



PUBLIC SERVICE COMMISSIONER'S ANNUAL REPORT

FOR THE YEAR ENDED 30 JUNE 2021





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KAVEINGA ARANGATU | PUBLIC SERVICE EXCELLENCE

Front Cover Pictures taken during the Northern Group
and NES Public Service Induction 2021:
Top Pic – Tongareva Island Government
Right Pic – Pukapuka Island Government
Left Pic – National Environment Services (NES)
Bottom Pic – Manihiki Island Government



20 December 2021

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

Kia Orana Prime Minister,

I am pleased to present to you, as required under Section 9 of the Public Service Act (2009), my Annual Report for the financial year 1 July 2020 to 30 June 2021.

In this Report, I have provided a summary of:

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

This is my first Report, since taking up my position as the new Public Service Commissioner earlier this year. I take full responsibility for this Report and provide my reassurance with respect to the accuracy and reliability of the information contained within this Report.



Carl Hunter
Public Service Commissioner

ACRONYMS AND ABBREVIATIONS

CIFWA	Cook Islands Family Welfare Association
CIGOV	Cook Islands Government
CLO	Crown Law Office/Te Akinanga o te Ture
EMCI	Emergency Management Cook Islands
ERP	Economic Response Plan
FMIS	Financial Management Information System
FTE	Full time equivalent
FY	Financial Year
GSF	Government (NZ) Superannuation Fund
HoM(s)	Head(s) of Ministries
HRM	Human Resource Management
HRMIS	Human Resource Management Information System
INTAFF	Ministry of Internal Affairs/ Te Tango 'Akarangatira'anga Ora'anga
ICAO	International Civil Aviation Organisation
ICI	Ministry of Infrastructure Cook Islands/ Te Tango Anga'anga o te Kuki Airani
ICT	Information and Communication Technology
IMS	Incident Management System
MoA	Ministry of Agriculture/ Pae Tanu
MCS	Ministry of Corrective Services/ Te Tango Akatanotano
MoCD	Ministry of Cultural Development/ Tauranga Vananga
MoE	Ministry of Education/ Maraurau o te Pae Apii
MFAI	Ministry of Foreign Affairs and Immigration/ Te Kauono Tutara e te Mana Tiaki
MFEM	Ministry of Finance and Economic Management/ Te Tango Akatereanga Moni ō te Ipukarea
MoJ	Ministry of Justice/ Te Tango Tutara o te Ture
MMR	Ministry of Marine Resources/ Tu'anga o te Pae Moana
MoT	Ministry of Transport/ Te Mana Tumotu o te Kuki Airani
NSDP	National Sustainable Development Plan
ODA	Official Development Assistance
OPM	Office of the Prime Minister/ Koutu Mana Tutara o te Ipukarea
OPSC	Office of the Public Service Commissioner/ Paepae Ropi'anga o te Kavamani
OS	Organisation structure
SOE(s)	State Owned Enterprise(s)
TMO	Ministry of Health/Te Marae Ora

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PUBLIC SERVICE COMMISSIONER'S OVERVIEW

The Annual Report presents the results achieved by the fourteen Public Service Ministries as well as the progress on the implementation of the Cook Islands Government Public Sector Strategy 2016-2025 for the financial year (FY) 1 July 2020 to 30 June 2021¹.

This Report is arranged by Ministry (alphabetically) highlighting progress in the three priority areas of the CIGOV Public Sector Strategy 2016 - 2025 of 'People', 'Structures' and 'Systems'. The strategic priorities under the 'People goal' is to have progressive and high performing Public Sector employees, and so each Report highlights what each Ministry has accomplished in the human resources area - for its employees and/or its stakeholders.

Under the 'Structures goal' the Cook Islands Public Service is striving to have relevant and fit for purpose structures. For the 'Systems goal', the Report captures what each Ministry has done to ensure that its services to the public is responsive to their needs and expectations. The achievements listed in this Report have been taken from each Ministry's annual report of its implementation of its annual business plan.

PUBLIC SERVICE PERFORMANCE UNDER COVID-19

The COVID-19 global outbreak and its associated economic impacts had a significant impact on business viability and employment, with flow-on effects to Government revenues that will persist across the medium-term. The travel restrictions directly affected the tourism market in the Cook Islands, with a complete reduction in tourist volumes from the last quarter of 2019/20 through to May 2021².

The magnitude of the economic shock required concerted efforts from all Government Ministries to support the private sector, which was primarily provided through the Economic Response Plan (ERP). The ERP focused on expenditure on social and economic support for individuals and businesses to mitigate the economic impact to the community. The Ministry of Agriculture (MoA) for example, supported local farmers including seventy three (73) growers with their applications for the Sole Trader grant funding – which was made available under the ERP.

THE MAGNITUDE OF THE ECONOMIC SHOCK REQUIRED CONCERTED EFFORTS FROM ALL GOVERNMENT MINISTRIES TO SUPPORT THE PRIVATE SECTOR, WHICH WAS PRIMARILY PROVIDED THROUGH THE ECONOMIC RESPONSE PLAN (ERP).

The budgetary impacts of COVID-19 on the work of Ministries differed across all Agencies. The broadest impact was the deferral of the Government wide salary adjustments. Programmed increases to Agencies budgets (in the outer years) were also deferred or cancelled. Some Agencies received funding adjustments, for example MoA received an additional \$50K for shortfall in personnel due to the Government wide salary increase that was implemented for them in the 2019/20 FY but they also had \$100K which was due to take effect in 2020/21 FY cancelled and redirected to ERP work.

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

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

For the majority of the Ministries, they had to quickly adapt from their business as usual models to one where priorities changed and required employees ‘pitching in’ to take on roles that were sometimes out of their normal role description or through secondments to other Agencies. The Ministry of Health Te Marae Ora (TMO) was severely impacted and many of the Divisions had to pivot their staff to the roll out of the vaccination programme for example. Operations at the Dental Clinic was reduced to emergencies only with a small team of one Dentist, one Dental Assistant and a Receptionist who had to rotate during the vaccine roll-out. Infection, Prevention and Control (IPC) protocols were strengthened and well implemented in TMO with physical protective equipment (PPE) being provided for all staff and clients and IPC training provided for all staff. The Ministry of Justice (MoJ) had to adjust to having web conferencing sessions which required an increase in the preparation time to ensure such sessions were in order. It was recognized that Court staff have reduced capacity and a new Workforce Plan will likely recommend that the number of Court staff increase, particularly given that there is not enough coverage and staff are having to work beyond their normal hours and on weekends.

I AM PLEASED TO REPORT THAT A NUMBER OF SIGNIFICANT ACHIEVEMENTS HAVE BEEN REACHED WHICH IS REMARKABLE GIVEN THAT HEADS OF MINISTRIES (HOMS) ARE WORKING IN AN ENVIRONMENT OF UNCERTAINTY CREATED BY BUDGETARY CONSTRAINTS AND LOSS OF LABOUR THROUGH MIGRATION TO HIGHER PAYING SEASONAL WORK OPPORTUNITIES IN NEW ZEALAND.

Some Ministries like Ministry of Finance and Economic Management (MFEM), TMO, Ministry of Internal Affairs (INTAFF), Crown Law Office (CLO) and others were able to reprioritise work programmes by identifying work that could be deferred, and adjust flexibly to various demands whilst still delivering core functionality.

PUBLIC SERVICE PERFORMANCE UNDER THE PUBLIC SECTOR STRATEGY 2016-2025

The Cook Islands Government Public Sector Strategy, is a framework that encourages the review and strengthening of three priority areas (people, structures, systems) to improve the delivery of public services to the community. The Strategy is arranged over three phases, and we are in the ‘Implementing change’ phase; which encourages rationalisation of the structure of the Public Sector and strengthening working partnerships with all stakeholders to deliver results to achieve our national NSDP goals. With COVID-19, we have by default been forced into implementing change, as we try and pivot our services to meet the shifting landscape.

I am pleased to report that a number of significant achievements have been reached which is remarkable given that Heads of Ministries (HoMs) are working in an environment of uncertainty created by budgetary constraints and loss of labour through migration to higher paying seasonal work opportunities in New Zealand.

- This financial year (FY), we saw a number of changes in senior executive level positions in the Public Sector.
 - o Gerald McCormack, long time Director of the Cook Islands Natural Heritage Trust retired and was replaced by Joseph Brider on 6 January 2021. Brider was the former Director of the National Environment Service (NES).
 - o Russell Thomas, Public Service Commissioner for nine years exited the Public Service in January

2021 and was replaced by Carl Hunter who joined the Office of the Public Service Commissioner on 1 February 2021 for a three year term.

- o The Cook Islands Police Service welcomed their new Police Commissioner Turepu James Keenan who joined the Service on 31 May 2021 for a three year period replacing Maara Tetava who had been in the role for over a decade.
- o OPSC facilitated the roll-over of two HoMs – Danielle Cochrane (Ministry of Education) and Anne Herman (Ministry of Internal Affairs) in February 2021 for a three year period.
- o The new Clerk of Parliament Tangata Vainerere started his term on 20 April 2021 for a three year term.
- o The Secretary of Infrastructure Cook Islands (ICI) Diane Charlie-Puna was suspended by the Public Service Commissioner on 04 May 2021, pending the outcome of an investigation into the misappropriation of funds. Subsequent investigations and advice by Police resulted in Charlie-Puna's termination as HoM on 01 July 2021. Mr Wil Pille was appointed to the position of Acting HoM by the Public Service Commissioner effective as of 4 May 2021. Pille was the Director of Civil Works at ICI at the time of his temporary appointment.
- o The Director of NES Nga Puna was suspended by the Minister of the Environment Service on 7 April 2021 and subsequently terminated on 13 July 2021.
- o Two HoMs were re-appointed for a third term – Anthony Turua (Ministry of Cultural Development) and Tapaeru Herrmann (Ministry of Foreign Affairs and Immigration) at the end of the FY.
- Since our last Report for the fiscal year ending 30 June 2020, the total workforce population of the fourteen Public Service Ministries has decreased by 215, from 1,362 to 1,147. The largest increases were seen in the Ministry of Finance and Economic Management (MFEM) from 108 to 125, Ministry of Foreign Affairs and Immigration (MFAI) from 23 to 31 and Ministry of Corrective Services from 40 to 43.
- The number of male and female FTEs in the Public Service has decreased from 771 females last FY to 715 this FY; and there was an increase in the count of males from 426 for last FY to 432.
- There was no change in the employment numbers for the Island Governments remaining at 398 for both last FY and this FY, with slight increases in Aitutaki from 59 to 61, Mangaia from 51 to 54, and Pukapuka from 38 to 40. The increase in Pukapuka is due to their adoption of a rotational work scheme, whereby 3-4 people are working the equivalent of 1 FTE. There were decreases in Atiu, Manihiki and Mitiaro.

PEOPLE



The demographics of the Public Sector shows the following information.

- Our age profile for this FY, shows that the largest number of employees in the Public Service is in the 51 years to 60 years age group which is sitting at 493 employees which is a decrease from 526 employees in the last FY.
- While the Cook Islands Public sector labour force indicates a high number of females, the Pa Enua labour force is predominantly male sitting at 330 males compared to 68 females, which reflects the nature of work in the Pa Enua (which is primarily manual labour).
- OPSC processed 447 (774:19/20) Notifications of temporary and full-time Employee Appointments (NOAs) to the Public Service; 291 (968:19/20) Notifications of Employee Adjustments which includes any salary adjustments or employees moving to new positions within the same Ministry or (NOAs) Agency; and 334 (286:19/20) Notifications of Cessation of Employees (NCEs) from the Public Service. As will be observed, compared to the last FY, the number of employees joining the Public Service has decreased, and the number of employees exiting the Public Service has risen.

STRUCTURES



A large number of the Ministries revised their organisation structures to have organisations that remain relevant and fit for purpose.

- ICI is looking to reduce its seven Outputs to four Outputs. This will include merging a number of Divisions: the Civil Works and the Planning and Projects Divisions will be combined because ICI have never been able to adequately staff the technical roles; the Waste Management (WM) Division will be merged with - National Hydrography and Geoscience to form a new Output. It is possible for WM to be transferred to To Tatou Vai in the medium term. These changes will allow the Directors for Planning and Projects and Civil Works to focus on their core functions. The HoM will manage this new Output.
- As a result of COVID-19, TMO also restructured by creating a new Health Intelligence Unit which will include two new functions – contact tracing (to enable TMO to identify persons who may have come into contact with a person infected with COVID-19) and providing travel authority (due to international border closures). HIU will add these two new functions to their current Events, Surveillance and Response role.
- With the Island Governments – MFEM, the Office of the Prime Minister (OPM) and Office of the Public Service Commissioner (OPSC) standardized the functional roles of the Island Government organisation structures. This exercise involved renaming of the Divisions in the Pa Enua, so they all use the same titles given that they are delivering the same work programmes. The work groups of each Island Government has been categorized into the following: Corporate Services, Island Council, Public Utilities, Infrastructure and Airport, Agriculture and Natural Resources and Social and Economic Development.

SYSTEMS



All Ministries have improved their systems through their policies, plans and processes to make sure that their services are responsive to the needs and expectations of the public. Some key achievements in this space included:

- The Ministry of Agriculture (MoA) signed a MOU with Te Are Manu Veterinary Services on 15 June 2021, to promote the humane treatment and appropriate medication of all livestock in the Cook Islands.
- The implementation of the Offender Management system has enabled the Ministry of Corrective Services (MoCS) to report a 0% reoffenders' rate.
- \$97m was distributed through the Economic Response Plan (ERP) programmes.
- Provision of business support through the new Smart Economy and Agritech grants programmes
- Completion of Te Mato Vai Water project.
- Soliciting \$650k from the Australian Government to support Police Maritime patrol activities and strengthen surveillance of our EEZ.
- Puna community clinics - total of 36,700 Nurse consults over the last months, cumulatively monthly average of 3058 Nurse consults with average 657 clients. Service coverage; (37%) medication refills, (25%) Nurse consults including triage, Laboratory, dressings (23%), COVID-19 screening includes swabbing and advising results, (7%) home visits including palliative care, (7%) child care and immunisations.
- Puna community clinics - Doctor consults - weekly doctor visits, x2 alternating across Puna (n=1113); monthly average 159 Puna Doctors consultation including phone consults.
- Road safety signage programme being implemented around Rarotonga.

PART 1: PUBLIC SERVICE PERFORMANCE

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

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

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

In addition to the Annual review, OPSC conducts a Mid-Year review which monitors the progress of implementation of each Ministry's outputs. The purpose of the Mid-Year review is to identify any challenges that may hinder full implementation of the Agency's business plans and that the Ministry has strategies or solutions in place to mitigate those risks.

PERFORMANCE FOR THE LAST FINANCIAL YEAR

Following the annual reviews conducted last FY, the Public Service Commissioner rewarded the following ten HoMs and their Ministries – Temarama Anguna-Kamana (MoA), Teokotai Joseph (MoCS), Danielle Tungange Cochrane (MoE), Tapaeru Herrmann (MFAI), Garth Henderson (MFEM), Bob Williams (TMO), Tamatoa Jonassen (MoJ), Pamela Maru (MMR) and Myra Patai (OPSC) - with Public Service Merit Awards for the 2020-21 FY. These HoMs and their Agencies scored a '4' in recognition of their performance as Public Service Leaders who had above average performance.

Anne Herman and the Ministry of Internal Affairs scored the highest rating of a '5' in recognition of their 'exceptional' performance.

Table 1 summarizes the performance of the Ministries for the 2020/21 FY. It shows that Ministries are aware of the public's expectations of them to improve their performance and so HoMs have endeavoured to deliver on Government's priorities within a COVID-19 environment.

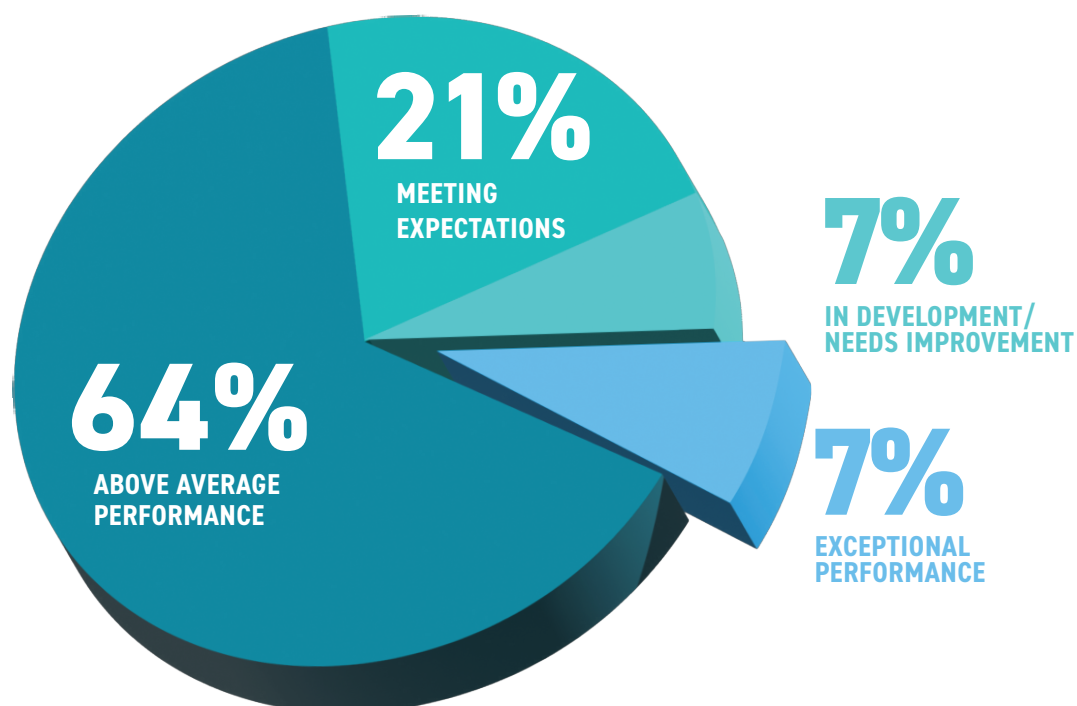
Table 1: Annual Performance Review					
AGENCY	2016/17	2017/18	2018/19	2019/20	2020/21
Ministry of Agriculture/ <i>Pae Tanu</i>	3A (64.4%)	2A (65.3%)	4A (94.5%)	5A (96.5%)	4B (92.5%)
Ministry of Corrective Services/ <i>Te Tango Akatanotano</i>	NA	NA	NA	4A (88.5%)	4B (93%)
Ministry of Cultural Development/ <i>Tauranga Vananga</i>	2B (48.5%)	3A (75%)	2B (59%)	4A (86%)	3B (83.5%)
Ministry of Education/ <i>Maraurau o te Pae Apii</i>	4A (68.8%)	3A (75%)	3B (79%)	3B (80%)	4B (92%)
Ministry of Finance and Economic Management/ <i>Te Tango Akatereanga Moni o te Ipukarea</i>	2A (55%)	3B (75%)	3A (75%)	4A (86.5%)	4B(88%)
Ministry of Foreign Affairs and Immigration/ <i>Te Kauono Tutara e te Mana Tiaki</i>	2A (53.9%)	2A (71.9%)	4A (84%)	4A (88.5%)	4B (89%)
Ministry of Health/ <i>Te Marae Ora</i>	4A (71%)	3A (78%)	2A (71%)	5A (97%)	4B (90%)
Infrastructure Cook Islands/ <i>Te Tango Anga'anga o te Kuki Airani</i>	2B (68.5%)	2B (70.4%)	4A (88%)	3B (76.5%)	2C (63%)
Ministry of Internal Affairs/ <i>Te Tango 'Akarangatira'anga Ora'anga</i>	3B (60.7%)	2A (66%)	2B (73%)	5A (96.5%)	5B (99.5%)
Ministry of Marine Resources/ <i>Tu'anga o te Pae Moana</i>	3B (62.6%)	3B (75.6%)	3A (85%)	4A (90.5%)	4B (93%)
Ministry of Justice/ <i>Te Tango Tutara o te Ture</i>	2B (43.4%)	2B (56.8%)	2B (74%)	3A (81%)	4B (93%)
Ministry of Transport/ <i>Te Mana Tumotu o te Kuki Airani</i>	2B (52.82)	2B (61.7%)	3B (85%)	3A (83%)	3B (81%)
Office of the Prime Minister/ <i>Koutu Mana Tutara o te Ipukarea</i>	3A (60)	3B (74.8%)	3B (81%)	3A (76.5%)	3B (78.5%)
Office of the Public Service Commissioner/ <i>Paepae Ropi'anga o te Kavamani</i>	3B (60%)	3B (81%)	3A (82%)	4A (86%)	4B (88.5%)

1.1. KEY ACHIEVEMENTS

The chart on Public Service Performance below shows a total of 330 (422:2019/20) Key Deliverables (KD) were monitored across 70 (69: 2019/20) Agency Outputs. There were improvements in the implementation of the key deliverables (KD), 7% (4%: 2019/20) achieved exceptional performance or a '5' rating, 64% (20%: 2019/20) of the KDs achieved above average performance or a '4' rating, 22% (63%: 2019/20) of the KDS met performance expectations or a '3' rating, and 7% (12%: 2019/20) of the KDs need improvement or their performance is in development or a '2' rating and 0% (2%: 2019/20) of the KDs were unsatisfactory or showed poor performance or a '1' rating.

