



TE TANGO AKARANGATIRA ORA'ANGA

MINISTRY OF INTERNAL AFFAIRS



Photo: Ministry of Internal Affairs

CAPACITY ASSESSMENT REPORT

OCTOBER 2020

Acronyms

AIPM	Australian Institute of Police Management
BTIB	Business Trade and Investment Board
CBD	Central Business District
CDP	Capacity Development Plan
CLO	Crown Law Office
CSO	Civil Society Organization
IG	Island Government
ILO	International Labour Organization
MEP	Monitoring and Evaluation Plan
MFEM-FMIS	Financial Management Information System
INTAFF	Ministry of Internal Affairs/ Te Tango 'Akarangatira'anga Ora'anga
MOCS	Ministry of Corrective Services/ Te Tango Akatanotano
MOE	Ministry of Education/ Maraurau o te Pae Apii
TMO	Te Marae Ora – Cook Islands Ministry of Health
MOJ	Ministry of Justice/ Te Tango Tutara o te Ture
NGO	Non-Government Organization
NSDP	Kaveinga Nui, National Sustainable Development Plan, 2016-2020
OPSC	Office of the Public Service Commissioner/ Paepae Ropi'anga o te Kavamani
POBOC	Payments on behalf of the Crown
PPE	Personal Protective Equipment
SAF	Special Assistance Fund
SIF	Social Impact Fund
SPC	Secretariat of the Pacific Community
SP	Strategic Plan
UN CEDAW	United Nations Convention on the Elimination of All Forms of Discrimination against Women
UNICEF	United Nations Children's Fund
RCBP	Rarotonga Community Beautification Programme

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EXECUTIVE SUMMARY

Background

The Ministry of Internal Affairs (INTAFF) is responsible for the provision of social protection through payment of welfare benefits, allowances and subsidies; the development and implementation of national social policies for vulnerable children, women, persons with disabilities and youth and family; the provision of protection and social services to children and families including welfare reports, Uipa'anga Kopu Tangata (Family Group Meetings) in line with family protection laws and youth social justice system; ensuring workers are protected and employers comply with employment law and other workplace obligations such as occupational health and safety (OSH), worker's compensation and also ensuring consumers are protected through fair trade practices; the management of the Rarotonga Community Beautification Programme (RCBP) on Rarotonga and keeping the central business district (CBD) in Avarua clean and tidy; and ensuring films and other relevant forms of media and documents are appropriately censored for public viewing and use.

The Ministry administers seven legislations: the *Workers Compensation Ordinance 1964 No.2*, *Employment Liability Insurance Regulations 1965*, the *Welfare Act 1989* with subsequent amendments (2014, 2015/16 and 2019), *Fair Trading Act 2008*, *Consumer Guarantees Act 2008*, *Disability Act 2008*, and *Employment Relations Act 2012*. The Ministry plays an important role in two other legislations administered by the Ministry of Justice that deals with the provision of protection and social services to children and families, the *Prevention of Juvenile Crime Act 1968* and the *Family Protection and Support Act 2017*. The Ministry is currently administering the *Film and Censorship Act 1985* and subsequent 2008 amendment, on behalf of the Crown Law Office.

Apart from the legislation listed above, the *MFEM Act 1995/96* and subsequent amendment (1997) and the *Public Service Act 2009* play a critical role in terms of budget and financial reporting and for governance, employment, performance and administration in the delivery of the Corporate Services output.

In the area of development and implementation of national social policies for vulnerable children, women, persons with disabilities and youth and family, the Ministry manages the following current policies: National Policy on Gender Equality and Women's Empowerment (and Action Plan) 2019-2024, Cook Islands National Youth Policy – Back to Basics for Youth 15-24 years 2015-2020, Te Pito Manava ō te Anau – Cook Islands National Policy for Children 2017-2021. Two policies are now out of date and need to be updated, the Cook Islands Disability Inclusive Development Policy and Action Plan 2014-2019 and the Cook Islands National Policy on Ageing 2012-2017. In the area of ensuring workers are protected and employers comply with employment laws, the Ministry have completed two policies which are currently in the implementation phase - the National Workplace Health and Safety Policy 2019 and the National Workers Compensation Policy 2019.

Currently there are thirty seven staff employed by the Ministry including nine Pa Enua Officers and eleven approved positions that are vacant.

In recognition of the Ministry's important role in the welfare of the country, Government budget support to the Ministry has been increasing over the last five years from 2015-16 to 2019-20. The total cost for personnel increased by 27.2 percent and operational expenses increased by nearly threefold. These increases recognized the Ministry's improved performance and operational funding requirements. Under the welfare payment allowances – Care Givers payment and the Special Assistance Fund – have more than

doubled in resource allocation; the Cook Islands Sports and National Olympic Committee (CISNOC) Grant increased from constant allocation of \$220,000 per year to \$370,000 in 2019-20 due mainly to extra grant payments to other National Sporting codes. The Social Impact Fund paid to non-Government organisations (NGOs), civil society organisations (CSOs) and community groups for maintaining their annual operational costs and special projects jumped from \$281,000 in 2015-16 to \$881,000 in 2017-18 with a further increase in 2019-20. This shows Government's recognition of the role of NGOs and CSOs in addressing social issues associated with the vulnerable sectors of the community. Payments for the social protection benefits increased from \$16.5m in 2015-16 to \$19.7m in 2019-20 mainly reflecting a Government decision to increase the old age pension and destitute and infirm payments in 2016-17 and extending the child benefit age qualification from 12 years to 14 in 2018, and to 16 years from 1 July 2019.

Capacity Assessment

INTAFF is currently going through organizational and operational changes to realign itself and progress towards achieving its Strategic Plan (SP) objectives and National Sustainable Development (NSDP) goals. The assessment will provide a Capacity Development Plan (CDP) to help develop its workforce and determine clear priorities in order to have the most significant impact on the social sector. The assessment has two deliverables and these are: capacity assessment report that analyses areas inhibiting the performance of the Ministry along with recommendations that are prioritized in a CDP; and estimated costs for implementing the recommendations.

Capacity Assessment Report

The issues and challenges identified in the Report is presented by Outputs. The Ministry deals with multifarious functions supporting its core functions which is supporting welfare services. These functions range from supporting the welfare of different groups of people and areas (vulnerable children, women, persons with disabilities); payment of welfare cash transfers, allowances and subsidies; supporting the welfare of workers in the work place; the rights of consumers and providing a clean and tidy Rarotonga for its inhabitants including the CBD in Avarua.

The issues and challenges identified capacity needs of each group and are formulated on the following basis: relevance to realigning the Ministry and progress towards achieving the strategic objectives of its SP and NSDP goals; to have the most significant and positive impact on the social sector; and doable activities in line with available resources. The identified capacity needs are grouped into management categories: these management categories are presented in the Table ES1.0.

Table ES1.0 Recommendation in Management Categories

Management Category	Description
1. Legislative Change	The need to amend an existing legislation to give effect to policy changes
2. Policy Changes	Any outdated or ending policies would need to be reported on, reviewed and new policy prepared
3. Staffing Need	Based on the existing situation and pressure to deliver, this category proposes new staff or provide incentive for quality performance
4. Training Need	How to improve the performance of current staff and stakeholders
5. Information Management	Improving data collection and management, information storage and dissemination
6. Stakeholder Engagement	Communication, networking, collaborating, coordinating and any other forms and ways to engage with stakeholders to improve working relationship and to achieve the delivery of goals and objectives
7. Partnership Management	Entering into an agreement on how to achieve a goal or complete a task successfully
8. Capital Requirement	Any recommendation that asks for assistance through the purchase of equipment and machinery, funding for a special project or programme outside of the normal budget

Analysis of the recommendations in Section 3.3 of this Report illustrated two outcomes of the capacity assessment; the first, the high intensity area where staffing needs, stakeholder engagement and partnership management requires attention and resource prioritization. This high intensity area is under the Social Policy and Services output and constitutes over fifty percent of the number of recommendations based on capacity needs identified.

Training and partnership management is high on the Social Policy recommendations. There is a need for the Policy Coordinators to be trained how to do their work. As the work mainly involves working with people, NGOs, CSOs, other Government agencies, international and regional partners, they need to know how to communicate and build relationship with these organizations. They also need to know what data to collect and how to collect them in order to meet the reporting requirements under the various policies.

Stakeholder engagement and partnership management in the Social Services Policies sub-outputs ranked highly and consistent with the issues and challenges raised in this area where there is a need for Coordinators to work consistently and regularly with stakeholders and they must lead relationship building initiatives. The stakeholders most involved are other Government Agencies, including Pa Enua Island Administrations, NGOs and CSOs and regional and international partners.

The *Family Protection and Support Act 2017* administered by the Ministry of Justice (MOJ) is fairly recent compared to the Welfare, Labour and Consumer legislations and the MFEM Act. The need for extra staff is high priority to support current Officers do their work well and to give fellow workers relief from dealing with abuse and violent cases that can be very hard to handle. In this area, reporting involves following Court Orders which in some cases require the participation of people that are not in the country, and case works would sometimes take up to a year to see the case to the end. There is a need in this area to compile data from various sources such as Police reports, Probation reports from the Ministry of Corrective Services (MOCS), Court Order records from the MOJ and project reports from the Ministries of Education (MOE) and Te Marae Ora (TMO), this type of work would need high level stakeholder involvement and partnership management.

The second outcome the analysis illustrates, is the consistently lesser or lower intensity areas, the Welfare Service, Labour and Consumer Services and Corporate Services. This is consistent with the finding that these outputs have legislated functions with laws and policies in place and where extra hands, clear standard operation procedures and guidelines, access to reliable transport when required are more important with the right training and a user friendly database system. These three areas, on average, comprises forty-five percent of the number of recommendations identified.

The low intensity shown by analysis for Social Impact Fund (SIF) sub-output and the Civil Services output is noticeable. The SIF with its Board, Coordinator and Officer have their areas effectively covered with some work in the training of new applicants especially in the Pa Enua and reporting requirements for recipients of funds.

The Civil Services output although has a significant and positive impact on the social sector, stakeholder engagement work is limited to contracting and monitoring contracts and low supervisory work. Budget support has been developed to provide this output with capital to enhance its current functions in the CBD area and provide training in the area of tree and plant management, these are services that are already being offered by established businesses in the private sector. It may be more cost effective to contract this work to the private sector. The Report makes two other policy change recommendations in this output; incorporate the balance of the output under the Corporate Services or transfer out the entire

Civil Services output to Infrastructure Cook Islands making the Ministry focus entirely on its core function, providing welfare services. Details on budget implication on this change is provided in Section 5. The output currently has high staff turnover and it is already contracting the Rarotonga Community Beautification Programme (RCBP) work to contractors in the Vaka.

The analysis process has noted the minimal discussion on the Sports component of the Youth and Sports area on issues that stand out both in Policy and recommendations but exist in budget allocation.

Capacity Development Plan (CDP)

The CDP is developed using the Strategic Plan 2017-2022 for the Ministry. Recommendations are aligned with the Strategic Objectives of the Plan under each management category the recommendations are grouped under. Implementation of recommendations are priority rated and these are *High Priority* - there is an urgency to implement within the next financial year; *Medium Priority* – to implement by the middle of the budget cycle proposed; and *Low Priority* – to be implemented within the budget cycle proposed.

The analysis of the recommendations shows the bulk or over seventy percent of the recommendations to be implemented is in the area of staffing needs, training needs, stakeholder engagement and partnership management. Fifty percent of the recommendations do not require new staff but training of existing staff, engaging with stakeholders through collaborative work and entering into Memorandums of Understanding (MOU) with partners to improve the efficiency of work carried out and monitoring to achieve significant positive impact in the social sector. This covers the Pa Enua who are drastically under resourced and require training in all aspects of their work.

Staffing needs as mentioned above would help give more hands to outputs such as Welfare Services, Social Policy, Child and Family Services, Labour and Consumer Services and the Corporate Services outputs. Vacant positions have already been identified and approved in the INTAFF structure and budgeted for in the current and coming financial year.

Estimated Cost to Implementing the CDP

The CDP implementation and funding plan is intended to cover a period of four years from 2019-20 to 2022-23. Only those recommendations that require funding resources are costed. The approach in costing the CDP implementation plan was based on the baseline budget of the Ministry as per the MFEM Supplementary Budget for 2019-20 to 2022-23. This was adjusted based on the key recommendations that require funding resources over the 4 years' cycle to produce the proposed new Budget from 2019-20 to 2022-23.

The recommendations identified for further funding are: a new staff for the Corporate Services; capital requirement for the purchase of vehicles to assist with the Ministry's transport problems; the biannual Pa Enua training programme to improve the capacity of the Pa Enua; resourcing of the Pa Enua Offices and Officers; and the scoping and setting up a new welfare database system.

Seven of the eleven proposed new staff is already included in the 2019-20 budget.

The full detail of the budget is provided in Section 5 of this Report. It should be noted that the CDP implementation and funding plan will be affected by the COVID-19 pandemic by the anticipated world

economic recession which will adversely affect the economic growth of the Cook Islands and Government's revenue in the next two years.

Monitoring and Evaluation of the CDP

How the risks are managed, when implementing the CDP, will determine how successful the implementation of the CDP will turn out. These are set out in Section 6 Table 27 of this assessment report.

1. INTRODUCTION

The Ministry of Internal Affairs (INTAFF) is undergoing organizational and operational changes. It has completed a Five Year Strategic Plan (SP) 2017-2022 and is in the process of developing its workforce and a training and development plan.

The Ministry is responsible for the administration of a number of legislations and national policies as well as a number of international Conventions. For each legislation and Convention, it requires its own implementation programme. INTAFF works in collaboration with several other Government agencies, NGOs, and CSOs to implement these requirements.

This capacity assessment will contribute to the Ministry's efforts to realign itself and progress towards achieving its NSDP goals. The assessment will review the current capacity of the Ministry and determine clear priorities in order to have the most significant impact on the social sector and help it achieve its NSDP goals.

Under the terms of reference for this assessment, two deliverables are expected:

- A capacity assessment report that analyses areas inhibiting the performance of the Ministry along with recommendations that are prioritized in a CDP; and
- Estimated costs for implementing the recommendations.

This capacity assessment is presented in six consecutive parts:

- An introduction of why this Report is needed;
- An overview of the Ministry, to set the scene for the assessment;
- The capacity assessment, where the findings are analyzed and recommendations are presented;
- The CDP, prioritizing the recommendations from the capacity assessment;
- A implementation time line and estimated cost based on the recommendations
- A monitoring and evaluation plan (MEP) to manage the risks and to ensure the implementation of the CDP is achieved in the time frame provided.

Methodology

In collaboration with the Office of the Public Service Commission (OPSC), the Team agreed, to achieve the two deliverables for this assignment, the following would be carried out:

- Review and analysis of available documents on the work of the Ministry;
- Consult with core stakeholders, being the Secretary for INTAFF to get an overview of outputs of the Ministry, followed by a one-on-one interview of the staff in each of the 5 outputs and to compile a stock-take of issues and challenges they are facing and identify capacity needs in each of the outputs;
- Consult with the Minister for INTAFF to get an understanding of what he would like to support and the pathway he would like the Ministry to be heading into the future;
- Consult with stakeholders outside of the Ministry, including other Government agencies and Island Governments; NGOs and CSOs and evaluate their relationship(s) with each other and with the Ministry in achieving the implementation of the required programmes;

- Consult with the Ministry's regional and international partners, e.g. UNICEF and SPC, on what their relationships are with the Ministry and their role as a partner in achieving the Ministry's implementation programmes;
- Analyze the findings, prioritize the output recommendations and prepare the Ministry's proposed CDP and implementation time line and estimated costs;
- Prepare a monitoring and evaluation plan for the CDP; and
- Incorporate any review comments by stakeholders before producing a final report.

The Team recognizes that given the size of the Ministry, its limited resources required to undertake its multiple functions, it is important to investigate the linkages and relationships the Ministry has with its wide ranging stakeholders, and how best the relationships can be strengthened to improve its service delivery and management systems.

2. OVERVIEW OF TE TANGO AKARANGATIRA ORA'ANGA

2.1 Mandate

INTAFF is mandated by several key legislations and various national social policies (listed in Annex 3) which were designed to achieve the economic and social development goals outlined in the NSDP. These legislations and national social policies have been developed and reviewed over the years to improve the deliverable of outcomes which include:

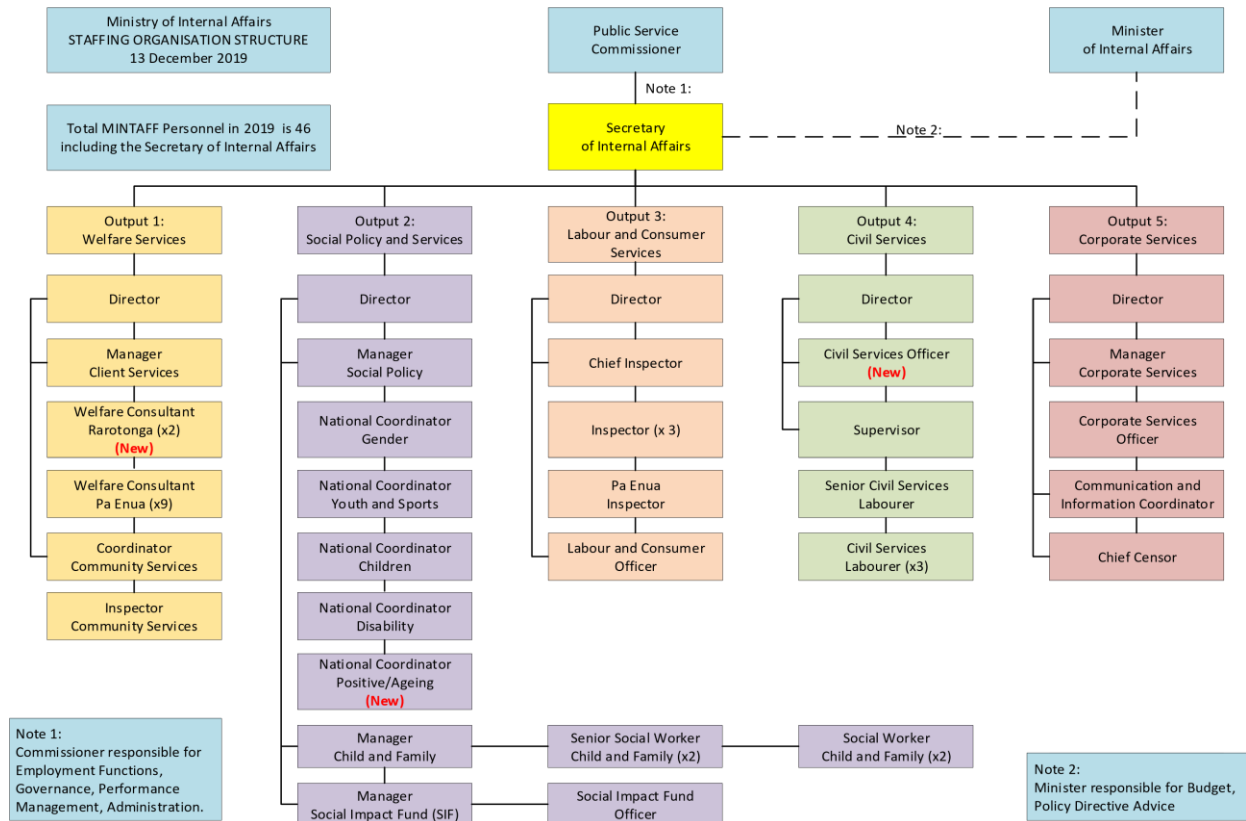
- The provision of social protection through payments of welfare benefits, allowances and subsidies including the pension, child benefit, maternity leave and power subsidy. This also includes the delivery of the Social Assistance Fund (SAF), a programme designed to improve the lives of those living with disability and/or elderly.
- The development and implementation of national social policies for vulnerable children, women, persons with disabilities, and youth and families. This also includes the Social Impact Fund (SIF), a programme designed to support NGO's, CSO's and other community groups to deliver services to these vulnerable populations.
- The provision of protection and social services to children and families including welfare reports, Uipa'anga Kopu Tangata (Family Group Meetings) in line with family protection legislation and youth social justice services.
- Ensuring workers are protected and employers comply with employment law and other workplace obligations such as occupational health and safety (OHS), workers' compensation and storage of dangerous goods. Ensuring consumers are protected through fair trade practices.
- Regular cleaning and maintenance of the CBD and public roads to ensure safety.
- Ensuring films and other relevant forms of media and documents are appropriately censored for general public viewing.

2.2 Structure and Management

The Secretary is the head of the Ministry and appointed by the Public Service Commissioner under section 14 of the *Public Service Act 2009*. The Secretary reports to the Public Service Commissioner on matters relating to employment, governance, performance and administration, and to the Minister on policy and budget.

The approved organization structure of INTAFF is shown in Figure 1 below. There are thirty-seven staff currently employed by the Ministry (see staff capacity in Section 3), and eleven approved positions that are vacant.

Figure 1. INTAFF Organization Structure (OPSC)



2.3 Outputs

The INTAFF organization structure is divided into five Outputs and is responsible for the delivery of the Welfare Services, Social Policy and Services, Labour and Consumer Services, Civil Services and Corporate Services. The structure and functions of each business unit are mandated by several legislations and national social policies as discussed in the following outputs.

2.3.1 Welfare Services

The Welfare Services administers all legislated and non-legislated social welfare payments on behalf of the Crown (POBOC) including the old age pension, the child benefit, the new born allowance, the destitute and infirm benefit, the maternity leave allowance, care order payments, caregivers allowance, Christmas bonus, funeral allowance and power subsidy. In addition, there is also the special assistance fund allocated to cater accessibility needs for vulnerable disabled and elderly persons.

The *Cook Islands Welfare Act 1989* and subsequent legislative amendments in 2014 and 2019 as well as the *Social Welfare Benefits Administration Policy* are the key documents guiding the administration and implementation of the various social welfare benefits and allowances. There are fourteen staff employed in this output, five in Rarotonga and nine welfare officers in the Pa Enua (See Section 3.2.1.1 for details).

Table 1 below gives the breakdown of the five benefits paid out by the welfare services as of 15 April 2019.

Table 1. Beneficiary numbers of social welfare cash transfer and island as of 15 April 2019¹

Island	Child benefit	Old-age pension	Infirm allowance	Destitute allowance	Caregiver's allowance	Total
Rarotonga	2,763	1,322	113	9	66	4,273
Aitutaki	491	231	34	6	17	779
Mangaia	109	103	16	2	11	241
Atiu	94	69	9	4	5	181
Mauke	42	56	8	1	6	113
Mitiaro	44	36	3	-	8	91
Pukapuka	187	39	6	-	16	248
Penryhn	78	12	3	1	3	97
Manihiki	66	24	2	-	2	94
Rakahanga	23	14	2	-	1	40
Total	3,897	1,906	196	23	135	6,157

Source: INTAFF

2.3.2 Social Policy and Services

The functions of the Social Policy and Services are divided across three sub-units, which are (i) Social Policy, (ii) Social Impact Fund (SIF), and (iii) Child and Family.

i) The Social Policy sub-unit was established with a common goal of being responsible for coordinating programmes and services for Gender, Disability, Youth and Sports, Children and Ageing.

In *Gender Development* the National Coordinator is responsible for coordinating the *National Policy on Gender Equality and Women's Empowerment and Action Plan 2019 – 2024*, and working closely with all implementing agencies to ensure gender programmes are implemented successfully, adequately monitored, and regularly reported on. On-going responsibilities include coordinating gender training, awareness raising, communications, coordinating gender research, advocating for more comprehensive and inclusive gender programmes, working with Government agencies to collect and analyze data on gender indicators, collaborating with various stakeholders on gender initiatives, and other gender responsibilities.

The Gender Policy also recognizes its regional and international commitments and aligns to UN Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), Convention on the Rights of the Child (CRC), Convention on the Rights of the Persons with Disabilities (CRPD), the Beijing Platform of Action, the Pacific Platform for Action, the Pacific Plan, Commonwealth Plan of Action, and the Global Agenda 2030. Through this Policy, Government along with key partners in Civil Society, reaffirms commitment to provide support and targeted interventions that advance, empower, and protect the rights of all women and girls living in the Cook Islands.

In *Disability Development*, the National Coordinator is responsible to monitor and promote actions that improve the lives of persons with disability, through advisory services and effective coordination, and delivery of all Government development processes in line with relevant disability legislation and policies.

¹ Source: Economic Policy Research Institute Inception Report on 'Evaluation of the Social Cash Transfer Programmes in Cook Islands, 2013-2018.

The *Cook Islands Disability Act 2008* stipulates that Government must institute and maintain a strategy in respect of persons with a disability making it unlawful to discriminate against a person with disability. The Act also entitles persons with a disability with the right of access to buildings and footpaths, to education, employment and community groups, and to actively participate in decision making. The *Cook Islands Disability Inclusive Development Policy Action Plan 2014–2019* was prepared with the goal to improve the quality of life and realize the rights of persons with disability by empowering them, enabling inclusion and participation in all aspects of life.

In *Youth and Sports Development*, the National Coordinator is responsible to monitor and promote actions that encourage youth (15-24 years) to be productive members of the society through participation and contribution to education, employment, community groups and decision making. The *Cook Islands National Youth Policy - Back to Basics for Youth 15-20 years* - the *Te Pito Manava O Te Anau* provides direction and guidance to the Youth Coordinator of key areas of youth development that would require strengthening and support from all sectors of society. The Youth Policy calls for action to enhance the status of young people, by providing opportunities for growth, supporting their cause to become responsible citizens through participation and dialogue. In *Sports Development*, INTAFF pays a grant under administered funds for the management and administration of the CISNOC.

In *Children Development*, the National Coordinator is responsible for implementing the *Cook Islands National Policy Framework for Children 2017 – 2021* that sets out the Government's key commitments and priorities in relation to children up to the age of 18. The Policy signifies a whole of Government approach to ensure brighter futures for children, acknowledging the shared responsibility of achieving results and the importance of doing so within available resources. Although focused on a whole of Government effort, it recognizes that implementation requires a concerted effort by the Government to engage with communities (NGO, CSO, and faith-based organizations) and development partners. This policy framework is grounded in the Cook Islands culture and also the country's commitments under the CRC.

In *Ageing Development*, the National Coordinator is a new position created to implement Government's new initiative aimed at promoting and supporting the emerging needs of its older population – *Rau Ti Para Policy 2012-17*. Through this Policy, the Government endeavours to improve the living conditions, health, welfare, and general quality of life of older people in the Cook Islands moving forward into the future. The National Coordinator for ageing will implement the policy and work closely with the MOH, in a multi-stakeholder approach, to include all of those who are involved in the care and concerns of our older persons such as churches, NGOs and the private sector that provides discount gold cards and employment.

There are seven approved positions in Social Policy sub-unit. There are two vacant positions.

ii) The *Social Impact Fund (SIF) sub-unit* administers financial assistance to support NGOs, CSOs and other community groups in delivering services that help improve the lives of vulnerable people. The sub-unit consists of two employees who work closely with a Board to administer the SIF.

