career pathways of:

- Customer and Business Support Pathway: these roles perform a contributory role; they provide inputs into the outputs of other jobs. Example jobs include Administrative Assistant, Receptionist, and Data Entry Operator.
- Operations Pathway: these roles perform technical tasks and activities, often requiring manual dexterity, typically based on trades or certificate level qualifications or equivalent expertise based on years of experience. Example jobs include Mechanic, Plant Operator, and Laboratory Technician.
- Technical/ Specialist pathway: these roles are primarily knowledge-based roles requiring the application of specialist technical, scholastic and/or research skills. Example jobs include Accountant, IT Specialist, and Human Resources Advisor.
- Leadership pathway: these roles are accountable for the work and performance of others as supervisors and managers.
- As will be noted from the graph, there were 79 JDs that were in the Technical/Specialist role, which suggests that there is an increase for knowledge-based positions.
- There were 59 JDs evaluated in the Leadership role, 25 in the Customer and Business Support roles and 11 in Operations.

GOVERNMENT VACANCIES

Government Agencies continue to publish their vacancies via the OPSC website. From July 2021 to June 2022, a total of 264 Government job vacancies were uploaded onto the OPSC portal. A total of 107 job applications (39% of vacancies) were received through the OPSC Vacancy Portal. All applications were forwarded to the relevant Agencies for their consideration.

JobWise Pathways for Positions Evaluated
Year Ending June 2022





GOVERNMENT SUPERANNUATION FUND (NZ)

OPSC continues to provide administrative support to the remaining 133 (162 as at 30 June 2021) contributors on the NZ Government Superannuation Fund (a legacy that continues to be performed as a non-core function). The reduction is due to the following factors:

- 275 contributors for this reporting period
- 29 contributors either deceased, became pensioners and/or have ceased contributing to GSF due to migrating overseas or received a study scholarship
- 246 recipients remain on GSF as at the end of 30th June 2022

Out of the 29 contributors, the movement is due to the following factors:

- 23 members became pensioners
- 2 spousal pensioners;
- 3 members ceased contributing due to migrating overseas
- 1 member ceased contributing due to arrears repayments while member was on study scholarship.

My Office facilitates queries relating to the New Zealand Government Superannuation Fund (GSF) in-country with MFEM Payroll, and the Fund's New Zealand Administrator - Datacom. During the year, Government funded 16.5% (16.8% as at 30 June 2021) of GSF contributions for each GSF member. This showed a reduction by 0.3% while employees contributed between 6.0 – 6.5% of their salary.

ANNEXES

ANNEX 01: PUBLIC SECTOR REMUNERATION PROFILE

FIGURE 01: REMUNERATION PROFILE

		0-10k	10-20k	20-30k	30-40k	40-50k	50-60k	60-70k	70-80k	80-90k	90-100k+	Totals
Parliament	Male	0.0%		1.4%		2.7%			52.7%		43.2%	100.0%
	Female	0.0%	1.7%	6.9%					60.3%		31.0%	100.0%
PS Depts	Female	0.0%	7.0%	14.6%	47.8%	13.9%	9.0%	2.6%		1.4%	3.9%	100.0%
	Male	0.0%	6.8%	19.5%	25.2%	16.5%	7.7%	8.0%	2.6%	2.4%	11.3%	100.0%
Min. Support Entities	Female	0.0%	13.0%	13.0%	19.6%	43.5%	10.9%					100.0%
	Male	0.0%	10.5%	21.1%		5.3%	6.6%	15.8%	18.4%	10.5%	11.8%	100.0%
Island Govt	Male	0.0%	80.3%	9.2%	2.5%	6.7%		1.3%				100.0%
	Female	0.0%	80.0%	11.0%	4.5%	2.0%	2.5%					100.0%
Crown Agencies	Male	0.0%	4.2%	24.7%	15.7%	21.0%	7.9%	1.6%	1.8%	4.2%	18.9%	100.0%
	Female	0.0%	3.1%	17.1%	34.3%	13.5%	3.9%	6.2%	3.6%	4.2%	14.0%	100.0%
Totals		0.0%	15.4%	15.7%	30.8%	13.6%	6.9%	4.0%	3.3%	1.9%	8.4%	100.0%

FIGURE 02: PUBLIC SECTOR AGE PROFILE

Age Profile	Crown Agencies		
	FEMALE	MALE	PERCENTAGE
20 or less	1	3	2%
21 – 30 years	40	26	27%
31 – 40 years	32	25	23%
41 – 50 years	21	22	18%
51 - 60 years	23	35	24%
61 - 70 years	4	11	6%
71 - 80+ years	1	1	1%