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

PUBLIC SERVICE PERFORMANCE



Organisational Management

Government has developed Standards for an Organisation Fit for Purpose which each Public Service Agency must adhere to. These Standards identify key organisational management tools that contribute to an Agency's success. Organisational management is the process of organizing, planning and managing resources to help the Ministry achieve its objectives and goals.

Table 2 below, illustrates progress towards implementation of these management standards and tools and identifies dates in which each Standard is due for review. Organisational management requirements are usually included in a HoMs Critical Success Factors.

Table 2: Ministries Organisational Management Tools						
AGENCY	Strategic Plan	Workforce Plan	Training & Development Plan	Risk Management Plan	Communication Plan	Fit for purpose Organisational Structure
MoA	2020-2025	2020-2024	2020-2024	2020-2021	2019- 2024	14 Oct 2019
MoCS	2020-2025D	2019-2024	2020-2024	2021	2020-2024	08 Dec 2021
MoCD	2017-2030	X	2020-2021D	#	2021/22D	27 Feb 2020
MoE	2020-2023 Δ	2020 - 2024	X		2021-2023	1 Jul 2017
MFEM	2021-2025D	#	X	X	#	3 May 2021
MFAI	2019-2024 Δ	X	X		2020-2025D	08 Jul 2020
TMO	2017-2021	2016-2025	2020-2021	X	D	26 Aug 2021
ICI	2016-2021		X		June 2021D	10 Nov 2021
INTAFF	2017-2022	2020	2020-2021	2016-2022	2019-2020	17 Nov 2021
MoJ	2021-2026	2019-2022	#	#	2019-2021	10 Aug 2020
MMR	2022-2027 D	X	2016	X	2018-2021	09 Jul 2020
MoT	2020-2025	2018-2020	Jan 2022D		2021-2025	29 Jan 2021
OPM	2019-2024	X	X		X	13 Jun 2019
OPSC	2016-2020	2018 -2025	2018	2019-2021	July 2020	13 Sept 2021
Legend: ✓ = Plan has been completed; ; X = Plan not started; # =Plan in Progress; D=Draft; Δ= Statement of Intent						



MINISTRY HIGHLIGHTS

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

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



PEOPLE

Progressive and high performing employees



STRUCTURES

Relevant and fit for purpose public sector



SYSTEMS

Responsive service delivery

PAE TANU MINISTRY OF AGRICULTURE

MoA PROFILE



Secretary:	Mrs Temarama Anguna-Kamana
Start date:	22 October 2018
End date:	22 October 2021
Total FTE staff:	33
Females/Males:	10/23
Outputs/Divisions & Managers:	Output 1: Crops Research – Mr William Wigmore; Output 2: Biosecurity – Mr Ngatoko Ngatoko; Output 3: Advisory – Mr Takili Tairi; Output 4: Corporate Services – Ms Sanjinita Sunish
Portfolio Minister:	Hon. Mrs Vainetutai Rose Toki-Brown

The Ministry of Agriculture's (MoA) overall performance rating is 93% (4) indicating that its performance is above average. MoA scored 44/50% for the achievement of its 18 Business Plan KDs, indicating that its performance is above average across its four Outputs: Crop Research, Biosecurity, Advisory and Corporate Services. This equated to 16 of the 18 KDs being achieved.

The passing of the Agriculture Act 2021 by Parliament on 23 March 2021; the completion and implementation of the Agriculture Sector Action Plan (2020-2025); and the submission of the reviewed Biosecurity Regulations for Cabinet approval on 20 April 2021, implementation of the Cook Islands Agricultural Master Plan and the successful roll-out of the Pa Enua Action for Resilient Livelihood (PEARL) project were significant achievements for the Ministry.

MoA has replaced the Strategic Plan 2017-2020, with the Agriculture Sector Action Plan 2020-2025, and have already implemented four of the six objectives contained in this plan.

The MoA administers three pieces of legislation including the Agriculture Act 2021, Biosecurity Act 2008, and the Pesticide Act 1987, through its Crop Research, Bio Security and Advisory Services Divisions.

NATIONAL SUSTAINABLE DEVELOPMENT PLAN

The Ministry reported extensively on its achievements and contributions towards the NSDP goals with targeted initiatives implemented and achieved for each. Of particular note, for which MoA should be commended, significant achievements have included:

- Goal 7: MoA has a collaborative/partnership role with local NGOs including Korero o te 'Orau to improve health and promote healthy lifestyles,
- Goal 9: MoA has a collaborative/partnership role with school and community programmes by distributing seeds for their gardens and by completing an Agriculture Expo with Apii Avarua.
- Goal 10: It increased its advisory visits to farmers to a total of 169 field visits on Rarotonga.
- Goal 11: It is actively undertaking surveys to assist protect biodiversity.

CHALLENGES

An identified challenge for MoA is the lack of mandate for Biosecurity to penalise non-compliance with biosecurity requirements.

PEOPLE



- Biosecurity officers in the Northern group islands received airport and seaport border protection training and development.
- Training was provided to local farmers and stakeholder groups on the awareness of Invasive Species.
- An increase in the number of field advisory visits and a shift to meet farmers after hours when they were available.
- Participated in the Careers Expo for Rarotonga-based schools and exhibited an Introduction to Agriculture.
- Rarotonga-based Primary and Secondary schools participated in school agricultural programmes.
- Continuous partnerships with Te Korero o te Orau, and the Atui'anga o te Tango programme for Youth.
- Supported local farmers including seventy three (73) growers with their applications for the Sole Trader grant funding.
- Two (2) Penrhyn hydroponic plants became fully operational following a training by MoA to the staff from 23 February to 03 March 2021.
- Two (2) senior Biosecurity officers travelled to Aitutaki from the 10 to 12 February 2021 to inspect the TNM Ltd transitional pack house facility in support of its export venture.
- The Biosecurity team assisted and inspected Ki Kiko Ltd with its exportation of fresh chilled taro to New Zealand.

STRUCTURES



- Expansion of the nursery facility to increase production of focused target crops and new varieties.
- Increase in the number of commercial, semi commercial and home gardeners purchasing and using organic pesticides.
- The Mitiaro hydroponics plant opened on 29 April 2021.
- Mitiaro Agriculture department received an excavator on 27 January 2021.
- Funded through the Japanese Government, the Mauke and Atiu Agriculture Departments received an excavator and a water cartage truck each.
- Palmerston seaport certified as an entry and exit port.

SYSTEMS



- Varieties of taro (8 and 24) from Pukapuka and Nassau maintained, in preparation for planting in raised taro patch and wetland in Rarotonga.
- The fly trapping programme recorded low numbers of the *Bactrocera melanotus* and *Bactrocera xanthodes* species.
- An Ant surveillance activity at Avatiu Port, Rarotonga was conducted in December 2020 and another in Aitutaki from the 17 to 21 May 2021.
- The floriculture programme re-commenced with the importation of 200 varieties of orchids, all of which were sold and distributed.
- Implementation of the Pacific Regional Integrated Food and Security Initiative to COVID-19 (PRISCO) project effective 01 March 2021 which provided an opportunity to rollout another free seeds/seedlings programme, assist Livestock farmers with medication and Poultry farmers with live chicks and feed.
- Signed a Memorandum of Understanding (MOU) with the Business Trade and Investment Board (BTIB) effective 14 April 2021 where the Ministry is responsible for the management of the agricultural sector and the development of sustainable agricultural practices (crop and livestock management).
- Signed a MOU with Te Are Manu Veterinary Services, 15 June 2021, to promote the humane treatment and appropriate medication of all livestock in the Cook Islands.

- Signed a Grant Agreement for the Implementation of electronic phyto (ePhyto) in the Cook Islands with the Commonwealth of Australia represented by the Department of the Agriculture, Water and the Environment (DAWE). This will allow the purchase of IT equipment for the implementation and introduction of ephyto sanitary certificates for all imports into the country. A grant of AUD\$36k was received.
- On 08 June 2021, in partnership with Manaaki Whenua Landcare Research, New Zealand, released the second bio-agent for African tulip trees (Spathodea beetle), a leaf-mining beetle on Mangaia.
- The team also collected Heliconius butterflies on Rarotonga and Mangaia for DNA studies.

COMMUNICATIONS

- MoA has a Communications Strategy (2019-2024) which was implemented in 2019. The Ministry has completed: 4 quarterly newsletters, 12 monthly Punanga Nui market newsletters, four quarterly Pa Enua market newsletters and 1 quarterly Biosecurity newsletter. All these are available on the Ministry website and FB page. The Ministry provides its newsletters to their stakeholders and partners overseas Ministry of Primary Industries (Biosecurity NZ), Pacific Invasives Initiative (PII) etc. Results from their Facebook page reveal a wide reach and engagement with the community in and outside of the Cook Islands.
- Strategic Partnerships/Donor Agencies
- The HoM has established and maintained positive strategic partnerships with donors including the Food and Agriculture Organisation and the Secretariat of the Pacific Community, which have resulted in funding for various projects. MoA has also engaged with the Asian Development Bank (ADB) for technical assistance to assist with the 2021 Agriculture Census and are working with Pacific Horticultural and Agricultural Market Access (PHARMA) Plus on trade initiatives to improve market access for Cook Islands exports.

AUDIT STATUS

- Whilst the MoA have complied with the MFEM reporting timelines with no overspends, the commentary provided by the Audit Office that, 'it is still waiting on MoA to submit information for 2021/21 FY'.

TE TANGO AKATANOTANO MINISTRY OF CORRECTIVE SERVICES

MoCS Profile



Secretary:	Mr Teokotai Joseph
Start date:	26 November 2018
End date:	26 November 2021
Total FTE staff:	42
Females/Males:	9/33
Outputs/Divisions & Managers:	Output 1: Probation Service - Mrs Angelique Elisaia; Output 2: Prison Service - Mr Teariki Purua; Output 3: Corporate Services - Mr Aashqeen Hasan
Portfolio Minister:	Hon. Mr George Angene

The Ministry of Corrective Services (MoCS) overall performance rating is 93% (4) indicating that performance is above average.

There were 15 KD comprising 20 specific work deliverables and 24 measures for this FY included in the Ministry's Business Plan. Due to lack of available funding, two KDs were discounted in the final ratings of their annual review, so as not to penalise MoCS for issues beyond its control.

A total of 13 KDS were therefore rated, comprising 18 specific work deliverables and 22 measures. All 13 KDs were rated as meeting or exceeding expectations (3 or higher) which is an excellent result. Five KDs were deemed to demonstrate above average performance and were rated 4.

There are notable achievements by the Ministry within this reporting period, which include: achieving the financial audit 'unmodified' status utilising the newly introduced e-system for auditing; development and completion of the MoCS Strategic Plan; and the implementation of the Offender Management system that has enabled the Ministry to report a 0% reoffenders' rate.

NATIONAL SUSTAINABLE DEVELOPMENT PLAN

- Goal 7: The Ministry has a partnership with the Ministry of Agriculture providing support to Prison Services and contributing to the goal of food security.

CHALLENGES

- The Ministry needs to address the gap in its engagement with the general public through its communication tools - website or email. It also needs to scope the sustainability of support from service providers for employment or training of offenders as part of the rehabilitation programme without budget support. MoCS intent to contract essential professional psychologist services to support the assessment programme, because they cannot rely on TMO services, due to the high number of individuals requiring TMO Psychological support.

PEOPLE



- Successfully procured funding support from NZ Core Sector Support via MFEM to support correctional specific programmes for staff. The partner in this initiative is the New Zealand Correctional Services.
- Conducts formal six-monthly and annual performance appraisals for all staff.
- Participated in its first Career Expo for the Ministry which it deemed very successful.
- Thirty five psychological assessments were conducted for inmates, representing an improvement from the 2019/20 Financial Year.
- Management plans were developed and implemented for nine of the high risk Prison inmates.
- Low rates of re-offending was recorded within this reporting period.
- 65 reports were submitted to the High Court, with 67% recommendations accepted and followed by the Court. Probation Service exceeded the 50% acceptance rate.
- 18 unemployed Probationers were placed on training programmes despite no Memorandum of Understanding being signed.
- A total of twenty inmates were employed on the Work Scheme Programme.
- Thirty eight inmates enrolled and attended rehabilitation and training programmes, some of which will be completed in November 2021.

STRUCTURES



- The Organisational Structure was approved in April 2021, noting that a further review will likely occur in the upcoming FY to include a Psychologist for the Ministry.

SYSTEMS



- The Strategic Plan was developed internally with the assistance of the New Zealand Corrections.
- The NZ Corrections assisted in the review of the Risk Management Plan.
- Development and implementation of the Risk Assessment tool in August 2020 was part of the overall management of offenders to reduce re-offending.
- Development and implementation of the Offender Management Plan in August 2020 which resulted in high rates of management and no re-offending within the reporting period.
- Internal Policies such as the Work Gang Policy, and Finance Policy were developed during this reporting period whilst a number of other reviews are currently underway.
- The Corporate Division has started digitisation of documentation.
- The Ministry received from the Public Service Commissioner a Merit Award for its performance in 2019 -2020.

COMMUNICATIONS

The HR Policy which includes communication is currently under review. A Communication Plan is developed which encompasses information management requirements. Daily interactions with the general public has been reported, mainly through email interaction.

STRATEGIC PARTNERSHIPS/DONOR AGENCIES

The Ministry reports that it has engaged with NZ Corrections Service and the New Zealand Core Sector Support funding programme managed by MFEM for supporting their people development plan activities. Other service providers in the Cook Islands include NGOs who provide support to the Prison Services.

AUDIT STATUS

Received an 'unmodified' status for the audit on the finances of the Ministry, through an online 'e-audit' system and achieving an excellence rating in the CookSafe spot audit.

TAURANGA VANANGA MINISTRY OF CULTURAL DEVELOPMENT

MoCD Profile



Secretary:	Mr Anthony Turua
Start date:	01 July 2018 (Second term as HoM)
End date:	30 June 2021
Total FTE staff:	22
Females/Males:	14/8
Outputs/Divisions & Managers:	Output 1: Cultural Identity - Ms Ngatuaine Maui; Output 2: Cultural Heritage - Mrs Justina Nicholas; Output 3: Cultural Governance – Mrs Ngarangi Tangaroa-Teio
Portfolio Minister:	Hon. Mr George Angene

An overall performance rating of 83.5% (3) was achieved by MoCD for this reporting period and given the constraints brought about by the COVID-19 pandemic, this is a satisfactory result indicating that MoCD is meeting its performance expectations. Across its three outputs, there were 18 deliverables, two of which were removed at mid-year with the permission of the Public Service (PS) Commissioner, due to budget constraints which impacted on the Ministry's ability to deliver as intended. Of the 16 remaining deliverables, two rated 5 (Exceeding Expectations); six rated 4 (Above Average Performance) and eight rated 3 indicating that all deliverables were achieved.

Some achievements included the completion of the set up of the Trust Funds Plan for cultural access which enabled online sales of digital products. MoCD is continuing to work on enabling online access to royalties. The Ministry was also able to host following strict COVID-19 guidelines the following national events: - Te Mire Tiare – November 2020; Te Mire Atu - March 2021; Te Maeva Nui Tangi Ka'ara - March 2021; and Te Mire Ura – April - May 2021. They also co-hosted other events including: National Prayer Service, Gospel Day, School Cultural Festival and Parliamentary sessions.

NATIONAL SUSTAINABLE DEVELOPMENT PLAN

- Goal 14: The Ministry has implemented the Tateni Korero programme nationwide and it will be included in Maori school curriculum. The Cook Islands Cultural and Historical Sites Database is updated on a regular basis.

CHALLENGES

The Covid-19 pandemic has played a major role in changing the way the MoCD works and delivers activities. MoCD faced many challenges getting their Translator and Interpreter training programme as an accredited scheme. To help track the Ministry's track its success of its initiatives, MoCD needs to undertake research to understand the size and scope of the arts and creative sector, against the impact of Covid-19 and how this will assist it develop some cultural recovery initiatives. Strengthening the E-ticketing/booking system requires further attention.