The SIF Board comprises of:

- 3 representatives from CSOs of which 1 position is for a person based in the Pa Enua,
- A representative from INTAFF,
- A representative from the TMO, and
- A representative from the MOE

Table 2 below shows how the SIF has been allocated for programme and project funds for the period 2017/18 – 2018/19.

Table 2. Social Impact Funding for the period 2017/18 – 2018/19

Focal Area	Project Funding for 2017/18 – 2018/19			Programme Funding for 2017/18 – 2018/19		
	No. Organizations	Funding Approved	% Total Fund allocated	No. Organizations	Funding Approved	% Total Fund Allocated
Disability	2	\$59,789	11.8	7	\$265,000	39.9
Mental Health	1	\$18,500	3.6	1	\$80,000	12.0
Youth	14	\$240,200	47.0	2	\$50,000	7.5
Gender	6	\$89,330	17.9	1	\$50,000	7.5
Elderly	1	\$4,800	0.9	2	\$66,000	9.0
Children	4	\$48,000	9.5	1	\$40,000	6.0
Domestic Violence	0	0	0.0	1	\$90,000	13.5
Cross Cutting	2	\$47,300	9.3	2	\$24,000	3.6
Total	18	\$507,,919	100.0	17	\$665,000	100.0

Source: INTAFF

iii) *Child and Family Services* administers protection services to family and abused children including the youth justice services. On-going counselling and support services to staff have been introduced recently as an important requirement for staff wellbeing to deliver their work effectively. There are four approved positions for this sub-unit. Currently, there is one vacant position.

The Child and Family Services works closely with the Cook Islands Police (CIP), MOJ, Crown Law Office (CLO), MOCS and MOE, as mandated under the *Family Protection and Support Act 2017*, *Prevention of Juvenile Crime Act 1968 (JPC)* and the *Education Act 2012*.

The *Family Protection and Support Act 2017* provides for the protection of children, the dissolution of marriage, domestic and child support orders, parenting arrangements, care and protection orders, social welfare reports and domestic violence protections. In implementing this legislation, this sub-unit places special focus on the development needs of children aged 13 years and under.

This Act is consistent with the Cook Islands' commitment to Christian principles and to human rights and gender equality, particularly through its commitments to:

- i) CEDAW;
- ii) CRC; and
- iii) CRPD

The *Prevention of Juvenile Crime Act 1968 (PJC)* provides the means for prevention of children committing crimes by issuing a Children's Court supervisory order. Under this Act, a 'child' means a person under the age of sixteen years. It also provides protection of indigent (*needy or poor*), neglected (*uncared for*) or delinquent (*irresponsible*) children through the establishment of the *Juvenile Crime Prevention Committee (JCPC)*. The Committee consists of a Chairman appointed by the Solicitor General (Advocate General), the Police Commissioner or a delegate, and one person appointed by the Minister of INTAFF. The PJC Act is administered by MOJ, and the secretariat to the JCPC is the Secretary for MOJ.

A *Children's Court* is established under the Act as a division of the High Court and a Judge or a Justice is appointed to exercise jurisdiction in the Children's Court for the purpose of dealing or hearing a child who has committed a crime.

As mandated by the *PJC Act*, the MOJ introduced the '*Te Koro Akaau*' programme and the signing of the '*Uipa'anga Kopu Tangata*' MOU between MOJ, Chief Justice, House of Ariki and CIP. The family and community programme was set up to support, resolve and reduce juvenile crime outside of the Courts. However, due to funding restrictions and lack of coordination between parties, the programme was not implemented. Instead, CIP introduced a *diversion programme* whereby, the Police works closely with parents and/or extended family of the child, House of Ariki and community village leaders to resolve the problem by placing the child under a supervised rehabilitation programme for a certain period of time.

This sub-unit also work together with MOE to ensure that a child under the age of 16 years old attends school as stipulated in the *Education Act 2012 Section 23(3)*.

The sub-unit also assists MOCS in dealing with children aged 16 to 17 years' old who are criminally liable or convicted.

2.3.3 Labour and Consumer Services

The *Labour and Consumer Services* administers, implements and reviews all labour legislations and policies, including provision of on-going service delivery to employees and employers in the work force. They conduct site inspections, answer queries and disputes, promote awareness activities through media and hold public presentations/consultations. The business unit also administers and implements the consumer legislations and undertakes ongoing service delivery to consumers and traders in the work force. There are seven approved positions in this business unit, six based on Rarotonga and one Employment Inspector based on Aitutaki. Currently two of the positions are vacant.

The Cook Islands became a member of the United Nations - International Labour Organization (ILO) in 2015. The aim of ILO is to promote social and economic progress and improve labour standards and conditions. The business unit is responsible for ensuring that workers' rights are promoted, decent employment opportunities are encouraged, social protection are enhanced and tripartite dialogue in handling work-related issues are strengthened. Since becoming a member, the business unit has received technical and advisory services, seminars, workshops, training and fellowships from ILO.

There are five legislations guiding the functions of Labour and Consumer services. The legislations for Labour services are: *Employment Relations Act 2012*; *Employers Liability Insurance Regulations 1965*; and *Workers Compensation Ordinance 1964*. For consumer services there are two legislations: *Fair Trading Act 2008* and *Consumer Guarantees Act 2008*

The price control and dangerous goods functions of the business unit were transferred to other Government agencies. The *Control of Prices Act 1966*, *Control of Prices Amendment Act 1971-72* and *Control of Prices Amendment Act 1973* were transferred to MFEM effective 1 July 2019 (as per the legislation mandate) because price control was seen as an economic regulatory function that fits better with the economic functions of MFEM, and the *Dangerous Goods Act 1994* to the Ministry of Transport effective 1 July 2020 as this service fits well with regulatory function of transport.

The Employment Relations Act 2012 outlines the minimum conditions that should be contained in employment agreements in the Cook Islands, sets out minimum maternity leave entitlements and provides a maternity leave payments by the Crown to eligible employees. *The Fair Trading Act 2008* appoints a Commissioner of Consumer Affairs to administer and promote fair trading practices of the supply of goods and services and the safety of products and services. *The Consumer Guarantees Act 2008* provides guarantees to consumers for the supply of goods or services, and the rights of redress against suppliers and manufacturers in respect of any failure of goods or services that do not comply with any such guarantees.

The *Workers Compensation Ordinance 1964* and the associated *Employers Insurance Liability Regulations 1965* are considered outdated, as they fall short of relevant international standards and do not adequately meet the needs of Cook Islands' workers and employers. The current framework is deficient in its coverage of workers, injuries and illnesses and the level and duration of benefit structure. The existing framework for the collection of employer premiums is not working and inefficient in its operations and needs a fundamental overhaul and replacement. The Government is committed to legislate a new Workers Compensation Act and a Workers Compensation Regulations as soon as possible. At the same time, the Workplace Health and Safety (WHS) Act will also be established to deal with events, circumstances, and exposure to substances, dangerous conditions, or other risk factors in work processes, trades or occupations, or work activities that could cause occupational ill-health. Both these new legislations when enacted by Parliament will be administered by INTAFF.

2.3.4 Civil Services

The *Civil Services* manages the RCBP contracts and maintains cleaning services in the CBD. The RCBP work is contracted out to ten Puna on Rarotonga for cleaning of road sides. In turn, Puna contractors' sub-contracts out the work to interested sports, cultural, religious groups and other community groups to undertake the work on a monthly basis. The beautification of the CBD during business days and the Ministry premises are undertaken by Ministry workers. There are seven staff employed to undertake the central beautification work.

2.3.5 Corporate Services

The *Corporate Services* manages human resources, finance and operations, risk and compliance, information technology, communication and public awareness, small projects, and secretariat duties. The financial system of the Ministry is partially managed by MFEM under the Shared Services Agreement with full responsibility and support provided by the Corporate Services. The Ministry is currently undergoing the transformation placement onto the MFEM Financial Management Information System (FMIS). The FMIS is a centralized financial management information system being implemented over the medium term to include all Government agencies. The business unit also manages some small projects initiated by the Minister for the benefit of the children, youth, sports, elderly and the community.

Apart from legislations discussed in the above sections, the *MFEM Act 1995/96* and *MFEM Amendments Act 1997* and the *Public Service Act 2009* including the Cook Islands Government Financial Policies and Procedures Manual (CIGFPPM) play a critical role in terms of budget and financial reporting and for governance, employment, performance and administration in the delivery of the Corporate Services output.

The on-going film and censorship services as stipulated under the *Film and Censorship Act 1985* and *Film and Censorship Amendment Act 2008* is managed by the Chief Censor as part of this function. The Minister of the Crown appoints the Chief Censor who is responsible for the issue of film and DVD licenses and viewing of all new films and DVDs before releasing to the public for viewing.

Films and DVDs must comply with classification and age group ratings, including anti-social behavior, cruelty, violence, crime, sex, or indecent or offensive language or degrades any class of the public by reference to the color, race, or ethnic or national origins, the sex, or the religious beliefs or the members of that class.

The *Film and Censorship Act 1985* provides the licensing of film renters and film exhibitors, and for the censorship of films and documents. The *Film and Censorship Amendment Act 2008* covers DVDs and give the Chief Censor powers to appoint and delegate powers or functions to inspectors. The Chief Censor may also determine whether a film is a counterfeit or a pirate copy and seize and destroy such films. Penalties increase from a minimum of \$500 to a maximum of \$5,000.

There are five approved positions in this business unit, and currently two are vacant.

2.4 Budget Support

INTAFF receives funding resources from the Government. The budget for the last four years including the current year is shown in Table 3. The Ministry's total budget is grouped into three main categories: personnel and operational costs; administered fund payments; and POBOC payments for social protection benefits.

During the five year period, the total cost for personnel increased by 27.2 percent and operational expenses increased by nearly threefold. These increases recognized the Ministry's improved performance and operational funding requirement.

In the administered payments, under the welfare payment allowances – the Caregivers allowance and the Special Assistance Fund more than doubled in resource allocation, the CISNOC Grant increased from constant allocation of \$220,000 per year to \$370,000 in 2019-20 due mainly to extra grant payments to other National Sporting codes. The SIF paid to NGOs, CSOs and community groups for maintaining their annual operational costs and special projects jumped from \$281,000 in 2015-16 to \$881,000 in 2017-18 with a further increase in 2019-20. This shows Government's recognition of the role of NGOs and CSOs in addressing social issues associated with the vulnerable sectors of the community.

In terms of POBOC payments for the social protection benefits, this increased from \$16.5m in 2015-16 to \$19.7m in 2019-20, mainly reflecting a Government decision to increase the old age pension and destitute and infirm payments in 2016-17 and extending the child benefit age qualification from 12 years to 14 in 2018, and to 16 years from 1 July 2019.

Table 3. Budget from 2015/16 to 2019/20

	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019-20 Supplementary Budget
Personnel Costs	940,109	968,109	1,040,000	1,096,527	1,195,725
Operating Costs	113,085	120,085	121,085	121,085	327,199
Administered Funds					
Welfare Payments-Allowances					
Caregivers	296,000	356,400	356,400	356,400	513,791
Christmas Bonus	273,750	276,818	277,293	277,793	278,318
Funeral Allowance	170,000	170,000	170,000	170,000	170,000
Power subsidy	87,210	79,200	79,200	79,200	79,200
Special Assistance Fund	100,000	100,000	100,000	100,000	250,000
Total Welfare Payments-Allowance	926,960	982,418	982,893	983,393	1,291,309
Price Tribunal	30,000	30,000	30,000	30,000	-
Lease Extension	72,000	72,000	72,000	72,000	95,400
Vaka Maintenance	400,000	400,000	400,000	400,000	400,000
CISNOC Grant	220,000	220,000	220,000	220,000	370,000
Social Impact Fund	281,000	281,000	881,000	881,000	909,720
Youth Programme	-	-	-	-	45,000
Total Administered Fund	1,929,960	1,985,418	2,585,893	2,586,393	3,111,429
Depreciation	17,264	17,264	17,264	17,264	20,113
Gross Appropriation	3,000,418	3,090,876	3,764,242	3,821,269	4,654,466
Trading Revenue	6,000	6,000	6,000	6,000	6,000
Net Current Appropriation	2,994,418	3,084,876	3,758,242	3,815,269	4,660,466
POBOC					
Old Age Pension 60 – 65+	6,179,184	6,316,223	6,429,915	6,545,654	6,663,476
Old Age Pension 70+	5,673,377	5,793,436	5,851,370	5,909,884	6,267,777
Child Benefit	2,716,286	2,654,907	4,036,832	4,665,774	5,722,882
New Born Allowance	200,000	200,000	200,000	200,000	200,000
Destitute and Infirmid	425,000	528,000	528,000	528,000	528,000
Maternity Leave	120,000	150,000	150,000	150,000	150,000
Care Order Payment	-	10,400	10,400	10,400	10,400
BCI Fees	147,000	147,000	147,000	147,000	147,000
Total POBOC	16,541,348	15,799,966	17,353,517	18,156,712	19,689,535
Capital <50k	100,000	50,000	50,000	50,000	50,000
Total Appropriation	19,635,766	18,934,842	21,161,759	22,021,981	24,494,382

Source: Various CIG Budget Estimates

3. CAPACITY ASSESSMENT

3.1 Introduction

The Capacity Assessment is comprised of four parts; findings from the data collected, analysis of findings to identify capacity needs, the formulation and prioritizing of the recommendations, and a summary of the recommendations.

A description of each part is provided below:

Findings - The information is provided in two parts:

- Staff capacity
 - A brief summary of the core function of each business unit;
 - Current staff and planned staff required to effectively implement programme requirements of each business unit; and
- Issues and challenges
 - Compiled from the interviews conducted with OPSC, the Minister for INTAFF, Secretary for INTAFF, employees of the Ministry, stakeholders outside of the Ministry, i.e., agencies including other Government Ministries, the Palau Island Governments, international and regional partners, CSOs and NGOs that play a part in the implementation of programme requirements that support the work of the Ministry; and
 - Reviews of available documents such as policies, legislations, and other relevant programmes.

Analysis – Analysis of the findings to identify capacity needs is based on the following:

- Relevance to realigning the Ministry and progress towards achieving the strategic objectives of its SP and NSDP goals;
- To have the most significant and positive impact on the social sector; and
- Doable activities in line with available resources.

Management Categories – Recommendations are grouped into the following management categories:

- *Legislative Change* – The need to amend an existing legislation to give effect to policy changes
- *Policy Changes* – Any outdated or ending policies would need to be reported on, reviewed and new policy prepared
- *Staffing Need* – Based on the existing situation and pressure to deliver, this category proposes new staff or provide incentive for quality performance
- *Training Need* – How to improve the performance of current staff and stakeholders
- *Information Management* – Improving data collection and management, information storage and dissemination
- *Stakeholder Engagement* – Communication, networking, collaborating, coordinating and any other forms and ways to engage with stakeholders to improve working relationship and to achieve the delivery of goals and objectives
- *Partnership Management* – Entering into an agreement on how to achieve a goal or complete a task successfully
- *Capital Requirement* – Any recommendation that asks for assistance through the purchase of equipment and machinery, funding for a special project or programme outside of the normal budget.
- *Research* – Work that can benefit from a study to improve the service delivery of an output.

3.2 Findings and Recommendations

The capacity needs and recommendations are provided by output.

3.2.1 Welfare Services

3.2.1.1 Staff capacity

This business unit administers all legislated and non-legislated social welfare benefits comprising of the old age pension, child benefit, new born allowance, destitute and infirm benefit, caregiver allowance, care order payments, funeral allowance, power subsidy, SAF, maternity leave scheme and also the Christmas Bonus.

The Welfare Services is currently comprised of five (5) officers on Rarotonga; the Director, Manager of Client Services, Inspector Community Services, Coordinator Community Services, Welfare Consultant and nine (9) Welfare Consultants in the Pa Enea. Of the current fourteen staff, twelve (12) are females and two (2) are males. Table 4 below shows the current positions, renamed and new planned and approved positions. All new positions have been approved for recruitment and were included in the 2019/2020 and the current budget proposal.

Table 4. Welfare Staff Positions (current, renamed and proposed)

Positions as at August 2016	Positions Name Change as at December 2019	Status	Comments
Director Welfare Services		Occupied	
	Coordinator Community Services	Occupied	
Senior Welfare Inspector	Inspector Community Services	Occupied	
Senior Welfare Officer	Manager Client Services	Occupied	Waiting for JD to be sized by OPSC - Job Evaluation Committee
Welfare Officer - Rarotonga	Welfare Consultant - Rarotonga	Occupied	
	Welfare Consultant - Rarotonga	New/Proposed	INTAFF new budget bid for FY 2020/21 (4 year business plan + budget)
Welfare Officer – Pa Enea x 9	Welfare Consultant – Pa Enea	Occupied	

Available staff information shows this business unit has one (01) staff with a Diploma in Management, two (02) senior staff with New Zealand Qualification First line management level 2 and level 3, Business Administration and Computing Qualification, staff with 11 years' experience in Land administration and Land Trust administration with the MOJ, one staff with a Bachelor in Science majoring in Environmental Science. There is also one experienced senior Welfare Officer who has worked with the Ministry of Social Development in New Zealand for over 20 years and one Pa Enea Welfare Officer with a Dementia Certificate of Achievement, Caring for people Certificate, and National Rest-home Care-givers Certificate.

Under its new and approved structure, the Ministry is proposing one (01) new position for this business unit. This new proposal recognizes the need for an additional staff to assist in undertaking the increased volume of work, public awareness programmes for supports available and also capturing and recording

data to assist with the business unit's decision making around services provided. Take note that all applications and queries from the Pa Enua are received, updated, assessed and processed by Rarotonga Welfare Consultant. With only one (01) Welfare Consultant to cope with the increasing volume of work on Rarotonga these functions within the business unit has never been satisfied. Strategically, for Rarotonga based staff, the re-naming of the positions and reallocating current staff recognizes and guide potential staff to achieve areas mentioned above. The Pa Enua Engagement Programme proposed to resource and train Officers in the Pa Enua to deliver a more consistent and high level services on each island.

As at April 2019, data shows there were 6,157 (or just over 35% of the 2016 total population) beneficiaries of social welfare cash transfers with sixty nine percent (69%) were on Rarotonga and the remaining 31% in the Pa Enua. A breakdown in terms of the beneficiaries by island of the April 2019 data is provided in Table 1 in 2.3.1.

3.2.2.2 Issues/Challenges, Capacity Needs and Recommendations

Table 5 below provides the findings, analysis and recommendations for the Welfare Services.

Table 5. Welfare Services	
Employer/ Employee - Issues and challenges	<p><i>Rarotonga</i></p> <ul style="list-style-type: none"> <i>Not enough staff to effectively implement the work programme, the Director deals with approval of payments prior to welfare payment dates, high level advice to the Secretary and Minister, client service work and internal meetings; the senior staff deals with home visits targeting 12 visits and assessments a month, she averages 2-3 visits a week and takes from a couple hours to one day to write up each home visit report to be submitted to the Destitute and Infirm Person's Relief Committee; one staff dealing with beneficiary information, customer service and attending to inquiries and complaints through phone calls and face to face visitors, averaging about 15-25 complaints and visits a week and sometimes more; and one staff deals with SAF projects in Rarotonga and the Pa Enua, from January to current, a total of 36 projects is under way, ranging from \$200-\$10,000.00 per projects.</i> <i>Currently the business unit have 5 full time staff. There is not enough time to effectively carry out public awareness work on the benefits and developing communication activities for better understanding of the benefits and how to access it. Collaboration work has been done with some stakeholders when there is an opening in their busy schedule.</i> <i>Only one staff is warranted under the Welfare Act 1968 Section 45 as an Inspector of Destitute and Infirm Person's Relief (referred to as the Inspector). It is best practice that two (02) staff do the home visits; one to assess the client, the other to assess the home environment. This requirement is for safety and security of the staff and also to validate the information collected. The new approved position of a Community Services Coordinator also requires a Warrant to be granted to allow the employee to conduct home assessment for any home improvement projects.</i> <i>Transfer of knowledge from the senior staff to younger staff is not focused on due to heavy work load and 'getting on with the job at hand'.</i> <i>Customer services skill needs to be improved through proper training. Currently most staff learn on the job and this took time and a lot of supervision.</i> <i>No public awareness programme conducted due to staff limitation</i> <i>Transportation by motor cycle is a problem especially when conducting home visits. Monitoring requires two Inspectors or the Inspector and one other staff. This can be a problem during long wet weather conditions and can be a safety issue as well with the dog problem on our roads.</i> <i>The use of excel spreadsheet for data management which requires stringent checking for error takes time (some beneficiaries get overpaid or underpaid) and when data is requested it takes more time to compile the information. The system also keeps crashing.</i> <i>It is difficult to monitor who has left the country and when they returned, especially for those that have not informed their Welfare Officers.</i>

Table 5. Welfare Services

	<ul style="list-style-type: none"> <i>No training process for new staff entering the workplace</i> <i>Relationship between MFAl, MFEM Economic Planning Division and other stakeholders need to be improved, to allow parties to communicate freely with each other.</i> <i>There are Policy and legislation gaps. There were recent amendments to the Act that need to be incorporated into policy. The policy for administering the benefits is outdated.</i> <i>The Welfare Service is located at the frontline reception area where general inquiries for the Ministry are made as well. This interferes with the work of the Welfare Officers.</i> <i>Political pressure, in some cases, has happened and can be a problem as most politicians do not understand the Welfare Act.</i> <p><i>Pa Enuā</i></p> <ul style="list-style-type: none"> <i>Only one staff has had formal training in social welfare work and is located on Atiu, the rest learnt on the job.</i> <i>Although there are no warranted Inspectors in the Pa Enuā, assessments of destitute and infirm for caregiver allowances are being carried out by Pa Enuā Welfare staff. There is a lot of back and forth communication and sometimes the Welfare Officer is hard to get, as their office (for those that have an office) does not have a direct phone line and they have no internet access and mobile phone service is unreliable and expensive. There is high dependency on the Island Government (IG) to assist in communicating with Pa Enuā Welfare Officers for clarification of assessment reports, if need be, and for information on new welfare benefit applications.</i> <i>Pa Enuā Welfare Officers have limited training and because of the infrequent contact and communication with the Rarotonga Office, plus there are less new applications and beneficiaries due to outward migration there is always the risk they don't remember everything that need to be done and how to complete a new application or assessment report. Supporting documents are sometimes missed or not provided.</i> <i>Pa Enuā Welfare Officers are under-resourced, some have no Office space, some have no or limited access to resources like printer/scanner, telephone, laptop, and they have no transport budget for on island and to travel to Rarotonga for training.</i> <i>Political interference in some cases has happened and is a problem as most politicians do not understand the Welfare Act.</i>
Stakeholder² – Issues and challenges	<ul style="list-style-type: none"> <i>Special Assistance Fund (SAF) could be better dealt with through direct communication between the Island Administration or qualified builders/electricians/plumbers and INTAFF Rarotonga once eligibility is confirmed for SAF assistance. Welfare Officers are not carpenters or have no experience in building design, costing, and construction work and project management.</i> <i>The SAF projects take too long to complete and materials get stolen or lost during transportation to the Pa Enuā and reporting on such matters are time consuming or not done on time.</i> <i>Recipients of SAF who are mainly elderly, don't get to enjoy the use of their new toilet and shower or ramp.</i> <i>SAF assessment is not done properly, materials are short and have to go into borrowing materials from other people on the island and pay back later when the new material arrives, or toilet and shower cannot be supported by the main house as the house is old so the IG carpenters end up building an outside toilet and shower next to the old and run down family house. This has resulted in many problems and cause delays to the project.</i> <i>There is insufficient consultation with other Government Agencies like IG, EMCI, NES and ICI at the project design phase where data on the Pa Enuā, e.g. state of the current households on each Pa Enuā and the environment can be available before procurement of materials.</i> <i>The Manihiki Welfare Officer has no Office and to build an office would require Government to build a property to accommodate other departments that don't have an office as well. A couple of Officers do not use the space offered and chose to work from home so the IG is not fully informed</i>

² Mia Teaurima (Director of Governance – OPM), Tuaine George (EO-Aitutaki), Tukurangi Taia (EO-Penryhn), Unuka Banaba (Finance Officer – Rakahanga Island Administration), Temu Banaba (Health Inspector – Rakahanga), Maara Tairi (EO – Atiu), Poroa Arokapiti (Internal Affairs Officer – Mangaia), Royston Jones (EO – Mauke), Jane Kaina (EO – Manihiki), Charles Carlson (Manager – EMCI).