TABLE 05: TOTAL NUMBER OF FULL TIME EMPLOYEES BY ISLAND ADMINISTRATION

	30-Jun-22		
	FEMALE	MALE	TOTAL
Aitutaki Island Government	8	55	63
Atiu Island Government	7	39	46
Mangaia Island Government	4	54	58
Manihiki Island Government	9	32	41
Mauke Island Government	8	42	50
Mitiaro Island Government	17	30	47
Nassau Island Government	19	24	43
Palmerston Island Government	8	9	17
Penrhyn Island Government	6	32	38
Pukapuka Island Government	101	132	233
Rakahanga Island Government	9	25	34
Totals	196	474	670

Source: HRMIS

TABLE 06: TOTAL NUMBER OF FULL TIME EMPLOYEES BY MINISTERIAL SUPPORT OFFICES

	30-Jun-22		
	FEMALE	MALE	TOTAL
Leader of Opposition	2	2	4
Min. Arioka Support Office	4	6	10
Min. Angene Support Office	2	3	5
Min. Mokoroa Support Office	2	4	6
Min. Tapaitau Support Office	3	4	7
Min. Toki-Brown Support Office	3	1	4
Prime Minister Support Office	3	9	12
Totals	19	29	48

Source: HRMIS

TABLE 07: TOTAL NUMBER BY GENDER - CIVIL LIST AND HOUSE OF ARIKI

	30-Jun-22		
	FEMALE	MALE	TOTAL
Civil List (Members of Parliament)	9	18	27
House of Ariki	4	9	13
Total	13	27	40

Source: HRMIS

TABLE 8: PUBLIC SECTOR EMPLOYEES/APPOINTEES BY FULL TIME EMPLOYEES AND GENDER

	30-Jun-22		
	FEMALE	MALE	TOTAL
Crown Agencies	122	123	245
Island Govt	196	474	670
Min. Support Entities	19	29	48
PS Depts	979	506	1485
Parliament	13	27	40
Totals	1329	1159	2488

Source: HRMIS

TABLE 9: CONSTITUTIONAL POSTS

	CONSTITUTIONAL POSTS	NAME
Crown	Queen's Representative	His Excellency Sir Tom Marsters, KBE
Parliament	Speaker of Parliament	Honourable Tai Tura
Cabinet	Prime Minister	Honorable Mark Brown
	Deputy Prime Minister	Honourable Robert Tapaitau
	Minister of the Crown	Honourable Vaine Makiroa Mokoroa
	Minister of the Crown	Honourable Vainetutai Rose Toki-Brown
	Minister of the Crown	Honourable George Angene
	Minister of the Crown	Honorable Patrick Arioka
Ombudsman	Ombudsman	Mrs Niki Rattle
Judiciary	Chief Justice	Honorable Sir Hugh Williams
PSC	Public Service Commissioner	Mr Carl Hunter
PERC	Chairman of the Public Expenditure Review Committee	Mr Geoff Stoddard

TABLE 10: CONSTITUTIONAL POSTS – MEMBERS OF PARLIAMENT

MEMBERS OF PARLIAMENT	ISLAND	CONSTITUENCY
Hon. George Angene	Rarotonga	Tupapa-Maraerenga
Hon. Mark Brown	Rarotonga	Takuvaine-Tutakimoa
Hon. Albert Nicholas	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. Terepii Maki-Kavana	Aitutaki	Arutanga-Reureu-Nikaupara
Hon. Kitai Manuela Teinakore	Aitutaki	Vaipae-Tautu
Hon. Vainetutai Rose Toki-Brown	Atiu	Teenui-Mapumai
Hon. Tehani Brown	Atiu	Tengatangi-Areora-Ngatiarua
Hon. Wesley Kareroa	Mangaia	Oneroa
Hon. Agnes Armstrong	Mangaia	Ivirua
Hon. Tetangi Matapo	Mangaia	Tamarua
Hon. Tai Tura	Mauke	Mauke
Hon. Mrs Akaiti 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

TABLE 11: CONSTITUTIONAL POSTS - MEMBERS OF THE HOUSE OF ARIKIS

MEMBERS OF HE HOUSE OF ARIKI (as at 30 September 2022)	ISLAND
Makea George Karika Ariki	Rarotonga (Te Au o Tonga)
Pa Marie Te-Upokotini Ariki, OBE	Rarotonga (Takitumu)
Tinomana Tokerau Ariki - Kaumaiti Iti	Rarotonga (Puaikura)
Kainuku Kapiri i te Rangi Ariki	Rarotonga (Takitumu)
Makea Vakatini Phillip Namatoa Ariki*	Rarotonga (Te Au o Tonga)
Manarangi Tutai O Pore Ariki	Aitutaki
Teaukura Haurua Ariki	Aitutaki
Vaeruarangi Tuaine Ariki*	Aitutaki
Ngamaru Tupuna Moeroa Ariki	Atiu
Parua Upokoina Ariki	Atiu
Rongomatane Nicholas Ariki	Atiu
Te-au Anthony Ariki	Mauke
Tamuera Owen Ariki	Mauke
Teteva-Tiatava Maarametua Ariki*	Mitiaro
Tou Travel Ariki - Kaumaiti Nui	Mitiaro
Temaue o te Rangi Teikamata Mii Ariki	Mitiaro
Numangatini Tangitamaiti Ariki	Mangaia