PEOPLE



- The Cultural Governance Division offers capacity building 'Kura' sessions where the staff are required to present or be trained on a particular topic. While it was envisaged that these would occur once each month, the advent of Covid-19 has meant they have not been held regularly.

STRUCTURES



- As stated in the 2019-20 Annual Report, the Capacity Assessment Report recommended that the Ministry requires a minimum of 31 staff to run its core function and also all its events management functions. This has been deferred further due to the COVID-19 pandemic.
- There are no positions vacant currently, however, new positions on the approved structure have been deferred to 2022/23 FY due to the current economic landscape

SYSTEMS



- Risk Management Policy endorsed in November 2019 was reviewed and re-endorsed in March 2021.
- First draft of the Intellectual Property framework completed in March 2021.
- National Culture Policy Monitoring and Evaluation framework review completed in June 2021.
- Vendor Policy final draft completed and revised in March 2021.
- Currently developing regulations for the Copyright Act and Traditional Knowledge Act 2013.
- Successful coordination of the translator and interpreter workshop in March 2021.
- Hosted a number of National Cultural Events, including: Te Mire Tiare - November 2020; Te Mire Atu - March 2021; Te Maeva Nui Tangi Ka'ara - March 2021; Te Mire Ura - April - May 2021.
- Successful co-hosting of other National Events, including: National Prayer Service; Gospel Day; School Cultural Festival; Parliamentary Sessions.
- The extraction and listing of artefacts and antiquities from the Heritage Collection Database for the island of Manihiki with twelve (12) items and three (3) Marae.
- The reading programme (March 2021) held on a weekly basis that averaged 100-150 school children using the library.
- Archives meeting its accession targets for Cook Islands collection:
 - Digitization of Cook Islands newspaper collection (1981-1983), 1991-2000
 - Completion of deselection policy final draft completed September 2020
- Five community events recorded for historical records:
 - Blessing of the Atu Pare Marae (11 August 2020)
 - The investiture of Numangatini Ariki, Mangaia
 - Role of Women during the World War I & II "Knitting for soldiers" project organized by Pa Ariki
 - Traditional medicine from the Northern Islands organized by Pastor Ngarima George
 - Cultural Tour-Guide workshops to promote historical sites in Takitumu and Puaikura (Apr-May 2021)

COMMUNICATIONS

The Communication Strategy and Action Plan is in draft and is expected to be finalised in the 2021/22FY. The MoCD relies heavily on its IT Information System for communication, the promotion and use of social media platforms such as Facebook, and its own Website.

These systems contribute significantly to generating revenue to offset its regular trading revenue. The Ministry appreciates that digital and information technologies are changing rapidly and have reported that they will be reviewing their IT and Communication Policies in the future.

The MoCD maintains close engagement with a vast range of cultural entities including Performing Arts, Arts and Crafts, Canoeing Society, Film Industries, Music Associations, Library and Museum entities, Tertiary and Trade Skills Institutes, Religious Advisory, Traditional Leaders, Business Sectors, Non-Government Organisations, Sports Organisations and Communities. Strong engagement also continues with the Ministry's regional and international partners.

STRATEGIC PARTNERSHIPS

The Ministry is commended for working solidly with international partners such as the United Nations Education, Science and Cultural Organisation (UNESCO), World Intellectual Property Organisation (WIPO), the Governments of India, China and New Zealand to access resources and support in the areas of capacity building, consultation, equipment and infrastructure, copyright regulations, policies and intellectual property.

- Technical and resourcing support from Zhuhai Provincial Government.
- Successful in sourcing external funding from UNESCO of USD100k (NZD 153k) for the Intangible Cultural Heritage (ICH) Project in the 2020/21 FY.
- Received USD100k from the Estate of the late Ms Julie Speaker of the USA who donated her investment towards the National Archive Digitization Work plan for materials in the 1940s.
- The Ministry is also working currently with ACP-EU to provide funding support for the Cultural Creative Sector.
- Participated in virtual workshops on copyright and related rights for performers of South Pacific countries; Copyright for Culture and Tourism meeting; and WIPO meetings.

AUDIT STATUS

The MoCD is still awaiting its final audit report for the 2019/2020 FY. However, while the HoM is expecting an unmodified opinion, the Audit office advises that there are still issues around PAYE and VAT filings.

MARAURAU O TE PAE APII MINISTRY OF EDUCATION

MoE Profile



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

The Ministry of Education's (MoE) performance rating is a 92% (4) indicating above average performance. The MoE reported on 19 KD comprising 52 work deliverables and 75 measures. Fourteen of the 17 KD scored a rating of 3 and above. Of the remaining five, four were deemed to be in need of improvement with one rated as showing poor performance.

English and Cook Islands Maori Literacy results at the Primary School level remain off track and below targets, although there has been slightly improved performance from 2019 to 2020 in three areas. However, results are still below the targets set to achieve the goals of the Education Master Plan (EMP) follows: Yr 4 English – 35.3% below; Yr 8 English – 14.3% below; Yr 4 Cook Islands Maori – 20.5% below; and Yr 8 Cook Islands Maori – 40.3% below.

Raising numeracy levels continues to pose a significant challenge. Compared to 2019 results, in 2020 both Years 3 and 8, where testing is undertaken, were concerning. Year 3 numeracy dropped to 68% (71% in 2019) and at Year 8 there was a further decline to 35% (38% in 2009). The 2020 results show that Yr 3 numeracy is currently 19% below target and Yr 8 numeracy is 51.3% below target. This will require MoE to address and rectify as the end of the EMP nears.

At secondary level, NCEA literacy results are 8% above target with a 95% achievement rate, while NCEA numeracy are 4% below and sitting at 83%. There is need for immediate action to address the current performance in numeracy and literacy at the Primary level.

Figures quoted exceed targets for NCEA results at all levels (Level One +1.6%; Level Two +9.5%; Level Three + 10.5% above target). NCEA Level Three showed a slight decrease of 1% compared to 2019 results, however, all other achievement levels increased (Level One –76% compared to 75% in 2019; Level Two – 83% compared to 76% in 2019). The increase in achievement at NCEA Level Two is very positive.

MoE has continued to work collaboratively with other agencies including MoCD, Te Kopapa Reo Maori and the University of the South Pacific (USP) as it prioritised Cook Islands Maori and Cultural development. This work has not yet transferred into improved Maori literacy outcomes in most areas, however the Maori Speech Competition and a range of cultural programmes delivered in the Pa Enua were successful achievements. There has been progress on getting all MoE Job Descriptions (JDs) entered onto the Strategic Pay (SP10) template for review by the Joint Evaluation Committee (JEC). This work was also a KD in 2018, 2019 and 2020 so is long overdue.

NATIONAL SUSTAINABLE DEVELOPMENT PLAN

The Ministry contributes directly to 13 of the 16 NSDP goals and rates itself on track for all of these.

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

CHALLENGES

The MoE continues to offer the Concurrent Teacher Training (CTT) programme with three new teachers graduating in this FY. It is pertinent to consider whether or not training new teachers at this rate will meet the requirements of the Ministry's Workforce Plan (2014-2024) and fill current vacancies.

Twenty-seven vacant positions were reported by the MoE, of which 44% are school based, 33% at MoE Headquarters, and 22% at the Cook Islands Tertiary Training Institute (CITTI). It is expected that an analysis as to why there are so many vacant positions, including exit interviews, should be undertaken so that objective data can be obtained to inform effective decision making in this space. Anecdotally COVID-19 has impacted negatively on recruitment, but is this the only reason. The inability to fill all vacant positions necessitated the narrowing of curriculum choices for, in particular, secondary students.

PEOPLE

- 72% of employees completed performance development plans (pdps) however, feedback from employees indicates dissatisfaction with the current appraisal and development process and the lack of timeliness in receiving feedback on their performance. It is recommended that moe look to improve both employees perception and moe performance in this area.
- There remains a significant proportion of the teaching work force who have not yet completed their first degree. The moe statistics report (2020) shows that 30% of secondary teachers, 56% of primary teachers and 73% of ece teachers do not hold a degree level or higher qualification.
- Filling places to absorb available funding for the diploma in vernacular languages programme through usp and ensuring all those enrolled in the usp summer school programme (cm331) meet requirements. Currently, only nine places have been filled and ten in the summer school programme. Seven participants are reported by the moe as meeting their requirements for successful completion.
- Completing the evaluation of the sabbatical leave programme. At the mid-year review it was noted that there were currently no sabbatical opportunities available for staff due to the large number of vacant positions.
- The upskilling of teacher aides has continued with the implementation of sound support initiatives.
- Training support has been provided to parent teacher school committees by moe.
- Good progress in upskilling tertiary tutors to assessor/moderator qualification requirements.
- The advent of covid-19 restricted support opportunities to scholarship students, although moe has maintained regular contact and support through other media.

STRUCTURES

- The Ministry relies on external reviews to review HRM and resource capacity needs. Annual assessments of CITTI do occur frequently. As part of their reporting obligations to NZQA, the Annual Return of Students and Staff at Private Training (RS20) is submitted every year. Completion of which secures CITTI accreditation with NZQA. NZQA will conduct an External Evaluation Review (EER) every 3 - 5 years, depending on previous review. The previous EER was conducted in 2015/16. CITTI were due for an EER in 2021 but this has been deferred, as typically these visits

are conducted in person, but New Zealand is considering virtual reviews.

- Most schools have legally compliant School Committees (Parent Teacher Associations) except Nassau and Niua (Pukapuka) due to their unique system.

SYSTEMS

- The MoE is proactive in representation at Multi-Agency social services meetings and takes a lead role in the promotion of new initiatives in this forum.
- A successful Careers Expo for senior students was undertaken.
- Ongoing strong support for students to access quality careers education.
- Preparation of a current Statement of Intent (SOI) for CITTI for 2021-2023 is currently being drafted and is due for completion in August 2021.
- Te Kakaia programme has been actively promoted and parents on Rarotonga and Aitutaki have received training.
- Excellent response to Fees Free Initiative and 20 continuing education programmes delivered (11 in the Pa Enua). It is acknowledged that this initiative restricted the number of continuing education programmes able to be offered in this period.
- All eight Private Schools have completed Memoranda of Understanding (MoUs) with the MoE and good progress at year end on 2021-2022 MoUs.
- ICT support to schools and providers continues to function well. The misuse of IT is monitored regularly and purchasing and replacement plans are in place.
- Due to restrictions imposed as a result of Covid-19, there have been limited opportunities for face-to-face workshops. More recently Learning & Teaching Advisors have recommenced school visits to the Pa Enua to provide support to teachers.
- The Ministry continues to deliver a non-core function which is to serve as the Secretariat and member of the National Commission of UNESCO.
- A progress report on the current EMP is expected to be completed before December 2021 and will inform the new EMP. This EMP will also inform the Ministry's Business Plan for the next FY.
- 70% of public schools had their accounts audited for the 2020 calendar year and 80% have submitted accounts for this calendar year; 63% of private schools submitted accounts for the 2020 calendar year. MoE continues to monitor this requirement from schools.

COMMUNICATIONS

A new Communications Strategy has been prepared and implemented.

STRATEGIC PARTNERSHIPS/DONOR AGENCIES

MoE maintains engagement with the Development Co-ordination Division (DCD) on the provision of Core Sector Support received from New Zealand. Funding under the Participation Programme of UNESCO may be forthcoming if applications are successful and MoE maintains this relationship as a member country.

Cook Islands Diaspora - MoE uses the annual recruitment drive in Auckland, NZ to engage with the diaspora. It also relies on social media and the promotion of the Cook Islands Scholarship Programme for this purpose. There are opportunities for the Ministry to strengthen this relationship, perhaps through the Cook Islands High Commission in NZ, in the hope of attracting more Cook Islanders home.

The Ministry reports significant engagement with Agencies in the sector and those contributing to it including: MOH, MOIA, Police, National Youth Council, Red Cross, Cook Islands Family Welfare Association (CIFWA), MoJ, Cook Islands Tourism, MoCD, and Industry Groups including the Tertiary Education Committee.

AUDIT STATUS

Unmodified audit opinion received. No significant issues requiring action were identified by the Audit Office. Any identified adjustments were deemed immaterial and disregarded by Audit.

TE KAUONO TUTARA E TE MANA TIAKI MINISTRY OF FINANCE AND ECONOMIC MANAGEMENT

MFEM Profile



Secretary:	Mr Garth Henderson
Start date:	16 December 2018 (Second term as HoM)
End date:	16 December 2021
Total FTE staff:	141
Females/Males:	100/41
Outputs/Divisions & Managers:	Output 1: Economic Planning – Dr Pim Borren; Output 2: Finance Management – Mr Teu Teulilo; Output 3: Revenue Management – Mr Xavier Mitchell; Output 4: Cook Islands Statistics Office – Mrs Taggy Tangimetua; Output 5: Development Coordination Division – Mr Mani Mate; Output 6: Major Projects Procurement Support – Mrs Angelia Tangapiri; Output 7: Office of the Financial Secretary
Portfolio Minister:	Hon. Mr Mark Brown

The Ministry's overall performance was 88% (4) comprising total scores of 66/70% for its output results and 22/30% for its organisational management. Across its seven outputs, there were a total of 33 KDs of which 32 were achieved. Of these, three KDs (9.4%) were deemed to demonstrate exceptional performance; 12 (37.5%) had above average performance; and 16 (50%) met performance expectations. One KD was rated by both the Ministry and this review as unsatisfactory.

Some key achievements included the completion of the Economic Development Strategy (EDS), effective roll out of the Economic Response Plan (ERP) and the completion of Te Mato Vai water project, the largest infrastructure projected implemented in the Cook Islands since the 1974 Rarotonga International Airport project.

NATIONAL SUSTAINABLE DEVELOPMENT PLAN

- The Ministry reported extensively on its achievements and contributions towards all 16 NSDP goals with targeted initiatives implemented and achieved for each. Of particular note, for which MFEM should be commended, significant achievements have included:
- Goal 1: \$97m distributed through ERP programmes.
- Goal 2: Provision of business support through the new Smart Economy and Agritech grants programmes
- Goal 4: Completion of Te Mato Vai Water Project
- Goal 5: Refining and promoting the Tarai Vaka Process (TVP) Activity Management Cycle.
- Goal 6: Managing and coordinating the Domestic Shipping subsidy to provide increased access for the Pa Enua to quality cargo.
- Goal 7: Management of the COVID-19 Medical Response Fund (administered fund) and assisting with TMO procurement processes.
- Goal 8: Increased on-line training for upskilling undertaken by staff.
- Goal 12: Soliciting \$650k from the Australian Government to support Police Maritime patrol activities and strengthen surveillance of our EEZ.
- Goal 13: The development of proposals to address climate change and natural disasters.
- Goal 14: The commencement of formal document translation from English to Maori.
- Goal 15: Implementing increased public awareness through effective communication media.
- Goal 16: Strong financial support to other Agencies with procurement and investigative work.

CHALLENGES

MFEM has suffered from a long-term skill shortage in its workforce, exacerbated by COVID-19. Nevertheless, as part of the ERR, they have been proactive in developing an overseas recruitment programme which targets young Cook Islands and Pacific Islands graduates as well as mature persons looking for a work/life balance. The Ministry reports some success from a pilot project undertaken in this regard. While optimistic that continued marketing and networking will resolve current staffing shortages, MFEM also recognises the need to continue growing internal capacity to ensure continuity of resources. Due to the unique and specialised skill requirements of the Ministry, MFEM reports the challenges encountered to meet market salary expectations from suitable applicants, which sit beyond the current Cook Islands remuneration structure. Managing a structure and organisational arrangements which do not facilitate modern tax administration management.

PEOPLE



- Recruited a Crown Accounts Manager which boosted technical expertise within the Finance Management Division.
- Took the principal lead role to ensure successful completion of large projects, e.g., Te Mato Va, in the sanitation sector.
- MFEM must be commended for demonstrating a willingness to work in areas outside of its core business to ensure that the whole of Government can deliver outcomes. For example, it took the lead in the policy/legislative space for the Submarine Cable Project.
- Staff training undertaken on new Survey Solutions Management software with roll outs to other agencies.

STRUCTURES



- The adoption of an approved functionally based organisational structure for the Revenue Management Division.
- The following Outputs: Development Coordination Division, Office of the Financial Secretary, Economic and Planning Development (EPD) and the Treasury Division were reviewed to align with core business.

SYSTEMS



- Establishing the Major Projects Division to support MFEM involvement in infrastructure.
- Releasing and implementing the successful Economic Response Plan (ERP) representing almost \$80m of spending across the full FY.
- Effectively rolling out the economic response measures including wage subsidies, business grants, unemployment benefits and grants to the vulnerable.
- Completing the Economic Development Strategy (EDS), which Cabinet approved in December 2020.
- Developing the Economic Recovery Roadmap (ERR) to enable the Cook Islands economy to return to pre-COVID levels (\$550m pa).
- Recording an ODA conversion rate of 76.2% for total spend against budget representing a 23.2% increase from the previous FY.
- Completing Te Mato Vai Stage 2 construction.
- Completed the Public Expenditure and Financial Accountability (PEFA) review and submission.
- Maintaining a high level of system support (ICT and FMIS) in excess of the 90% target with all tickets responded to within 24 hours.

- Instrumental in updating the whole of Government Audited Financial Statements, a reduction from five years in arrears to one year.
- An increase of 8% on previous year for tax returns filed on-line.
- An increase of 10% on previous year for customs entries submitted electronically.
- 95% of tax returns filed were processed in RMS within one month of receipt.
- Continuing to meet recognised international tax standards, obligations and maintaining international relationships.
- Playing a significant role in the roll-out of ERP measures, particularly the wage subsidy and business grants. Criteria linked to ERP measures and RMD's continued administrative strengthening programme resulted in 98%, or over \$91.2 million, of this year's tax revenue estimate being collected during the year despite the border being closed for significantly longer than anticipated.
- Introduction of new data collection methods for the National Statistics Office (NSO), including tablets, to mitigate impact of COVID-19.
- Completion by the NSO of the first and second rounds of Rapid Assessment Surveys.
- PEARL project completed 33/37 deliverables 89% of projected activities.
- Small Grants funding for Water Resilience Fund and the Economic Resilience Fund achieved 79% and 92% disbursement rates respectively.
- Successfully held the Annual Development Sector Committee meeting in December 2020
- Submission of the second project performance report and approval by Adaptation Fund Secretariat, resulting in the final tranche disbursement.
- TMV Stage 2 Construction completed. Commencement of the asset transfer process to TTV.
- Completion and submission of the Sanitation Masterplan.
- Completion of the Cook Islands Renewable Energy Investment Plan (CEIRP).
- MOU signed between MFEM, OPM and Te Aponga Uira for the short-term operation and maintenance plan.