Table 5. Welfare Services

	<p>of what they are doing and what their needs are until there is a problem, e.g. the SAF programme or someone complained they did not get their benefit payment.</p> <ul style="list-style-type: none"> There are problems with some of the welfare benefit applicants not being sent or not being received on time because of lack of resources such as photocopying, scanning and e-mail for some islands.
Capacity Needs	<p><i>Employer/Employee</i></p> <ul style="list-style-type: none"> Increasing business unit staff to 7 for Rarotonga and ensure all staff understand their JDs. Appointing of at least two Inspector for Rarotonga for home assessment and training of each of the Pa Enua Welfare Officers to be an Inspector. Home assessment involves making sure house amenities like taps, kitchen facilities, toilet cistern are working and clean, floor surfaces are safe, doors are wide enough for wheel chair access, etc. Mentoring of staff by the senior staff using caseworks is an useful staff training method and should be encouraged. Development of a robust Welfare ICT system, preferably a user friendly and secure database that can be used by all staff. Linking with line Ministries such as TMO, MFAI, MFEM (Shared Finance Services and Government Statisticians) and MOJ and maintaining on-going dialogue to improve data collection, monitoring and sharing of information on beneficiaries of interest. Reviewing of Welfare Policy and legislation to accommodate operational changes since 1968. Promoting service delivery in a professional manner and engaging appropriately all staff in customer services training and SOP guidelines for the business unit. Resourcing the Pa Enua Welfare Offices and Officers with office space, printer/scanner, telephone, laptop, and transport budget for on island and to travel to Rarotonga for training. Training of Pa Enua Officers in a one-on-one training on island to deliver all services required. Negotiating signed MOU with IG to support and monitor the work of INTAFF staff in the Pa Enua. Building a relationship with IG through direct communication on the implementation of SAF projects once the receiving clients are identified, avoiding delays, loss of materials and poor planning. <p><i>Stakeholders</i></p> <ul style="list-style-type: none"> Managing and implementation of SAF by the Welfare Officers with the assistance of the IG and INTAFF Rarotonga from the time the recipient is identified Consulting with agencies like EMCI, NES, ICI and CIIC on SAF projects before and during design and procurement Accommodating of Pa Enua Welfare Officers in a Government building and ensuring all beneficiary and official information are stored in a safe place, and that they have easy access to resources available to do their work including sending applications to Rarotonga
Recommendations	<p><i>Legislative Change</i></p> <ol style="list-style-type: none"> Review of welfare legislation to accommodate operational changes since 1968. <p><i>Policy Change</i></p> <ol style="list-style-type: none"> Review of Welfare Policy to accommodate operational changes since 1968 (Care-Giver, Infirm and Destitute, Welfare Administration Policy and SAF Policy) Develop for urgent implementation a transparent motor vehicle use policy to improve coordination and use of the Ministry' transport for better control to help Inspectors with client and house assessment visits. <p><i>Staffing Needs</i></p> <ol style="list-style-type: none"> Recruit Special Assistance Fund Project Coordinator for the elderly to improve the timely delivery of this project in the Pa Enua. done Recruit Welfare Officer (Consultant) to be based on Rarotonga (recruitment planned for financial year 2020/2021) to improve public awareness activities, data and information management and assist with client and house assessment visits. <p><i>Training Needs</i></p>

Table 5. Welfare Services

	<p>6. Train Pa Enea and Rarotonga Welfare Consultants in customer service, understand their JDs, the use of new database (Rarotonga) and information management systems in place, and how to deliver public awareness programmes relevant to welfare services through focus group meetings, teleconferencing, text blasting, Facebook, local media, newsletter, video, etc. There is also need for training on Project Management, Data collecting and reporting.</p> <p>7. Training of Pa Enea and Rarotonga Welfare Officers must be regular and with refresher training to keep them motivated.</p> <p>8. Travelling Budget to train Pa Enea Officers</p> <p><i>Information Management</i></p> <p>9. <i>Develop and implement a robust and secure user friendly Welfare ICT system that can be used by all staff.</i></p> <p>10. <i>Develop and implement a clear grievance redress mechanism to address any complaints by welfare beneficiaries and to keep records of the information for lessons learnt information.</i></p> <p><i>Stakeholder Engagement</i></p> <p>11. <i>Regular communication through focus group meetings, teleconferencing, text blasting, e-mails, Facebook, and other convenient and less costly ways to keep in contact with all stakeholders to develop and maintain good working relationship.</i></p> <p>12. <i>Maintain linkages with line Ministries such as MOH, MFAI, MFEM (Budget Management and Government Statisticians) and MOJ to improve data collection, data availability and access, monitoring and sharing of information on beneficiaries of interest.</i></p> <p>13. <i>Consult with agencies like EMCI, NES, ICI and CIIC on SAF projects before and during design, procurement and construction.</i></p> <p><i>Partnership Management</i></p> <p>14. Enter into partnership with IG-OPM through MOU on the following: assist in the implementation of SAF Projects, accommodation of Pa Enea Welfare Officers in Government buildings, and the support and monitor of the work of Welfare Officers.</p> <p><i>Capital Requirement</i></p> <p>15. <i>Resource the Pa Enea Welfare Offices and Officers with office space, printer/scanner, telephone, laptop, office furniture, and a transport budget</i></p>
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3.2.2 Social Policy and Services

The Social Policy and Services Business Unit has three sub-units; Social Policy, Social Impact Fund, and Child and Family Services.

3.2.2.1 Social Policy

This Unit is about the development, implementation and monitoring of national social policies and advocacy for the gender, persons with disability, positive ageing and children and youth (and sports).

3.2.2.1.1 Staff Capacity

This Unit coordinates, monitor, reviews and implements the delivery of national social policies for the development of gender, disability, youth and children. Soon to be introduced is the Positive Ageing National Social Policy for the ageing population of the Cook Islands.

The Unit is currently comprised of a Manager of Social Policy, National Coordinator Youth (and Sports), National Coordinator Gender, National Coordinator Disability and National Coordinator Children giving a

total of five (05) staff. All staff are based on Rarotonga. Of the current staff there are four (04) females and one (01) male.

Table 6 below shows the current positions, renamed and new planned and approved positions. All new positions have been approved for recruitment and were included in the 2019/2020 and the current budget proposal.

Table 6. Social Policy Sub-Unit Staff Positions (current, renamed and proposed)

Position as at August 2016	Positions name changed as at December 2019	Status	Comments
Director Social Policy & Services		Vacant	Waiting for JD to be sized by OPSC - Job Evaluation Committee
	Manager Social Policy	Occupied	
	National Coordinator Positive Ageing	New/Proposed	INTAFF new budget bid for FY 2020/21 (4 year business plan + budget)
Gender Programme & Research Officer	National Coordinator Gender	Occupied	
Senior Advisor Disabilities	National Coordinator Disability	Occupied	
Senior Advisor Youth Development	National Coordinator Youth	Occupied	
National Coordinator Children's Policy	National Coordinator Children	Occupied	

1. Available staff information shows this sub-unit have a former Senior Police Officer who obtained a Certificate in Pacific Police Leadership development with the Australian Institute of Police Management (AIPM), Certificate in Coaching and Mentoring with AIPM, Certificate in Regional Executive Police Training on Gender, Gender Relations, Violence Against Women and Human Rights, Certificate in Leadership Management with NZ Police, Certificate in Pacific Islands Chiefs of Police Women Advisory Network Leadership with Australian Federal Police (AFP). There are two other staff who were previously Police Officers. One developed the Police Gender Policy.
2. The Disability Coordinator has a Certificate in Management from Aoraki Polytechnic, Certificate in kNOwVAWdata Course on Measurement of prevalence of Violence against Women, Certificate in Balance in Leadership AIPM.
3. Youth Coordinator has an ILM Diploma in Leadership and Management, Certificate in Cultural Diversity and Justice (Probation Services), Certificate in Restorative Justice (UNAFEI Japan).
4. Gender Coordinator has a Certificate in kNOwVAWdata Course on Measurement of prevalence of Violence against Women, Certificate in Customer Services, and Certificate in Statistics Road Map and was a former Human Resources Development Officer of the MOE and prior to taking on the position worked with the Seventh Day Adventist mission on gender issues.
5. Children's Coordinator has a Certificate of First Line Management and was a former Assistant Secretary at the OPM with the Office of Cabinet and former secretary for Price Tribunal.

There is a need to capture on staff information the appropriate qualifications (essential and required) and the years and types of experiences of staff which will help in the designing of staff training programmes. In this budget cycle, two new positions are being proposed at this sub-unit level; the Director of the Social Policy and Services and a National Coordinator for Positive Ageing. With the increase in the number of persons 60 years and over and recognizing their continued contribution to the social and economic

development of the country, the National Coordinator for Positive Ageing has now become an important recruitment.

In the absence of data, the Team referred to the Census report for some guidance and indication of population especially covered by this sub-unit. The 2016 Census age/sex structure shows a decrease in 0-4, 5-9, and 15-19 age group from the 2011 census, and an increase in the 50-54 and 55-59 age groups with more females in the 60-64 age group. The report suggests that the decrease in 15-19 age group is related to young people completing their schooling and looking of opportunities elsewhere. It is the opinion of the Team that a decrease in numbers is an indication that national social policies needs to focus on the question why this is happening and its impacts on the communities. We need our young people to replace those that are moving on and this is why we need to know what is happening to them. The apparent increase in the sixty-plus and women in this age group is another area that needs to be looked into. Refer to the National Ageing Policy for updated data info. There is a National Population Policy steering committee tasked with this work of which we have a representative.

3.2.2.1.2 Issues/Challenges, Capacity Needs and Recommendations

Table 7 below provides the findings, analysis and recommendations of the Social Policy sub-output.

<i>Table 7. Social Policy</i>	
Employer/ Employee - Issues and challenges	<p><i>Rarotonga Management</i></p> <ul style="list-style-type: none"> • Working relationship with the Police has been difficult. • Staff Job Description has just been developed and made available. There was no succession programme when the staff took up their position, each staff was expected to know the job. • Collaboration between stakeholders and policy Coordinators have been a challenge. • There is a lack of data to support views and opinions given on issues, and to support monthly reports to the Secretary, and to monitor the implementation of any of the national social policies. • There is no mechanism in place but verbal communications and expectations that stakeholders will support our Pa Enua staff because they are working for Government and for the benefit of the people. • There is no mentoring programme for new staff so it is hard for the Manager to delegate the work to any of her staff. • Capacity needs assessment is required to identify the training needs of the current staff. <p><i>Children</i></p> <ul style="list-style-type: none"> • On the 30 April, the new Children's Coordinator resumed. • No budget to resource the Coordinator but the SIF funding has been assisting with the awareness programme trips to the Outer Islands in the past. • Set training and mentoring programme for the Coordinator • Data collection for children in the Cook Islands needs to be updated • An awareness programme to be set for the Primary and Secondary schools. • A community programme to be set for awareness to the public on the Children's Policy and the CRC <p><i>Youth</i></p> <ul style="list-style-type: none"> • Limited funding resources for the Youth programme which makes it difficult to work with Cook Islands National Youth Council (CINYC) operating totally on a volunteer basis. Unlike other national NGO bodies where at least their Coordinator is funded under SIF or other sources. SIF funds are being contested by other civil society organizations and NGOs that has activities supporting youth activities that fall under National Youth Policy objectives. The CINYC is

Table 7. Social Policy

	<p>operating under a volunteer basis which restricts what they can do as a national body for youth programmes.</p> <ul style="list-style-type: none"> Relationship building with stakeholders is affected by the lack of funding and resources. This is important in the implementation of the National Youth Policy and in achieving relevant goals of the NSDP. Sports Strategic Plan and Policy is being prepared and led by CISNOC with some contribution from the Youth Coordinator. Data on youth issues are not readily available to plan and make decisions on the progress or non-progress of the youth policy implementation and achievement of NSDP goals. Lack of support to the MOE Kakaia programme for parents where 'kids saying parents need to be parents'. This current Policy 2015 – 2020 is without indicators to measure the success or the set back of the policy. This indicates that it is vital to include indicators to the new policy. <p><i>Disability</i></p> <ul style="list-style-type: none"> <i>Data required to help with the writing of reports are not available, and there is no long term data collection plan in place.</i> <i>It has been hard to meet the reporting requirement of the Ministry's, regional and international obligations in this area without data.</i> Relationship building with stakeholders is weak. This is important in the implementation of the National Disability Policy and action plan and achieving of the relevant NSDP goals for the Ministry. <i>Working with CINDC and the Disability Coordinator has been challenging given the limited experience and qualification of the Coordinator in carrying out the work expected of her.</i> <i>There is no travel budget provided to carry out the ground work expected to be done by CINDC and the Pa Enua Centers.</i> The Disability Senior Advisor finds it difficult to understand the links to NSDP, Disability Policy and international obligations. <p><i>Gender</i></p> <ul style="list-style-type: none"> Working relationship with CINCW to coordinate International Woman's Day can be improved by regular meeting and consultation and working together on other related projects. Funding for gender programmes with stakeholders is not well coordinated. There was funding from AUSAID through the Gender projects from 2012 – 2017 paid to stakeholders like: Punanga Tauturu Inc., Cook Islands Chamber of Commerce, Cook Islands Tertiary & Trade Institute, Cook Islands National Council of Women and Cook Islands National Disability Council. Ministry has not provided research assistance to women craft at the market like what they have done on Aitutaki. Aitutaki Office had done good awareness raising and marketing of the women's crafts on Aitutaki. Aitutaki Women's Officer is fully funded by IG, and is not part of INTAFF. The Gender unit funded the Aitutaki Vainetini in 2016 with \$2,000.00 (AUSAID funding) for the marketing of the women's craft in Aitutaki. Not enough awareness raising activities on gender issues. More collaboration between INTAFF and BTIB to assist with and get a better deal for women groups on Trade Days. <i>Data required to help with the writing of reports are not available, and there is no long term data collection plan in place.</i> Gender Action Plan has expired and needs to be reviewed to provide a refreshed direction and new programmes. There is no standard operating procedures (SOP) and guidelines for all INTAFF business. Communication with stakeholders including the Pa Enua are weak. <p><i>Rauti-para (Rauti-Maori)</i></p> <ul style="list-style-type: none"> <i>A lot more should be done in this area in terms of focused look into the elderly, their continued participation in our social development for their wisdom, their care which is currently covered under the Welfare Service Output could do with an added support from this sub-output, e.g. providing assets support for elderly women. Population counts show women live longer than men. Women who are now entering the rauti-para age having spent their life raising children</i>
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Table 7. Social Policy

	<p><i>and looking after the household have no extra support as they are widowed and the children have moved on with their life.</i></p> <p><i>Pa Enua</i></p> <ul style="list-style-type: none"> • Weak in all areas, and will require the support in terms of proper training, regular advice, motivation and mentoring from each staff of the Social Policy. • The Pa Enua staff come under the Welfare Services as Welfare consultants but proper training for these staff on Children, Youth, Disability, Gender and Positive Ageing can be achieved.
Stakeholder³ – Issues and challenges	<ul style="list-style-type: none"> • Abuse of women in our communities are still happening. • It is hard to know what is happening in the Pa Enua, and people do get fed up with awareness raising workshops, conferences and meetings. • CSOs and NGO do awareness raising activities when funding is available. It is difficult to sustain any awareness raising activities without funding. • Island Councilors do not see this as part of their work, like youth, gender and disability issues, they think they only deal with making sure people have water, the road is fixed, and village is clean and tidy. • It's not a major issue but in some religious groups, some church groups deal with their own members only, they tend not to go outside of their group to spread the message and involve members outside of their group. • There is a lack of funding to enable groups like CINCW to facilitate workshops, provide seeding funds to good ideas, e.g. Mauke have a revolving fund to buy crafts like bags and oil from the women and sell them on their behalf to recover the funds spent. This can be done for Penryhn with their crafts, Mangaia with their stone jewelry etc. There is always a breakdown in communication between NGOs and Government Agencies, it is hard to maintain good relationships, e.g. CICWA and Public Health. • All national NGOs are largely operated on a voluntary basis with some support from SIF, e.g. CINCW, CICWA, CINDC with funded coordinator positions but some, e.g. CINYC operates on a voluntary basis and it is hard for them to implement planned programmes and know about what is going on in the Pa Enua. • CINYC carry out responsive activities, i.e. they respond to issues like drink and drive and suicide rather than planning for a long term programme on how to deal with those two issues • Some organizations have no permanent address and contact details and would depend on the contact details of their Executive Members who sometimes changes during the course of their tenure in office. This can be a problem in assisting the implementation of a national social policy. • Like other NGOs, CISNOC would like INTAFF Coordinators to maintain regular contact with all sports stakeholders and to participate in sports promotion activities, this way, voluntary workers will spend less money but contribute hugely through their time, dedication and knowledge in implementing national policies. • There is a lot of concern that the INTAFF SAF for the elderly and disabled in the Pa Enua is poorly implemented, buildings take too long to construct, materials go missing, and in most cases, the client spend only a short time of their life in these buildings, and for some, refurbishments to their existing house or the building was inappropriate. • Concern was raised as to the role of CINDC in the Pa Enua Disability Centers as SIF funds are channeled directly to the Centers instead of through CINDC Executive and the paid position of Coordinator within the CINDC. The concern is, what does the CINDC do? • Due to difficulty in finding time that suits other stakeholders, the Police have their own youth programme called the 'diversion'. The programme was developed using the National Youth Policy, e.g. the Blue Light project for > 16 years and the Blue Edge project for 12-16 year olds. Both programmes are linked to traditional values activities, involve the community, parents and

³ Honourable Mac Mokoroa, Minister for the Ministry of Internal Affairs, Tereapii Tumotoa (President – CINYC), Sieni Tiraa-Passfield (Vice-President – CINYC), Byron Brown (Executive Member – CINYC), Tevaerangi Tatuava (Executive – CICWA), Rosaline Kairua (Vice President – CICWA), Cathy Rangi (Treasurer – CICWA), Taputu Mariri (Coordinator – CINCW), Henrica Wilson (Vice President – CINCW) and Destiny Tara-Tolevu, Danielle Cochrane (Secretary – MOE), Owen Lewis (Secretary General – CISNOC), Maara Tetava (Commissioner – Police), John Strickland (Superintendent – Police), Akataura Matapo (Superintendent – Police).

Table 7. Social Policy

	<p>leaders. Currently, the Police have implemented a pre-driving course at Tereora College and the course includes theory from the Police and TMO and practical from the CIP.</p>
Capacity Needs	<p><i>Employer/Employee Management</i></p> <ul style="list-style-type: none"> • Ensuring staff understand their JDs and their relationship with other staff in the Ministry, and those outside of the Ministry; relevant Government agencies, CSOs and NGOs. • Training for staff to know who the stakeholders are to build relations with, how to communicate and coordinate with them on national social policy activities they are required to implement and monitor. • Supporting of individual staff upskilling initiative through a fees reimbursement scheme under INTAFF's study programme. • Staff mentoring to be part of staff training. • Negotiating signed MOU with IG to support and monitor the work of INTAFF staff in the Pa Enua. • Training for staff on how to collect and manage data required to report on and monitor progress of policy implementation. <p><i>Children</i></p> <ul style="list-style-type: none"> • Strengthening the capacity of the Children's Coordinator to build relationships with the stakeholders of the Children's Policy and NGO's like Child Welfare Association and Punanga Tauturu Inc. • Training for Children's Coordinator on how to collect and manage data required to report on and monitor progress of Policy implementation. <p><i>Youth</i></p> <ul style="list-style-type: none"> • Providing support to the operations of the CINYC and to recognize the efforts of young people to do things themselves to help young people. • Strengthening the capacity of the Youth Coordinator to build relationships with youth stakeholders. • Training for Youth Coordinator on how to collect and manage data required to report on and monitor progress of Policy implementation. <p><i>Disability</i></p> <ul style="list-style-type: none"> • Strengthening the capacity of the Disability Coordinator to build relationships with stakeholders. • Training for Disability Coordinator on how to collect and manage data required to report on and monitor progress of Policy implementation. • Training for the Disability Coordinator to understand the development, applications and links to NSDP, international obligations and policies <p><i>Gender</i></p> <ul style="list-style-type: none"> • Coordination of INTAFF work with CINCW and to get an understanding of its role in assisting women with their crafts and other developmental projects. • How INTAFF can play a more active role in business development projects for women in collaboration with BTIB. • Strengthening awareness raising activities on gender issues as well as on programmes already in place. • Training for Gender Research and Programme Officer on how to collect and manage data required to report on and monitor progress of policy implementation. • Development of standard operating procedure (SOP) and guidelines for all INTAFF business • Strengthening communication within INTAFF and with stakeholders. • Strengthening the coordination of activities and information dissemination with the Pa Enua Disability Centres. • Strengthening awareness raising of work programmes that promote sustainable activities. <p><i>Rauti-Para</i></p>

Table 7. Social Policy

	<ul style="list-style-type: none"> Recruiting and training of an Officer to initiate and coordinate work on the Ageing Policy. Training required to reviewing the outdated Cook Islands Policy on Ageing, 2012-2017. <p><i>Pa Eヌua</i></p> <ul style="list-style-type: none"> Capacity building through proper and appropriate training, regular advice, motivation and mentoring of INTAFF Pa Eヌua and IG-OPM Gender Officers (Youth and Culture, or Youth and Sports, or Women’s Development Officer, Gender and Cultural Development Office, etc.) on each of the social policies. Resourcing of the INTAFF Pa Eヌua Officers. Working in partnership with each Island Administration and Island Council. <p><i>Stakeholder</i></p> <ul style="list-style-type: none"> Supporting the CINCW male champions approach for the Pa Eヌua to campaign against domestic violence and violence against women. The two champions trialed were Poroa Arokapiti of Mangaia and Basilio Kaokao of Mauke. These two are very good because they are active, skilled at raising awareness, developing programmes and finding other funds for their programmes on the islands. Coordination of INTAFF work with the community and assistance to CSOs and NGOs to collaborate with each other. Supporting CINYC to seek funding to do more long term awareness raising programmes and other programmes that will benefit the youth in collaboration with other organizations. Strengthening the CINDC role in Pa Eヌua Disability Centres to encourage their participation in that programme.
Recommendations	<p>Policy Change</p> <ol style="list-style-type: none"> Gender Policy 2011-2016 updated; Youth and Sports Policy 2015-2020, reported on, review and updated; Disability Policy 2014-2019 reported on, review and updated; and Rauti-para Ageing Policy 2012-2017 updated. <p>Staffing Needs</p> <ol style="list-style-type: none"> Recruit a Director for the Social Policy and Services to manage the delivery of service of the three sub-units - Social Policy, Social Impact Fund and Child and Family Services. Recruit a Rauti-Para National Coordinator (Positive Ageing) to initiate and coordinate work on the Ageing Policy. <p>Training needs</p> <ol style="list-style-type: none"> Train Policy Coordinators in data collection and management for each policy they are responsible for to assist with fortnightly/monthly reporting, budgeting, business plans and international reporting obligations. Train Policy Coordinators in policy development review implementation and monitoring, know the linkage between social policy and NSDP. Train National Coordinators how to engage with stakeholders taking advantage of focus group meetings, teleconferencing, text blasting, Facebook, local media, newsletter, video, etc. Encourage staff to take further training by offering course fee reimbursement upon successfully completing an approved course. Through proper and appropriate training, regular advice, motivation and mentoring, information sharing and awareness raising, train INTAFF Pa Eヌua and relevant IG-OPM staff in the Pa Eヌua on the implementation and monitoring of national social policies in the Pa Eヌua. Develop standard operating procedure (SOP) and guidelines for internal operation. <p>Information Management</p> <ol style="list-style-type: none"> Strengthen the coordination of activities and information dissemination with the Pa Eヌua Disability Centres. Resource the INTAFF Pa Eヌua Officers with information for dissemination to NGOs on the island using communication tools like tele-conferencing, text blasting, Facebook, local media, newsletter, video, etc.

Table 7. Social Policy

	<p>Stakeholder Engagement</p> <p>12. Policy Coordinators and Officers to actively coordinate programmes and activities, maintain its network of stakeholders, cooperate with stakeholders on their programmes and activities, and collaborate with stakeholders on new and existing social initiatives.</p> <p>13. Gender Coordinator to get involved with the work of CINCW to improve understanding of how the organization works in assisting women with their crafts and other developmental projects.</p> <p>14. Strengthen the CINDC role in Pa Enea Disability Centres and encourage their participation in that programme.</p> <p>Partnership Management</p> <p>15. Enter into partnership with IG-OPM through MOU to enable support of the implementation and monitoring of social policies in the Pa Enea.</p> <p>16. INTAFF to play a more active role in business development projects for women in collaboration with BTIB.</p> <p>17. Working partnership with each Island Administration and Island Council to get support in programme and activity implementation at the ground level.</p> <p>18. Strengthen the CINCW male champions approach for the Pa Enea to campaign against domestic violence and violence against women.</p> <p>19. Strengthen and coordinating and collaborating abilities of Policy Coordinators to be able to build the collaborating work between/within community groups and to collaborate with each other.</p>
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3.2.2.2 Social Impact Fund

3.2.2.2.1 Current Staff Capacity

SIF is designed for NGOs, CSOs and other community groups to receive financial assistance to meet the needs of the members and communities who are involved in the development and implementation of national social policy for the vulnerable children, women, persons with disability and youth and families, mental health and domestic violence.

This sub-unit is currently comprised of a National Coordinator and a Social Impact Fund Officer, both are females. The sub-unit positions are provided below in Table 8.0.

Table 8. Social Impact Sub-Unit Positions (current, renamed and proposed)

Position as at August 2016	Positions Name Changed as at December 2019	Status	Comments
National Coordinator - Social Impact Fund	Manager Social Impact Fund	Occupied	
	Social Impact Fund Officer	Occupied	New position created in FY 2019/2020

Available staff information shows this sub-output has one experienced staff who holds a Bachelor of Social Work Degree, Diploma in Public Sector Management and Diploma in Management Studies and a Fellowship Award on Programme and Services for at Risk Children in the Cook Islands and NZ. She was a Senior Probation and Juvenile Welfare Officer in Corrective Services, later the Ministry of Justice, eventually become the Chief Probation Officer before she became the Secretary of Internal Affairs. She was the Coordinator for the SIF for the last six years.

The second appointment was a former member of the Board and a member of a CSO Executive on the island of Aitutaki and holds a Diploma and National Certificates in Business Management NZQA Level 3,

Diploma and National Certificates in First-line Business Management in City & Guilds London (CITTI & US Allison)

There is no current proposed change to the number of staff for this sub-unit.

The SIF Board in its consideration of programme and project applications, is inclusive of both Rarotonga and the Pa Enua. All applications that are submitted are criteria based, these can be found in the SIF Policy and Application Template.

3.2.2.2.2 Issues/Challenges, Capacity Needs and Recommendations

Table 9 below provides the findings, analysis and recommendations of the of the Social Impact Fund sub-output.

<i>Table 9. Social Impact Fund (SIF)</i>	
Employer/ Employee – issues and challenges	<ul style="list-style-type: none"> • Training for organizations applying and reporting on SIF Funds is provided as required. • SIF Board Member positions are publically advertised locally and on the INTAFF website. There are three Representatives from Government (INTAFF, TMO and MOE) three representatives from NGO/CSO and the Private Sector, one of the positions is for a Pa Enua Representative. The selection for the Pa Enua has been rotated around the Southern Group Islands. • There is a lack of complete data on the number of registered CSOs and NGOs on both Rarotonga and the Pa Enua, e.g. CINCW says they have 28 members, but the listing of the members is not available to SIF, or, those registered under the Cook Islands Civil Societies Organizations. This is important in determining how far and wide the impacts of SIF have been on our communities. • The quality of Board members, especially the CSO representatives, on previous Boards have not been good. • The social and economic impact of SIF on the communities and the economy for the last six years needs to be measured to see how beneficial the Fund has been in this period. • Reporting continues to be a problem for CSOs and NGOs, for various reasons, ranging from poor record keeping, staff and Executive Committee Members leaving for personal reasons, travel, and other opportunities, to there being fewer volunteers. • The contracting process continues to delay scheduled payments to recipients due to the busy schedule of the CLO. The CLO is responsible for all contracts signed under the SIF Policy and agreements.
Stakeholder⁴ – Issues and challenges	<ul style="list-style-type: none"> • There is a need to reach out to the needy focus groups in the communities of the Pa Enua both in the Northern and Southern Groups. It has been raised that potential focal persons (Welfare Officers under INTAFF and Gender Development Officers or equivalent under the respective Island Governments) lack the know how to tap into the SIF. • National Bodies such as the CINYC, CINCW and CINDC feel they are competing for Funds with their own members and/or affiliates because members have equal opportunity to access the same funds. The delay of the payments of SIF Funds is affected by the priorities of Government of the day and delayed Budget Processes such as General Elections, Parliament sittings where CLO who approves SIF Contracts is otherwise not available.
Capacity Needs	<p><i>Employer/Employee</i></p> <ul style="list-style-type: none"> • Providing additional support to first time CICSO members and new CSOs and NGOs applying for funds. • Raising of public awareness at the community level to help spread the knowledge of the existence of the SIF in the Pa Enua.