**Elected, but yet to receive Warrant of Appointment as member of House of Ariki (HoA) at the date of compilation. It is anticipated they will be sworn in October 2023.*

Source: House of Ariki

TABLE 12: HEADS OF PUBLIC SERVICE DEPARTMENTS OR MINISTRIES

HEADS OF THE PUBLIC SERVICE (As at 30 June 2021)	NAME
Secretary of Agriculture	Ms Temarama Anguna-Kamana
Secretary of Cultural Development	Mr Anthony Turua
Secretary of Corrective Services	Mr Teokotai Joseph
Secretary of Education	Ms Danielle Tungane Cochrane
Secretary of Finance and Economic Management	Mr Garth Henderson
Secretary of Foreign Affairs and Immigration	Ms Tepaeru Herrmann
Secretary of Health	Mr Bob Williams
Acting Secretary of Infrastructure Cook Islands	Mr Tamarii Tutangata
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 – Office of the Public Service Commissioner	Mrs Myra Patai

TABLE 13: HEADS OF CROWN AND STATUTORY AGENCIES

HEADS OF STATUTORY/CROWN AGENCIES	NAME
Business Trade Investment Board	Ms Repeta Puna
Cook Islands Audit Office	Mr Allen Parker/Mr Des Wildin*
Cook Islands Parliamentary Services	Mr Tangata Vainerere
Cook Islands Police	Mr Turepu James Keenan
Cook Islands Seabed Minerals Authority	Ms Alex Herman
Cook Islands Tourism Corporation	Ms Karla Eggelton
Crown Law Office	Mr Graham Leung**
Financial Services Development Authority	Ms Marie Francis
Financial Supervisory Commission	Ms Cheryl McCarthy
Head of State Official Secretary	Mr Anthony Brown
National Environment Service	Mr Halatoa Fua
National Heritage Trust	(vacant)***
House of Ariki	Mr Tupuna Rakanui

*Mr Allen Parker resigned from his position on 30 June 2022, and Mr Des Wildin assumed Acting role.

**Mr Baker ceased employment as the Solicitor General on 15 December 2021. Replaced by Mr Leung on 25 March 2022.

***Mr Brider ceased employment as the Director on 30 April 2022. Passed away on 2 May 2022.

TABLE 14: HEADS OF STATE OWNED ENTERPRISES

STATE OWNED ENTERPRISES (As at 30 June 2022)	NAME
Avaroa Cable Limited	Mr Mike Schwarz
Bank of the Cook Islands	Mrs Vaine Nooana-Arioka
Cook Islands Airport Authority	Mr Nikau Tangaroa
Cook Islands Investment Corporation	Mr Allen Jensen
Cook Islands Ports Authority	Mr Nooroa Tou
Cobalt Seabed Resources	Mr Eusenio Fatialofa
Te Aponga Uira o Tumutevarovaro	Mrs Leslie Katoa
Te Mana Uira O Araura	Mr Rimaroa (Long) Tuiravakai
To Tatou Vai Limited	Mr Tereapii Timoti

TABLE 15: EXECUTIVE OFFICERS OF ISLAND GOVERNMENTS

ISLAND GOVERNMENTS EXECUTIVE OFFICERS (As at 30 June 2022)	NAME
Aitutaki	Mr Tuaine George
Atiu	Mr Maara Tairi
Mangaia	Mr Anthony Whyte
Manihiki	Mr Nimeti Nimeti
Mauke	Mr Royston Jones
Mitiaro	Mrs Anna Roi
Palmerston	Mr Arthur Neale
Penrhyn	Mr Puna Vano
Pukapuka/Nassau	Mr Pio Ravarua
Rakahanga	Mr Toka Hagai

FIGURES AND TABLES

Figures:

Figure 01: Public Sector Remuneration and Gender Profile

Figure 02: Public Sector Age Profile

Tables:

Table 01: Ministry Performance Results

Table 02: Ministries Organisational Management Tools

Table 03: Budget 2021-2022 by Ministry

Table 04: Non Cook Islands Māori employees by Ministry or Agency

Table 05: Total number of Full Time Employees by Island Administration

Table 06: Total number of Full Time Employees by Ministerial Support Offices

Table 07: Total number by Gender – Civil List and House of Ariki

Table 08: Public Sector Employees/Appointees by Full Time Employees and Gender

Table 09: Constitutional Posts

Table 10: Constitutional Posts – Members of Parliament

Table 11: Constitutional Posts – Members of House of Ariki

Table 12: Heads of Public Service Departments or Ministries

Table 13: Heads of Crown and Statutory Agencies

Table 14: Heads of State Owned Enterprises

Table 15: Executive Officers of Island Governments