COMMUNICATIONS

- The Ministry's major focus for its communications over the last 12 months has been on the economic crisis and the country's responses through the ERP. The Ministry has operated a question and response arrangement where people can ask questions and seek advice.

STRATEGIC PARTNERSHIPS

- The Ministry recognises the importance of maintaining effective relationships with donors, particularly as a means of managing the impact from COVID-19. They report that development partners view MFEM as a very professional, open and transparent Government Ministry which is frank and easy to work with. MFEM has also engaged with the Cook Islands diaspora overseas through its recruitment programme. This has enabled them to network and connect with all the New Zealand Universities and Polytechnics. They have also been proactive with promoting job opportunities in the Ministry, connecting with 21 community groups via Facebook.

AUDIT STATUS

- MFEM was issued a qualified opinion on its financial statements for the year ended 30 June 2019. At the time of its annual performance review, the 2020 audit report had not been finalised.

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

MFAI Profile



Secretary:	Mrs Tapaeru Herrmann
Start date:	1 July 2018 (Second term as HoM)
End date:	30 June 2021
Total FTE staff:	31
Females/Males:	18/13
Outputs/Divisions & Managers:	Output 1: Pacific & Regional Affairs– Antonina Browne; Output 2: International Affairs & Trade – Mrs Karopaerangi Ngatoko; Output 3: United Nations & International Treaties – Mr Joshua Mitchell; Output 4: Immigration Service – Ms Kairangi Samuela; Output 5: Corporate Services – Mrs Nga Kamana
Portfolio Minister:	Hon. Mr Mark Brown

The Ministry scored 89% (4) in their performance review this FY which confirms that they have above average performance. Across its five outputs, MFAI had a total of 21 Key Deliverables (KDs) of which 19 were achieved with thirteen of these rated 3 (meets expectations) and six rated 4 (above average performance). MFAI was fair and realistic generally in its self-assessment of its performance with some narratives providing good evidence of achievements while others would have benefitted from further elaboration.

MFAI was very active in assisting Government in its preparation and response to COVID-19. Some significant achievements included leading the Quarantine Free Travel Arrangement (QFT-A) operationalisation to commence the two-way QFTA negotiations between the Cook Islands (CI) and New Zealand (NZ).

MFAI established the Border Easement Taskforce (BET) to guide the implementation of the QFT-A. MFAI led the COVAX discussions which enabled the CI to successfully procure sufficient Pfizer vaccinations for the entire eligible population. They developed new Immigration border standard operating procedures (SOPs) to mitigate the impact of COVID-19. They facilitated technical visits from NZ officials to assess our health and border capabilities.

MFAI progressed the Immigration Bill to Parliament for its final reading. They also used the opportunity to recalibrate the CI and NZ bilateral relationship and conducted the first virtual Presentation of Credentials ceremony for 11 countries. MFAI assisted the finalisation of its Continental Shelf submission to the United Nations. It also submitted annual reports to UN agencies and other treaties to which the CI is party.

NATIONAL SUSTAINABLE DEVELOPMENT PLAN

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

- Goal 2: Concluded PACER Plus ratification in October 2020 and the Agreement entered into force in February 2021 with consultations held on Rarotonga, Mangaia, Atiu and Aitutaki. Post-Cotonou negotiations have now been completed this year. Developed a schedule for apostille processing to two days a week.
- Goal 12: Have improved and enhanced communications with the United Nations, strengthening the link between the CI and the various UN specialized agencies.
- Goal 15: Facilitated 4 x training for all staff so they are fully utilizing the Border Management System.

CHALLENGES

The impact of COVID-19 created significant challenges for MFAI, particularly with regard to the effective management of diplomatic matters. Sustaining heavy and challenging workloads given human resourcing challenges. The risk of overstretching current personnel which will require careful prioritisation and resource allocation.

Developing the Terms of Reference (TOR) for a MFAI website is necessary although it was mitigated through the use of other platforms for communicating relevant information. Developing a schedule of meetings for Immigration with INTAFF to map out the best way to procure skills labour shortage data is absolutely vital given the current labour shortages. Although, MFAI has focused on labour shortages issues in general this FY.

In addition to its core business responsibilities, MFAI has assumed a range of non-core roles to support Government's response to COVID-19. These have included chairing the Border Easement Taskforce (BET), chairing the combined Border Agency Taskforce, instigating and extensive engagement in innovation and diversification dialogue.

PEOPLE



- Overall, MFAI has demonstrated strength in a number of areas during this FY as a result of its strong visionary leadership and through recognising the importance and value of its staff over its four offices. The Ministry has been able to attract and retain talented and committed employees and has developed a distinctive, professional diplomatic culture that has delivered some remarkable successes.
- Appointment of the Cook Islands High Commissioner to Fiji and the Executive Officer for the Fiji Office
- Confirmed recruitment of the Consul General for the CICO Office, Auckland, NZ.
- Instigating a Health and Wellbeing programme for all staff.
- A senior staff member was appointed to manage the National QFT Coordinator role.
- Effective participation in elections including: International Tribunal for the Law of the Sea (ITLOS), Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), Convention on the Rights of the Child (CRC), the Prosecutor of the International Criminal Court (ICC), Comprehensive Nuclear Test Ban Treaty Organisation (CTBTO) and Independent Chair of the FAO Council.
- Representation on behalf of the CI to specialised organisations including UNESCO, ISA and IMO.
- Training for Immigration Staff to fully utilise the border management system.
- Completion of the Immigration Director's successful term in chairing the Pacific Immigration Director's Conference (PIDF).

STRUCTURES



- The MFAI organisation structure was reviewed and completed on 8 July 2020. Sourcing the extra funding to recruit and fill all positions on the approved structure is the challenge MFAI now faces.
- A larger immigration team will be required once the new Immigration Bill is enacted and this may require further changes to its structure.

SYSTEMS

- A number of significant changes to MFAI's operating environment have occurred throughout the 2021/21 FY, especially those emanating from the impact of COVID-19. This necessitated a complete review of the Statement of Strategic Intentions (SOSI) to ensure that it encapsulated strategies to manage this uncertain, dynamic and challenging environment. Similarly, MFAI also developed a COVID-19 Response Framework as part of its Te Paruru Tiratiratu (Security and Innovation) pillar to accommodate changes required to internal processes.
- During the FY MFAI reviewed its SOSI 2020-2025, to ensure it reflected the changed environment brought about by the COVID-19 pandemic. The Ministry has made very good progress with this work and at year's end it was in the process of completing the SOSI to accommodate the changes identified.
- The Ministry has indicated that the draft National Security Policy (NSP) has been developed and finalised although further consultation with key stakeholders is required before it can be submitted to Cabinet. MFAI notes the complexities of agreeing on the lead- Agency for this Policy and the need to further review procedures. In order to resolve these issues, it is anticipated that the NSP will now be submitted to Cabinet by June 2022.
- The Cook Islands – Australia Strategy is completed and now awaiting sign off by both the CI and Australian Prime Ministers.
- Submitted annual reports to UN agencies and other treaties to which the CI is party.

COMMUNICATIONS

MFAI uses its social media platform (Facebook) to disseminate relevant information on immigration processing and foreign service matters. They publish a regular fortnightly information bulletin that brings all Government departments up to date with international news relevant to the Cook Islands. MFAI has developed and circulated a factsheet outlining the process for diplomatic clearance for aircraft and vessels, including presentations on the requirements for clearance to stakeholders.

STRATEGIC PARTNERSHIPS

The Ministry is typically effective at engaging and strengthening their relations with diplomatic partners, particularly CROP and UN specialised agencies. Amidst COVID-19 MFAI has recalibrated and strengthened the CKI-NZ relations led by MFAI's overseas offices in Wellington, Auckland, and Fiji.

AUDIT STATUS

The Ministry has received an Unmodified status from Audit for the 2020 FY.

TE MARAE ORA MINISTRY OF HEALTH

TMO Profile



Secretary:	Dr Josephine Herman (July – Dec 2020); Mr Bob Williams (Jan – June 2021)
Start date:	25 December 2020 (Bob Williams)
End date:	25 December 2023
Total FTE staff:	440
Females/Males:	298/142
Outputs/Divisions & Managers:	Output 1: Public Health – Dr Tereapii Uka; Output 2: Oral Health Services – Dr Danny Areai; Output 3: Primary Care – Dr Lawrence Teariki Puni ; Output 4: Hospital Health – Dr Yin Yin May; Output 5: Planning & Funding – Mrs Daphne Ringi
Portfolio Minister:	Hon. Mrs Vainetutai Rose Toki-Brown

The Ministry's performance within this reporting period is tracking above average with an overall score of 90% (4).

There were 27 key deliverables of which 26 were achieved with one rated as demonstrating exceptional performance and three rated as above average performance and took into consideration that MoH had two HoMs, each with a 6-month reporting period, for this FY. The business plan deliverables were assessed at 48 out of 50%. Overall, these scores reflect that the performance of MoH has not only met expectations, but operated above average in 2020-21.

The Ministry reported extensively on its business plan deliverables with the use of statistics to denote its progress on its work deliverables and measures. In addition, the priorities of the Ministry were influenced and supported by strategic plans, international obligations, policies and standard operating procedures (SOPs).

The Ministry has made many significant achievements including: The Cook Islands has remained COVID-19 free. Leading the national response to COVID-19 inclusive of the COVID-19 vaccination rollout that commenced on 17 May 2021. TMO workforce well prepared for COVID-19 response; TMO COVID-19 response plans well established since implementation with continuous training for staff following review of plans. Managing the third outbreak of dengue fever from February 2021 and managing to contain the outbreak with no fatalities reported.

Critical health infrastructure has been completed: PCR lab installed and training for staff, provisional Lab accreditation achieved, and CT scan installed, linked with LIMS. The Pukapuka Hospital completed with the Oral Health Clinic included.

NATIONAL SUSTAINABLE DEVELOPMENT PLAN

In regards to the Ministry's role in the implementation and monitoring of the NSDP goals, they have reported that the three health-specific goals are all on track.

- Goal 7: Attaining and maintaining >95% immunisation coverage and >80% exclusive breastfeeding program whilst administering the COVID-19 vaccination roll-out. Progressing Mental Health services and implementation of programme. Establishment, resourcing and implementing of primary care centres of excellence on Rarotonga and in the Pa Enua strategy.

CHALLENGES

A number of challenges have been identified: Recruitment challenges remain for TMO for essential human resources. COVID-19 disrupted the roll-out of the deployment of oral health practitioners to the Pa Enua by delaying the service. Tupapa Primary Health Care Centre – refurbishment is complete although the asbestos roof remains a concern for staff and patients. Work will be progressed in the 2021/22 FY with funding support from the Green Climate Fund and proposed collaboration with ICI to scope all asbestos buildings in Rarotonga and implement a plan to safely remove and dispose. Delayed implementation of the Digital Health Strategy.

PEOPLE



- Mental health nursing pathway complete and intuited. Team capacity increased to seven (7) FTEs. Staff performance development review (PDR) and development plans have begun for all staff.
- MHGAP (WHO) - n=101 TMO staff conducted over eight (8) sessions namely Depression, Substance abuse and Stress.
- One staff member seconded to the COVID-19 vaccine rollout to provide counselling information and support for patients.
- Public health training programme re-delivered to TMO staff, Border Agencies and stakeholders (volunteers) following key updates to Standard Operating Procedures. Training programme covered contact tracing including CookSafe, CookSafe+ and GoData, case investigation, case management, risk communications and IPC. In-country facilitation by MOH NZ (Mar-April 2021).
- Public health specialist appointed to focus on COVID-19, NCDs and mental health; priorities currently involve border precautions and advising the Health intelligence unit (HIU).
- Oral health personnel (Dental Therapist) deployment completed.
- One dental therapist on Mauke; and one on Mitiaro. A Dental Officer was deployed to Pukapuka for 6 months. Two Dental Officers deployed to Atiu to carry out denture treatment to the people of Atiu, a supplement of Te Kaveinga Ora programme. Recruitment and training - 3x new dental assistants (DAs) recruited, increasing the number of DAs to 4, but still need at least two more. Training plan for DAs developed.
- Attended the Careers Expo to entice students into the dental profession (Dental Technician, Dentist and Dental Therapist).
- Puna community clinics - total of 36,700 Nurse consults over the last months, cumulatively monthly average of 3058 Nurse consults with average 657 clients. Service coverage; (37%) medication refills, (25%) Nurse consults including triage, Laboratory, dressings (23%), COVID-19 screening includes swabbing and advising results, (7%) home visits including palliative care, (7%) child care and immunisations.
- Puna community clinics - Doctor consults - weekly doctor visits, x2 alternating across Puna (n=1113); monthly average 159 Puna Doctors consultation including phone consults.
- Outpatient Emergency Department (OPED) Continuing Medical Education (CM)E Training and development - OPED staff continue to upskill and develop in the areas of advanced Emergency care, Advanced Cardiac Life Support (ACLS), Cardiopulmonary Resuscitation (CPR) training, COVID-19 Emergency response procedures, revised and updated OPED clinical guidelines and protocols, ongoing training and assistance with COVID-19 health screening and swabbing.
- Home visits for the elderly +65yo - n=89 patients seen regularly by Public Health Nurses (PHN) and Maternal Health (MH) Registered Nurses (RN)s, 14 of which receive palliative care.
- 100% home visits conducted ensuring patients have medication and other provisions - note these services maintained amidst Operation Pfizer21.
- Rehabilitation - Are Pa Metua, Te Kainga, data incomplete and requires backlog though PHNs presence have remained throughout.
- COVID-19 vaccination - Rarotonga and Pa Enua; x14 PHNs were trained for COVID-19 vaccination and x14 PHNs for diluent. Rollout commenced in May and tentative completion of the Cook Islands

August 2021. Note, less than 20 home vaccinations to cater for disabled and bedridden.

- Puna community clinics - most were closed for 10 weeks. Staff and resources were recalled for Operation Pfizer21. Tupapa Puna Clinic maintained for dressings only and Nikao Puna Clinic for normal services (May 2021).
- The Ministry has a draft plan that is focused on qualifications and professionalism. The vacancies identified by WAP are extensive which adds to the challenge of recruitment for the Ministry. In addition, the succession plan implementation is focused around the doctors and nurses in this reporting period.

STRUCTURES



- Established HIU to increase capacity for Public Health response to public health risks and emergencies. The Unit includes Events, Surveillance and Response (ESR - currently functional) and two new branches - TMO travel authority and Contact tracing.

SYSTEMS



- Mental Health register functioning - updated monthly. Work in progression to migrate data to patient information management system. This will streamline, process while improve data integrity and security.
- On-going mental health awareness campaigns including suicide, drug and alcohol and domestic violence. Facilitation and/or collaboration with NGO's and church groups. Delivered twelve (12) sessions within last 6 months, to a variety of stakeholders - including Te Aponga Uira, CICC Ministers, Tereora College leadership team and Araura College teachers.
- Service coverage: Monthly average 170 clients (up 8% following Jul-Dec 2020) with average of 423 consults per month. Total Dec-Jul 2021 (n=412) - <18yo (5%), dementia (16%), severe mental illnesses example schizophrenia (16%), anxiety and depression (31%), new referrals (13%), palliative care (10%), Prison (5%), Court reports (2%).
- Cook Islands border safely opened with New Zealand, the Quarantine Free Travel (QFT) was established with New Zealand (17 May 2021). Level 1 measures to Prepare were put in place in anticipation of Auckland changing levels.
- COVID-19 vaccination strategy complete and operational (17 May 2021).
- Community oral health screening for the islands of Atiu, Pukapuka/Nassau, Manihiki/Rakahanga and Mangaia completed, data analysis still pending.
- Information systems - All staff have been trained with oral health classifications and screening templates on MedTech. Pa Enea connectivity issues ongoing, staff alternate between paper based records to allow back log of data.
- Improved patient information recording and management. Daily oral health figures, Tupapa and Puna community clinics captured in Hospital Health Services report (HHS): n=195 (Dec-June 2021) On-hold due to COVID-19 vaccination rollout.
- Amendments to Clinical Guidelines particularly COVID 19 related guidelines was implemented to reflect the ongoing changes in the dental practice standards internationally and the rapidly evolving behavior of the disease. Strong TMO wide collaboration approach has been adopted in this regard, to ensure that the system is able to cope in its efforts to prevent COVID 19 amidst the opening of our borders to international travellers.
- Service coverage Tupapa clinic monthly average 150 clients with average of 271 procedures per month. Total oral procedures Dec-Jul 2021 (n= 1898) - restoration (25%), extraction (20%), periodontic (11%), consults/OE (10%), endodontics (10%), preventive, prothodontic and orthodontic (7%), oral surgery (3%).
- COVID-19 Emergency Response and Preparedness Procedures implemented.
- Updated and revised Primary Care Standard Operating Procedures, Emergency Department Clinical Guidelines and Protocols.

- Occupational Health and Safety Policy and Fire, Health and Safety procedures revised and updated due to the decentralization of Emergency services from HHS to Tupapa.
- Tupapa OPED Disaster and Evacuation Respo Preparedness Procedures revised and updated in response to the National Disaster Tsunami warning alert in March 2021.
- Cardiovascular Risk Assessments referred to NCD clinics. About 25% of population screened diabetic and 17% reported as current smokers. NCD patients seen: About 500 NCD clients are seen in the Puna clinics for medications and care.
- Identified the increased number of 'very high risk' patients presenting to OPED.
- Ear, nose, throat (ENT) n=959 consults over the last year, monthly average of 96 consultations; (54%) ear, (36%) eyes followed by nose and throat - 15% of eye consults were for drivers license.
- HIV - Support health promotion with HIV awareness day.
- Exceptional Primary care services provided through the community-based centres of excellence in response to the COVID-19 crisis.
- Coordinated home visits to improve services pertaining to geriatric and palliative care patients.
- Conducting the Cook Islands Injury Surveillance and the essential screening programmes that inform the services of the department and TMO in the community to reduce morbidity and mortality rates.

COMMUNICATIONS

The Ministry is very active in its relationship building with the general public to ensure that they are well informed and receive ongoing education on health matters. It does this through various media, community structures and health-specific groupings. TMO also maintains weekly meetings with the Rarotonga Puna and Pa Enua to receive feedback in its pursuit of continuous improvement.

STRATEGIC PARTNERSHIPS

The Ministry has many external partners and reports that the basis of these relationships is respect. Maintaining these relationships is recognised by the Ministry as being vital to ensure its effective operations.