⁴ Taputu Mariri (CINCW), Destiny Tara-Tolevu (CINDC), Tevae Tatuava (CICWA), Sieni Tiraa-Passfield (CINYC), Mia Teaurima (Director of Governance – OPM), Tuaine George (EO-Aitutaki), Tukurangi Taia (EO-Penryhn), Unuka Panaba (Finance Officer – Rakahanga Island Administration), Temu Banapa (Health Inspector – Rakahanga), Maara Tairi (EO – Atiu), Poroa Arokapiti (Internal Affairs Officer – Mangaia), Royston Jones (EO – Mauke) and Jane Kaina (EO – Manihiki)

Table 9. Social Impact Fund (SIF)

	<ul style="list-style-type: none"> • Training of Pa Enea INTAFF Officers on the SIF application process and eligibility criteria for each of the five focus areas. • Training of new successful CSOs and NGOs on the reporting template. • Raising awareness on the SIF with the aim of attracting potentially good quality CSO members, and to achieve a gender balance on the Board. • Encouraging umbrella organizations such as CINCW to provide information on its members to the SIF Board, e.g. list of members for the purpose of monitoring the impacts of the SIF in the community. • Researching into the social and economic impact of SIF on the communities and economy where the funds have been used. <p><i>Stakeholders</i></p> <ul style="list-style-type: none"> • Strengthening the capacity of the Pa Enea through Welfare Officers to understand the SIF process and how to access the Fund. • Strengthening all national Umbrella Organizations through networking, cooperation, coordination and collaboration with other CSO/NGO, Government Agencies and Private Sectors.
Recommendations	<p><i>Training Needs</i></p> <ol style="list-style-type: none"> 1. Train key members of first time CSO and NGO members applying for funds through focus group meetings, face to face interaction or a clear, simple and easy to understand video documentary on the application form, what is required and how to report on the use of the Fund. 2. Continue to Train Pa Enea Welfare Officers on the SIF application process and eligibility criteria for each of the six focus areas and how CSOs and NGOs can access the Fund. <p><i>Information Management</i></p> <ol style="list-style-type: none"> 3. Encourage umbrella organizations to provide information on how many organization members they have and who those members are for the SIF Board information and for the purpose of monitoring the impacts of SIF in the community. <p><i>Stakeholder engagement</i></p> <ol style="list-style-type: none"> 4. Raise public awareness at the community level through focus group meetings, local media, Facebook, videos, workshops to help spread the information on how SIF can be accessed in the Pa Enea. 5. Raise awareness on the SIF through focus group meetings, local media, Facebook, videos, workshops with the aim of attracting potential CSO board members, and to achieve a gender balance on the SIF board. <p><i>Research</i></p> <ol style="list-style-type: none"> 6. Research study on the social and economic impact of SIF on the communities and economy where the funds have been used and activities implemented.

3.2.2.3 Child and Family Services

3.2.2.3.1 Staff Capacity

This sub-unit administers protection services to family and abused children including youth justice services. On-going counselling and support services to staff had been introduced recently as an important requirement for their well-being and in delivering their work efficiently.

The sub-unit is currently comprised of a Manager and two Senior Advisors, a total of three (03) staff. Of the current staff there are two (02) females and one (01) male. Table 10 below shows the current positions, renamed and new planned and approved positions. All new positions have been approved for recruitment and were included in the 2019/2020 and the current budget proposal.

Table 10. Child and Family Services Sub-unit Staff Positions (current, renamed and proposed)

Position as at August 2016	Positions Name Changed as at December 2019	Status	Comments
	Manager Child and Family Services	Occupied	
Senior Advisor Child and Family Services	Senior Social Worker Child & Family	Occupied	
Senior Advisor Family Protection & Support	Senior Social Worker Child & Family	Occupied	
Social Worker Child and Family Services x1	Social Worker Child & Family (1 new)	Vacant and New	

In order to effectively carry out its mandated role under the *Family Protection and Support Act 2017*, this sub-unit is proposing a maximum of five staff.

Available staff information shows this sub-unit have two staff with tertiary qualifications and experience in relevant fields from New Zealand and are currently studying towards a post graduate degree level. One staff has attended welfare workshops and has over 20 years' experience in welfare assessment reporting under adoption and custody cases (foreign and local) legislations, providing for parenting cases and child and family care services. The experienced staff spent the last 9 years working for INTAFF. The Team is fairly new having only worked together as a team for about a year.

There is a need to capture on staff information the appropriate qualifications (essential and required) and the years and types of experiences of staff which will help in the designing of staff training programmes.

There are five main Government Agencies that are involved with the work of this sub-unit: the CIP, MOJ, MOCS, TMO and the MOE.

3.2.2.3.2 Issues/Challenges, Capacity Needs and Recommendations

Table 11 below provides the findings, analysis and recommendations of the Child and Family sub-unit.

Table 11 – Child and Family Services	
Employer/ Employee - Issues and challenges	<p><i>Rarotonga</i></p> <ul style="list-style-type: none"> Limited data at the INTAFF to work from, data collecting just started. Data is available in other Government agencies in the form of case files, and for some, Court documents. The data is available from MOJ, the Police, Probation Service now MOCS as well as MOE and TMO. It needs someone to compile the data in a form that can be used by the Office. Not enough staff; dealing with welfare assessment according to legislation for adoption and custody cases, providing for parenting cases, working on care protecting cases for children (assessment, reporting, monitoring and recording), report for children's court at the end of the month, etc. has been a challenge. There is difficulty amongst the current staff in understanding the JD information, especially KPI'S, KPI's didn't match to what the staff was required to do and didn't make sense. Commitment by the sub-unit's employees and working beyond their JD roles is not appreciated and valued by the Ministry. For staff health and safety, staff is required to work in pairs on the field, there is not enough staff to effectively carry out this requirement. Team is qualified and experience but have only been together for a year, putting together a mindset change strategy has been a challenge. Standard operating procedures (SOP) for some urgent cases are still being developed.

Table 11 – Child and Family Services

	<ul style="list-style-type: none"> • Communication and collaborative work with support organizations and building positive relationships continue to be a problem and some support organizations are still working in silos. Such support organizations include Police, MFAI, MOJ, MOE, MOH, CINCW, CINYC and CICWA. • Internet service is unreliable, server capacity unable to support on-going research and communication on line. • Hard to support and maintain good relationship with support organizations because of own work programme, e.g. The <i>Ropianga Tuatau</i> programme is for children at risk led by INTAFF Child and Family business unit and is supported by MOE, TMO, Police and CITTI. It had gone cold when left to the Police to house mid-2019 but revived by INTAFF Child and Family Services towards the end of 2019 with new membership and members, to proactively triage and address youth issues and truancy. • Care for youth require attention and there is not enough preventative activities to reduce the number of youths reoffending. No data was available to show this trend but those involved in dealing with youth cases in the MOCS and the CIP has indicated this to be the case. • Youth reoffending is a growing problem, INTAFF don't have the capacity to meet the need in this area and more effort to bring to bring stakeholders together by the Youth Coordinator is very much needed. • Transportation is an issue as it is shared, sometimes staff need to attend to a situation when it happens, and preferably in pairs, an average of 48 inquiries a month is being attended to. • Staff wellbeing is paramount to achieve the goals of this output, training opportunities must be supported, and pay structure is not in par with those in similar positions overseas, e.g. NZ. Problems and situations are similar and staff. • Staff deals with violent and abuse cases all the time and their mental wellbeing is at risk. No data was available at the time of the assessment to give an indication of the number of cases dealt with on a weekly or monthly basis. It is however a significant number to warrant a weekly visit to the therapist for two of the social welfare workers for professional supervision. • The Office is not well supplied and resourced, e.g. stationery supplies, internet access, etc. <p><i>Pa Enea</i></p> <ul style="list-style-type: none"> • Budget restrictions for travel, results in unchecked cases of child abuse in the Pa Enea. Without data available from other Government agencies and the confidential nature of the problems in this area, especially for children, collecting of data would need the collaborative efforts of those involved, e.g. Police, Island Council, School Principals and Welfare officers on each island. • INTAFF staff in the Pa Enea lacks proper training to deal with possible cases including how to interview and assess cases. • No Pa Enea staff is warranted under the Family Protection and Support Act 2017. • There is no available data on the Pa Enea on child protection matters. • Working in pairs is difficult due to lack of staff and appropriately trained staff that are involved with the work of INTAFF. • The Pa Enea is expensive to get to.
Stakeholder⁵ – Issues and Challenges	<ul style="list-style-type: none"> • CINYC need to refocus on long term programmes as they may be duplicating what others are doing, e.g. responding to road accidents, other organizations like the Police are already doing something about it. • Addressing truancy matters requires collaboration between MOE, Police and INTAFF and to get this collaboration going is a challenge. • There is not enough special needs specialists in the country to assess special needs children. • Special services for child assessment is inadequate and there may be times when the service provided by one resident specialist may not be enough or the specialist have gone on holiday or overseas. It is important to know where the specialist services can be sourced from. It is important to have a specialist identify the real problems with young children who may later become troubled children.

⁵ Catherine Evans (Consultant – for CLO), Teokotai Joseph (Secretary – MOCS), Angelique Elisaia (Chief Probation Officer – MOCS), Maara Tetava (Commissioner – Police), John Strickland (Superintendent – Police), Akataura Matapo (Superintendent – Police) and Danielle Cochrane (Secretary – MOE)

Table 11 – Child and Family Services

	<ul style="list-style-type: none"> Promoting traditional values through collaborative work with community groups, traditional leaders and relevant Government agencies have been a challenge because of groups and agencies doing their own work programme and in their area of focus until a tragedy occurs then there is surge of energy to address the issue and to try and do something about it. Juvenile Crime and Prevention Committee (JCPC) under the Prevention of Juvenile Crime Act 1968 is no longer working as others involved are too busy with their own programme on juvenile crime prevention, Police with their youth diversion programme and INTAFF dealing with neglected and abused children. MOCS dealing with young offenders of 17+ years and MOE making sure children are going to school.
Capacity Needs	<ul style="list-style-type: none"> Collecting data for policy formulation and programme planning. Developing preventative programmes and working with the community. Building staff capacity and numbers to effectively carry out the mandated role under the Family Protection and Support Act 2017. Ensuring enough staff in the sub-unit to allow pairing when attending a case. Developing a user friendly JD to make sure there is good employer/employee understanding of the JD and its requirement. A rewarding system would help staff morale and maintain motivation level, in recognition of the nature of the work in this sub-unit. Maintaining good relationship with support organizations and other stakeholders. Establishing an internationally recognized Board for registered social workers where qualified and experienced social workers are registered and their code of conduct and professional service are monitored. This is in recognition of the nature of work carried out in this sub-unit and the need to protect the wellbeing of the Officers. Maintaining the professional supervision (therapy) service for staff to help staff deal with the impacts of violent and abuse cases. Strengthening through awareness raising on what stakeholders do and are doing, to avoid support organizations working in silos. Supporting children cases as it take precedence over any other work. Ensuring that the current fortnightly leadership meetings with the Secretary, and weekly staff meeting are continued. Minutes for those meetings to be taken to monitor progress. Attending the Monthly meeting of the Punanga Tauturu to raise issues and identify children cases and maintain a record (minutes) of those meetings for monitoring purposes. Ensuring succession, a training programme for new staff is continued so they fit into the job and understand the mindset required. Participation and support of the MOE <i>Ropianga Tuatau</i> programme that deals with children at risk. Entering into signed MOUs with Stakeholders, a way forward to promote good working relationship and collaboration amongst stakeholders. Staff to understand their job first; and then the role of support for stakeholders in order to work on getting support and collaboration with stakeholders. They should also develop knowledge on policy formulation and existing policies, know their own legislation and how it overlaps with the work of other stakeholders. Developing standard operating procedures (SOP) for this sub-unit. Building the capacity of staff to have an understanding in child welfare, child protection and guidance through doing counselling papers at USP. Focusing on the local scene to develop a mindset strategy. The Team is qualified and experienced but have only been working as a team for one year. Supporting training costs by reimbursing course fees of any staff who successfully completed an approved course to improve their ability to deliver and as a form of staff motivation. Working with the SIF team to improve the quality of support to CSOs and NGOs as this is one avenue to build positive relationship in the community. Supporting of long term training courses in special needs specialists in the area of children to support the work of MOE for special needs children, as well supporting current specialists like Dr. Evangeline Wong. MOE use her services to assess students for mental health, health, social and physical issues, these are specialist skills that can recognize the deeper issues affecting a student

Table 11 – Child and Family Services

Recommendations	Staffing Needs
	<ol style="list-style-type: none"> 1. Recruit a Social Worker to be fully trained, amongst other duties, relevant data identification, design, collecting and analysis to assist with the fortnightly/monthly reporting, budgeting, business plans and international reporting obligations. 2. Recruit a Social Worker to be fully trained to alleviate the heavy workload currently experienced by the existing staff including the implementation of a long term preventative work programme involving all relevant stakeholders. 3. Rewarding system to recognize the dedication by staff members to their work, e.g. a yearly bonus payments for staff based on exceptional and beyond performance. 4. Maintain the professional supervision (therapy) service for staff to help staff deal with the impacts of violent and abuse cases. 5. Develop standard operating procedures (SOP) and guideline for the internal operation of the sub-unit.
	Training Needs
	<ol style="list-style-type: none"> 6. Staff to be fully trained in Child and Family data identification, design, collection and analysis to assist with fortnightly/monthly reporting, budgeting, business plans and international reporting obligations. 7. Manager to ensure all staff understand their JD and what is required of them. 8. Strengthen the succession programme, a training programme for new staff so they fit into the job and understand the mindset required. 9. Encourage staff to take further training by offering course fee reimbursement upon successfully completing an approved course.
	Stakeholder Engagement
	<ol style="list-style-type: none"> 10. Support the MOE to have a special need specialist to assess special needs children. 11. Support MOE to promote careers in the area of assessing and teaching special needs children and child psychology. Prepare and implement a long term preventative work programme that involves all stakeholders. 12. Establish a network of stakeholders and regularly communicate with them through teleconferencing, e-mails, phone calls and sharing of information to create a good working relationship. 13. To be an adviser to the SIF Programme advising on programmes and projects submitted for funding that involve children and youth. 14. Acquire specialist services for the assessment of troubled children. This is available at the Tupapa Clinic or through the mental health service provided from New Zealand through the patient referral programme of MOH.
	Partnership Management
	<ol style="list-style-type: none"> 15. Form a regular focus group discussion via teleconferencing and the group to be comprised of INTAFF, Police, MOJ, MOH, MOE and a representative of traditional leaders to discuss issues and challenges with each other's programme to address challenges in the community with youth and children. 16. Involve traditional leaders and credible practitioners that live off the land and sea in the implementation of community programs similar to the Atui'anga ki te Tango school holiday programme of the Korero O Te Ōrau Inc. to promote traditional values amongst young people. 17. Develop a registry of qualified social welfare workers for the purpose of forming a group of like expertise to promote professional service delivery in the field through strict codes of conduct.
	Capital Requirement
	<ol style="list-style-type: none"> 18. Vehicle to assist staff with transport issues.

3.2.3 Labour and Consumer Services

3.2.3.1 Current Staff Capacity

The business unit provides ongoing service in two sectors: to employees and employers; and to the consumers and traders.

Their daily activities include: conducting site inspections in businesses, responding to queries, mediating disputes, promoting awareness activities through various media avenues, including public consultations, conducting legislative reforms (Workplace health and safety, Workers Compensation), minimum wage process, reporting obligations for the Cook Islands as a member state of the International Labour Organization (ILO) and project conception and implementation.

The Labour and Consumer Services is currently comprised of the Director, a Senior Inspector for Employment Relations, a Labour and Consumer Officer, a Labour Officer and an Employment Inspector on Aitutaki, a total of 5 staff. Of the current staff there are four (4) females and one (1) male. Table 12 below shows the current positions, renamed and new planned and approved positions. All new positions have been approved for recruitment and were included in the 2019/2020 and the current budget proposal. The two new roles listed as vacancies are needed to support the Labour and Consumer Inspectorate in their increasing workload seeing that the number of businesses keep growing yearly.

Table 12. Labour and Consumer Staff Positions (current, renamed and proposed)

Position as at August 2016	Positions Name Changed as at December 2019	Status	Comments
Director Labour & Consumer Services		Occupied	
Senior Inspector Employment Relations	Chief Inspector	Vacant	
Senior Inspector DG OSH	Inspector - Rarotonga	Occupied	
Consumer Officer	Inspector - Rarotonga	Occupied	
Labour Officer	Inspector - Rarotonga	Vacant	
Labour officer – Aitutaki	PA Enea Inspector	Occupied	Location: Aitutaki
Employment Relations Officer	Labour & Consumer Officer	Occupied	

Available staff information shows this Output have one staff with a Bachelor of Law, Interdisciplinary Masters of Arts in Children's Rights and Master of Law in Human Rights, one new staff with New Zealand Qualification in First Line Management Certificate level 3, one senior staff with a GC-BM in Project Management, Certificate in Leadership and Management from the Japan International Cooperation Agency and a Certificate in Electro Technology, one staff from Aitutaki with a Certificate in Work Place Health and Safety, and one staff, a former Police Officer with a Diploma in Management and have also worked for Probation Services at the Ministry of Justice. This staff information is registered in their personal files with Corporate and is available for capacity building training and planning.

The small team are managed by an open door policy and on-going business unit meetings. The whole business unit is familiar with their JDs and have good teamwork. All staff are on three year contracts renewable depending on performance. Performance appraisals are conducted every 6 months for

continuing assessment and until now, all staff members has seen gradual increments and bonuses to match their successful outcomes.

The business unit handles on average 60-70 inspections, 300 queries and 100 disputes per year and the number of complaints continue to increase since 2016.

3.2.3.2 Issues/Challenges, Capacity Needs and Recommendations

Table 13 below provides the findings, analysis and recommendations of the Labour and Consumer Services Output.

Table 13. Labour and Consumer Services	
Employer/ Employee – issues and challenges	<ul style="list-style-type: none"> Specialized training of team is dependent on availability of regional and international workshops and conferences organized and funded by international and regional organizations One out of the four current team members is following a CITTI course on business and management that she has paid for herself. However, as per INTAFF's policy on capacity building, the team is able to register on a course from USP or CITTI funded by the Ministry and only reimbursed in the case the course is not completed. The Budget allocation is managed by Corporate Services so there are issues in planning for the outputs as per the Ministry Business Plan. Absence of transportation for the Labour and Consumer Inspectorate hinders efficient and timely delivery of services, including site visits and stakeholder meetings and appointments. In light of the ever increasing number of complaints, queries and inspections, this issue needs to be addressed urgently. The protection of migrant workers is a growing concern, especially those located in the Pa Enua, some as far as Manihiki. The absence of budget to do worksite visits in the Pa Enua poses gaps in offering timely services and support to this vulnerable group. Under the ERA 2012, the Consumer Guarantees Act and the Fair Trading Act, Warrants of appointment are needed to be able to execute inspection tasks. Yet Pa Enua Officers lack adequate training and support as well as the proper Warrants to be able to support the core Inspectorate and assisting our Pa Enua community. The business unit's ongoing business as usual activities have been heavily impacted by the on-going national reform on Workplace Health and Safety including the Workers Compensation. Currently this reform has seen the elaboration of the respective policies and their drafting legislative instructions. The two Bills are currently being drafted by PCO-NZ and will be ready for submission to Parliament end 2020.
Stakeholder⁶ – Issues and Challenges	<ul style="list-style-type: none"> As a result of the WHS and WC national reform, an automated system was created to facilitate the collection of employer's liability insurance (ELI), through the CINSF system. However this requires an amendment to the current ELI regulations. Cabinet approved the amendment and the legislative work is currently sitting with Crown Law to finalize. This amendment will align with the incoming new Workers Compensation Act. In order to provide a holistic approach to Immigration issues, there is a need for the business unit to have a formal agreement with MFAI – Immigration
Capacity Needs	<p><i>Employer/Employee</i></p> <ul style="list-style-type: none"> In the absence of a training budget for staff, the output to take advantage of the regional and international workshops, meetings and conference organized by agencies like ILO where specialists in the work areas are available to deliver those services. Lack of budget prevents annual attendance to the International Labour Conference, putting the Cook Islands at a disadvantage as an ILO member state and amongst the last to channel and secure funding. Recognizing the need to upskill and train staff to improve their delivery of service the Ministry is encouraged to offer training assistance for the staff by way of course fees reimbursement after successfully completing an approved course.

⁶ Kairangi Samuela (Principal Immigration Officer – MFAI) and Tereroa Pumati (Senior Immigration Officer), and Fletcher Melvin, President of Chamber of Commerce.

Table 13. Labour and Consumer Services

	<ul style="list-style-type: none"> • Training budget for Pa Enea staff so that they are able to carry out the roles of inspectors as required under the various Acts administered by the business unit. • Building staff confidence by receiving feedback from regular leadership meeting. • Urgent funding needed to purchase a motor vehicle for the use of the Labour and Consumer Inspectorate to carry out timely and efficient site inspections, attend to urgent queries and complaints and stakeholder outreach programs. • Certification of all staff employed in this business unit to be inspectors of safe work practices and safety in the work place • In the absence of a travel budget, the opportunity to visit and train the Pa Enea staff can only be done on other programmes funded by other Agencies. • Continue its current orientation practice with any new Officer as it provides a good introduction to the business unit. • Main MOUs needed with other agencies such as MFIAI, OPM-PA Enea division, Climate Change, NZ Consumer Commission.
Recommendations	<p>Legislative Change</p> <ol style="list-style-type: none"> 1. Complete the Workplace Health and Safety and the Workers Compensation Bills and Regulations. Refer to the Decent Work Country Program (DWCP) for the planned legislative changes in the next five years. Next challenge is the reform of the Employment Relations Act 2012. <p>Policy Change</p> <ol style="list-style-type: none"> 2. A number of national policies need to be drafted to support the work of the business unit, follow the DWCP program 3. The Labour and Consumer Services have to finalize their own internal policies and SOP's in regards to the different tasks they handle and deliver for the purpose of training and succession planning. <p>Staffing Needs</p> <ol style="list-style-type: none"> 4. Fill the additional vacancies budgeted to improve the service delivery for both the labour and consumer sector. This will support the Director to manage the overall service delivery and give quality advice to the Secretary. <p>Training Needs</p> <ol style="list-style-type: none"> 5. INTAFF capitalize on the training offered by international and regional organizations as another avenue to upskill its staff in this Output. 6. Encourage staff to take further training by offering course fee reimbursement upon successfully completing an approved course. 7. Strengthen current orientation practices with new staff and confidence building activities supported by the Ministry. <p>Partnership Management</p> <ol style="list-style-type: none"> 8. Enter into partnership with MFIAI-Immigration MOU for information sharing and exchange on migrant workers. 9. Continue to maintain the social dialogue with tripartite social partners via the National Labour Advisory Board. 10. Utilize opportunities provided by other agencies to do inspection work in the Pa Enea. <p>Capital Requirement</p> <ol style="list-style-type: none"> 11. Vehicle to assist staff with transport issues 12. Training budget for training of Pa Enea Welfare Officers and to have all officers in the business unit certified to be Inspectors of safe work practices and safety in the work place.

3.2.4 Civil Services

3.2.4.1 Current Staff Capacity

The business unit is responsible for the cleaning and maintenance of the central business district area and the issuing and monitoring contracts for the RCBP.

The business unit is currently comprised of a Director, a Foreman, Supervisor and three labourers, giving a total staff of six (6). Of the current staff there are six (6) males and no females. Table 14 below shows the current positions, renamed and new planned and approved positions. All new positions have been approved for recruitment and were included in the 2019/2020 and the current budget proposal.

Table 14. Civil Service Staff Positions (current, renamed and proposed)

Position as at August 2016	Positions Name Changed as at December 2019	Status	Comments
	Director Civil Services	Occupied	
Foreman	Supervisor	Occupied	
Labourer	Civil Services Officer	New/Proposed	INTAFF new budget bid for FY 2020/21 (4 year business plan + budget)
Labourer	Senior Civil Services Labourer	Occupied	
Labourer	Civil Services Labourer	Occupied	
Labourer	Civil Services Labourer	Occupied	
Labourer	Civil Services Labourer	Occupied	

The Director is proposing for one new staff, a Civil Services Officer, and this is currently part of the 2020/21 budget and the four year Business Plan of the Ministry.

Available staff information shows this business unit have one staff with a Certificate in Volunteer Counselling and have worked for over 20 years in the Ministry of Justice's Probation Service.

There is a need to capture on staff information the appropriate qualifications (essential and required) and the years and types of experiences of staff which will help in the designing of staff training programmes.

Data on the area covered by the Vaka Beautification Programme was not available to the assessment. The CBD area is from the Empire Theatre Bridge to the Punanga Nui Market and covers all public facilities like the Maire Nui Drive foot path, toilet and garden area. This area is cleaned and maintained 5 days a week.

3.2.4.2 Issues/Challenges, Capacity Needs and Recommendations

Table 15 below provides the findings, analysis and recommendations of the Civil Services.

Table 15. Civil Services	
Employer/ Employee - Issues and challenges	<i>Cleaning and maintenance of the central business district of Avarua</i> <ul style="list-style-type: none">• High worker turnover• Workers suffering from back problems• Lack in proper machinery, e.g. for trimming trees and for transporting and disposing of tree cuttings

Table 15. Civil Services

	<ul style="list-style-type: none"> • Without proper equipment there is difficulty in cleaning foot paths of algae which can be unsafe for the public. There is also difficulty in controlling weeds near concrete paths without proper equipment. • Difficulty in finding places to dispose of plant wastes close by to save cost of transportation and time. If no suitable disposal place is available, have to ask around and this can be time consuming as well. • Tiare trees and other ornamental plants in the area and along the Maire Nui Drive is not properly pruned and gardened to maintain the plants and their value. <p><i>Rarotonga Community Beautification Programme Contractors</i></p> <ul style="list-style-type: none"> • Not enough funds for most villages as there are roads used by the public that are not on the road map provided by INTAFF, so it is a challenge for the contractors and subcontractors to deal with as they go the extra mile to make their village clean, and to support the tourism industry as well. • Some village areas to clean are reduced due to extended road after sealing. They engage in special projects for unemployed youth in the village and it is difficult to stay within budget as there are so much to be done, e.g. trimming hedges, trimming small trees around houses, ensuring roadside blind spots are cleared and this can be challenging as homeowners/landowners need to be consulted. • Disposal of cleared rubbish, mainly plant materials is a challenge for some villages as they look for homeowners/landowners who may want the rubbish for composting. • Clearing and cleaning drainages and stream banks can be a problem, especially near roads, this is a challenge for some villages, especially in the backroads and cross roads as it can be costly when machineries are required. • Some road users do not observe signs posted along the side of roads during village roadside clearing and there are those that speed past workers without tooting their horn, a health and safety issue. • Awareness raising for village roadside clearing is done by the contractors and this is not always carried out due to insufficient funds. • Some roads that are cleared are full of pot holes, especially in the back road and the cross roads, it is not safe for subcontractors as some road users are irresponsible and it is also not safe for tourists.
Capacity Needs	<p><i>Cleaning and maintenance of the central business district of Avarua</i></p> <ul style="list-style-type: none"> • Capital support in terms of appropriate machinery and equipment to be able to trim trees, transport tree cuttings to approved disposal sites, and mulch tree cuttings if necessary for compost. • Capital support in terms of appropriate machinery and equipment to maintain foot paths free of algae and remove grass and weeds near concrete foot paths. • Training of staff to prune tiare trees and other ornamental plants to keep them fresh and healthy. • Employing healthy and able workers for this work and supply them with the appropriate personal protective equipment (PPE). • Finding a place to dispose of tree and grass waste • Evaluate the current cleaning and maintenance of the CBD area with the primary aim on how the job can best be done. <p><i>Beautification Village Contractors</i></p> <ul style="list-style-type: none"> • Evaluate the impact of the programme on the community as well as the economic benefits to the island's tourism industry to justify an increase in funding to cover all areas that are currently being cleaned • Select contractors with the ability to manage funds according to defined work, i.e. stay within budget • Working relationship between the contractors and other stakeholders through collaboration and sharing of resources, e.g. ICI for clearing drainages and stream banks, Public Health, with landowners who are willing to accept rubbish for composting, NES for best environment practice when clearing stream banks and drainage systems, and Police for Health and Safety practices when clearing along roadside.

Table 15. Civil Services	
	<ul style="list-style-type: none"> Utilizing community groups for public awareness activities including the church community notice programme on Sundays.
Recommendations	<p>Policy change</p> <ol style="list-style-type: none"> Contract out the cleaning and maintenance of the CBD area to the private sector. There are major issues and challenges to keeping this service with personnel, capacity to perform and capital requirement. An analysis of this option is provided in Section 5. This would be best carried out by a contractor who is already in this line of work with the equipment and machinery. Incorporate the balance of the output under Corporate Services with the employment of a Contract Manager. A grounds man could be employed to maintain the INTAFF grounds, if needed. To transfer out the Civil Services output to Infrastructure Cook Islands. <p>Stakeholder Engagement</p> <ol style="list-style-type: none"> INTAFF to broker a working relationship between the contractors and other stakeholders, such as ICI, Public Health, NES and Police through collaboration and sharing of resources to improve the quality of work being delivered especially in and around streams and drainages. Contractors to utilize community groups for their public awareness activities including the church community notice programme on Sundays. <p>Research</p> <ol style="list-style-type: none"> Evaluate the socio economic impact of this programme including cost benefit analysis to justify an increase in funding to contractors to cover all the areas they are currently cleaning that are not covered by the current INTAFF map and to help Puna finance special projects.

3.2.5 Corporate Services

3.2.5.1 Current Staff Capacity

The Corporate Services, manages the human resources, finance and operations, risk and compliance, information technology, communication and public awareness as well, small projects, and secretariat duties.

The Corporate Services is currently comprised of the Secretary and three (03) administration staff. The administration staff is comprised of a Director, a Senior Administration Officer and the Chief Censor. Of the current staff there are three (03) females and one (01) male. Table 16 below shows the current positions, renamed and new planned and approved positions. All but one new position have been approved for recruitment and included in the current budget proposal.

Table 16. Corporate Services Staff Positions (current, renamed and proposed)

Position as at August 2016	Positions Name Changed as at December 2019	Status	Comments
Director Corporate Services		Occupied	
Senior Administration Officer	Manager Corporate Services	Occupied	
	Corporate Services Officer	Vacant	Position to be filled in the FY 2020/2021
Chief Censor		Occupied	
	Communications and Information Officer	Vacant	Position to be filled in the FY 2020/2021
	Chief Transformation Officer	Proposed	Waiting for approval by OPSC

Available staff information on current staff shows this business unit has one staff with a Bachelor of Commerce and Administration (Commercial Law and Economics) and Master of Business Administration, with working experience at a local bank and the Cook Islands National Superannuation Fund Office, and one term already as the Secretary for the Ministry. One staff with a Postgraduate Diploma in Public Sector Management and Master of Business Administration with over 20 years work experience at a local bank and at the Cook Islands National Superannuation Fund Office, and one officer with 14 years' experience working as a welfare payment officer.

There is a need to capture on staff information the appropriate qualifications (essential and required) and the years and types of experiences of staff which will help in the designing of staff training programmes.

To improve the efficiency of this business unit, the Secretary is proposing a maximum of six (06) staff, a Director, that is already in place, a Manager (also already in place with name changed from Senior Administration Officer), a Corporate Services Officer (a new and vacant position), the Chief Censor, already in place, a Communication and Information Officer (a new and vacant position) and the Chief Transformation Officer (newly proposed position).

The Secretary also implements projects conceived at the higher level that enhances some of the services delivered by the Ministry as a whole. Such projects like an aged care facility, the national children conference 2020, Kopu Tangata Matutu Country Plan, NGO Hub, electronic welfare system, Pa Enea engagement programme and an app to digitize the labour programme. These projects would require specialized personnel assisted by the current staff in the relevant business units to implement. The recruitment of the Chief Transformation Officer would be the key staff to manage and see the implementation of these projects through.

C.2.5.2 Issues/Challenges, Capacity Needs and Recommendations

Table 17 below provides the findings, analysis and recommendations of the Corporate Services Output.

<i>Table 17. Corporate Services</i>	
Employer/ Employee - Issues and challenges	<ul style="list-style-type: none"> New structure approved in December 2019 (13/12/19) and JDs are yet to be completed and approved. Some positions have been renamed to reflect the new structure and roles. Renamed positions and new positions are provided in 3.2.5.1.

Table 17. Corporate Services

	<ul style="list-style-type: none"> • Lacking in good data to support output reports and recommendations submitted during fortnightly leadership meeting. • Corporate Services is understaffed and Director was also acting as personal assistant and Project Manager for the Secretary. • Welfare data is still on Excel Spreadsheet and require cleaning to create credible information for reporting, forecasting and budgeting purposes when required. • Motor vehicle (MV) policy the Ministry utilizes is that of the CIGOV MV policy where there is no need for an additional policy. However, the need for an extra vehicle to cater for increasing demand of the Ministry's clients and stakeholder visits is an urgent need. The only possibility of an additional vehicle to the Ministry will be through procurement requests. • Pa Enua Offices and Officers are not resourced, no JDs, no operating budget and some have no office space and are working from home. • Reporting from Pa Enua Officers are poor to none and therefore is difficult to report on their performance and achievement in other area other than welfare • Welfare information for some islands, such as application takes a while to reach Rarotonga due to lack of equipment such as scanner and access to one, phone and computer. • The availability of information, documents and movies on the internet has created a big challenge for the Chief Censor Officer who has the job of ensuring films and other relevant forms of media are appropriately censored for general public viewing. This is an important function of the INTAFF in ensuring social cohesion. The Act under which the Chief Censor Office is appointed, Films and Censorship Act 1985 and Films and Censorship Amendment Act 2008 is administered by the Crown Law Office.
Stakeholder⁷ – Issues and Challenges	<p><i>MFEM - Budget</i></p> <ul style="list-style-type: none"> • There is always initial resistance to the MFEM budget process probably due to timing factor, staff capacity and poor internal information collection and management to respond to the process. • Internal information collection and management to assist with the budget process include, timely consultation with output Directors, what the Minister wants, NSDP requirements, potential CSO and NGO inputs into the social policy programmes, international partners and their contributions to the various social policy areas are not being coordinated effectively into the process. • INTAFF is encouraged to consult widely during this time with its stakeholders for collaboration in certain areas, where budgetary support for shared activities may be provided by those stakeholders, e.g. MOE programmes 16+ years that fit under its youth and sports programme, the Police Diversion Programme for youth. • There are issues with the internal policies, standard operating procedures (SOP) for administration, finances, and corporate services require to be reviewed to remove any bottlenecks in the flow of information and implementation of programmes. <p><i>MFEM – Statistics</i></p> <ul style="list-style-type: none"> • The slow response to budget process and reporting is a reflection of the lack of data from programmes, and lack of training or have not been available to attend the training sessions provided by MFEM. • There was an attempt to use Census information to meeting the reporting requirements under international conventions which is inappropriate as census data is snapshot of what is happening on census day. <p><i>MFEM – Shared Services</i></p> <ul style="list-style-type: none"> • The MFEM Financial Management Information System (FMIS) was trialed on INTAFF accounts and it was a slow process due to staff availability. • Corporate Services is understaffed and Director was also acting as personal assistant and Project Manager for the Secretary.

⁷ Kai Berlick (Budget Manager- MFEM), Peerui Tepuretu (Shared Services Manager- MFEM), Miriam Cook (Shared Services Financial Officer), Taggy Tangimetua (Government Statistician) and Jim Nimerota (Deputy Government Statistician), Mia Teaurima (Director of Governance – OPM), Tuaine George (EO-Aitutaki), Tukurangi Taia (EO-Penryhn), Unuka Panaba (Finance Officer – Rakahanga Island Administration), Temu Banapa (Health Inspector – Rakahanga), Maara Tairi (EO – Atiu), Poroa Arokapiti (Internal Affairs Officer – Mangaia), Royston Jones (EO – Mauke) and Jane Kaina (EO – Manihiki)

Table 17. Corporate Services

	<ul style="list-style-type: none"> Important Vacancies for this Output was not filled and funds returned, could make it difficult to justify in the next round
Capacity Needs	<p><i>Employer/Employee</i></p> <ul style="list-style-type: none"> Training for Corporate Service staff to carry out JD writing and update when policy changes in each of the outputs. For too long Officers in the senior to middle management have worked without JD and this has put extra supervisory pressure on the leaders of some outputs Training in data identification, design, collection, management and analysis is needed at the Director and Manager level. This can be done in collaboration with the Statistics Office who has offered this service and the work load shared with other Government agencies such as EMCI that has GIS capabilities Development of a user friendly database for welfare services data (this is discussed under Welfare Services) Development for urgent implementation of a transparent Motor Vehicle Use Policy to improve coordination and use of current and new transport purchases for the Ministry's business. Resourcing of Pa Enea offices and Officers and training them in all aspects of the INTAFF work in the Pa Enea. Strengthening the relationship between INTAFF and IG through MOUs so that Pa Enea INTAFF staff's work is monitored and supported on island. This will also provide Pa Enea INTAFF staff access to the Island Councilors for each constituency and villages and will enhance their work linkages to the community. High level management required for Corporate Services to perform effectively and efficiently as it is responsible for the management of the Ministry's human resources, finance and operations, risk and compliance, information technology, communication, as well as public awareness, small projects, and secretariat duties. To review the Films and Censorship Act 1985 and Films and Censorship Amendment Act 2008 to enable the principles of the Act to be maintained. <p><i>Stakeholder</i></p> <ul style="list-style-type: none"> Ongoing training in the budget process and any new changes to the process. Ongoing training on financial accounting and any changes to the MFEM accounting system Training on data collection and management.
Recommendations	<p><i>Legislative change</i></p> <ol style="list-style-type: none"> Review the Films and Censorship Act 1985 and Films and Censorship Amendment Act 2008 to enable the principles of the Act are maintained and complementary to the various national social policies. <p><i>Policy Change</i></p> <ol style="list-style-type: none"> The Film and Censorship Act 1985 and subsequent amendment is administered by Crown Law. In view of the impact of this legislation on the social development of the country, it is recommended that a policy decision is put in place to transfer this responsibility to INTAFF. Develop and implement a transparent motor vehicle use policy to improve coordination and use of current and new transport for the Ministry's business. <p><i>Staffing Needs</i></p> <ol style="list-style-type: none"> Recruit a Communication and Information Officer as information management is an important focus area raised for the Ministry in this assessment. Recruit Corporate Services Officer to improve delivery of finance and administration duties as this is an area that needs additional staff. Recruit Chief Transformation Officer to assist with the delivery of high level projects and to be the personal assistant for the Secretary. Introduce annual salary increments for business unit Directors including yearly bonus payments for other staff based on exceptional and beyond performance. <p><i>Training Need</i></p>

Table 17. Corporate Services

	<p>8. With the assistance of the relevant MFEM Division, train appropriate staff in the budget process and any new changes to the process, and in financial accounting and any changes to the MFEM accounting system.</p> <p>9. With the assistance of the Statistics Office, train Director and Manager Level staff in data identification relevant to the needs of the Business Unit, their design, collection, management and analysis.</p> <p>10. With the assistance of OPSC train corporate service staff to carry out job description writing and update when there is policy changes for each output, and to carry out staff orientation on those changes.</p> <p><i>Information Management</i></p> <p>11. Develop a secure and user friendly database for welfare services data (this is discussed under Welfare Services).</p> <p><i>Partnership Management</i></p> <p>12. Enter into partnership with IG-OPM for each island through an MOU to ensure monitoring and support of MINTAF work is available on the island.</p> <p><i>Capital Requirement</i></p> <p>13. Resource Pa Enea offices and Officers and train them in all aspects of the MINTAF work in the Pa Enea.</p>
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3.3 Analysis of Recommendations

The issues and challenges provided in 3.2 helped to identify capacity needs of each output and sub-output and are formulated on the following basis:

- Relevance to realigning the Ministry and progress towards achieving the strategic objectives of its SP and NSDP goals;
- To have the most significant and positive impact on the social sector; and
- Doable activities in line with available resources.

The identified capacity needs are grouped into management categories: These management categories are presented in the Table 18 below.

Table 18. Recommendation in Management Categories

Management Category	Description
1. Legislative Change	The need to amend an existing legislation to give effect to policy changes
2. Policy Changes	Any outdated or ending policies would need to be reported on, reviewed and new policy prepared.
3. Staffing Need	Based on the existing situation and pressure to deliver, this category proposes new staff or provide incentive for quality performance
4. Training Need	How to improve the performance of current staff and stakeholders
5. Information Management	Improving data collection and management, information storage and dissemination
6. Stakeholder Engagement	Communication, networking, collaborating, coordinating and any other forms and ways to engage with stakeholders to improve working relationship and to achieve the delivery of goals and objectives
7. Partnership Management	Entering into an agreement on how to achieve a goal or complete a task successfully

8. Capital Requirement	Any recommendation that asks for assistance through the purchase of equipment and machinery, funding for a special project or programme outside of the normal budget.
9. Research	Work that can benefit from a study to improve the service delivery of an output.

To present the information from the assessment of this Report the Consultants engaged the Eddie-Teariki or ET Analysis Model and presented in Table 19. The ET Analysis Model sets along the y axis, management categories provided in Table 18 and lists the number of recommendations for each output under each management category. The x axis at the top lists the outputs and sub-outputs. At the bottom of the Table, the total number of recommendations for each output is calculated to show in percentage how much weight in terms of recommended actions does each output carry. Along the left of the Table it shows in percentage of how much weight in recommended actions each management category carry. The numbers corresponding to each management category is color coded to show the visual weight of each recommended action under each management category and output by the number of recommendations that it carry. The color codes are 1-white or low intensity to 6 darkest or high intensity.

The ET Analysis Model illustrates two outcomes of the capacity assessment; the first, the high intensity area where staffing needs, stakeholder engagement and partnership management requires attention and resource prioritization. This high intensity area is mainly under the Social Policy and Services output and constitutes over 50% of the number of recommendations based on capacity needs identified.

Training and partnership management is high on the Social Policy recommendations. There is a need for the Policy Coordinators to be trained how to do their work. As the work mainly involves working with people, NGOs, CSOs, other Government agencies, international and regional partners, they need to know how to communicate and build relationship with these organizations. They also need to know what data to collect and how to collect them in order to meet the reporting requirements under the various policies.

Stakeholder engagement and partnership management in the Social Services Policies sub-outputs ranked highly and consistent with the issues and challenges raised in this area where there is a need for Coordinators to work consistently and regularly with stakeholders and they must lead relationship building initiatives. The stakeholders most involved are other Government Agencies, including Pa Enua Island Administrations, NGOs and CSOs and regional and international partners.

Table 19. ET Analysis Model - Recommendations by Management Categories and Outputs

Management Categories	Outputs/Sub-Outputs							Total by %
	Welfare	SPS-SP	SPS-SIF	SPS-C/F	LabCo.	Civil S.	Corpr.	
Legislative Change	1	0	0	0	3	0	1	3
Policy Change	5	3	1	3	3	2	2	9
Staffing Needs	1	1	0	2	2	0	4	16
Training Needs	4	6	2	4	3	0	3	23
Information Management	2	3	1	0	0	0	1	8
Stakeholder Engagement	3	3	2	6	0	2	0	18
Partnership Management	1	5	0	3	3	0	1	14
Capital Requirement	2	0	0	1	2	0	1	7

Research	0	0	1	0	0	1	0	2
Total by %	15	23	7	21	13	6	15	100

Note: Welfare=Welfare Services Output; SPS-SP=Social Policy Service-Social Policy Sub-output; SPS-SIF=Social Service Policy-Social Impact Fund Sub-output; SPS-C/F=Social Policy Service Sub-output; LabCo= Labour and Consumer Output; Civil S. = Civil Service output; and Corpr. = Corporate Services output.

The *Family Protection and Support Act 2017* administered by the Ministry of Justice is fairly recent compared to the Welfare, Labour and Consumer legislations and the MFEM Act. The need for extra staff is high priority to support current Officers do their work well and to give fellow workers relief from dealing with abuse and violent cases that can be very hard to handle. In this area reporting involves following Court Orders which in a lot of cases require the participation of people that are not in the country, and case works would sometimes take up to a year to see the case to the end. There is a need in this area to compile data from various sources such as Police reports, Probation reports from the MOCS, Court Order records from MOJ and project reports from the MOE and TMO, this type of work would need high level stakeholder involvement and partnership management.

The second outcome the ET Analysis Model illustrates, is the consistently lighter color of the Welfare Service, Labour and Consumer Services and Corporate Services. This is consistent with the finding that these outputs have legislated functions with laws and policies in place and where extra hands, clear standard operating procedures and guidelines, access to reliable transport when required are more important with the right training and a user friendly database system. These three areas, on average, comprises forty five percent of the number of recommendations identified.

The weighted percentage shown by the SIF sub-output and the Civil Services output on the ET Analysis Model is noticeable. The SIF with its Board, Coordinator and Officer have their areas effectively covered with some work in the training of new applicants especially in the Pa Enua and reporting requirements for recipients of funds.

The Civil Services output although has a significant and positive impact on the social sector, stakeholder engagement work is limited to contracting and monitoring contracts and low supervisory work. The Consultants are aware that budget support has been developed to provide this sector with capital to enhance its current functions in the CBD area and provide training in the area of tree and plant management. These are services that are already being offered by established businesses in the private sector. It may be more cost effective to contract this work to the private sector. Details on budget implications are provided in Section 5. The output currently have high staff turnover and it is already contracting the RCBP work to contractors in the Vaka.

The analysis process has noted the minimal discussion on the Sports component of the Youth and Sports area. The National Youth Policy 2015-2020 does not cover this area and the draft policy which has not yet been released by CISNOC was not available for analysis. The Minister for the Ministry of Internal Affairs raised that he would like to look at a suitable model to effectively accommodate this area in the new future.

4. CAPACITY DEVELOPMENT PLAN

The Capacity Development Plan (CDP) will support INTAFF while undergoing organizational and operational changes realign itself and progress towards achieving its NSDP goals to achieve the social development policy of the Cook Islands through the effective implementation of its Strategic Plan (SP). Principles governing the CDP are that it must achieve social improvement of all communities, *maximize coordination, networking, cooperation and collaboration with stakeholders, focused data collection and data analysis to better management, be action and result orientated and must be sustainable and build upon local strengths. The SP have five strategic objectives governed by five policy statements. In this CDP the recommendations of the capacity assessment are aligned with the strategic objectives and policy statements and under each of the management categories the recommendations are grouped under. Implementation of recommendations are priority rated and these are: High Priority – There is an urgency to implement within the next financial year; Medium Priority – To implement by the middle of the budget cycle proposal, and Low Priority – To be implemented within the budget cycle*

4.1 Strategic objective 1 - Supporting Pa Enua capacity development

4.1.1 Policy Statement 1

Our service delivery model will prioritize our interactions with the Pa Enua and leverage off our one-team ethos with other Government agencies to develop, promote and provide those services. We will ensure that we build Pa Enua capacity, resilience and sustainable practices as an ongoing focus that supports our strategic objectives and enables the Ministry to meet its business objectives pragmatically.

Table 20. Recommendations under Strategic Objective 1

Recommendations	Outputs	Priority	Responsibilities	Stakeholder Support
TRAINING				
<ul style="list-style-type: none"> Train all Welfare Officers in customer service, to understand their JDs, the use of new database (Rarotonga) and information management systems in place, and how to deliver public awareness programmes relevant to welfare services through focus group meetings, teleconferencing, text blasting, Facebook, local media, newsletter, video, etc. 	Welfare	High	INTAFF	OPSC
<ul style="list-style-type: none"> Training of Pa Enua Welfare Officers must be regular (biannual) and with refresher training to keep them motivated. 	Welfare	High	INTAFF	IG-OPM, Cook Islands Tourism Kia Orana Programme
<ul style="list-style-type: none"> Through proper and appropriate training, regular advice, motivation and mentoring, information sharing and awareness raising, train INTAFF Pa Enua and 	SPS-Social Policy	Medium	INTAFF, CSOs and NGOs	Police, MOJ, MOE, MOH, MOCS

Recommendations	Outputs	Priority	Responsibilities	Stakeholder Support
relevant IG-OPM staff in the Pa Enua on the implementation and monitoring of national social policies in the Pa Enua.				
<ul style="list-style-type: none"> Train Pa Enua Welfare Officers on the SIF application process and eligibility criteria for each of the five focus areas and how CSOs and NGOs can access the Fund. 	SPS-SIF	High	INTAFF	IG-OPM, CSOs, NGOs
<ul style="list-style-type: none"> Encourage staff to take further training by offering course fee reimbursement upon successfully completing an approved course. 	Labour and Consumer	Medium	INTAFF	IG-OPM, CSOs and NGOs
INFORMATION MANAGEMENT				
<ul style="list-style-type: none"> Strengthen the coordination of activities and information dissemination with the Pa Enua Disability Centres. 	SPS-Social Policy	High	CINCW	INTAFF
<ul style="list-style-type: none"> Resource the INTAFF Pa Enua Officers with information for dissemination to NGOs on the island using communication tools like teleconferencing, text blasting, Facebook, local media, newsletter, video, etc. 	SPS-Social Policy	High	INTAFF	CINDC
STAKEHOLDER ENGAGEMENT				
<ul style="list-style-type: none"> Strengthen the CINDC role in Pa Enua disability centers and encourage their participation in that programme. 	SPS-Social Policy	Medium	CINDC, INTAFF	IG-OPM, CINDC
PARTNERSHIP MANAGEMENT				
<ul style="list-style-type: none"> Working partnership with each Island Government and Island Council to get support in programme and activity implementation at the ground level. 	SPS-Social Policy	Medium	INTAFF, IG-OPM	IG-OPM
<ul style="list-style-type: none"> Strengthen the CINCW male champions approach for the Pa Enua to campaign against domestic violence and violence against women. 	SPS-Social Policy	Medium	INTAFF, CINCW	IG-OPM, CINCW
<ul style="list-style-type: none"> Enter into partnership with IG-OPM through MOU on the following: implementation of SAF Projects, accommodation of Pa Enua Welfare Officers in Government buildings, and the support and monitor of the work of Welfare Officers. 	Welfare	High	INTAFF, Stakeholders	CSOs, NGOs, Relevant CIG Agencies
<ul style="list-style-type: none"> Enter into partnership with IG-OPM for each island through an MOU to ensure monitoring and support of INTAFF work is available on the island. 	Corporate Services	Medium	INTAFF	IG-OPM
CAPITAL REQUIREMENT				
<ul style="list-style-type: none"> <i>Resource the Pa Enua Welfare Offices and Officers with office space, printer/scanner, telephone, laptop, office furniture, and a transport budget</i> 	Welfare	High	INTAFF, IG-OPM	UNICEF, SPC
<ul style="list-style-type: none"> <i>Support mothers through extra assistance while they are on Rarotonga with living expenses and transport to and from the hospital and while obtaining supporting documents for their welfare applications.</i> 	Welfare	Medium	INTAFF	CICWA
<ul style="list-style-type: none"> Training budget for training of Pa Enua Welfare Officers and to have all Officers in the Business Unit certified to be inspectors of safe work practices and safety in the work place. 	Labour and Consumer	High	INTAFF, IG-OPM	IG-OPM
<ul style="list-style-type: none"> Resource Pa Enua offices and Officers and train them in all aspects of the INTAFF work in the Pa Enua. 	Corporate Services	High	INTAFF	IG-OPM, OPSC

4.2 Strategic Objective 2 - Strengthening social dialogue nationally with all stakeholders.

4.2.1 Policy Statement 2

We will commit to improving and strengthening community and stakeholder well-being through developing long term communal relationships. We will help and support where possible, capacity development and capacity building of our communities in which we operate, to enable them to participate fully in their relationships with us, the people of the Cook Islands and wider field.