AUDIT STATUS

The Ministry has maintained a regular 'unmodified' status. The Audit Office highlighted that TMO had spent the \$2.9m of Government funding to manage COVID-19 as intended and that its reporting of this expenditure met all requirements.

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

ICI Profile



Secretary:	Mrs Diane Charlie-Puna (Suspended 4 May 2021; terminated 1 Jul 2021); Mr Wil Pille (Acting HoM 4 May – 28 Sep 2021); Mr Tamarii Tutangata (7 Oct 2021 – 7 Oct 2022)
Start date:	-
End date:	07 October 2022
Total FTE staff:	61
Females/Males:	19/42
Outputs/Divisions & Managers:	Output 1: Corporate Support – Mr Felix Matapuku; Output 2: Regulatory Services – Mr Louis Teiti (Building Controller) & Mr Nooroa Tupa (Chief Electrical Inspector); Output 3: Planning & Project Management – Mr Sonny Williams; Output 4: Civil Works Asset Management – Mr Wil Pille; Output 5: Waste Management – Mr Tenoa Puna; Output 6: Pa Enea Coordinator – Mr Otheniel Tangianau; Output 7: National Hydrography & Geoscience – Mr Vaipo Mataora
Portfolio Minister:	Hon. Mr Robert Tapaitau

During this Financial Year (FY) 2020-2021, the Ministry underwent a significant change in leadership. The former HoM, Diane Charlie-Puna, was suspended by the Public Service Commissioner on 04 May 2021, pending the outcome of an investigation into the misappropriation of funds. Subsequent investigations and advice by Police resulted in Mrs Charlie-Puna's termination as HoM on 01 July 2021. Mr Wil Pille was appointed to the position of Acting HoM by the Public Service Commissioner. This report covers the Ministry's key deliverables, as per its monitoring tool, for the full FY.

Keeping in mind the comments above, the Ministry's rated overall performance within this reporting period needs improvement, with an overall score of 61% (2). ICI reported on 40 KDs comprising 51 work deliverables and 83 measures for their seven outputs. Five of the KDs were removed with the permission of the PS Commissioner due to lack of funding availability in four instances, and Covid-19 border restrictions restricting travel by a required Technical Advisor from SPC in the other. Their performance review therefore rated 35 KDs of which 1 received a rating of 3 indicating that expectations via the measures were met. There were no ratings approved higher than a 3, as while ICI was deemed to be meeting performance expectations in these 17 KDs, none justified superior performance. The remaining 18 KDs scored 2 or lower, with 3 (8.5%) reflecting unsatisfactory or poor performance. These ratings were applied to the performance of the Ministry based solely on the activities and efforts that were within their control.

NATIONAL SUSTAINABLE DEVELOPMENT PLAN

ICI reported its annual performance review that its progress towards the implementation of the the three NSDP Goals is on track.

- Goal 5:
 - o Completed Avatiu Bridge (Sept 2020) and Roundabout (June 2021)
 - o Completed 12km new seal in Atiu (Nov 2020)
 - o Completed upgrade of Mitiaro Airport drainage (Feb 2021)

- o Completed 7km of Rehab on Main Rd in Matavera (Mar 2021) and Vaimaanga area (still ongoing completion Jul 2021)
- o Completed emergency repairs on airports of Mitiaro (Feb 2021), Atiu (May 2021) and Manihiki (Jun 2021)
- o Completed water supply improvements in Aitutaki (May 2021), Mitiaro (May 2021) and Penrhyn (Mar 2021), major drainage upgrades in Nikao and Muri area (May 2021)
- o Completed 6km of trench reinstatement for TTV water main replacement.
- o Road safety signage programme being implemented around Rarotonga.
- Goal 15: ICI intends to re-establish the convene the Building Committee by June 2021.

CHALLENGES

The change in leadership from its former HoM (Diane Charlie-Puna) to an Acting HoM Wil Pille had an impact on the work of the Ministry. Under the direction of Acting HoM Wil Pille, ICI has strived to maintain an efficient and effective service, while adjusting to the impacts of the change in leadership on both staff morale and integrity of the service. There is no doubt that the rating afforded in their annual review is the result of the effort by the Acting HoM since he assumed responsibility for the leadership of ICI.

There were many operational challenges which included: delay in the presentation to Cabinet, key legislation, regulations and policies that were to be completed in 2020-21 FY; the Infrastructure Regulations are incomplete; the Solid and Hazardous Waste Bill is still under review; The timeliness of the tender and procedures approval process needs strengthening; it was noted that a considerable part of the projects require procurement of resources or technical expertise services for completion or progress and delays have been recognised by the Ministry; financial management needs significant improvement; the establishment of the 'one stop shop' for the building regulatory body and MoUs with other key agencies such as TMO and NES has been delayed; and it has been noted that the electrical regulatory services are under-performing and not meeting expectations as per the measures prescribed for the work deliverables.

An awareness and workshop programme took place in Aitutaki with all builders, contractors, TMO, NES, Mayor, Executive Officer and the Island Council. Funding limited travel to the rest of the Pa Enua. ICI has developed an awareness programme for Rarotonga and will roll that out before end June 2021.

PEOPLE



- Development of a Policy Manual including ICI Employee Handbook, Social Media Policy and Communications Plan.
- The Ministry has struggled to attract technical or appropriate human resources for vacancies or technical positions and have addressed this by outsourcing the roles to people in the private sector or recruited from overseas. A training questionnaire tool has been developed and introduced for all staff at the Ministry to inform training needs. COVID-19 disruptions have limited opportunities for training, however, online courses are being encouraged and undertaken.

STRUCTURES



- ICI are currently going through a change process to reduce from seven to four outputs, ensuring no-one is without a job, however some jobs will change. ICI noted that the Pa Enua Coordination Division and the National Hydrography & Geoscience Divisions were being merged dis-established as part of a restructure, the need for which was identified as a result of COVID-19.

SYSTEMS

- Pa Enua hydrology and water resource management and work programme to improve access to water project has been completed.
- Development of the Cook Geo portal as a stand-alone web-based resource.
- Implementation of the Spatial Information Policy.
- Completion of SPC Water investment plan.
- Implementation of the Framework for the Solid Waste Management project. It has been identified however, that equipping a fully functional recycling centre is too costly.
- Compliance checks are being conducted on a regular basis, especially with the financial, procurement and tendering policies. A financial standard operations procedure is being implemented across the Ministry. ICI maintains regular communication with the MFEM Procurement team.
- ICI recognises that historically, financial forecasting for project programmes has not taken into account the full life-span of the project, with the result that project funding is exhausted in one fiscal year, and the project itself takes two or three more years to complete. This impacts new projects because funding is then re-allocated to the completion of existing projects. Effective and accurate financial forecasting is important as the projects programme supports its services and work and forms the basis for its overall budget. Through consultation with Pa Enua governments and feasibility studies, the Ministry has a projected financial forecast for the next four years.
- The recent implementation of a new asset management system will allow ICI to accurately compute the annual maintenance cost of infrastructure assets throughout the Cook Islands.
- All HR policies are being monitored and managed effectively by the human resources team to ensure compliance with CI Government policies as well as ICI's own internal policies.
- A log in system is used to monitor vehicle usage by each Division.
- ICI reviews its Risk Management Plan annually. The advent of COVID-19 has reinforced the need for this Plan to be regularly updated and this is acknowledged by the Ministry. ICI's Risk Management Plan includes risk mitigation strategies for Covid-19 and other unexpected disasters.
- A building contractor database has been created to register all builders on Rarotonga and Pa Enua. The database is a combination of qualified and semi-qualified builders. More work is required to identify qualifications gained.

COMMUNICATIONS

The Ministry reports that it has a new communication plan which is in draft form. The new plan includes communication guidelines for staff for a range of media, and monitors effectiveness of its implementation using quantitative data, e.g., number of press releases; number of complaints received.

STRATEGIC PARTNERSHIPS

The Ministry has three key donors (JICA, SPC and SPREP) that it engages extensively with. ICI relies on their support, particularly for Pa Enua special projects and recognises the importance of meeting their compliance requirements and the need to maintain regular engagement with them.

AUDIT STATUS

The most current audit opinion available was for the 2017-2019 financial period for which a 'modified/disclaimer' audit status was received. Substantial financial and legal issues have delayed the completion of the 2020 audit for ICI.

TE TANGO 'AKARANGATIRA ORA'ANGA MINISTRY OF INTERNAL AFFAIRS

INTAFF Profile



Secretary:	Ms Anne Herman
Start date:	29 September 2018
End date:	29 September 2021
Total FTE staff:	47
Females/Males:	29/18
Outputs/Divisions & Managers:	Output 1: Welfare Services – Ms Grace Chynoweth; Output 2: Social Policy & Services – Mr Marukoi Holi Kairua; Output 3: Labour & Consumer Services – Ms Sandrina Thondoo; Output 4: Civil Services – Mr Henry Tupa; Output 5: Corporate Services – Ms Angela Charlie
Portfolio Minister:	Hon. Mr Vaine (Mac) Mokoroa

The Ministry's performance within this reporting period meets expectations, with an overall score of 99.5% (5). The Ministry of Internal Affairs (INTAFF) reported on 18 Key Deliverables (KDs) comprising 19 work deliverables and 29 measures which were reviewed and rated to inform this report. The Ministry was rated as achieving 18/18 KDs (100%) representing a score of 5, confirming that expectations via the measures were meeting, or in some cases exceeding, expectations. These ratings were given to the performance of the Ministry based solely on their activities and efforts that were within their control, given that COVID-19 negatively impacted services across Government during this period.

Some significant achievements during this FY included: the Child Protection Programme was established; the Labour Market Survey was completed with the National Statistics Office; Donor funding for the Electronic Welfare System was secured; the Ministry facilitated the 14th Triennial Pacific Women's Conference, and launched the 'Te Mana o te Mapu' National Youth Policy 2021-2026. The Ministry reported that in July 2020 it conducted a full strategic planning retreat to review progress against its four-year Strategic Plan, set in 2019, with the purpose of setting new strategic goals for the 2020/21 FY.

NATIONAL SUSTAINABLE DEVELOPMENT PLAN

The Ministry reported on 8 specific goals as lead or contributing Agency with progress on each goal reported to be 'on track'.

- Goal 1: Highest recorded Social Impact Fund applications - 20 (next 3 years), Rarotonga x14 and Pa Enua x6. Highest recording of child and family notifications.
- Goal 2: Monitoring the effectiveness of the Employment Relations Act 2012. Implementation of the 'Mako' workshop and presentations programme addressing issues pertaining to Occupational Safety and Health, and Workers' compensation coverage system.

CHALLENGES

The Ministry has implemented its workforce plan (2020-2022) and has identified capacity issues in human resources resulting from the increased and ongoing workload exacerbated by COVID-19. Despite this, the HoM acknowledges the excellent performance of staff and their accomplishments during this difficult period. Their Electronic FMIS system requires further human resources and assistance.

PEOPLE



- Plans are in place to conduct cross-training or placement projects within the senior management of the Ministry. The Ministry conducts and explores opportunities to develop leadership skills in its management team who the HoM believes are already multi-skilled. The HoM notes that there are limited training opportunities in leadership available in-country and personally conducts mentoring sessions for all Directors or Managers herself. It is recommended that consideration be given to formalising this programme in the future.
- Training workshop with CIFWA on Professional Development Programme for Practitioners once a month.
- Completed profile of seven successful Women in Politics.
- On-going support being provided for Women in Business workshops.
- Participated in professional development with CIFWA, Health practitioners and Social Service sector on a monthly basis mostly as a referral service for clients to be aware of services available in Government and the community.

STRUCTURES



- It is noted that the Films and Censorship restructure will occur in 2021/2022.

SYSTEMS



- Sixty-one projects under the Special Assistance Fund successfully completed and a further thirteen still in progress (waiting or seeking for labourers to complete project). The sixty-one projects to improve access for vulnerable citizens. A major project to distribute assistive devices is in the process of sorting the shipment of materials from overseas. MOU set for collaboration with Te Vaerua to monitor distribution of these devices.
- The Ministry reports that its Risk Management Plan has been updated to include emergency situations such as COVID-19.
- Over 1, 254 home visits conducted by Welfare Services an improvement over the 621 home visits last year.
- Disability Employment Pathway Project with the assistance from UNESCO: i) Contracted a Coordinator ii) Produced Braille and Audio books for the blind.
- Formed the UNDP funded Disability Reference Group to support people with disabilities (PWD) into employment.
- Assisted MoE survey for the Inclusive Education of children with disabilities.
- Developed the Cook Islands National Disability Inclusive Development Committee TOR.
- Worked with Emergency Management Cook Islands (EMCI) on a survey to identify PWD and the elderly, this has assisted the Tapora Kai and hygiene packs delivered by the Ministry during the initial COVID-19 lock-down.
- Developed an accessibility survey with nine service providers.
- Supported a combined fund raiser for Te Kainga, Creative centre and Te Are Pa Metua held at the Edgewater Resort.
- Participated in zoom meetings with Donor Partners to update surveys carried out in the Pacific countries during COVID-19.
- Capacity building training with a Monitoring, Evaluation and Learning Advisor on report writing to Donor Partners on related projects.
- Meeting with Minister Mokoroa to discuss accessibility to buildings and car parks in all Government Ministry properties and private businesses. Submitted an Information paper to Cabinet to support accessibility to buildings and car park access.
- Completed the expression of interest application to UNPRPD to receive US\$500,000.



COMMUNICATIONS

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

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

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

STRATEGIC PARTNERSHIPS

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

AUDIT STATUS

The Audit Office advised that they are yet to release the Ministry's Audit report for 2020 as it is still finalising an outstanding issue pertaining to travel expenditure.

TE TANGO TUTARA O TE TURE MINISTRY OF JUSTICE

MoJ Profile



Secretary:	Mr Tamatoa Jonassen
Start date:	10 December 2018
End date:	10 December 2021
Total FTE staff:	57
Females/Males:	40/17
Outputs/Divisions & Managers:	Output 1: High Courts – Ms Kopu Matua-Atuatika; Output 2: Land Administration – Mr Pureau Manuela; Output 3: Registry Services – Mrs Rimmel Poila-Mokoroa; Output 4: Corporate Services – IT Manager – Mr Mitchell Tutangata; HR & Asset Manager – Ms Maybelline Bullen; Finance Manager – Mr Thomas Lowry
Portfolio Minister:	Hon. Mr Vaine (Mac) Mokoroa

Overall, the Ministry has consistently performed exceptionally well throughout this reporting period scoring a performance rating of 93% (4).

The Ministry reported on 24 KDs this FY. This represented 14 less KDs than the 2019/20 FY. It was able to achieve 21 (87.5%) out of 24 of its deliverables at expected levels or higher (3 or above), which represents an improvement of 30% from the previous year's annual reporting. There were three KDs that the annual performance review deemed to be still in-development and requiring improvement.

NATIONAL SUSTAINABLE DEVELOPMENT PLAN

The challenges caused by COVID-19 on the ability of the Courts to meet, saw the Ministry pivot to mitigate these risks.

Goal 1: The number of Court days represent a significant effort from January to July to address Court backlogs: 68/80 days by a Judge; 55/40 days by Justices of the Peace (JP); 3/9 days by Panel of 3 JPs. Considering that half the financial year had no Judges on the island, and there were a significant number of JP Court days, this represents a significant effort by the Court staff. Additionally, they had to adjust to having web conferencing sessions and which required an increase in the preparation time to ensure such sessions were in order. It was recognized that Court staff have reduced capacity and a new Workforce Plan will likely recommend that the number of Court staff increase, particularly given that there is not enough coverage and staff regularly work beyond their normal hours and on weekends.

CHALLENGES

A number of challenges exist within MoJ which makes the timely completion of work difficult. The disruption caused by COVID-19 on the delivery of judicial services due to the travel restrictions; enabled the Ministry to upgrade its sound systems; network and IT systems to implement virtual Court-sittings. The shut down of the Office due to COVID-19 put schedules and work programmes behind. The condition of some documents meant that preservation measures have to be undertaken before they can be digitised, thus causing delays. A significant number of survey files have been lost in the 1990's fire, housed with private Surveyors or are lost have to be redrawn or retrieved from private Surveyors. There are 114 outstanding Court Orders from 1980-2017 due to capacity constraints. The Ministry needs to secure digital storage space.

PEOPLE



- The Ministry has been proactive and innovative in developing and improving the capacity of its people given the impact of COVID-19 and the financial restrictions it has encountered. With the roll out of the performance appraisal system and performance agreements in the new FY, these initiatives will assist in the further development of the Training and Development Plan and a future review of the Work Force Plan.
- Two Pa Enea Deputy Registrars were trained and web conferencing provided to Pa Enea staff.
- Development and delivery of remote training to Aitutaki and Mangaia.
- The Ministry engaged four Interns to assist with the digitization project. Several Interns were hired into other senior roles, however, additional Interns are necessary.
- Some staff received First Aid training.
- There is active monitoring in recruitment, leave, and vehicle use and ensuring proper remuneration compliance requirements are met.
- Insufficient personnel funding continues to be a challenge for recruiting to vacant positions although the Ministry reports that a significant number of vacancies have been now filled representing a reduction from 30% of positions being vacant to the current 15%. The Ministry reports that over 50% of its current staff are newly hired employees from either outside the Ministry or through internal transfers..

STRUCTURES



- The Ministry undertook major restructure in 2019 and subsequent restructuring also occurred in August 2020 in order to deliver greater efficiencies and implement recommendations from the 2017 Capacity Assessment (CA) Report.
- Restructured the Land Titles, High Court and Finance Division to streamline Court processes.
- Renovated the Rarotonga Office building and the Aitutaki Office building. Renovation work spanned over the course of the financial year and included renovating the skylight area, courtrooms, security doors, resealing the rooftop and addressing water leaks. The building was repainted, new air conditioning units were maintained, certain areas were tiled, and several plumbing and electrical issues were fixed. The downstairs cage was replaced and preparing the holding cells for use was commenced. The Ministry had to work with contractors and CIIC work crew to ensure staff safety and minimize interruptions to Ministry services.
- Secured a CIIC project to install a lift for the Rarotonga building which is scheduled to be installed in December 2021.
- The completion and of the CIIC project of building a new Courthouse and Office in Atiu.

SYSTEMS



- The Strategic Plan (2021-2026) was reviewed and developed in time for implementation at the start of the new Financial Year.
- Made very good progress in implementing the recommendations from the 2017 CA Report with over 70% CA recommendations addressed.
- COVID-19 enabled building renovations, COVID-planning and preparation, digitisation, assessing backlogs and court trials.
- Upgrade of sound systems and video conferencing capabilities in the Court.
- Achieved the JP sitting days' target of four sittings per year.
- An achievement of 50% of 2011-2015 Court transcripts were checked for accuracy.