Table 21. Recommendations under Strategic Objective 2

Recommendations	Outputs	Priority	Responsibilities	Stakeholder Support
TRAINING				
<ul style="list-style-type: none"> Training of Pa Enua Welfare Officers must be regular (biannual) and with refresher training to keep them motivated. 	Welfare Services	High	INTAFF	IG-OPM, Cook Islands Tourism Kia Orana Programme
<ul style="list-style-type: none"> Train key members of first time CSO and NGO members applying for funds through a clear, simple and easy to understand video documentary on the application form, what is required and how to report on the use of the Fund. 	SPS-SIF	Medium	INTAFF	NGO, CSO
<ul style="list-style-type: none"> Train Pa Enua Welfare Officers on the SIF application process and eligibility criteria for each of the five focus areas and how CSOs and NGOs can access the Fund. 	SPS-SIF	Medium	INTAFF	IG-OPM, NOG, CSO
INFORMATION MANAGEMENT				
<ul style="list-style-type: none"> <i>Develop and implement a clear grievance redress mechanism to address any complaints by welfare beneficiaries and to keep records of the information for lessons learnt information.</i> 	Welfare Services	High	INTAFF, Stakeholders	CSOs, NGOs, Relevant CIG Agencies
<ul style="list-style-type: none"> Strengthen the coordination of activities and information dissemination with the Pa Enua Disability Centres. 	SPS-Social Policy	Medium	INTAFF, CSOs and NGOs	Police, MOJ, MOE, MOH, MOCS
<ul style="list-style-type: none"> Resource the INTAFF Pa Enua Officers with information for dissemination to NGOs on the island using communication tools like teleconferencing, text blasting, Facebook, local media, newsletter, video, etc. 	SPS-Social Policy	Medium	INTAFF	IG-OPM
<ul style="list-style-type: none"> Encourage umbrella organizations such as CINCW, CINDC, CINYC and CICSO to provide information on how many organization members they have and who those members are to the SIF Board for the purpose of monitoring the impacts of SIF in the community. 	SPS-SIF	Medium	INTAFF	CINCW, CINDC, CINYC and CICSO
STAKEHOLDER ENGAGEMENT				
<ul style="list-style-type: none"> <i>Maintain linkages with line Ministries such as MOH, MFAI, MFEM (Budget Management and Government Statisticians) and MOJ to improve data collection, data availability and access, monitoring and sharing of information on beneficiaries of interest.</i> 	Welfare Services	Medium	INTAFF	MOH, MFAI, MFEM-Budget/Stats, MOJ

Recommendations	Outputs	Priority	Responsibilities	Stakeholder Support
<ul style="list-style-type: none"> Consult with agencies like EMCI, NES, ICI and CIIC on SAF projects before and during design, procurement and construction. 	Welfare Services	Medium	INTAFF	EMCI, NES, ICI and CIIC
<ul style="list-style-type: none"> Regular communication through focus group meetings, teleconferencing, text blasting, e-mails, Facebook, and other convenient and less costly ways to keep in contact with all stakeholders to develop and maintain good working relationship. 	Welfare Services	Medium	INTAFF	NGOs and CSOs
<ul style="list-style-type: none"> Policy Coordinators and Officers to actively coordinate programmes and activities, maintain its network of stakeholders, cooperate with stakeholders on their programmes and activities, and collaborate with stakeholders on new and existing social initiatives. 	SPS-Social Policy	High	INTAFF, NGOs, CSOs	MOE, MOH, CIP, MOJ and MOCS
<ul style="list-style-type: none"> Strengthen the CINDC role in Pa Enuu Disability Centres and encourage their participation in that programme. 	SPS-Social Policy	Medium	INTAFF	CINDC
<ul style="list-style-type: none"> Raise public awareness at the community level through focus group meetings, local media, Facebook, videos, workshops to help spread the information on how SIF can be accessed in the Pa Enuu. 	SPS-SIF	Medium	INTAFF	NGO, CSO
<ul style="list-style-type: none"> Raise awareness on the SIF through focus group meetings, local media, Facebook, videos, workshops with the aim of attracting potential CSO board members, and to achieve a gender balance on the SIF board. 	SPS-SIF	Medium	INTAFF	MGO, CSO
<ul style="list-style-type: none"> Support the MOE to have a special need specialist to assess special needs children. 	SPS-Child and Family	Medium	INTAFF	MOE
<ul style="list-style-type: none"> Support MOE to promote careers in the area of assessing and teaching special needs children and child psychology. 	SPS-Child and Family	Medium	INTAFF	MOE, MOH
<ul style="list-style-type: none"> Prepare and implement a long term preventative work programme that involves all stakeholders. 	SPS-Child and Family	High	INTAFF	MOE, MOH, MOJ, CIP, CINYC
<ul style="list-style-type: none"> Establish a network of stakeholders and regularly communicate with them through teleconferencing, e-mails, phone calls and sharing of information to create a good working relationship. 	SPS-Child and Family	High	INTAFF	MOE, MOH, MOJ, CIP, CINYC
<ul style="list-style-type: none"> INTAFF to broker a working relationship between the contractors and other stakeholders, such as ICI, Public Health, NES and Police through collaboration and sharing of resources to improve the quality of work being delivered especially in and around streams and drainages. 	Civil Services	High	INTAFF	ICI, Public Health, NES and Police
<ul style="list-style-type: none"> Contractors to utilize community groups for their public awareness activities including the church community notice programme on Sundays. 	Civil Services	Medium	INTAFF	NGO, CSO
PARTNERSHIP MANAGEMENT				
<ul style="list-style-type: none"> INTAFF to play a more active role in business development projects for women in collaboration with BTIB. 	SPS-Social Policy	Medium	INTAFF	IG-OPM, BTIB
<ul style="list-style-type: none"> Working partnership with each Island Administration and Island Council to get support in programme and activity implementation at the ground level. 	SPS-Social Policy	Medium	INTAFF, IG-OPM	IG-OPM
<ul style="list-style-type: none"> Strengthen the CINCW male champions approach for the Pa Enuu to campaign against domestic violence and violence against women. 	SPS-Social Policy	Medium	INTAFF	CINCW

Recommendations	Outputs	Priority	Responsibilities	Stakeholder Support
<ul style="list-style-type: none"> Form a regular focus group discussion via teleconferencing and the group to be comprised of INTAFF, Police, MOJ, MOH, MOE and a representative of traditional leaders to discuss issues and challenges with each other's programme to address challenges in the community with youth and children. 	SPS-Child and Family	Medium	INTAFF	MOE, MOH, MOJ, CIP, HOA, Aronga Mana
<ul style="list-style-type: none"> Involve traditional leaders and credible practitioners that live off the land and sea in the implementation of community programmes similar to the Atui'anga ki te Tango school holiday programme of the Korero O Te Ōrau Inc. to promote traditional values amongst young people. 	SPS-Child and Family	Medium	INTAFF	CIP, MOJ, HOA, Aronga Mana, NGOs and CSOs
<ul style="list-style-type: none"> Develop a registry of qualified social welfare workers for the purpose of forming a group of like expertise to promote professional service delivery in the field through strict codes of conduct. 	SPS-Child and Family	High	INTAFF, MOH, MOE	MOH, MOE

4.3 Strategic Objective 3 - Demonstrating our commitment towards welfare and maintenance of a fair and just society

4.3.1 Policy Statement 3

We believe we have the people, institutional knowledge and experience to anticipate and respond effectively and pragmatically to the needs of our stakeholders and in particular to the priority needs of our at-risk and vulnerable communities and we are committed to following a course of action that demonstrates that we have a 'we do care' philosophy.

Table 22. Recommendations under Strategic Objective 3

Recommendations	Outputs	Priority	Responsibilities	Stakeholder Support
LEGISLATIVE CHANGE				
<ul style="list-style-type: none"> Amend the Employment Insurance Liability Act 1965 to commence collection of insurance levy payments and adopt new legislation for the Workers Compensation System legislation to automate insurance liability payments managed by CINSF. 	Labour and Consumer	High	INTAFF, NLAB	NLAB, MFEM, CINSF, Cook Islands Chamber of Commerce
POLICY CHANGE				
<ul style="list-style-type: none"> Consider contracting the cleaning and maintenance of the CBD area to the private sector and for the successful bidder to use environmentally friendly and best practice to maintain the CBD area. 	Civil Services	High	INTAFF	Private Sector Contractors
TRAINING				
<ul style="list-style-type: none"> Train all Welfare Officers in customer service, to be Inspectors of Destitute and Infirm Person's Relief, understand their JDs, the use of new database (Rarotonga) and information management systems in place, and how to deliver public awareness programmes relevant to welfare services through focus group 	Welfare Service	High	INTAFF	OPSC

Recommendations	Outputs	Priority	Responsibilities	Stakeholder Support
meetings, teleconferencing, text blasting, Facebook, local media, newsletter, video, etc.				
INFORMATION MANAGEMENT				
<ul style="list-style-type: none"> Develop and implement a robust user friendly and secure Welfare ICT system that can be used by all staff. 	Welfare Services	High	INTAFF	CINSF, MFEM
<ul style="list-style-type: none"> Develop and implement a clear grievance redress mechanism to address any complaints by welfare beneficiaries and to keep records of the information for lessons learnt information. 	Welfare Services	High	INTAFF	CLO
STAKEHOLDER ENGAGEMENT				
<ul style="list-style-type: none"> Raise awareness on the SIF through focus group meetings, local media, Facebook, videos, workshops with the aim of attracting potential CSO board members, and to achieve a gender balance on the SIF board. 	SPS-SIF	Medium	INTAFF	NGO, CSO
<ul style="list-style-type: none"> Acquire specialist services for the assessment of troubled children. This is available at the Tupapa Clinic or through the mental health service provided from New Zealand through the patient referral programme of TMO. 	SPS-Child and Family	High	INTAFF	MOH
<ul style="list-style-type: none"> To be an adviser to the SIF Programme advising on programmes and projects submitted for funding that involve children and youth. 	SPS-Child and Family	Medium	INTAFF	NGO, CSO
PARTNERSHIP MANAGEMENT				
<ul style="list-style-type: none"> Form a regular focus group discussion via teleconferencing and the group to be comprised of INTAFF, Police, MOJ, MOH, MOE and a representative of traditional leaders to discuss issues and challenges with each other's programme to address challenges in the community with youth and children. 	SPS-Child and Family	Medium	INTAFF	CIP, MOJ, MOH, MOE, CINYC, HOA, Aronga Mana
<ul style="list-style-type: none"> Involve traditional leaders and credible practitioners that live off the land and sea in the implementation of community programmes similar to the Atui'anga ki te Tango school holiday programme of the Korero O Te Ōrau Inc. to promote traditional values amongst young people. 	SPS-Child and Family	Medium	INTAFF	CIP, MOJ, MOH, MOE, CINYC, HOA, Aronga Mana
CAPITAL REQUIREMENT				
<ul style="list-style-type: none"> Support mothers through extra assistance while they are on Rarotonga with living expenses and transport to and from the hospital and while obtaining supporting documents for their welfare applications. 	Welfare Service	Medium	INTAFF	MOH, CICWA
RESEARCH				
<ul style="list-style-type: none"> Research study on the social and economic impact of SIF on the communities and economy where the funds have been used and activities implemented. 	SPS-SIF	Medium	INTAFF	CINYC, CICWA
<ul style="list-style-type: none"> Evaluate the socio economic impact of this programme including cost benefit analysis to justify an increase in funding to contractors to cover all the areas they are currently cleaning that are not covered by the current INTAFF map and to help Villages finance special projects. 	Civil Service	Medium	INTAFF	Private Sector Contractors

4.4 Strategic Objective 4 - Strengthening Good governance by being innovative and improving efficiency and effectiveness

4.4.1 Policy Statement 4

We will create an enabling work environment and develop the frameworks and mechanisms that will support the future-proofing of the Ministry and we will align our business plans with our strategies and we will identify which risks to take, avoid and manage. In addition, we will identify the institutional drivers of efficiency and focus on an evidence framework, such as improved budget practices and procedures and performance management processes and we will ensure flexibility in our approach and focus on improving human resources capability and capacity to meet the challenges ahead.

Table 23. Recommendations under Strategic Objective 4

Recommendations	Outputs	Priority	Responsibilities	Stakeholder Support
LEGISLATIVE CHANGE				
<ul style="list-style-type: none"> <i>Review of welfare legislation to accommodate operational changes since 1968.</i> 	Welfare Services	High	INTAFF	CLO, UNICEF
<ul style="list-style-type: none"> Review the Films and Censorship Act 1985 and Films and Censorship Amendment Act 2008 to enable the principles of the Act are maintained and complementary to the various national social policies. 	Corporate Services	Medium	INTAFF	CLO
<ul style="list-style-type: none"> The Film and Censorship Act 1985 and subsequent amendment is administered by Crown Law. In view of the impact of this legislation on the social development of the country, it is recommended that a policy decision is put in place to transfer this responsibility to INTAFF. 	Corporate Services	Medium	INTAFF, CLO	CLO
POLICY CHANGE				
<ul style="list-style-type: none"> Develop for urgent implementation of a transparent motor vehicle use policy to improve coordination and use of the Ministry' transport to allow better control and help with getting Inspectors to where they need to be when needed 	Labour and Consumers	High	INTAFF	OPSC
<ul style="list-style-type: none"> Develop and implement a transparent motor vehicle use policy to improve coordination and use of current and new transport for the Ministry's business 	Corporate Services	High	INTAFF	CLO
<ul style="list-style-type: none"> Youth and Sports Policy 2015-2020, reported on, review and updated; Disability Policy 2014-2019 reported on, review and updated; and Rauti-para Ageing Policy 2012-2017 updated 	SPS-Social Policy	High	INTAFF	
<ul style="list-style-type: none"> <i>Review of welfare policy to accommodate operational changes since 1968.</i> 	Welfare Services	High	INTAFF	OPSC
<ul style="list-style-type: none"> Develop for urgent implementation a transparent motor vehicle use policy to improve coordination and use of the Ministry' transport for better control to help Inspectors with client and house assessment visits. 	Welfare Services	High	INTAFF	OPSC
STAFFING NEED				
<ul style="list-style-type: none"> <i>Recruit Special Assistance Fund Project Coordinator for the elderly to improve the timely delivery of this project in the Pa Enua.</i> 	Welfare Service	High	INTAFF	OPSC, IG-OPM

Recommendations	Outputs	Priority	Responsibilities	Stakeholder Support
<ul style="list-style-type: none"> Recruit Welfare Officer (Consultant) to be based on Rarotonga to improve public awareness activities, data and information management and assist with client and house assessment visits. 	Welfare Service	High	INTAFF	OPSC
<ul style="list-style-type: none"> Recruit a Director for the Social Policy and Services to manage the delivery of service of the three sub-units. 	SPS-Social Policy	High	INTAFF	OPSC
<ul style="list-style-type: none"> Recruit a Rauti-Para National Coordinator (Positive Ageing) to initiate and coordinate work on the Ageing Policy. 	SPS-Social Policy	High	INTAFF	OPSC
<ul style="list-style-type: none"> Recruit a Social Worker to be fully trained, amongst other duties, relevant data identification, design, collecting and analysis to assist with the fortnightly/monthly reporting, budgeting, business plans and international reporting obligations. 	SPS-Child and Family	High	INTAFF	OPSC
<ul style="list-style-type: none"> Recruit a Social Worker to be fully trained to alleviate the heavy workload currently experienced by the existing staff including the implementation of a long term preventative work programme involving all relevant stakeholders 	SPS-Child and Family	High	INTAFF	MOJ, CIP, MOCS, MOE, MOH
<ul style="list-style-type: none"> Rewarding system to recognize the dedication by staff members to their work, e.g. a yearly bonus payments for staff based on exceptional and beyond performance. 	SPS-Child and Family	High	INTAFF	OPSC
<ul style="list-style-type: none"> Maintain the professional supervision (therapy) service for staff to help staff deal with the impacts of violent and abuse cases. 	SPS-Child and Family	High	INTAFF	MOH, MOE, Specialist/Consultant
<ul style="list-style-type: none"> Develop standard operating procedures (SOP) and guideline for the internal operation of the sub-unit. 	SPS-Child and Family	Medium	INTAFF	OPSC
<ul style="list-style-type: none"> Recruit a Communication and Information Officer as information management is an important focus area raised for the Ministry in this assessment 	Corporate Services	High	INTAFF	OPSC
<ul style="list-style-type: none"> Recruit Corporate Services Officer to improve delivery of finance and administration duties as this is an area that needs additional staff. 	Corporate Services	High	INTAFF	OPSC
<ul style="list-style-type: none"> Recruit Chief transformation Officer to assist with the delivery of high level projects and to be the personal assistant for the Secretary. 	Corporate Services	Low	INTAFF	OPSC
<ul style="list-style-type: none"> Introduce annual salary increments for business unit Directors including yearly bonus payments for other staff based on exceptional and beyond performance. 	Corporate Services	High	INTAFF	OPSC, MFEM
<ul style="list-style-type: none"> Recruit the Chief Inspector staff budgeted for to improve the delivery of employment relations sector and free the Director to manage the overall service delivery and give quality advice to the Secretary 	Labour and Consumers	High	INTAFF	OPSC
<ul style="list-style-type: none"> Recruit the new Labour Officer based on Rarotonga to assist with the work load on ensuring worker's rights are promoted, decent employment opportunities are encouraged, and social protection in handling work related issues are strengthened 	Labour and Consumers	High	INTAFF	OPSC
TRAINING				
<ul style="list-style-type: none"> Train all Welfare Officers in customer service, to be Inspectors of Destitute and Infirm Person's Relief, understand their JDs, the use of new database 	Welfare Service	High	INTAFF	OPSC

Recommendations	Outputs	Priority	Responsibilities	Stakeholder Support
(Rarotonga) and information management systems in place, and how to deliver public awareness programmes relevant to welfare services through focus group meetings, teleconferencing, text blasting, Facebook, local media, newsletter, video, etc.				
<ul style="list-style-type: none"> Train Policy Coordinators in data collection and management for each Policy they are responsible for to assist with fortnightly/monthly reporting, budgeting, business plans and international reporting obligations. 	SPS-Social Policy	High	INTAFF	OPSC, MFEM
<ul style="list-style-type: none"> Train Policy Coordinators in policy development review implementation and monitoring, know the linkage between social policy and NSDP. 	SPS-Social Policy	High	INTAFF	OPSC, OPM-Policy Division
<ul style="list-style-type: none"> Train Policy Coordinators how to engage with stakeholders taking advantage of focus group meetings, teleconferencing, text blasting, Facebook, local media, newsletter, video, etc. 	SPS-Social Policy	Medium	INTAFF	OPSC, OPM-Policy Division
<ul style="list-style-type: none"> Encourage staff to take further training by offering course fee reimbursement upon successfully completing an approved course. 	SPS-Social Policy	Medium	INTAFF	OPSC, USP, CITTI
<ul style="list-style-type: none"> Develop standard operating procedure (SOP) and guidelines for internal operation. 	SPS-Social Policy	Medium	INTAFF	OPSC
<ul style="list-style-type: none"> Train Pa Enea Welfare Officers on the SIF application process and eligibility criteria for each of the five focus areas and how CSOs and NGOs can access the fund. 	SIF	MEDIUM	INTAFF	NGOs, CSOs
<ul style="list-style-type: none"> Staff to be fully trained in Child and Family data identification, design, collection and analysis to assist with fortnightly/monthly reporting, budgeting, business plans and international reporting obligations. 	SPS-Child and Family	High	INTAFF	OPSC
<ul style="list-style-type: none"> Manager to ensure all staff understand their JDs and what is required of them. 	SPS-Child and Family	Medium	INTAFF	OPSC
<ul style="list-style-type: none"> Strengthen the succession programme, a training programme for new staff so they fit into the job and understand the mindset required. 	SPS-Child and Family	Medium	INTAFF	OPSC
<ul style="list-style-type: none"> Encourage staff to take further training by offering course fee reimbursement upon successfully completing an approved course 	SPS-Child and Family	Medium	INTAFF	OPSC, USP, CITTI
<ul style="list-style-type: none"> INTAFF capitalize on the training offered by international and regional organizations as another avenue to upskill its staff in this Output. 	Labour and Consumers	Medium	INTAFF	ILO
<ul style="list-style-type: none"> Encourage staff to take further training by offering course fee reimbursement upon successfully completing an approved course. 	Labour and Consumers	Medium	INTAFF	OPSC, USP
<ul style="list-style-type: none"> Strengthen current orientation practices with new staff and confidence building activities supported by the Ministry 	Labour and Consumers	Medium	INTAFF	OPSC
<ul style="list-style-type: none"> With the assistance of the relevant MFEM Division, train appropriate staff in the budget process and any new changes to the process, and in financial accounting and any changes to the MFEM accounting system. 	Corporate Services	High	INTAFF	MFEM

Recommendations	Outputs	Priority	Responsibilities	Stakeholder Support
<ul style="list-style-type: none"> With the assistance of the Statistics Office, train Director and Manager level staff in data identification relevant to the needs of the business unit, their design, collection, management and analysis 	Corporate Services	High	INTAFF	MFEM
<ul style="list-style-type: none"> With the assistance of OPSC train Corporate Service staff to carry out JD writing and update when there is policy changes for each output, and to carry out staff orientation on those changes 	Corporate Services	High	INTAFF	OPSC
INFORMATION MANAGEMENT				
<ul style="list-style-type: none"> <i>Develop and implement a robust user friendly and secure Welfare ICT system that can be used by all staff.</i> 	Welfare service	High	INTAFF	CINSF, MFEM
STAKEHOLDER ENGAGEMENT				
<ul style="list-style-type: none"> <i>Regular communication through focus group meetings, teleconferencing, text blasting, e-mails, Facebook, and other convenient and less costly ways to keep in contact with all stakeholders to develop and maintain good working relationship.</i> 	Welfare Service	Medium	INTAFF	Government agencies, NGOs, CSO
<ul style="list-style-type: none"> Policy Coordinators and Officers to actively coordinate programmes and activities, maintain its network of stakeholders, cooperate with stakeholders on their programmes and activities, and collaborate with stakeholders on new and existing social initiatives. 	SPS-Social Policy	High	INTAFF	NGOs, CSOs, OPSC, CIG Agencies
<ul style="list-style-type: none"> Gender Coordinator to get involve with the work of CINCW to improve understanding of how the organization works in assisting women with their crafts and other developmental projects. 	SPS-Social Policy	High	INTAFF	CINCW, IG-OPM
PARTNERSHIP MANAGEMENT				
<ul style="list-style-type: none"> Enter into partnership with IG-OPM through MOU on the following: implementation of SAF Projects, accommodation of Pa Enea Welfare Officers in Government buildings, and the support and monitor of the work of Welfare Officers. 	Welfare Service	High	INTAFF	IG-OPM
<ul style="list-style-type: none"> INTAFF to play a more active role in business development projects for women in collaboration with BTIB. 	SPS-Social Policy PM	Medium	INTAFF	BTIB, IG-OPM
<ul style="list-style-type: none"> Strengthen and coordinating and collaborating abilities of Policy Coordinators to be able to build the collaborating work between/within community groups and to collaborate with each other. 	SPS-Social Policy	Medium	INTAFF	NGOs, CSOs, OPM-Policy Division
<ul style="list-style-type: none"> Enter into partnership with IG-OPM through MOU to enable support of the implementation and monitoring of social policies in the Pa Enea. 	SPS-Social Policy	Medium	INTAFF	IG-OPM
<ul style="list-style-type: none"> Enter into partnership with MFAI-Immigration MOU for information sharing and exchange on foreign workers. 	Labour and Consumers	High	INTAFF	MFAI
<ul style="list-style-type: none"> Enter into partnership with the Cook Islands Chamber of Commerce to assist with the implementation and monitoring of National Workplace Health and Safety Policy, 2019 and the National Workers Compensation Policy, 2019 	Labour and Consumers	High	INTAFF	CICC, NLAB

Recommendations	Outputs	Priority	Responsibilities	Stakeholder Support
<ul style="list-style-type: none"> Enter into partnership with IG-OPM for each island through an MOU to ensure monitoring and support of MINTAF work is available on the island. 	Corporate Services	High	INTAF	IG-OPM
CAPITAL REQUIREMENT				
<ul style="list-style-type: none"> Vehicle to assist staff with transport issues 	Labour and Consumers	High	INTAFF	OPSC, MFEM
<ul style="list-style-type: none"> <i>Resource the Pa Enua Welfare Offices and Officers with office space, printer/scanner, telephone, laptop, office furniture, and a transport budget</i> 	Welfare Service	High	INTAFF	IG-OPM

4.5 Strategic Objective 5 - Developing regional and international strategic alliances and partnerships.

4.5.1 Policy Statement 5

We will promote strategic alliances and partnerships that will aid and support those relationships, we will partner with Government agencies for mutual benefit and to develop mutually beneficial relationships.

Table 24. Recommendations under Strategic Objective 5

Recommendations	Outputs	Priority	Responsibilities	Stakeholder Support
POLICY CHANGE				
<ul style="list-style-type: none"> Youth and Sports Policy 2015-2020, reported on, reviewed and updated; Disability Policy 2014-2019 reported on, reviewed and updated; and Rauti-para Ageing Policy 2012-2017 updated. 	SPS-Social Policy	High	INTAFF	NGOs, CSOs
TRAINING				
<ul style="list-style-type: none"> Encourage staff to take further training by offering course fee reimbursement upon successfully completing an approved course. 	SPS-Social Policy	Medium	INTAFF	OPSC, USP, CITTI
<ul style="list-style-type: none"> INTAFF capitalize on the training offered by international and regional organizations as another avenue to upskill its staff in this Output. 	Labour and Consumers	Medium	INTAFF	ILO
INFORMATION MANAGEMENT				
<ul style="list-style-type: none"> <i>Develop and implement a robust user friendly and secure Welfare ICT system that can be used by all staff.</i> 	Welfare Service/Corporate Services	High	INTAFF	CINSF, MFEM
STAKEHOLDER ENGAGEMENT				

Recommendations	Outputs	Priority	Responsibilities	Stakeholder Support
<ul style="list-style-type: none"> Policy Coordinators and Officers to actively coordinate programmes and activities, maintain its network of stakeholders, cooperate with stakeholders on their programmes and activities, and collaborate with stakeholders on new and existing social initiatives 	SPS-Social Policy	High	INTAFF	NGOs, CSOs, Government Agencies
<ul style="list-style-type: none"> Prepare and implement a long term preventative work programme that involves all stakeholders. 	SPS-Child and Family	High	INTAFF	CICWA, CINYC, MOJ, MOH, CIP, MOE, MOCS
<ul style="list-style-type: none"> Establish a network of stakeholders and regularly communicate with them through teleconferencing, e-mails, phone calls and sharing of information to create a good working relationship 	SPS-Child and Family	Medium	INTAFF	NGOs, CSOs, Government Agencies
<ul style="list-style-type: none"> Acquire specialist services for the assessment of troubled children. This is available at the Tupapa Clinic or through the mental health service provided from New Zealand through the patient referral programme of MOH. 	SPS-Child and Family	High	INTAFF	MOH, PTI
PARTNERSHIP MANAGEMENT				
<ul style="list-style-type: none"> Strengthen and coordinating and collaborating abilities of Policy Coordinators to be able to build the collaborating work between/within community groups and to collaborate with each other. 	SPS-Social Policy	High	INTAFF	OPSC, OPM-Policy and Planning
<ul style="list-style-type: none"> Develop a registry of qualified social welfare workers for the purpose of forming a group of like expertise to promote professional service delivery in the field through strict codes of conduct. 	SPS-Child and Family	High	INTAFF	MOH, MOE, Specialists
RESEARCH				
<ul style="list-style-type: none"> Research study on the social and economic impact of SIF on the communities and economy where the funds have been used and activities implemented. 	SPS-SIF	High	INTAFF	Private Contractors
<ul style="list-style-type: none"> Evaluate the socio economic impact of this programme including cost benefit analysis to justify an increase in funding to contractors to cover all the areas they are currently cleaning that are not covered by the current INTAFF map and to help Villages finance special projects. 	Civil Services	High	INTAFF	Private Sector

5. IMPLEMENTATION TIME LINE AND ESTIMATED COSTS

The CDP Implementation and Funding Plan is intended to cover a period of 4 years from 2019-20 to 2022-2023. Only recommendations that require funding resources are costed in the Proposed New Budget for the 4 years. The approach in costing the CDP Implementation Plan was based on the baseline budget of the Ministry as per the MFEM Supplementary Budget for 2019-20 to 2022-23. This was adjusted based on the key recommendations that require funding resources over the 4 years' cycle to produce the Proposed New Budget from 2019-20 to 2022-23.

CAUTION It should be noted that the CDP Implementation and Funding Plan will be affected by the COVID-19 pandemic by the anticipated world economic recession which will adversely affect the economic growth of the Cook Islands and Government revenue over the next 2 years.

Table 25. INTAFF BASELINE BUDGET 2019-20 to 2022-23

	Budget 2019-20	Budget 2020-21	Budget 2021-22	Budget 2022-23	Comments
Personnel	1,195,725	1,256,116	1,383,381	1,403,931	Recommendation - 7 New Staff. Funded in the 2019-20 Budget
Operating	277,199	266,808	309,543	288,993	
Administered Payments	2,569,309	2,530,973	2,532,029	2,533,038	
Depreciation	20,113	20,113	20,113	20,113	
Gross Appropriation	4,062,346	4,074,010	4,245,066	4,246,075	
Trading Revenue	6,000	6,000	6,000	6,000	License renewal fee-Dangerous Goods
Net Appropriation	4,056,346	4,068,010	4,239,066	4,240,075	
Capital Expenditure	100,000	320,500	57,000	75,000	
POBOC	19,689,535	19,774,919	19,860,028	19,944,757	Welfare Services Benefit Payments
ROBOC	123,000	123,000	123,000	123,000	Censorship Fees \$3,000; Tattsлото Grant \$120,000
Total Appropriation	\$23,745,881	\$23,842,929	\$24,099,094	\$24,184,832	

Table 26. INTAFF PROPOSED NEW BUDGET BASED ON RECOMMENDATIONS

	Budget 2019-20	Proposed Budget 2020-21	Proposed Budget 2021-22	Proposed Budget 2022-23	Comments
Personnel Baseline	1,195,725	1,256,116	1,383,381	1,403,931	Recommendation - 7 New Staff. Funded in the 2019-20 Budget
<i>Personnel Adjustment</i>					
Chief Transformation Officer	-	47,732	49,641	51,551	Recommendation - 1 New staff - Chief Transformation Officer
CBD Cleaning Contracted Out		-89,635	-93,397	-95,147	Recommendation - 5 Civil Staff Contracted Out
Adjusted Personnel	1,195,725	1,214,213	1,339,625	1,360,335	
Operating Baseline	277,199	266,808	309,543	288,993	
<i>Operating Adjustment</i>					
Training and Travel related costs	-	19,200	-	19,200	Recommendation-Training for Pa Enua Welfare Officers every two years
Adjusted Operating	277,199	286,008	309,543	308,193	
Administered Payments Baseline	2,569,309	2,530,973	2,532,029	2,533,038	
<i>Administered Payments Adjustment</i>					
CBD Contract Work	-	89,635	93,397	95,147	Recommendation - CBD Staff contracted out
CBD Management Contractor		25,000	25,000	25,000	Recommendation - CBD Management Contractor
Administered Payments	2,569,309	2,645,608	2,650,426	2,653,185	
Depreciation Baseline	20,113	20,113	20,113	20,113	
<i>Depreciation Adjustment</i>					
Depreciation Amount	-	-	5,844	5,844	Depreciation on Additional Capital Purchased
Adjusted Depreciation	20,113	20,113	25,957	25,957	
GROSS APPROPRIATION	4,062,346	4,165,942	4,325,551	4,347,670	
Trading Revenue	6,000	6,000	6,000	6,000	
<i>Trading Revenue Adjustment</i>					
Trading Revenue	-	-6,000	-6,000	-6,000	Trading Revenue (Dangerous Goods) - Function transferred to MOT
Adjusted Trading Revenue	6,000	-	-	-	
Adjusted Net Operating Appropriation	4,056,346	4,165,942	4,325,551	4,347,670	

	Budget 2019-20	Proposed Budget 2020-21	Proposed Budget 2021-22	Proposed Budget 2022-23	Comments
Capital Funding Baseline	100,000	320,500	57,000	75,000	Include Van, Double Cab Truck, Rarotonga Office Equipment & Office repairs
<i>Capital Funding Adjusted</i>					
Office Equipment	-	35,500	-	-	Recommendation - New Office Furniture, Laptop & Printer for Pa Enua Welfares officers
Welfare Database System	-	150,000	100,000	-	Recommendation - Scoping and setup a new Welfare Database System
Civil Work Capital Expenditure	-	-77,000	-	-25,000	Recommendation – Savings CBD contract \$77,000 in 2020/21, \$25,000 in 2022/23
Adjusted Capital Funding	100,000	429,000	157,000	50,000	
POBOC Payment	19,689,535	19,774,919	19,860,028	19,944,757	
ROBOC Revenue	123,000	123,000	123,000	123,000	
TOTAL EXPENDITURE	\$23,722,881	\$24,346,861	\$24,169,579	\$24,289,427	
ESTIMATED COST OF RECOMMENDATIONS	\$0	\$526,932	\$243,485	\$157,595	

6. MONITORING AND EVALUATION OF THE CDP

How the risks are managed when implementing the CDP will determine how successful the implementation of the CDP will turn out. Risk factors used are those identified by the team that will likely have an impact on the recommendations of the CDP. Table 26 below sets out a risk profile with risk mitigation strategies. Rating for risk and impact assessment are: 1 = Low; and 4 = High.

Table 27. Monitoring and Evaluation of the CDP

Risk	Likelihood	Impact	Mitigation Measures	Is Risk Significant?
Political				
Political will for investment and governance reform	1	4	Work with the Minister to highlight the issues and to address funding to develop the sector	No
Financial				
INTAFF is not adequately resourced to deliver its mandates	3	4	Work with MFEM to ensure the operating budget is identified and options are considered to address this	Yes
			Improve negotiation skills of current staff to seek support from appropriate stakeholders on like goal activities	Yes
Legal/Statutory				
INTAFF legal mandates does not adequately support its policies for implementation	3	4	Work with CLO on changes to existing legislation to match policies	Yes
Organizational culture and service delivery				
Existing office premises not support delivery of service	2	4	Improvise and utilize existing Office premises.	No
Pa Enua Staff is not resourced with office and equipment	3	4	Maintain status quo and negotiate with IG-OPM for support and use of their Gender and Development Officers to assist	Yes
Pa Enua Staff not able to be or trained to the level required for the delivery of Service	3	4	Maintain status quo and seek IG-OPM support.	Yes
Organizational structure and staff capability				
Organizational structure changes are not accepted by management/staff	1	4	Establish communication plans for further discussion and consultation.	Yes
Unable to recruit the staff approved for recruiting under the approved structure	3	4	Clarify the need for the positions approved in terms of its important roles to achieve INTAFF NSDP goals.	Yes
Governance within INTAFF				
Database is not set up and running in the Welfare Services	1	4	Work with CINSF to see how they can assist to get this up and running as they already have purchased a system that can be used by INTAFF for welfare payments.	Yes

Risk	Likelihood	Impact	Mitigation Measures	Is Risk Significant?
Performance management and workforce development are not prioritized	2	4	Develop the INTAFF workforce plan and ensure performance management is implemented to strengthen the staff performance accountability.	Yes
Standard Operating Procedures (SOP) is not put in place, unclear or are not prioritized.	2	4	OPSC to assist as this is a problem area that is common in the Public Sector.	Yes
Data collection and training requirement are not prioritized	2	4	Work with the MFEM-Statistics for an internal training for relevant staff.	Yes
			Work with EMCI Information Systems Officer to initiate information sharing and information needs that they can assist with.	Yes
Stakeholders are unable to support the work of INTAFF	1	3	Current staff to be self-motivated and to engage in active communication with stakeholders.	Yes
Unable to prioritize a transport use policy	2	4	Continue to raise the matter in the INTAFF fortnightly leadership meetings with the Secretary.	
CDP				
Fails to be championed	1	4	Secretary and current INTAFF staff commit to making changes to improve the Ministry through fortnightly Leadership meetings.	Yes
Recommendations are not implemented in the timeline given	2	3	INTAFF plans out actions with associate partners and resourcing required to ensure that the recommendations are realistic.	Yes
Design is unrealistic	2	2	Redesign the CDP and update it as implementation takes place.	Yes

7. ANNEXES

Annex 1 – Stakeholders Consulted

#	NAME	POSITION	ORGANISATION
1.	Anne Herman	Head of Ministry	INTAFF
2.	Angela Charlie	Director, Corporate Services	INTAFF
3.	Grace Chenoweth	Director, Welfare Services	INTAFF
4.	Takingaiva Eitiare-Framhein	Senior Welfare Inspector	INTAFF
5.	Maureen Epati-Matapakia	Intern, Special Assistance Fund	INTAFF
6.	Regina Maaka	Welfare Officer	INTAFF
7.	Angeline Tuara	Manager, Social Impact Fund	INTAFF
8.	Elia Raukete	Social Impact Fund Officer	INTAFF
9.	Rebecca Hosking-Ellis	Manager, Social Policy Services	INTAFF
10.	Marukoi Holu Kairua	Manager, Child and Family Services	INTAFF
11.	Moana Manuela	Senior Advisor Child & Family	INTAFF
12.	Pauline Rangi	Disability Advisor	INTAFF
13.	Tupopongi Marsters	Gender Advisor	INTAFF
14.	Annafaye Newbigging	Child and Family Services	INTAFF
15.	Sandrina Thondoo	Labour and Consumer Services	INTAFF
16.	Elizabeth Hosking	Labour and Consumer Services	INTAFF
17.	Lazaro Unuka	Labour and Consumer Services	INTAFF
18.	Maru Mariri-Tepou	Labour and Consumer Services	INTAFF
19.	Henry Tupa	Civil Services	INTAFF
20.	Helina Glassie	Corporate Services	INTAFF
21.	Dennis Tangirere	Chief Censor	INTAFF
22.	Destiny Tara-Tolevu	Coordinator	Cis National Disability Council
23.	Mia Teaurima	Director Island Governance	OPM
24.	John Hosking	Head of Ministry	MOT
25.	Kairangi Samuela	Principal Immigration Officer	MFAI
26.	Tereroa Pumati	Senior Immigration Officer	MFAI
27.	Ngatama Aniterea	Subcontractor	Rarotonga Beautification Program
28.	John Paul Wilson	Subcontractor	Rarotonga Beautification Program
29.	Nooroa Roi	Subcontractor	Rarotonga Beautification Program
30.	Tungane Tepai	Subcontractor	Rarotonga Beautification Program
31.	Owen Lewis	Secretary General	Cook Islands National Olympic Committee
32.	Catherine Evans	Consultant	Crown Law Office
33.	Ngatama Aniterea	Subcontractor	Rarotonga Beautification Program
34.	Hon Vaine Makiroa Mokoroa	Minister	Ministry of Internal Affairs

#	NAME	POSITION	ORGANISATION
35	Angelique Elisaia	Chief Probation Officer	Ministry of Corrective Services
36	Teokotai Joseph	Head of Ministry	Ministry of Corrective Services
37	Peerui Tepuretu	Shared Service Manager	MFEM Treasury Management Division
38	Miriam Cook	Shared Service Finance Officer	MFEM Treasury Management Division
39	Kai Berlick	Budget Manager	MFEM Economic and Planning Division
40	Jim Nimerota	Deputy Government Statistician	MFEM Statistics Office
41	Tangimetua Tangimetua	Government Statistician & Chief Electoral Officer	MFEM Statistics Office
42	Maara Tetava	Commissioner	Cook Islands Police Service
43	John Strickland	Superintendent's Office	Cook Islands Police Service
44	Akatauira Matapo	Superintendent's Office	Cook Islands Police Service
45	Charles Carlson	Manager	OPM Emergency Management Cook Islands
46	Damien Beddos	Manager	Cook Islands National Superfund
47	Danielle Cochrane	Head of Ministry	Ministry of Education
48	Tereapii Tumutoa	President	Cis National Youth Council
49	Sieni Tiraa	Vice President	Cis National Youth Council
50	Byron Brown	Executive Member	Cis National Youth Council
51	Tevaerangi Tatuava	Executive Officer	Cook Islands Child & Welfare
52	Cathy Rangi	Treasurer	Cook Islands Child & Welfare
53	Taputu Mariri	Coordinator	Cook Islands Child & Welfare
54	Henrica Wilson	Vice President	Cook Islands Child & Welfare
55	Roseline Kairua	President and Vice Treasurer	Cook Islands Child & Welfare
56	Raj Bimlesh		INTERNATIONAL LABOUR ORGANISATION – ILO
57	Ronesh Prasad		UNICEF
58	Nard Huijbregts	Chief Social Policy Advisor	Economic Policy Research Institute (EPRI)
59	Katharina Bollig	Social Policy Advisor	Economic Policy Research Institute (EPRI)
60	Rey Non	Senior Architect	Ministry of Social Development
61	Talei Cama	Social Policy Officer	UNICEF
62	Dr. Mema Motusaga		South Pacific Forum Secretariat (SPC)
63	Dr. Jayshree P. Mangubhai	Acting Team Leader – RRRT	SPC / NHRI / Regional Rights Resource Team (RRRT)
64	Thomas Hunecke	Deputy Regional Representative	Office of the United Nations High Commissioner for Human Rights (OHCHR)
65	Tuaine George	Executive Officer	Aitutaki Island Government
66	Takurangi Taia	Executive Officer	Penryhn Island Administration
67	Una Banapa	Finance Manager	Rakahanga Island Admin
68	Temu Banapa	Health Inspector	Rakahanga
69	Maara Tairi	Executive Officer	Atiu Island Admin
70	Poroa Arokapiti	Internal Affairs Officer	INTAFF Mangaia
71	Pio Ravarua	Executive Officer	Pukapuka/Nassau Island Admin
72	Royston Jones	Executive Officer	Mauke Island Admin

#	NAME	POSITION	ORGANISATION
73	Jane Kaina	Executive Officer	Manihiki Island Government
74	Pa Tauakume	Patient Referral Coordinator	Rarotonga Hospital, Ministry of Health

Annex 2 – Island Administration Positions with Direct Work Link with the Pa Enua INTAFF staff

Island Name	Output #	Output Name	Position on Organizational Structure			Number of Positions
Aitutaki	5	Women, Youth, Sports & Culture	Senior Development Officer	Culture Youth & Sport Officer	Women's Development Officer	3
Atiu	1	Corporate Services	Gender Officer			1
Mangaia	Nil	Nil	N/A	N/A	N/A	0
Manihiki	1	Corporate Services	Women's Development Officer	Youth & Sports Officer		2
Mauke	5	Gender & Cultural Development	Gender & Cultural Development Manager			1
Mitiaro	6	Gender Development	Gender Development Officer			1
Palmerston	Nil	Nil	N/A	N/A	N/A	0
Pukapuka	5	Women, Youth & Sports Division	Manager	Women Officer	Youth & Sports Officer	3
Penryhn	2	Community & Protocol Services	Community & Protocol Services Manager	Community Service Officer		2
Rakahanga	Nil	Nil	N/A	N/A	N/A	0

Annex 3 – Legislations, Strategic Plans, Policies and International Conventions

Legislations

- Consumer Guarantees Act 2008
- Disability Act 2008
- Employment Liability Insurance Regulations 1965
- Employment Relations Act 2012
- Fair Trading Act 2008
- Family Protection and Support Act 2017
- Prevention of Juvenile Crime Act 1968
- Welfare Act 1989
- Welfare Amendment Act 2014
- Welfare Amendment Act 2015/2016
- Welfare Amendment Act 2019
- Workers Compensation Ordinance 1964, No 2

Strategic Plans

- Ministry of Internal Affairs Strategic Plan 2017-2022
- NSDP - Goal 1: Improve the welfare, reduce inequity and economic hardship – Alleviate economic hardship
- Goal 2: Expand economic opportunities for all, improve economic resilience and productive employment to ensure decent work for all
- Goal 7: Improve health and promote healthy lifestyles
- Goal 9: Accelerate gender equality, empower women and girls and advance the rights of the disabled and vulnerable
- Goal 15: Ensure a sustainable population, engaged in development for Cook Islanders by Cook Islanders
- Goal 16: Promote a peaceful and just society for all, practicing Good Governance promoting transparency and accountability

Policies

- Social Welfare Administration Policies
- Gender - National Policy on Gender Equality and Women's Empowerment and Action Plan, 2019-2024
- Youth & Sports - Cook Islands National Youth Policy – Back to basics for Youth 15-24years, 2015-2020
- Children - Te Pito Manava O Te Anau - Cook Islands National Policy for Children, 2017-2021
- Disability - Cook Islands Disability Inclusive Development Policy and Action Plan 2014-2019
- Disability - Draft Constitution for the Disability Council
- Rauti-Para – Cook Islands Policy on aging, 2012-2017
- Cook Islands Social Impact Fund Policy, 2018
- Civil Society Partnership Policy
- National Workplace Health and Safety Policy, August 2019
- National Workers Compensation Policy, August 2019

International Conventions

- United Nations Convention on the Rights of the Child
- United Nations Convention on the Rights of Persons with Disabilities

- Optional Protocol to the Convention on the Rights of Persons with Disability
- Convention on the Elimination of all Forms of Discrimination against Women
- Optional Protocol to the Convention on the Elimination of All Forms of Discrimination against Women (OP-CEDAW).
- International Labour Organization (ILO) is a United Nations agency whose mandate is to advance social justice and promote decent work by setting international labour standards.[1] The tripartite structure is unique to the ILO where representatives from the Government, employers and employees openly debate and create labour standards.
- ILO - International Labour Law
- ILO - International Labour Standards

Annex 4 – Summary of the Ministry’s Policies

Name of Policy/Plan/Strategy	Objectives/Statements/Actions	Standards/Indicators/Actions
INTAFF 5 Year Strategic Plan, 2017-2022 <i>- The purpose of this strategic plan is to steer the Ministry in its future planning processes along a pathway of realistic and achievable goals for the next five years. The aim is to lead in a way that is practical and achievable.</i>	The Strategic Objectives are: 1.0 Supporting Pa Enea capacity development	1.1 Capacity needs assessment 1.2 Stakeholder surveys 1.3 Develop SOPs in Maori and English under document control
	2.0 Strengthening social dialogue nationally with all stakeholders	2.1 Develop intra-Government relationships 2.2 Actively seek strategic partnerships 2.3 Identify weaknesses in relationships 2.4 Create the conditions for continuing cooperation 2.5 Reciprocal arrangements, support strategies and business plans 2.6 Actively maintains communication channels and meetings with tripartite social partners
	3.0 Demonstrating our commitment towards the welfare and maintenance of a fair and just society	3.1 Policies and practices clearly meet the needs of the at-risk and vulnerable 3.2 Resource allocations prioritized by need. 3.3 Budget allocation meets basic needs 3.4 Work schedule in place
	4.0 Strengthening good governance by being innovative and improving efficiency and effectiveness	4.1 Develop priority actions across Ministry improvement 4.2 Reform plan of action in place 4.3 No of reviews prioritizes legislative requirements 4.4 Prioritize international obligations 4.5 Promote continuous process 4.6 Create the conditions for refocusing priorities 4.7 Capacity needs assessment in place 4.8 Improved service delivery model
	5.0 Developing regional and international strategic alliances and partnerships	5.1 Develop intra-Government relationships 5.2 Actively seek strategic partnerships 5.3 Identify weaknesses in relationships 5.4 Create the conditions for continuing cooperation 5.5 Leverage intra-Government relationships 5.6 Set up appropriate communication protocols 5.7 Ensure all special needs requirements are met
NSDP, 2016-2020 - <i>This NSDP articulates key performance indicators from our broader national policy suite to represent national development. The indicators</i>	NSDP Goal 1: Improve the welfare, reduce inequity and economic hardship – Alleviate economic hardship 1.1 Percentage of people living under ‘minimum livable income’	1.1 Achieved through a household income and expenditure survey (HIES).

Name of Policy/Plan/Strategy	Objectives/Statements/Actions	Standards/Indicators/Actions
<i>provided are those that have direct reference to the work of INTAFF.</i>	1.2 The Gini Coefficient	1.2 Measures the distribution of income or wealth of the country, or the distribution of assets which can be a measure of social equality. To be on track the coefficient has to be less than 32. This is achieved through the HIES
	NSDP Goal 2: Expand economic opportunities for all, improve economic resilience and productive employment to ensure decent work for all NSDP 2.5 Employee wellbeing index	2.5 Measured through the Labour Market Survey, 5 questions are asked, the relevant question regarding work place environment is an important area.
	NSDP Goal 7: Improve health and promote healthy lifestyles 7.4 Youth engagement in physical activities 7.5 Percent Mental Health cases actively being treated	7.4 Measure through a survey questionnaire on weekly participation levels in vigorous physical activities. Survey by TMO. 7.5 It is important to note that this involves two processes: diagnosing and treating. Statistics is provided by MOH, Disability Centers and NGOS, e.g. Te Vaerua, Te Kainga, Punanga Tauturu Inc.
	NSDP Goal 9: Accelerate gender equality, empower women and girls and advance the rights of the disabled and vulnerable 9.1 Percentage of political representatives are women 9.2 Youth wellbeing index 9.3 Income disparity between men and women 9.4 Number of fit for purpose facilities for the elderly, infirm and disabled on each island	9.1 Percentage women that are MPs/Local Government Council Members. Data is gathered through average response to survey questions. 9.2 Measured through average response to survey questions. How do you feel about your career and life opportunities in the future and how do you feel right now about right now about your current situation, at home, school, social involvement in church/sports/community 9.3 Measured through the Labour Market Survey 9.4 Stock-take is done annually
	NSDP Goal 15: Ensure a sustainable population, engaged in development for Cook Islanders by Cook Islanders 15.3 Quality of life Index, rated on scale 1-5 placing equal emphasis on the following	5.3 Youth wellbeing is assessed as in 9.2. The result from this is integrated directly into this quality of life index and include job satisfaction and work place environment. Measured through the Labour Market Survey.

Name of Policy/Plan/Strategy	Objectives/Statements/Actions	Standards/Indicators/Actions
	dimensions: disposable income; leisure time, cultural engagement, youth wellbeing and job satisfaction.	
	NSDP Goal 15: Ensure a sustainable population, engaged in development for Cook Islanders by Cook Islanders	
	16.0 Rates of domestic violence	16.1 Reported domestic violence cases on an annual basis from Police reports
National Policy for Children, 2017-2021 - sets out the Cook Islands Government's agenda and priorities in relation to children aged under 18 years – up to the year 2021. It signifies a whole of Government effort to ensure brighter futures for children, acknowledging the shared responsibility of achieving results and the importance of doing so within available resources.	<p>These are the Cross Cutting Transformational Goals:</p> <ul style="list-style-type: none"> • Support parents and families • Earlier intervention and prevention • Listen and involve children • Ensure quality service • Support effective transitions • Cross Government and inter-agency collaboration and coordination • 5 National Outcomes - Active and Healthy, physically and mentally • Achieving full potential in all areas of learning and development • Safe and protected from harm • Economic safety measures and opportunities • Connected, respected and connected to their world 	INTAFF to Assess and Identify key indicators.
National Policy on Gender Equality & Women's Empowerment and Action Plan (2019-2024) – The purpose of this policy is to provide a comprehensive framework for accelerating and enhancing gender equality and the wellbeing of women in the Cook Islands. It will inform the development of gender sensitive legislation and government policies. It reflects the priorities and concerns of all women and girls.	<p>OUTCOME 1: A Gender Responsive Government: Advancing gender equality and human rights</p> <p>Policy Objectives</p> <ul style="list-style-type: none"> • Ensure gender perspectives and gender issues are systematically mainstreamed into all national policies, planning processes, and programmes • Advocate for greater national commitment towards gender equality goals, and women's empowerment 	<p>Strategic Actions</p> <ul style="list-style-type: none"> • Review the Constitutional and legislative framework to ensure consistency with CEDAW and other relevant Conventions • Review the national machinery of Government to ensure gender issues are systematically and effectively mainstreamed across all relevant sectors • Ensure Government policy and decision-making processes, planning cycles, and programme development processes are gender responsive • Strengthen the institutional and implementation framework through adequate human and financial resourcing • Ensure accurate data collection and information systems, and improve access and sharing of information between the Law and Order sector agencies (e.g. Ministry of Justice, Ministry of Corrective Services, Cook Islands Police, and other related agencies)

Name of Policy/Plan/Strategy	Objectives/Statements/Actions	Standards/Indicators/Actions
	<ul style="list-style-type: none"> Strengthen the national statistical system to enable improved monitoring and measurement of policy outcomes Strengthen the institutional arrangements and support services that enable agencies and individuals to coordinate, monitor, and report on gender activities and progress in the Cook Islands Promote research into gender development in the Cook Islands Promote gender equality at all levels, and protect the human rights of all women living in the Cook Islands <p>OUTCOME 2: Gender Equity in Leadership and Governance: A society where women and men actively participate in decision-making and governance</p> <p>Policy Objectives</p> <ul style="list-style-type: none"> Support and encourage the full participation of women in politics and decision making in local and central governance Increase support and resources to recruit, retain and develop women leaders in politics and leadership positions in Government Develop women's capacity to actively engage and contribute to policy and decision making at the local and national level <p>OUTCOME 3: Women's Economic Empowerment: An enabling environment for the full participation of women in our economic development</p>	<ul style="list-style-type: none"> Support and strengthen government capacity to produce and analyze relevant sex and age disaggregated data Ensure that gender indicators are regularly monitored, analyzed, reported, and used for planning and developing effective programmes and services Strengthen the Cook Islands Human Rights Commission Strengthen public and community education opportunities to improve gender awareness at all levels <p>Strategic Actions</p> <ul style="list-style-type: none"> Support and encourage the participation of women in local communities to leaderships positions; politics Establish education and awareness programmes to address negative gender stereotypes, and reduce discrimination based on gender, age, disability Development programmes to promote, support and build the capacity of women in politics Advocate, support, promote workplace policies and practices that support women in the workplace Develop programmes that build the capacity and confidence of women to attain high level positions in politics and governance <p>Strategic Actions</p>

Name of Policy/Plan/Strategy	Objectives/Statements/Actions	Standards/Indicators/Actions
	<p>Policy Objectives</p> <ul style="list-style-type: none"> Promote gender equality in access to productive resources and earnings capacity, and reduce barriers to women in business Advance gender equality in the workplace protect the rights of all workers residing in the Cook Islands <p>OUTCOME 4: Healthy Women and girls: A society where all women and girls' rights are respected, and have healthy lifestyles</p> <p>Policy Objectives</p> <ul style="list-style-type: none"> Improve access to health information and quality services targeting women, girls and other vulnerable people on Rarotonga, and in the Pa Enua to reduce premature death from NCDs Promote women's sexual and reproductive rights <p>OUTCOME 5: Eliminating gender-based violence and violence against women: A society where all women and girls are protected from all forms of violence and discrimination</p> <p>Policy Objectives</p> <ul style="list-style-type: none"> Promote gender equality, women's human rights, and reinforce commitment to eliminate all forms of discrimination against women Promote awareness about, and sensitivity to, domestic violence among researchers, policy makers, 	<ul style="list-style-type: none"> Improve women's access to, and management of, financial resources (savings and credit) by working in partnership with financial institutions Establish and broaden basic financial literacy and business skills programme in secondary schools, and adult education Promote policies and practices that reduce and eliminate income disparities between men and women Establish a National Employment Dispute Resolution Mechanism to address, or investigate employee grievances e.g. leave entitlements, pay disputes Strengthen collection of sex and age disaggregated national business data and statistics. This will enable more gender responsive monitoring and more informed decision-making about labour and employment policies and economic development. Establish regulations, policies, and other relevant protection measures that eliminate discrimination in the workplace, and protect the rights of all workers, including Migrant Workers, in the Cook Islands <p>Strategic Actions</p> <ul style="list-style-type: none"> Support health research on NCDs and Mental health exploring issues from a gender perspective Establish relevant, targeted mental health programmes and services and improve women and girls' access to mental health information and support Develop an awareness campaign to promote and support women's sexual and reproductive rights on Rarotonga, and in the Pa Enua Establish and support targeted education programmes that aim to reduce risky behaviors, and encourage positive, healthy life choices Establish and improve respite care and services for the elderly, and people with disabilities, and explore new and more gender equitable mechanisms to support caregivers of the sick and infirm <p>Strategic Actions</p> <ul style="list-style-type: none"> Work to change women's and men's attitudes, perceptions, beliefs, and behaviors regarding gender-based violence, violence against women, and domestic violence through education and research Ensure that women play a key role in decision-making and efforts related to addressing violence against women Strengthen legal frameworks, law enforcement services, and justice systems