- A total of two hundred and forty (240) Meeting of Assembled Owners (MOAOs) were completed for Rarotonga and Aitutaki during 2020-21, which exceeded the one hundred (100) MOAO per year target set.
- Prototype database developed for housing Land Court information.
- A substantial number of survey files and plans were digitized.
- Completed 45% of Registry compliance checks.
- Digitised about 60% of Births, Deaths, and Marriages (BDM) files.
- Digitised all new Registries for Companies/Incorporated Societies/Personal Property Securities Register (PPSA).
- The capacity of the Rules Committee was also impacted by COVID-19, but have met and revised Rule 332 and 336 of the Code of Civil Procedure.
- The impact of COVID-19 (and focus of the IT department and Court hearings and digitization projects) required the Stenographers to refocus efforts on checking Court transcripts from 2011 to 2015 for accuracy, of which they have now accomplished 50%.
- Digitization of 600 audio cassette tapes for Land Court are yet to be done, however transcription of some of these records were done previously by a current Stenography Intern (MOJ is in the process of acquiring those records, which had been done more than 5 years ago, but had yet to be paid by MOJ). The new Strategic Plan schedules the completion of Court transcript checking of 2011-15 records, digitization of Land Court audio cassettes, transcription of these records, and the Operational Manual.

COMMUNICATIONS

The Communication Plan needs to be revised for a post COVID-19 environment. The Ministry uses its website, as a means of ensuring communication, transparency and efficiency in service is provided to the public. It also utilises clinics, emails and brochures to get its messaging out to the public arena. It is engaged with donors to source funding for court JPs and staff from the Pacific Judicial Strengthening Initiative (PJSI). MoJ communicates and engages with SPC on related Pacific Civil Registrars Network (PCRN) network through the Registrars' conference, and maintains regular and continued contact with ADB who funded the online registry platforms. The strength of the relationship with ADB has resulted in MoJ securing a further year's financial support for its online platforms. It has responded appropriately to enquiries from the general public, either via emails or through visits. The Ministry ensures that it is timely when responding to OIA requests and regularly publishes public notices to inform the public of relevant services it delivers.

STRATEGIC PARTNERSHIPS/DONOR AGENCIES

The Ministry engaged with donors to source funding for Court Justices of the Peace and staff from PJSI. MoJ communicates and engages with SPC on related PCRN network through the Registrars' Conference, and maintains regular and continued contact with ADB who funded the online registry platforms. The strength of the relationship with ADB has resulted in MoJ securing a further year's financial support for its online platforms.

AUDIT STATUS

In the 2019/20 FY, the Ministry identified that financial compliance was an area of concern. This has been addressed in this period through the hiring of new finance and corporate services personnel. The Audit Office confirmed that an unmodified opinion had been achieved for 2020/21.

TU'ANGA O TE PAE MOANA MINISTRY OF MARINE RESOURCES

MMR Profile



Secretary:	Ms Pamela Maru
Start date:	28 January 2019
End date:	28 January 2022
Total FTE staff:	47
Females/Males:	19/28
Outputs/Divisions & Managers:	Output 1: Offshore Fisheries – Mr Andrew Jones (Acting); Output 2: Inshore & Aquaculture Fisheries – Mr Koroa Raumea; Output 3: Corporate Services – Mr George Matutu
Portfolio Minister:	Hon. Mr Robert Tapaitau

MMR's performance this reporting period scored 93% (4), has met all expectations required through the deliverables from the Ministry's three outputs. Across its three outputs, a total of 18 deliverables were all achieved with three showing a rating of 3 (above average performance). Some highlights of MMR achievements include: Enactment of Maritime Boundary Regulations; establishment of daily risk assessment profiles for maritime border management and support for Border Easement Taskforce (BET) and two-way QFT; Implementation of COVID-19 protocols for the fishing sector.

NATIONAL SUSTAINABLE DEVELOPMENT PLAN

Some of the work undertaken by MMR to meet the NSDP goals included:

Goal 12: FAD deployments across 5 islands; Completion of two market studies for the pearl industry; Completion of Coral Reef Indicators Report; Review of the European Union Sustainable Fisheries Partnership Agreement (SFPA) and vessel performance; Establishment of mini lab for water quality monitoring in Manihiki; and on-going crown of thorns removals across several islands and ecosystem monitoring of tuna fisheries.

CHALLENGES

There was a reduction in revenue from fishing activities resulting from La Nina climatic conditions influencing the tuna stock distribution further towards the Western Pacific. Plans were put in place consistent with the Economic Recovery Plan, to enhance economic recovery from different fisheries, improve livelihood opportunities and support development of domestic fisheries development. There was improved access to fish in 2020 for local consumption due to reduced tourism visitors resulting from COVID-19.

PEOPLE

- Repatriation of Observers to home ports.
- Securing Food and Agriculture Organisation (FAO) funding for Pearl Technician training to avoid kill harvests.
- Fisheries Adviser recruited from Australia now in-country (funded) to advance policy development and provide high-level advice.
- Improved access to fish in 2020 for local consumption due to reduced tourism visitors relating to COVID-19 impacts, and health and border control measures.
- Access to qualified and skilled staff in the local labour pool continues to be limited, particularly in the last year. May look to other Pacific Islands to fill gaps in its workforce.
- There has been limited access to suitable training opportunities in the past year due to COVID-19. A lot of virtual training was offered, but this is not as effective, noting time zones and limited engagement between trainer and trainees - unless it is a software/computer-based training which works well.
- Several staff are enrolled into courses delivered through regional agencies such as the South Pacific Com-

munity (SPC), Forum Fisheries Agency (FFA) and NZ tertiary institutions and with COVID-19, virtual space has provided for this. However, not all courses deliver the same high-impact training.

- Celebrates excellent performance through bonuses, staff treats, one-on-one recognition between management and staff, and staff functions.

STRUCTURES



- Organisational restructure was completed in June 2020.

SYSTEMS



- The Ministry's Strategic Plan expires this year. Review and work for the new plan is underway and looks to focus on MMR's core mandate and areas for stimulating economic development, as well as sustainable management, particularly in coastal fisheries. The new Plan will also look to incorporate the increased demand across Government for services delivered by MMR, such as work with NES, SBMA, MOT, MFEM projects.
- Enactment of Maritime Boundary Regulations.
- Finance and Administration Policy Manual updated.
- All policies are being well implemented, except for Marine Biosecurity and Aquaculture Plan. These along with Coastal Fisheries Plan require additional work to integrate in to annual work plan - limited resourcing means activities will be prioritised, although project funding is being sought to supplement resourcing and technical capacity.
- Establishment of daily risk assessment profiles for maritime border management.
- Implementation of COVID-19 protocols for the fishing sector.
- Final datasets were provided to MMR from whale researchers (Nan Hauser) in which data analysis is underway to inform policy and regulation development.
- There are currently six cases open for fishing breaches in which all are to be settled under negotiation.
- Fishing Aggregate Devices (FADs) were deployed across five islands.
- Completion of two market studies for the pearl industry.
- Completion of Coral Reef Indicators report.
- Review of the European Sustainable Fisheries Partnership Agreement (EU SFPA) and vessel performance.
- Establishment of mini Laboratory for water quality monitoring in Manihiki.
- On-going crown of thorns removals across several islands and ecosystem monitoring of tuna fisheries.
- Completed successful participation in four surveillance operations.
- Water quality reports are distributed monthly.
- Completed the Aitutaki Marine Research Centre capacity needs assessment report.

COMMUNICATIONS

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

STRATEGIC PARTNERSHIPS

- Strong donor relationships exist supporting several MMR work areas. MMR utilises donor agencies significantly to resource the projects that support its work. Engagement with strategic partners is either through regional agencies or MFEM-DCD.

AUDIT STATUS

- FY 2017/18 achieved and unmodified opinion received.
- FY2018/19 audit completed and Unmodified.
- FY 2019/20 audit report is incomplete. However, the Audit Office did advise that work on this audit was underway and they did not foresee any issues.

TE MANA TUMOTU O TE KUKI AIRANI MINISTRY OF TRANSPORT

MoT Profile



Secretary:	Mr John Hosking
Start date:	5 November 2018
End date:	5 November 2021
Total FTE staff:	30
Females/Males:	13/17
Outputs/Divisions & Managers:	Output 1: Civil Aviation Authority of the Cook Islands – Mr Dennis Hoskins; Output 2: Maritime Safety Authority– Mr Peter Graham; Output 3: Land Transport Authority – Ms Patricia Tuara; Output 4: Cook Islands Meteorological Services – Mr Arona Ngari; Output 5: Corporate Services – Mrs Mii Tangitamaiti
Portfolio Minister:	Hon. Mr Robert Tapaitau

Overall, the Ministry has performed quite well maintaining the previous Financial Year (FY) rating of 81% (3) which illustrates that MoT has been meeting expectations within this reporting period. This is a positive outcome given the challenges experienced and capacity challenges reported, along with the uncertainty and disruptions to “normal” business brought about by the COVID-19 pandemic.

In summary, the Ministry reported on six outputs representing an increase from five outputs in the previous FY with the transfer of Dangerous Goods from the Ministry of Internal Affairs. The Ministry reported on thirty-two Key Deliverables (KDs) for the 2021/21 FY, of which twenty-nine (91%) met or exceeded expected levels of performance.

The Ministry administers twenty-four Acts, Regulations, Rules or Policies, acting as both policy developers and regulators for all twenty-four mandates and provides governance oversight for one.

Some key achievements during this FY included: A Director of Land Transport was appointed in July 2020 and subsequently the Land Transport Policy and National Transport Policy baseline work was completed. NZAid funding has been sought for internal and external Technical Advisors (TAs) so that the next stage of this work can be undertaken in the 2021/22 FY.

NATIONAL SUSTAINABLE DEVELOPMENT PLAN

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

- Goal 6: Successful audits and re-certification of aerodromes on Rarotonga and Aitutaki. Issued 259 boat master licenses, 69 registered small vessels licenses and 31 safety inspections of domestic, chartered vessels (Rarotonga and the Pa Enua) as well as Vaka Marumaru Atua. Small motorised inspections completed in Mangaia, Aitutaki and Rarotonga.

CHALLENGES

The Ministry identified that the Meteorological Services represent non-core but an essential output as a service provider and an early warning system to its stakeholders and the public at large. Providing secretariat functions for the Sale of Liquor has also been identified also as non-core. The Ministry recommended that this function be transferred to the Police for administration which is currently in progress.

PEOPLE



- Recruited and appointed a new Director of Maritime in February 2021.
- Certification of aviation operators to comply with rules and regulations and the granting of extensions and applying special conditions resulting from COVID-19.
- Implemented the Government Performance Management system to improve individual staff performance monitoring.
- Provision of a range of relevant staff training opportunities to address identified skill gaps.
- Proactive in sourcing support and advice from the New Zealand Ministry of Transport..

STRUCTURES



- Reviewed charging schedule of Fees for Aviation.
- Annual Compliance Audits conducted by PASO inspectors.
- The Ministry's Quality Management System (QMS) was implemented and report completed in May 2021

SYSTEMS



- A Director of Land Transport was appointed in July 2020 and subsequently a Land Transport Policy and National Transport Policy baseline work was completed. NZAid funding has been sought for internal and external Technical Advisors (TAs) so that the next stage of this work can be undertaken in the 2021/22 FY.
- The Dangerous Goods Act and Regulations have been reviewed, however, a lack of institutional legal knowledge delayed further progress on this. It is anticipated that in-country legal expertise will be sought to assist MoT with the completion of this review in the next FY. Additional work required includes the development of a Policy and Cabinet submission which is expected to be completed by 30 June 2022.
- Secured funding through Maritime New Zealand Pacific Maritime Safety Programme for a safety campaign.
- Securing funding from Pacific Maritime Safety Programme (PMSP) for a further twelve (12) months to implement Phase 3 of the safety programme to include surveys and inspections and provide capacity building of maritime inspectors and continued mentoring by Maritime New Zealand (MNZ) technical advisors.
- Procurement and installation of early warning systems on three Pa Enua (Palmerston, Suvarrow and Nassau) to monitor weather and climate.
- Thirteen islands have an early warning system.
- Confirmation from the Green Climate Fund (GCF) that approval was granted for meteorological equipment including installation on Pa Enua airports aviation weather observing systems (AWOS).
- Secured collaboration with Fiji Meteorological Services for the Part 174 certification requirements.
- The vehicle database on licensed vehicles has been proven to be a useful decision making tool for the Ministry, Police, MFEM and Vehicle companies.
- The Meteorological Services and Aviation Divisions have implemented Monitoring and Evaluation tools to support compliance.
- Model Pacific Aviation Legislation regulations and compliance workshop conducted and completed in December 2020.
- Inspected two hundred and ninety six (296) Liquor Licensed premises and ten (10) Liquor licenses were issued to businesses in Aitutaki, Mangaia and Rarotonga.
- Granted licenses (40 from July-December 2020 and 29 from January-June 2021).
- Dangerous Goods inspections and certification commences in July 2020 resulting in fifty eight inspections across the Pa Enua (including Rarotonga) with forty one licenses issued.



COMMUNICATIONS

While still incomplete, work has been carried out on reviewing the existing Communication Plan. It is reported that the Communication Plan is expected to be completed by September 2021 although it is noted that a review of this plan was a critical success factor for the HoM in the 2019/20 FY so should have been completed by now.

STRATEGIC PARTNERSHIPS

The Ministry is proactive in seeking funding and technical assistance and securing collaborative relationships to achieve the success of its deliverables. Over this FY, the Ministry has utilised virtual platforms to engage with its strategic partners.

AUDIT STATUS

The Ministry is to be commended for achieving an “unmodified” audit opinion for 2019/20, as confirmed by the Audit Office. The Audit Office reported that MoT has no current audit issues requiring action. There are outstanding issues dating back a very long time but these are not attributable to the current leadership and management of MoT.

KŌUTU MANA TUTARA O TE IPUKAREA OFFICE OF THE PRIME MINISTER

OPM Profile



Secretary:	Mr Ben Ponia
Start date:	4 October 2018
End date:	4 October 2021
Total FTE staff:	49
Females/Males:	20/29
Outputs/Divisions & Managers:	Output 1: Cabinet & Executive Services – Mr JJ Harold Browne; Output 2: Central Policy Planning Office – Ms Valentino Wichman; Output 3: Pa Enua Governance – Mr Mia Teaurima; Output 4: Information Communication Technology – Mrs Pua Hunter; Output 5: Renewable Energy Development – Mr Tangi Tereapii; Output 6: Emergency Management Cook Islands – Mr Charles Carlson; Output 7: Climate Change Cook Islands – Mr Wayne Tamangaro King; Output 8: Marae Moana – Ms Maria Tuoro; Output 9: Corporate Services – Ms Tangi Mataio; Output 10: National Security – Mr Maara Tetava
Portfolio Minister:	Hon. Mr Mark Brown

The Office of the Prime Minister (OPM) achieved a rating of 2 for the financial year (FY) 2021-21 with a total score of 68%. This overall achievement represents a decrease in performance from the previous FY. While the challenges emanating from the advent of COVID-19 are noted, this is still a disappointing result indicating the need for considerable improvement, particularly in the area of Organisational Management.

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

OPM reported in its monitoring tool on 42 KDs. Of these, 32 were deemed to be achieved (76%) with scores of 3 or 4 indicating that they either met performance expectations or represented above average performance. The review confirmed the average rating over all KDs as 2.9/5.

Some key achievements included the: National Research Committee website is active with direct links to download the application forms and a message forum added to the OPM page: <https://www.pmooffice.gov.ck/national-research-council/>.

The 2020 Annual Research Committee report has been completed and the NSDP Indicator report for 2020 (NSDP indicator 15.5) has been completed.

The NSDP Year 3 Indicator Report is completed with the NSDP 2020 Baseline indicator Report presented by the COS during the official launch of the NSDA with the Prime Minister at the National Auditorium in August 2020. This is part of a package of documents for the draft NSDA.

NATIONAL SUSTAINABLE DEVELOPMENT PLAN

OPM reported that it contributes to all 16 goals of the NSDP across its ten outputs and that they are on track in meeting their requirements. Notable contributions by OPM include:

- Goal 1: Improve Welfare and Reduce Inequity and Economic Hardship – Central Planning Division leading the development of the 100yr NSDA Development Agenda.
- Goal 5: Build resilient infrastructure and information communication technologies to improve our standard of living – ICT Division leads the government ITC networks, cybersecurity regimes and engages with licensing and regulatory authorities on behalf of the Cook Islands.
- Goal 6: Ensure access to affordable, reliable, sustainable modern transportation and energy for all – Renewable Energy Division has taken a lead role for renewable energy development and oversight of Pa Enua renewable energy power generation.
- Goal 7: Improve health and promote healthy lifestyles – OPM has played a supportive role with the co-ordination of the Government's COVID-19 response.
- Goal 12 – Sustainably use the oceans, lagoons and marine resources for sustainable development – lead role through Marae Moana Division to ensure coordination of Agencies in the oceans and lagoon space.
- Goal 13 – Strengthen resilience to combat the impacts of climate change and natural disasters – lead role through Climate Change Division – national adaptation strategies, GCF, emergency disaster management policies.
- Goal 16 – Promote a peaceful and just society and practice good governance with transparency and accountability – Cabinet, Pa Enua, National Security and Corporate Services Divisions play a support role towards the achievement of this goal.

CHALLENGES

There are a number of challenges faced by OPM including: Failure by Ministries to comply with the Cabinet submission deadlines as outlined in the Cabinet Manual; recent power outages highlighting the vulnerability of the Government IT network and end-of-life infrastructure; border restrictions imposed due to COVID-19 stalled progress carrying out the Energy Sector Review; completion of network upgrade and street lighting for Mauke and Mitiaro has been delayed; developing new legislation for the Fire Service as lockdown of borders has delayed progress in engaging a TA to undertake this work.

PEOPLE



- Staff have been seconded to various Agencies as part of their broader upskilling programmes for training and development.
- Staff training provided on fibre optic networking and cybersecurity.
- Recruitment of nine Pa Enua Executive Officers.
- Provided first aid training to Rarotonga Puna in collaboration with Cook Islands Red Cross.

STRUCTURES



- Reported that its organisational structure was reviewed in 2019.
- Identified that their structure requires reviewing to address the issue of Executive Officers in the Pa Enua who are appointed by Mayors but are employed by the COS.

SYSTEMS

- The 2020 Annual Research Committee report has been completed.
- Completed the Draft Cook Islands Renewable Energy Investment Plan.
- The Readiness 5-Rapid Response and Recovery Plan prepared by EMCI has been approved.
- Completed the Marae Moana Sustainable Financing Mechanism report to provide a resource to Agencies and Government.
- Completed the Evaluation of the NSDP 2016-2020.
- Country-wide consultation on the NSDA 2020+ with the draft ready for launching in August 2021. Consultation with Pa Enua on NSDA2020+ through public meetings on Mangaia (15-16 February 2021), Mauke (23 March 2021), Mitiaro (23 March 2021), and Atiu (24 March 2021).
- Draft of three National Policies under the NSDA 2020+.
- Completion of a revised Research Policy and Framework.
- Orientation provided on Island Government Act for Mangaia, Mauke, Mitiaro and Atiu during NSDA 2020+ consultations.
- Three hundred and eighty five submissions to Cabinet were deliberated and Minutes issued.
- Approval of four nominations for the 2021 Queen's Awards.
- Island Government elections held with nine Mayors and fifty five Council members duly elected and declared successful.
- Addressed gaps identified in the IT network audit report and developed appropriate procedures and standards as internal capacity allowed.
- Sought and obtained support from the New Zealand intelligence Services through the NZ Ministry of Foreign Affairs and Trade (MFAT), to conduct an IT Security Posture Assessment once the network upgrade is completed.
- Supported Agencies with network planning and configurations for office expansions and relocations.
- Assisted six Agencies with investigations related to information and communications.
- Successful launch of the Get Safe Online website for the Cook Islands.
- Completed the Cook Islands Electric Vehicle (EV) Transport pre-feasibility report.
- Network upgrade and street lighting completed for Atiu.
- Conducted visits to Manihiki, Rakahanga, Penrhyn and Pukapuka to review Disaster Risk Management (DRM) plans.
- Reviewed all eleven Pa Enua and ten Puna DRM Plans ready for publishing.
- Secured funding from NZ National Emergency Management Agencies to review the NDRM Plan 2017.
- PACRES (Building Pacific Resilience to Climate Change) funding approved for Technical Assistance to assist in preparing legal guidelines for Climate legislation.
- Review and resetting of activities and decision making of Technical Advisory Group including reviewing membership.
- There has been some progressive work on the National Security Policy.

COMMUNICATIONS

There was an increased use of social media by OPM as a platform for communication with the public. The OPM website provides a range of current information which is easily accessible by the general public. OPM produced two new documentaries on Women in DRM and EMCI Profile. They provided DRM preparedness and awareness programme in Maori and English on Radio, CITV and Social Media. OPM aired seventeen documentaries on Traditional Knowledge and DRM Preparedness on Cook Islands Television.

STRATEGIC PARTNERSHIPS

OPM's report noted only the existence of ongoing dialogue being maintained.

AUDIT STATUS

The 2020 audit report has not been completed and the Audit Office is yet to confirm.

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

OPSC Profile

Secretary:	Ms Myra Patai
Start date:	7 May 2019
End date:	7 May 2022
Total FTE staff:	8
Females/Males:	8
Outputs/Divisions & Managers:	Output 1: Policy & Planning – Mrs Dorothy Solomona; Output 2: Human Resource Management – Ms Teresa Tararo; Output 3: Corporate Services – Ms Teresa Tura; Output 4: Heads of Ministries Administration – Ms Heather Webber-Aitu
Portfolio Minister:	Hon. Mr Mark Brown

An overall performance rating of 88.5% (4) was achieved by OPSC. There were four outputs with 16 KD of which 15 met or exceeded expectations. OPSC reduced the number of KDs from 21 last year to better reflect actual performance.

OPSC has provided considerable support and training to other Government Agencies during this period and this appears to have compromised its own internal HRM focus in some areas.

The completion of the Strategic Plan is a significant achievement and should form the basis for the future direction of this Agency. It is expected that in future reporting periods, OPSC will highlight its achievements and areas requiring modification as the Plan is implemented, embedded into practice and reviewed.

NATIONAL SUSTAINABLE DEVELOPMENT PLAN

Progress on Goal 16 is on track.

- Goal 16: The indicator focuses on the average performance of Government Ministries as indicated in the Public Service Commissioner's Annual Report to Parliament. During the period 2019-2020, twelve Ministries demonstrated improved performance. Two Ministries required additional support by way of HRM support and project reprioritisations – both brought about by the advent of the COVID-19 pandemic. Above average performance was achieved by 25% of Ministries; 57% of Ministries met performance expectations; and 17% had performance that either needed improvement or was still in development. Overall, this was a marked improvement on the previous period although there were less Ministries achieving at the high (exceptional performance) end of this scale where, in the previous period, 58% achieved this rating.

CHALLENGES

Whilst the overall rating is meeting expectations, there are areas where further improvement could lift this rating further. These relate, in particular, to people development and management. It is acknowledged that the inability to recruit to all positions on the approved organisational structure creates an increased workload for existing staff and undoubtedly, this has resulted in some key deliverables not being completed or only partially completed.

Ensuring the regular review and updating of policies will ensure their currency and appropriateness and a policy review calendar, will support this work. Setting Key Deliverables which rely on others, in this case HoMs, will always be fraught with risk, and OPSC should reconsider its quantitative measures when setting SMART objectives.

Little progress was made on proposed policy deliverables. Anticipated targets for policy review were not achieved nor was there any updating of policies evident on the website. In particular, no work was evident on the Cook Islands Government Contracting for Service Policy, as scheduled in the Work Programme. The extract of data provided on HR policy needs lacked the depth of analysis required to meet SMART goals. A query does not constitute a robust analysis. The draft Standard Operation Procedures (SOP) for establishing and disestablishing Agencies was not completed.

It is impossible for OPSC to meet its own targets without the support of other Government Agencies who must be held to account when they fail to comply with reasonable requests. HoMs must ensure that job descriptions are submitted to OPSC for evaluation when and as required if OPSC is to meet its targets in this area.

PEOPLE



- Above average performance was achieved by 25% of Ministries; 57% of Ministries met performance expectations; and 17% had performance that either needed improvement or was still in development. Overall, this was a marked improvement on the previous period although there were less Ministries achieving at the high (exceptional performance) end of this scale where, in the previous period, 58% achieved this rating.
- Training on the Cook Islands Government's Performance Appraisal Framework was delivered to one hundred and one participants from six Agencies with four Agencies transitioning to the Framework.
- Human Resource Management (HRM) recruitment support was provided to a range of Agencies.
- The Public Service Induction Training, facilitated by OPSC, continues to impress. This training was delivered on twelve occasions to four hundred and thirty participants, including the Pa Eヌua. The ability to provide this training in Te Reo Maori and the positive feedback from participants is impressive.
- Maintained monthly contact with all fourteen HoMs and developed a database to record interactions. Support was also provided with Business Planning to five Agencies to assist them with their Mid-Year reporting.
- Bullying Awareness Training, attended by eleven Ministries, was facilitated and received positive feedback from HoMs.
- Mentoring support, including the allocation of NZ counterparts, was facilitated for HoMs through the NZ Pacific Fale.
- Training on the Code of Conduct was presented in March 2021 to staff and Managers at Infrastructure Cook Islands (ICI).

STRUCTURES



- The Organisational Structure was approved on 14 August 2020. Thirteen Full Time Equivalent (FTE) positions, including the Commissioner, were approved, however, due to lack of available Government funding, OPSC is currently only able to fill eight FTEs which exacerbates an already heavy workload for OPSC staff.
- Exceeded expectations in reviewing Agency organisational structures where six Public Service Ministries and three State Owned structures were completed.

SYSTEMS

- The OPSC Strategic Plan was completed and endorsed on 26 January 2021.
- The Public Sector Functional Review is to commenced prior to the end of the 2021 calendar year. The TOR has been prepared and was shared with the Economic Planning Division of MFEM.
- A TOR has been prepared for the review of the Public Service Act 2009. This piece of work has been tagged with the Functional Review because of the costs involved, however this is currently waiting on the Development Coordination Division of MFEM to confirm if under the proposed funding stream (NZ Core Sector Support) that this is possible.
- Government Agencies were provided with considerate support throughout this period, including: seconding staff to assist TMO with HRM work.
- Collaboration with MFEM on the centralisation of services such as recruitment; job description support; strengthened HoMs' recruitment processes; standardisation and training on performance management; promotion of pathways into the Public Service; and preliminary work to standardise the job descriptions for Finance Officers/Managers.
- A Capacity Assessment was completed for the Ministry of Internal Affairs (INTAFF) in October 2020.
- Although the Office of the Prime Minister (OPM) was also scheduled for a Capacity Assessment which had commenced, it was deferred at the request of the Chief of Staff of OPM in acknowledgement of the transition between Prime Ministers from Hon Henry Puna to Hon Mark Brown who may have his own strategic priorities.
- Responded to a request from the Minister of the Business Trade and Investment Board (BTIB) to undertake a Functional Review (FR) for this agency. Although this FR has not yet been completed, there has been considerable progress including stakeholder feedback from both the BTIB Board and the Minister. It is anticipated that this Review will be completed by August 2021.
- All job vacancies received from Public Sector Agencies by OPSC were advertised on the OPSC vacancy portal.
- Strengthened the processes around HoMs recruitment - a standard 360 survey template was confirmed.

COMMUNICATIONS

OPSC has a current Communication Plan, dated July 2020.

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

STRATEGIC PARTNERSHIPS

Whilst OPSC does not enjoy a dedicated relationship with donor agencies, per se, it has recently successfully engaged with the NZHC for support for the new Police Commissioner's recruitment. There is also increased engagement with the NZ State Services Commission/Pacific Fale. The Office attempts to keep in touch with the Cook Islands through the Cook Islands Tertiary Students' Association with attendance at the annual Ta'oko'tai'anga. This annual gathering allows OPSC to share details of employment opportunities within Government. OPSC is also proactive in responding to queries from members of the diaspora, particularly regarding employment, many of which are accessed through the CIGOV Vacancy Portal.

AUDIT STATUS

OPSC received an unmodified audit report.

1.2 KEY CHALLENGES

PEOPLE – PLANNING, RECRUITMENT AND RETENTION

RECRUITMENT

A COVID-19 environment has exacerbated the same issues identified in the last Annual Report to Parliament. Ministries continue to experience difficulties in recruiting people with key competencies and skills sets and within the Government remuneration framework and from a limited labour market. Vacant positions mean that they Ministries may have insufficient human resources to deliver key services in a sustainable manner into the medium term. With expanding work programmes, it has been difficult for some Ministries to maintain adequate levels of customer service (many of which are outside the normal realm of responsibility) with limited capacity.

The Ministry of Justice has recognized that Court staff have reduced capacity and a new Workforce Plan will likely recommend that the number of Court staff increase, particularly given that there is not enough coverage and staff regularly work beyond their normal hours and on weekends. Insufficient personnel funding continues to be a challenge for recruiting to fill vacant positions although the Ministry of Justice reports that a significant number of vacancies have been now filled representing a reduction from 30% of positions being vacant to the current 15%. The Ministry reports that over 50% of its current staff are newly hired employees from either outside MoJ or through internal transfers.

Due to competing priorities, MFEM has not been able to develop a consolidated human resource management capability plan despite an increase in size and scope of work. The Directors of Revenue Management Division, Treasury Management Division and Development Coordination Division are having to work in operational roles as they have vacancies in critical positions. When the Divisional Director is required to fill a critical gaps due to vacancy, it takes him or her away from the high level management aspects of the Division. This reduces management efficiencies. MFEM also recognises the need to continue growing internal capacity to ensure continuity of resources. De to the unique and specialised skill requirements of the Ministry, MFEM reports the challenges encountered to meet market salary expectations from suitable applicants, which sit beyond the current Cook Islands remuneration structure.

MMR was looking to increase investment in science and monitoring and control staff given that it is the only Agency with scientific and technical capacity to undertake work in the ocean space. COVID-19 impacts have required removal of these proposed funding increases to MMR's budget.


INTAFF has identified capacity issues in human resources resulting from the increased and ongoing workload exacerbated by COVID-19.

Innovative approaches and changes to its recruitment strategies is required. Adopting some flexibility in the current CIGOV Recruitment Policies to strengthen the secondments, transfers and streamlined processes. The risk of overstretching current personnel will require careful prioritisation and resource allocation by HoMs and Ministries.

COOK ISLANDS DIASPORA OVERSEAS

The CI diaspora overseas are a potential source for filling vacancies in Government. The extent of the involvement of Ministries with the diaspora varies. Some Ministries like MFEM, as part of the ERR, have been proactive in developing an overseas recruitment programme which targets young Cook Islands and Pacific Islands graduates as well as mature persons looking for an appropriate work/life balance lifestyle.

MFEM reports some success from a pilot project undertaken in this regard. OPSC does provide support to the New Zealand based Cook Islands Tertiary Students' Association (CITSA) with attendance at the annual



Ta'oko'tai'anga. This annual gathering allows OPSC to inform students of employment opportunities within Government. MFAI provides a monetary grant to the CITSA of \$5k per annum. Overall, there is no evidence in Government of a formal engagement strategy with the Cook Islands diaspora. Changes in the administration by MoJ of land trust funds will require increased engagement with the diaspora. Development of the MoJ online registry platform will also allow for more effective engagement with the diaspora.

PEOPLE DEVELOPMENT AND MANAGEMENT


The current labour shortage is compounded by the lack of a structured approach for managing our employees, which can be achieved through Ministries having a Workforce Plan which will include elements around training and development and leadership and talent. HoMs recognise the importance of their staff to the success of their Ministry, yet this appears to be an area where improvement through the formalisation of plans and procedures or even conducting regular performance appraisals would be beneficial. The annual performance review conducted for this FY revealed that the practice of the Ministries varies.

There is little apparent understanding of effective succession planning and Ministries are encouraged to afford greater importance to the future development of its people through formalised strategic approaches. For some Agencies, there is no overall Ministry approach to its workforce needs, Ministries have adopted an ad hoc and reactionary style. While it is acknowledged that opportunities are provided, as they occur, for staff to assume new responsibilities and be exposed to high level strategic decisions, it is apparent, however, that HRM is an area requiring more focus in the future. Good HRM practices are supported by carefully documented policies, plans and procedures. A snap shot below of the current practices adopted by some Ministries is reflective of the majority of the fourteen Ministries.

- MOJ does not have a formal Training and Development Plan but has created Senior positions for succession purposes and has included work in this area in its new Strategic Plan. Although, there is no formal plan for leadership development, several young staff have been identified with leadership potential and support is provided for further training.
- Plans are in place to conduct cross-training or placement projects within the senior management team of INTAFF. The Ministry conducts and explores opportunities to develop leadership skills in its management team whom the HoM believes are already multi-skilled. The HoM notes that there are limited training opportunities in leadership available in-country and personally conducts mentoring sessions for all directors or managers herself. It is recommended that consideration be given to formalising this programme in the future.
- Each division of MoCD manages and maintains their own development plans for staff according to their unique areas. The Cultural Governance Division offers capacity building 'Kura' sessions where the staff are required to present or be trained on a particular topic. While it was envisaged that these would occur once each month, the advent of Covid-19 has meant they have been less regular.
- The OPM approach to Leadership development suggests that talent development is ad hoc and specific to individual employees rather than a whole of Agency approach.
- MFAI has noted the challenges around HRM as the country grapples with COVID-19 and its related competing priorities. While there are informal opportunities to develop staff, formalizing a Workforce Plan which would address succession planning and Training and Development will be considered.

EMPLOYEE ENGAGEMENT SURVEY

The Employee Engagement Survey (EES) is an online survey that is carried out by OPSC each FY. This survey started in 2014 and is the only Government-wide survey conducted which attempts to collect information on the experience of Public Servants. The survey focuses on the following key components: Purpose of the job; Leadership and Direction from the Senior Management Team and from an Organisational perspective; Customer and Relationships and People Development (healthy work environment and productive people,



training and development, employee's relationship with their Director/Manager); Financial and Resource Management; Knowledge and Understanding of Government's HRM Policies; and Overall Employee Experience. The OPSC will endeavour increase employee participation in the survey.

INFORMATION MANAGEMENT

Most Ministries have some type of a Communication Plan but which will need to be revised for a post COVID-19 environment. It is evident that all Ministries engage with their stakeholders and the public regularly through various platforms – online, email, telephone, newsletters, telephone and walk-ins.

The current ICT system maintained by the Office of the Prime Minister is currently being upgraded to establish a reliable, secure, scalable and an integrated whole of Government ICT network. A number of power outages exposed the end-of-life vulnerability of our ICT network and impacted on delivery ability. It is anticipated that the information technology systems which do not fully support business operations and which hamper Revenue Management's modernisation agenda will be addressed in this upgrade.

An area that needs monitoring is how Ministries can manage their vast amounts of information and whether securing digital storage space online (cloud based) is an option that is being explored by OPM. A number of Ministries should be commended for being proactive in digitising its data and some of its services. For some Ministries who have had issues with the ICT system maintained by OPM, they have opted to contract private service providers like KukiNet.

RISK MANAGEMENT

Most Ministries have a Risk Management Plan however, they will have to ensure that it manages all risks, particularly information security risks related to the users of its services/outputs and protection of its records/information as well as safety and health measures for COVID-19 and plans for physical storage, and disaster risk management. It is expected that Ministries should also plan to hold emergency drills (for fire, cyclones, etc.) regularly, in line with best practice recommendations and that all risks are accurately identified and mitigated.

Systems – Non-core functions

It has been observed that a few Ministries have assumed non-core functions which takes them away from their core business or requires additional staff and processes to fill in to enable this work to be undertaken by the Ministry.

MMR provides technical advice and support to Government projects such as MTVKTV; technical advice and support to SBMA; and technical and policy advice to MOT, MFEM and NES. Broader work in oceans space requires MMR's participation and leadership given relevance to international fisheries law and obligations on the Cook Islands as a member of multiple international agreements/instruments. MMR is the only agency with scientific and technical capacity to undertake work in the ocean space. Some arrangements include cost-recovery; others have increased demand on MMR's existing limited resources.

In addition to its core business responsibilities, MFAI has assumed a range of non-core roles to support Government's response to COVID-19. These have included chairing the Border Easement Taskforce (BET), chairing the combined Border Agency Taskforce, instigating and extensive engagement in innovation and diversification dialogue.

MoT has identified that the Meteorological Services represent non-core but an essential output as a service provider and an early warning system to its stakeholders and the public at large. Providing secretariat functions for the Sale of Liquor has also been identified also as non-core. The Ministry recommended that this function be transferred to the Police for administration which is currently in progress.

Other Ministries: MFEM in supporting major infrastructure projects; OPSC and the administration of the Government Superannuation Fund and MoE with the UNESCO National Commission.