Name of Policy/Plan/Strategy	Objectives/Statements/Actions	Standards/Indicators/Actions
	Law Enforcement Officers, and health care providers	
National Policy on Disability Inclusive Development, 2014-2019 – Outdated – <i>The Goal of this Policy is to improve the quality of life and realize the rights of PWD by empowering them; enabling inclusion and participation in all aspects of life.</i>	<i>The purpose of the Policy was to set out a consolidated and comprehensive vision and a statement of intent for improving the well-being of persons with disabilities.</i> 1.0 Negative stereotypes and discriminatory behavior and attitudes towards persons with disabilities reduced. Mutual respect and understanding contribute to an inclusive society.	1.1 Conduct training on all islands on the rights of persons with disabilities. 1.2 Work with different media to maximize positive images of persons with disability 1.3 Continue to develop and distribute advocacy materials 1.4 Collaborate with other Government agencies to integrate disability issues including their human rights in their educational and advocacy programmes. 1.5 Work with Crown Law Office to update legislation and align with the Criminal Code
	2.0 A supportive and enabling environment for families, care-givers and self-help groups.	2.1 Maintain and enhance services of disability centers in Outer Islands. 2.2 Training on care-giving provided on an 2.3 Encourage groups to keep records and reports ongoing basis by different providers, coordinated by TMO and INTAFF. 2.4 Develop simple procedures for self-help groups.
	3.0 An inclusive learning environment to assist all children, youth and adults to learn and achieve their potential. People with disabilities are included in all community activities	3.1 Ensure that Inclusive Education policy is fully implemented. 3.2 Local counterparts understudy expatriate officers to build their capacity 3.3 Vocational training / income generating training proactively seeks participants with a disability. 3.4 Ensure that the needs of youth with disability are taken into account regarding training 3.5 Support and promote access to recreation, cultural and sports opportunities for youth with disabilities
	4.0 Human capacity enhanced by promoting functioning in people with a broad range of disabilities through provision of appropriate services	4.1 Increase access to appropriate assistive devices. 4.2 Increase number of trained personnel in different fields of rehabilitation
	5.0 Early detection of, and intervention for, children with disabilities from birth to school age strengthened and enhanced	5.1 Implement the Cook Islands Early Identification and Intervention Project 5.2 Improve coordination between MOE, TMO, INTAFF and other Government disability related Ministries or agency and NGOs to establish procedures for referral and collection of data.
	6.0 Lives of persons with disabilities (PWD) improved through sustainable livelihoods by removing barriers to participation	6.1 Liaise with employers for recruitment opportunities for PWD. 6.2 Employment in the private sector and Government promoted and increased and reasonable accommodation made as required. 6.3 Encourage the Ministry of Agriculture to include PWD in training and projects, in order to obtain livelihoods through farming and to enhance food security

Name of Policy/Plan/Strategy	Objectives/Statements/Actions	Standards/Indicators/Actions
		<p>6.4 Encourage work-place policies on disability.</p> <p>6.5 Collect data on PWD in employment and self-employment.</p> <p>6.6 Collect case-studies on PWD who are successfully employed and self-employed to be used for advocacy.</p>
	7.0 Reliable data and research to inform policy and measure progress.	<p>7.1 Support the establishment of a coordinated web-based database that different partners can contribute towards.</p> <p>7.2 Work with National Statistics Office to ensure that questions on disability in national census provide useful data</p> <p>7.3 Work with National Statistics Office to have disability included in HIES</p> <p>7.4 Encourage research on different aspects of disability in tertiary institutions, as appropriate.</p> <p>7.5 Collate all existing and ongoing research on disability in the Cook Islands, both in hard copy and as an information hub on Government websites</p>
	8.0 Improved coordination among different areas of the CIG, service providers and civil society. Enhanced cooperation and regional and international levels for facilitating support, sharing lessons learned, good practices and innovative solutions. Integrate disability-inclusive approach into all CIG policies and practices by addressing barriers that exclude PWD from participating equally with others	<p>8.1 Support the establishment of a national coordinating mechanism to facilitate action in different areas of the CIG and civil society.</p> <p>8.2 Continue to work with Infrastructure Cook Islands on revised national building code to ensure universal access standards are included.</p> <p>8.3 Ensure disaster risk reduction, planning and management is disability-inclusive</p> <p>8.4 Ensure that Climate Change Policy is disability inclusive</p> <p>8.5 Complete 2015 State report on CRPD.</p>
	9.0 Women and girls with disability have equal access to mainstream development opportunities.	<p>9.1 Establish a support group for women with disability.</p> <p>9.2 Work with Gender and Development Division of INTAFF and TMO on advocating for reproductive rights of women with disability</p> <p>9.3 Advocate for women with disability to be an agenda item for the biennial National Women's Conference.</p>
National Youth Policy, 2015-2020 - To provide guidance to the various agencies, ministries, stakeholder groups, and implementing agencies that engage with young people on issues concerning or relating to youth.	The aims of the National Youth Policy were: 1.0 Family Relationships - Strengthening family foundations, values, and support systems	<p>1.1 Promote programmes that strengthen families, empower parents and young people through community education and awareness campaigns.</p> <p>1.2 Promote and strengthen existing support services to young mothers and fathers to ensure parents are well equipped to build strong family foundations.</p>
	2.0 Education and Economic - Opportunities providing economic, education and lifelong learning opportunities for young people	<p>2.1 Ensure that young Cook Islanders gain the necessary knowledge and skills needed to equip them for the career and lifestyle of their choice.</p> <p>2.2 Strengthen academic and career guidance counselling services to ensure young people are informed of educational and employment opportunities available</p> <p>2.3 Improve access to support, guidance, counselling services, and information to young people, especially those living in the Pa Enua</p>

Name of Policy/Plan/Strategy	Objectives/Statements/Actions	Standards/Indicators/Actions
		<p>2.4 Strengthen and promote programmes that will assist young people transitioning into employment opportunities after school.</p> <p>2.5 Promote business development and entrepreneurship for young people.</p> <p>2.6 Ensure young Cook Islanders develop financial skills to manage their personal finances and responsibilities.</p>
	3.0 Empowering youth through community, cultural, spiritual and personal development <i>Empowering young people to live up to their highest potential, to participate in their community by developing strong value systems, and cultural identity</i>	<p>3.1 Strengthen the link between youth and their culture as part of their personal development.</p> <p>3.2 Encourage young people to positively participate in society by engaging in community, island and national programmes</p> <p>3.3 Support the moral and spiritual development of young Cook Islanders through church, community, peer support groups and programmes</p> <p>3.4 Promote life skills programmes in schools and the wider community to ensure young people and their families are equipped with the necessary knowledge and skills to be resilient and empowered members of society.</p>
	4.0 Supporting young people to achieve optimal health <i>Improving youth access to health information, secure services and ongoing support</i>	<p>4.1 Ensure youth health programmes are appropriate and relevant so that young people are engaged and their needs are met.</p> <p>4.2 Ensure Cook Islands youth make good health decisions through improved access to information and awareness raising of major health issues and risks relating to:</p> <ul style="list-style-type: none"> • Substance abuse • Sexual Reproductive Health and sexually transmitted infections, and • Non-communicable diseases. <p>4.3 Encourage young people to use health services, ensuring that services are secure and appropriate to their needs.</p> <p>4.4 Ensure that adequate mental health support systems are available to youth.</p>
	5.0 Improving Wellbeing and Welfare - Improving the wellbeing and welfare of youth so that they are happier and more resilient	<p>5.1 Support the emotional development of young Cook Islanders through appropriate counselling and support programmes.</p> <p>5.2 Ensure young people are engaged and lead balanced lifestyles by providing extracurricular activities through sports, arts and community programmes.</p> <p>5.3 Protect young people from physical and psychological abuse, through strengthening support services and coordination between relevant government agencies, NGO's and community.</p>
	6.0 Youth Risk and Resilience - Safeguarding young people and our communities by positively engaging at - risk youths, and adopting a holistic approach to building resilience	<p>6.1 Identify "at-risk youth" and engage them in targeted programmes (community, sport, church) to prevent their engagement in criminal activities.</p> <p>6.2 Reduce re-offending by youth through targeted effective restorative and rehabilitation programmes</p> <p>6.3 Ensure the legal framework allows for fair and appropriate treatment of youth promoting restorative and rehabilitation where possible.</p> <p>6.4 Engage with traditional and community leaders, and Government entities involved in addressing youth justice issues to ensure a collective effort is made to adopt a 'problem solving approach' that actively engages youth offenders</p>

Name of Policy/Plan/Strategy	Objectives/Statements/Actions	Standards/Indicators/Actions
		6.5 Ensure young offenders have access to legal and other support services, information and ongoing assistance.
National Sports Policy	Policy completed by CISNOC but not yet released	Not available
Cook Islands Social Impact Fund Policy, 2018 - <i>The SIF provides for the delivery of quality services by Civil Society Organizations to meet the needs of those most vulnerable and is focused on priority areas. These areas are primarily aligned to: NSDP Goal 9: Accelerate gender equality, empower all women and girls and advance the rights of Youth, the elderly and disabled and NSDP Goal 7: Improve health and promote healthy lifestyles</i>	The aims of the policy are: 1.0 Gender Equality	1.1 Participation of women and girls, men and boys, transgender in economic development 1.2 Equitable participation of women and men in decision making, governance and political representation
	2.0 Children and Youth	2.1 Participation of youth in economic, education and lifelong opportunities 2.2 Strengthening strong family values, cultural and support systems 2.3 Improved living conditions, health and welfare of children 2.4 Provide care and protection of children and young people at risk
	3.0 Disabilities	3.1 Participation of people with disabilities in economic and employment, education, cultural, spiritual and recreation at all levels of family, community, island and national life 3.2 Provision and support services to improve living conditions, health and welfare to all persons with disabilities and their families
	4.0 The Elderly	4.1 Participation of older persons in economic and employment, education, cultural, spiritual, and recreation at all levels of family, community, island and national life
	5.0 Domestic Violence	5.1 Elimination of violence against women and children 5.2 Provision and support services to improve living
		conditions, health and welfare of older persons 5.3 Provision of support services to survivors, perpetrators and families of domestic violence
	6.0 Mental Health	6.1 Participation of people with mental disorders in all levels of family, community, island and national life 6.2 Provision of social care services in community based such as suicide, NCD's, respite care
Social Welfare Benefits Administration Policy, 2009 - <i>Outdated – In addition to the Cook Islands Welfare Act 1989 and subsequent amendments to 2009, the</i>	This Policy needs urgent reviewing and updating to include all changes in the Welfare Amendment Acts and other relevant Acts since 2009. These are:	INTAFF to review and update the Social Welfare Policy to reflect the following amendments:

Name of Policy/Plan/Strategy	Objectives/Statements/Actions	Standards/Indicators/Actions
<p><i>administration policy 2009 was set up as firm guidelines for the Social Welfare Services in administering and processing payments of welfare benefits</i></p>	<p>1.0 Welfare Amendment Act 2014</p> <p>1.1 Income Tax Amendment Act 2014</p> <p>1.2 Budget 2016/17</p> <p>1.3 Welfare Amendment Act 2019</p>	<p><i>Old Age Pension</i></p> <ul style="list-style-type: none"> • A pensioner that has been overseas for more than 6 months but less than 12 months to re-qualify immediately to collect pension. • A pensioner that is away for more than 12 months but less than 2 years will face a 3 months' requalification period instead of 12 months. • Pensioners that have been overseas for more than 2 years will still face the current 12 months' period to qualify. • The general qualification time for the pension to be counted from 18 years old and not from birth. • The staff of Cook Islands diplomatic service to continue to be considered resident in the Cook Islands. • Pensioners that are on a TMO medical referral, regardless of time away from the Cook Islands, immediately qualify for reinstatement on return home. <p><i>Income Tax Act</i></p> <ul style="list-style-type: none"> • The pension benefit payment to be taxed at the source for those pensioners still in the work force. <p><i>Destitute and Infirmed</i></p> <ul style="list-style-type: none"> • Destitute and Infirmed payment increased from \$165 to \$200 from 1st July 2016 and mean tested payment targeting working age group. <p><i>Old Age Pension</i></p> <ul style="list-style-type: none"> • Pension rate 70 years and over \$650 to \$660 a month, and for 60 to 69 years - \$300 to \$400 a month from 1 July 2016. <p><i>Child Benefit</i></p> <ul style="list-style-type: none"> • Allows validation end payment period for child benefit from 2006 to 2018 - 12 years, 2018 to 2019 - 14 years and from 01 July 2019 - 16 years.
<p>Cook Islands Occupational Safety and Health National Reform - <i>National Workers' Compensation Policy, 2019.</i></p> <p>The Policy sets out the approach to workers' compensation, including the system for collecting employer premiums</p>	<p>The objectives of the Policy are to:</p> <ul style="list-style-type: none"> • Provide comprehensive coverage of all employees and to some categories of volunteer workers; • Provide comprehensive coverage of work-related injuries and illnesses; • Provide a fair system of appropriate benefits to workers who are injured or become ill as a result of their work; • Assist the Workplace Health and Safety (WHS) system in preventing injury and illness; 	<p>In implementing this Policy, the following Government agencies and tripartite bodies have important roles to play:</p> <p>INTAFF</p> <p>The Ministry is the regulator and the primary Government agency with responsibility for workers' compensation matters. These are:</p> <ul style="list-style-type: none"> • Advising the Minister for Internal Affairs on workers' compensation matters. • Facilitating and supporting the preparation of legislation – the Workers Compensation Act and Regulations. • Monitoring and enforcing the law, in accordance with INTAFF's Enforcement Policy. • Overseeing the general operation of the workers' compensation system. • Conducting awareness campaigns.

Name of Policy/Plan/Strategy	Objectives/Statements/Actions	Standards/Indicators/Actions
	<ul style="list-style-type: none"> Facilitate the operation of arrangements that lead to the early and sustainable return to work of injured and ill workers; Provide a system of claims determination that results in expeditious and accurate determination of the benefit entitlements of injured and ill workers; Provide a system of dispute resolution that allows for the expeditious and inexpensive resolution of disputes relating to workers' compensation entitlements and obligations, including disputes about employer premium obligations; Provide a fair and efficient system for collecting employer premiums; and Establish appropriate governance arrangements for the efficient administration of the workers' compensation system, including protecting the Workers Compensation Fund and efficiently managing its funds. 	<ul style="list-style-type: none"> Promoting workers' compensation research, education and training. Conducting investigations and inquiries into workers' compensation matters upon request of the Minister for Internal Affairs. Providing a secretariat for the tripartite National Labour Advisory Board (NLAB), the Board of Management of the Workers Compensation Fund and the Independent Labour Tribunal (ILT) as required. <p>Each year, INTAFF can prepare and publish a work plan for its workers' compensation programme based on relevant workers' compensation data.</p> <p>National Labour Advisory Board (NLAB) The tripartite NLAB has the following functions:</p> <ul style="list-style-type: none"> Advise the Minister for Internal Affairs, through INTAFF, on workers' compensation matters. Provide a forum to discuss national workers' compensation policy and strategy. Advise on workers' compensation laws, regulations, guidance and policies. Promote continuous improvement in workers' compensation throughout the Cook Islands. <p>Cook Islands' National Superannuation Fund (CINSF) The CINSF has the following functions in relation to workers' compensation:</p> <ul style="list-style-type: none"> In partnership with INTAFF, oversee the development and implementation of a new premium-setting methodology based on the International Standard Industrial Classification of All Economic Activities (ISIC). Maintain an up to date database on all employers in the Cook Islands who are liable to pay workers' compensation premiums. On behalf of the Government of the Cook Islands, collect the workers' compensation premiums owed by employers in the Cook Islands' workers' compensation system in a timely, accurate and professional manner. In partnership with the Board of Management overseeing the operations of the Workers Compensation Fund, ensure that this Fund is appropriately managed and its funds appropriately invested. <p>Treasurer of the Cook Islands The Financial Secretary (as per the MFEM Act 1995/96) will be the underwriter for the workers' compensation system.</p>
Cook Islands Occupational Safety and Health National Reform - <i>National Workplace Health and Safety Policy, 2019</i>	<p>The objectives of the policy are to:</p> <ul style="list-style-type: none"> Raise WHS standards across the Cook Islands; 	<p>In order for the policy to be effective, the following Government agencies and tripartite bodies have important roles.</p> <p>INTAFF</p>

Name of Policy/Plan/Strategy	Objectives/Statements/Actions	Standards/Indicators/Actions
<p>This Policy sets out the approach to Workplace Health and Safety (WHS), including a comprehensive WHS regulatory framework.</p>	<ul style="list-style-type: none"> • Prevent occupational ill-health (encompassing occupational injuries, diseases, and deaths); • Protect workers and other people from harm to their health, safety or welfare arising from work; • Eliminate risks in workplaces as the primary strategy to prevent harm; Eliminate risks in workplaces that contribute to the incidence of NCDs; • Promote cooperation between and the involvement of employers, workers, their representatives and experts in identifying, assessing and controlling risks and in developing WHS standards; • Promote continuous improvement in WHS standards throughout the Cook Islands; • Promote awareness of WHS; and • Build effective and efficient institutional arrangements for WHS, including a WHS regulator that promotes best practices in workplaces. 	<p>The Ministry is the primary Government agency with responsibility for WHS and is responsible for:</p> <ul style="list-style-type: none"> • Advising the Minister for Internal Affairs on WHS matters. • Preparing WHS Codes of Practice, policies and procedures on specific issues (e.g. procedures for incident reporting), guidance on how to undertake specific activities (e.g. guidelines on workplace consultation) and relevant standards (e.g. technical standards for the safety of high risk equipment or relating to hazardous substances) in consultation with the tripartite NLAB as the most representative organizations of employers and workers. • Facilitating and supporting the preparation of legislation – the WHS Act and Regulations in consultation with NLAB. • Monitoring and enforcing the law, in accordance with the policy including providing an inspectorate and acting as the Regulator. • Conducting awareness campaigns. • Promoting WHS research, education and training. • Investigating risks and incidents where appropriate. • Conducting investigations and inquiries into WHS matters upon request of the Minister for Internal Affairs. • Advising duty holders about their obligations under the law, including employers, workers and their representatives, and suppliers • Working in cooperation and collaboration with the Ministry of Health (MOH) to: <ul style="list-style-type: none"> ○ Develop and implement occupational health strategies (including awareness-raising, research, education and training); ○ Collect accurate and reliable data about the extent of occupational ill-health: and ○ Provide a quality Occupational Health Service (if a feasibility study supports establishing such a service). • Providing an initial secretariat for the Independent Labour Tribunal (ILT) until further arrangements are implemented. <p>As part of its annual business plan, INTAFF can prepare a work plan for its WHS program based on relevant WHS data.</p> <p>National Labour Advisory Board (NLAB) The NLAB has the following functions:</p> <ul style="list-style-type: none"> • Provide the forum for consultation between the government and the most representative organizations of employers and workers regarding developing and implementing national WHS policy, legislation and guidelines. • Advise the Minister for Internal Affairs on WHS matters. • Provide a forum to discuss national WHS policy and strategy.

Name of Policy/Plan/Strategy	Objectives/Statements/Actions	Standards/Indicators/Actions
		<ul style="list-style-type: none"> Promote continuous improvement in WHS throughout the Cook Islands. These functions will be specified in the WHS Act. <p>Social Partners The most representative organizations of workers and employers have the role of contributing the views of their constituents to consultative forums about WHS and participating in consultation about WHS matters.</p> <p>Ministry of Health The MOH has the following functions in relation to WHS:</p> <ul style="list-style-type: none"> Working in cooperation and collaboration with INTAFF to develop and implement occupational health strategies (including awareness-raising, research, education and training); Collect and disseminate accurate and reliable data about occupational ill-health in coordination with INTAFF; Establish and operate an Occupational Health Service, as a joint venture with INTAFF, if a feasibility study supports establishing such a service.

Annex 5 – International Stakeholders and their Respective Roles

Organization/Source of Information	Support to Cook Islands Government
<p>UNICEF -(Ronesh Prasad, email 18 March 2020)</p>	<ul style="list-style-type: none"> • Social Protection Evaluation: <ul style="list-style-type: none"> ○ The Government of Cook Islands, with UNICEF support, commissioned an independent, formative evaluation of Government initiatives covering five social protection schemes (newborn allowance, child benefit, infirm and destitute benefit, old age pension and caregiver allowance). ○ Cook Islands has one of the most extensive social protection programmes in the Pacific and the selected schemes account for over 90 per cent of the Government's social protection expenditure. Despite some of the programmes having started in 1965, this is the first-ever independent evaluation of Government-led child-sensitive social protection programmes. ○ The evaluation will assess and guide decisions by the Government towards achieving its national development strategy aimed at improving welfare, reducing inequity and economic hardship. The evaluation will also contribute to overall learning and knowledge base around social protection in the context of Small Island Development States (SIDS). ○ Status: completed. UNICEF through Joint SDG Fund for Social Protection will support the dissemination and implementation of the findings and recommendation. • Convention on Right of the Child: <ul style="list-style-type: none"> ○ To raise awareness on the CRC, UNICEF conducted CRC training in collaboration with Ministry of Internal Affairs' staff as well as stakeholders from Government Ministries and key NGOs. ○ In supporting the country's commitments to the CRC reporting, UNICEF supported the drafting of its periodic State Party Report which was submitted to the CRC Committee in 2018; and the response to the list of issues submitted in 2019. • National Children Policy: <ul style="list-style-type: none"> ○ UNICEF funded for one year the position of the Child Policy Coordinator at Ministry of Internal Affairs and institutionalization of the position of Child Policy Coordinator within the Ministries structure. ○ In collaboration with Ministry of Internal Affairs, UNICEF supported the launch of the National Children's Policy; as well as supported a public consultation on the current social protection programmes. • South-South Learning: <ul style="list-style-type: none"> ○ UNICEF, in collaboration Ministry of Internal Affairs, hosted a Social Protection learning visit for two Tonga senior officials to the Cook Islands. <p>Financial Investment 2018-2019</p> <ul style="list-style-type: none"> • UNICEF since 2018/2019 has contributed both cash (US\$ 200k) and in-kind (including staff time, technical assistance and travel) •
<p><i>Current Plans and Future Opportunities for Cooperation</i></p>	<ul style="list-style-type: none"> • CRC: UNICEF will continue to support Cook Islands delegation with CRC mock session on 17-18 February 2020 and preparation for 84th CRC session in Samoa.

	<ul style="list-style-type: none"> • Joint SDG Fund for Social Protection: UNICEF in collaboration with RCO Samoa will support Ministry of Internal Affairs with implementation of Joint SDG Fund for Social Protection (US\$ 200k is allocated). The Joint SDG Fund activities is aligned to findings and recommendation from evaluation. Major activities that we will support include: <ul style="list-style-type: none"> ○ Review of coverage gaps for existing welfare programmes ○ Technical support for development of scalable and integrated social protection information systems ○ Undertake impact studies of SP on social cohesion ○ Technical support for horizontal and vertical scalability and readiness for use in humanitarian response • National Youth Policy: UNICEF upon request from Ministry of Internal Affairs will support development of National Youth Policy. We will be providing technical assistance and financial support for youth consultation at national and sub-national level. (US\$20K is allocated) • National Children Conference: UNICEF upon request from Ministry of Internal Affairs will support establishment of a national platform to ensure child participation. We will support with developing concept note, SOPs, and guidelines for first ever National Children Conference to be held in October 2020. (US\$30K is allocated) • Multiple Indicator Cluster Survey (MICS): UNICEF through funding from MFAT will be supporting implementation MICS/DHS survey in 2020/2021 if approved by Government. (US\$100k from MFAT Fund is allocated). Additional funding, technical assistance and survey equipment will be mobilized by UNICEF and partners.
<i>Issues/challenges:</i>	<ul style="list-style-type: none"> • Lack of human resources and technical capacity continues to be a challenge at Ministry of Internal Affairs with effective implementation of programs • Competing priorities within Ministry of Internal Affairs at times impede programme implementation
<i>Lessons Learnt</i>	<ul style="list-style-type: none"> • Strengthen knowledge, understanding, application of INTAFF with legislation and policies • Develop a framework for coordination and working collaboratively with stakeholders to increase efficiency, effectiveness, minimize silos and duplication of roles and responsibilities • Develop a framework of all INTAFF Legislation, policies determine or identify roles & responsibilities of each stakeholder and strengthen collaboration where it crossover.
SPC	Support to Government of Cook Islands
<i>Mema Motusaga – (email 25 Feb 2020)</i>	<p>in the last 5-10 years SPC's Social Development Programme has mainly provided the following support to the Ministry of Internal Affairs:</p> <ul style="list-style-type: none"> • Conducting the Cook Islands Gender Stocktake; • Conduct the Gender Equality Where Do We Stand publication (attached); and • Cook Islands Gender Profile.
<i>Jayshree Mangubhai – (email 24 Feb 2020)</i>	<p>In the last 5-10 years SPC's Regional Rights Resource Team (RRRT) division has mainly provided the following support to the Ministry of Internal Affairs:</p> <ul style="list-style-type: none"> • Provided technical assistance as the domestic violence law was being drafted for the Cook Islands. This included providing a submission with legal analysis of the draft Bill; • Undertook stakeholder consultations to support the Ministry to develop an implementation plan for the Family Protection and Support Act. The draft report is currently with the Ministry and we are happy to continue supporting the Ministry to finalise and initiate this plan;

	<ul style="list-style-type: none"> • Provided technical support for CEDAW state report preparation, including running a mock CEDAW dialogue session prior to the Cook Islands delegation engaging in the dialogue with the CEDAW committee; • Undertook a scoping mission, along with the Asia Pacific Forum of National Human Rights Institutions and the Office of the High Commissioner for Human Rights, to discuss with stakeholders if the Cook Islands should establish a national human rights institution. The draft report was prepared and shared back to the Ministry, and finalised in consultation with the Ministry. We will continue to support the Ministry should this report be accepted by the Cook Islands government and steps be initiated to create this institution through an enabling law; • Provided an opportunity for a representative from the Ministry to join a study visit/exchange to the Northern Ireland Human Rights Commission and the UK Equality and Human Rights Commission, to understand better about these institutions; and • More broadly, for our regional consultations and meetings around human rights – e.g. on gender and the law, for MPs, etc. – invitations will be sent to the Cook Islands government, but unfortunately I don't have access to any list which would indicate if any representatives from the Ministry attended those workshops.
<i>Current Plans and Future Opportunities for Cooperation</i>	Not provided
<i>Lessons Learnt</i>	Not provided
<i>Issues/challenges:</i>	Not provided

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