1.3 BUDGET

Ministry	Personnel	Operating	Admin. Payments	Depreciation	Gross Appropri.	Trading Revenue	Net Appropri.	POBOC	Medium-Term Expenditure Ceiling
MoA	1,106,072	314,509	0	30,000	1,450,581	70,535	1,380,046	0	1,450,581
MoCS	1,469,826	229,131	0	53,000	1,751,957	75,000	1,676,957	0	1,751,957
MoCD	742,000	128,000	665,000	133,000	1,668,000	100,000	1,568,000	0	1,668,000
MoE	11,675,431	2,429,740	4,834,602	620,000	19,559,773	0	19,559,773	0	19,559,773
MFEM	6,316,094	808,174	45,155,750	260,000	52,540,018	954,341	51,585,677	1,035,574	53,575,592
MFAI	1,928,889	987,886	15,000	45,000	2,976,775	20,000	2,956,775	953,461	3,930,236
MoH	12,473,111	3,598,951	2,446,870	1,570,000	20,088,932	250,000	19,838,932	0	20,088,932
ICI	2,319,297	299,129	2,520,000	145,000	5,283,426	200,000	5,083,426	0	5,283,426
INTAFF	1,336,376	270,000	3,213,000	27,000	4,846,376	0	4,846,376	20,227,000	25,073,376
MoJ	1,883,976	449,999	560,000	30,000	2,923,975	375,000	2,548,975	0	2,923,975
MMR	1,271,815	670,185	200,000	150,000	2,292,000	28,000	2,264,000	0	2,292,000
MoT	1,024,000	161,000	0	63,609	1,248,609	32,000	1,216,609	120,000	1,368,609
OPM	1,518,000	499,000	976,077	31,000	3,024,077	0	3,024,077	0	3,024,077
OPSC	350,000	185,000	1,940,000	15,000	2,490,000	0	2,490,000	0	2,490,000

PART 2: PUBLIC SECTOR STRENGTHENING

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

2.1 HUMAN RESOURCE MANAGEMENT

PUBLIC SERVICE INDUCTION TRAINING

The Public Service Induction Programme was developed to ensure all employees understood their role and responsibilities as Cook Islands public servants. The programme is made up of four modules: Our Journey - the Cook Islands voyage to statehood; Public Service and You – clarifying the machinery of Government; In the Spotlight – confirming the standards of integrity and conduct; and For the Record - handling information in the Public Service.

There was a total of 20 Induction trainings with a total of 430 Public Servants that attended and completed during this FY. An evaluation is conducted after each cohort, and feedback from participants were extremely positive and continue to inform improvements to the programme content and delivery.

JOB EVALUATIONS

From 1 July 2020 to 30 June 2021, a total of 98 Job Descriptions (JDs) were evaluated from July-November 2020 (49 JDs) and from February to June 2021 (49 JDs). JD evaluation is carried out by the Job Evaluation Committee made up of volunteers across the Public Sector who have to undergo certification every three years. All jobs are placed on the Pay Structure approved by Cabinet.

PERFORMANCE MANAGEMENT SYSTEM

A robust performance appraisal (PA) system is an important aspect of retaining our workforce. This includes all employees having a Job Description that has been recently evaluated and that they are appraised against. Whilst most Ministries do carry out PAs, this is an area where practice varies as noted below and requires strengthening. HoMs need to ensure that it is a process carried out throughout the year – through informal and formal appraisals. The OPSC conducted Performance Management trainings across nine Government Agencies and reached a total of 97 participants within this FY.

- MoJ intends to roll out a performance appraisal system and performance agreements in the new FY, these initiatives will assist in the further development of their Training and Development Plan and a future review of the Work Force Plan.
- Currently, MFEM undertakes formal performance appraisals in July annually. While the Ministry appears to recognise that best HR practice supports more regular six-monthly performance reviews, it is concerned that the benefits that will accrue will not outweigh the additional administrative burden.
- All MoCD staff undergo performance appraisals twice per year. The Mid Year assessment is informal while a formal summative assessment of performance is conducted at the end of the Financial Year.
- OPM reported that performance appraisals are conducted at staff request.
- MoT have adopted the CIGOV Performance Management template and now conduct formal six monthly performance reviews. There was no indication from MoT how staff receive more frequent in-

formal feedback on their performance and this may be an area where MoT performance management systems could be further strengthened.

- Performance appraisals are by MFAI conducted annually near the end of the financial year.

The Government Performance Management Policy promotes exceptional performance and recognition for employees. Ministries are authorized to spend up to 2% of their personnel budgets to reward good employee performance by way of salary increments or one-off bonuses.

2.2 RATIONALISATION

CENTRALISED FINANCIAL MANAGEMENT INFORMATION SYSTEM (FMIS)

The FMIS system is utilised by thirteen of the 42 Government agencies, with seven full deployments and six soft roll outs at the end of June 2021, a notable increase from the previous year.

Two non-standard deployments (unplanned but urgent), for Police and NES completed during the year, stretched the FMIS resources resulting in a significant shift of the planned deployment timeline. However considerable operational efficiencies were gained within these Agencies as a result making the investment worthwhile.

Data migration remains a critical issue for the project, with low level capacity of financial management in line Agencies, this has contributed to delayed deployments and extended project timelines. MFEM will continue to actively engage consultants that are qualified to assist in keeping to our deployment schedule.

FMIS Support continue to roll out process improvement initiatives (in parallel to deployments), most noteworthy being the monthly reporting process which is almost fully automated. The full benefits of the FMIS system will be realised once all Government Agencies are fully deployed.

TARGETED SECTOR STRENGTHENING

The New Zealand Core Sector Support Grant Funding Arrangement continued providing direct budget support to the Ministries of Education and Health as well as to Cook Islands Tourism during the year and is valued at \$36.4 million over four years. The purpose of the Arrangement is to enhance the Cook Islands' ability to be self-sufficient by enabling predictable, efficient and effective delivery of key development objectives. The funding support has been allocated for technical assistance and supporting public sector strengthening.

PART 3: PUBLIC SECTOR PROFILE

The public sector had 2,414 (2020: 2,300) employees in all categories, including full-time, temporary-full time, part-time, casual workers and nulls as at 30 June 2021. Total full-time employees was 1,855 and 559 employees from the categories temporary-full time, part-time, casual workers and nulls. Employees listed as 'nulls' means that they remain on the system but are not being paid.

At 30 June 2021, 26% of the public sector workforce were aged 51-60 years, followed by 22% in the 41-50 years cohort (Figure 02).

NON-COOK ISLANDS MĀORI EMPLOYEES

As at 30 June 2021, 164 non Cook Islands Māori employees worked across the sector. This is a large increase with 139 recorded at 30 June 2021. Education and Health were the largest employers with 47 and 54 employees respectively (Table 10).

PART 4: OFFICE OF THE PUBLIC SERVICE COMMISSIONER

MENTORING SUPPORT

OPSC was able to strengthen collaborations with the NZ State Services Commission through their newly developed Pacific Fare. The Pacific Fare has enabled virtual opportunities for Pacific Islands Public Service Commissions to share learning and experiences. OPSC has also conducted a number of separate dialogues with the Pacific Fare Secretariat on a number of capacity building and organisational management strengthening initiatives and has set up mentoring support to three HoMs. Through the Pacific Fare, OPSC has also shared Policy resources with the Niue Public Service who were keen to develop similar resources.

RECRUITMENT PANELS

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

CATEGORIZING JOB ROLES

Using the JobWise job sizing tool which enables organisations to analyse and size jobs in one of the four standard career pathways³ listed below, OPSC determined that for jobs/roles whose job descriptions were evaluated from 2018-2020, that there is an increase in the number of knowledge-based jobs in the Public Service:

- Fourteen were roles in the Customer and business support pathway – these roles perform a contributory role, they provide inputs into the outputs of other jobs. Example jobs include: Administrative Assistant, Receptionist, and Data Entry Operator.
- Eleven were roles in the Operations pathway which perform technical tasks and activities, often requiring manual dexterity, typically based on trades or certificate level qualifications or equivalent expertise based on years of experience. Example jobs include: Mechanic, Plant Operator, and Laboratory Technician.
- Forty were roles in the Technical/ Specialist pathway which are primarily knowledge-based roles requiring the application of specialist technical, scholastic and/or research skills. Example jobs include: Accountant, IT Specialist, and Human Resources Advisor.
- Thirty-three were roles in the Leadership pathway and are accountable for the work and performance of others as supervisors and managers.

GOVERNMENT SUPERANNUATION FUND (NZ)

OPSC continues to provide administrative support to the remaining 162 contributors on the NZ Government Superannuation Fund (a legacy that continues to be performed as a non-core function). My Office facilitates queries relating to the New Zealand Government Superannuation Fund (GSF) in-country with MFEM, and the Fund's New Zealand Administrator - Datacom. During the year, Government funded 16.8% of GSF contributions for each GSF member up until 1 April 2021, whereby, it then decreased to 16.5%, while employees contributed between 6.0 – 6.5% of their salary.

3 JobWise, A Strategic Pay Solution, SP10, New Zealand

ANNEXES

ANNEX 01: PUBLIC SECTOR REMUNERATION PROFILE

FIGURE 01: REMUNERATION PROFILE

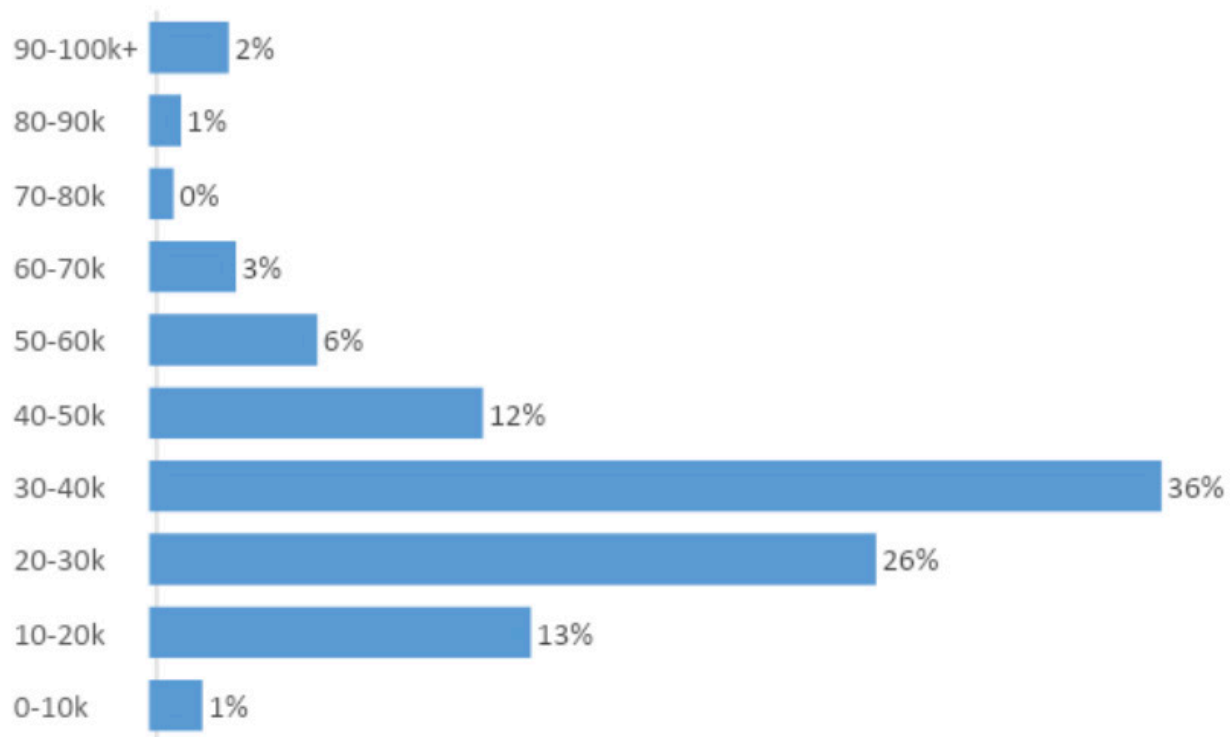


FIGURE 02: AGE PROFILE

Age Profile	Crown Agencies		
	Female	Male	%
20 or less	8	11	1.024
21-30 years	172	130	16.28
31-40 years	207	151	19.29
41-50 years	222	191	22.26
51-60 years	209	284	26.57
61-70 years	96	132	12.29
71-80+ years	14	28	2.26

ANNEX 03: PUBLIC SECTOR PROFILE

TABLE 04: TOTAL NUMBER OF FULL TIME EMPLOYEES BY MINISTRY

	30-Jun-21		
	FEMALE	MALE	TOTAL
Infrastructure Cook Islands	19	42	61
Ministry of Corrective Service	9	34	43
Mins of Agriculture	10	19	29
Mins of Cultural Development	15	10	25
Mins of Education	222	64	286
Mins of Finance and Economic Management	90	35	125
Mins of Foreign Affairs and Immigration	19	12	31
Mins of Health	213	112	325
Mins of Internal Affairs	27	14	41
Mins of Justice	37	15	52
Mins of Marine Resources	16	27	43
Mins of Transport	11	17	28
Office of the Prime Minister	18	30	48
Office of the Public Service Commissioner	9	1	10
Totals	715	432	1147

Source: HRMIS

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

	30-Jun-2020		
	FEMALE	MALE	TOTAL
Aitutaki Island Government	8	53	61
Atiu Island Government	6	40	46
Mangaia Island Government	4	50	54
Manihiki Island Government	7	32	39
Mauke Island Government	6	39	45
Mitiaro Island government	13	25	38
Nassau Island Government	1	3	4
Palmerston Island Government	3	8	11
Penrhyn Island Government	3	31	34
Pukapuka Island Government	14	26	40
Rakahanga Island Government	3	23	26
Totals	68	330	398

Source: HRMIS

TABLE 06: TABLE 06: TOTAL NUMBER OF FULL TIME EMPLOYEES BY STATUTORY & CROWN AGENCIES

	30 JUNE 2021		
Audit Office	11	5	16
Business Trade Investment Board	6	3	9
Cook Islands Police Department	40	67	107
Cook Islands Seabed Mineral Authority	5	2	7
Crown Law Office	9	2	11
Financial Services Development Authority	3		3
Head of State	1	3	4
National Environment Services	14	14	28
Cook Islands Natural Heritage Trust		2	2
Ombudsman's Office	4	3	7
PERC		1	1
Parliamentary Services	4	7	11
Tourism Cook Islands	18	4	22
Totals	115	113	228

Source: HRMIS

TABLE 07: TOTAL NUMBER OF FULL TIME EMPLOYEES BY MINISTERIAL SUPPORT OFFICES

	30-Jun-21		
	FEMALE	MALE	TOTAL
Leader of the Opposition Office	1	3	4
Min Arioka Support Office	2	3	5
Min Maggie Support Office	3	2	5
Min Mokoroa Support Office	2	3	5
Min Tapaitau Support Office	3	4	7
Min Toki - Brown Support	2	1	3
Prime Minister Support Office	4	9	13
Totals	17	25	42

Source: HRMIS

TABLE 08: TOTAL NUMBER BY GENDER CIVIL LIST AND HOUSE OF ARIKI

	30-Jun-21		
	FEMALE	MALE	TOTAL
Civil List (Members of Parliament)	9	19	28
Civil List (Others)	4	8	12
Totals	13	27	40

Source: HRMIS

TABLE 09: PUBLIC SECTOR EMPLOYEES/APPOINTEES BY FULL TIME EMPLOYEES AND GENDER

	30-Jun-21		
	FEMALE	MALE	TOTAL
	2	4	6
Crown Agencies	2	2	4
Island Govt	2	3	5
Min. Support Entities	2	1	3
PS Depts	3	2	5
Parliament	2	4	6
Totals	13	16	29

Source: HRMIS

TABLE 10: NON-COOK ISLANDS MAORI EMPLOYEES BY MINISTRY OR AGENCY

	30-Jun-21		
	FEMALE	MALE	TOTAL
Audit Office	5	1	6
Civil List	1		1
Cook Islands Police Department	1		1
Crown Law Office	2	2	4
Infrastructure Cook Islands	2	2	4
Manihiki Island Government		1	1
Mauke Island Government		1	1
Ministry of Corrective Service		4	4
Mins of Education	31	16	47
Mins of Finance and Economic Management	12	13	25
Mins of Foreign Affairs and Immigration	1	2	3
Mins of Health	33	21	54
Mins of Internal Affairs	1		1
Mins of Justice	1		1
Mins of Marine Resources	1	3	4
National Environment Services	1	1	2
Natural Heritage		1	1
Office of the Public Service Commissioner	1		1
Palmerston Island Government	1		1
Tourism Cook Islands	1		1
Total	95	69	163

Source: Pa Enua Governance Division, OPM

TABLE 11: CONSTITUTIONAL POSTS (NAMES)

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

TABLE 12: CONSTITUTIONAL POSTS - MEMBERS OF PARLIAMENT (NAMES)

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

TABLE 13: CONSTITUTIONAL POSTS - MEMBERS OF THE HOUSE OF ARIKIS (NAMES)

Members of the House of Arikis (As at 30 June 2021)	ISLAND
Makea George Karika Ariki	Rarotonga
Pa Tapaeru Teariki Upokotini Marie Ariki, OBE	Rarotonga
Tokerau Tinomana Ariki, Kaumaiti Iti	Rarotonga
Kainuku Kapiri i te Rangi Ariki	Rarotonga
Manarangi Tutai o Pore Ariki	Aitutaki
Ngamaru Henry Ariki	Atiu
Anthony Teau Ariki	Mauke
Tamuera Owen Ariki	Mauke
Tou Travel Ariki - Kaumaiti Nui	Mitiaro
Temaue o te Rangi Teikamata Mii Ariki	Mitiaro
Tangitamaiti Numangatini Ariki	Mangaia
Tetio Kaisara Pa ki Tonga Ariki Wolo	Pukapuka

Source: House of Arikis

TABLE 14: HEADS OF PUBLIC SERVICE DEPARTMENTS OR MINISTRIES (NAMES)

HEADS OF THE PUBLIC SERVICE (As at 30 June 2021)	NAME
Secretary of Agriculture	Ms Temarama Anguna-Kamana
Secretary of Cultural Development	Mr Anthony Turua
Secretary of Corrective Services	Mr Teokotai Joseph
Secretary of Education	Ms Danielle Tungane Cochrane
Secretary of Finance and Economic Management	Mr Garth Henderson
Secretary of Foreign Affairs and Immigration	Ms Tapaeru Herrmann
Secretary of Health	Mr Bob Williams
Acting Secretary of Infrastructure Cook Islands	Mr Willem Pille
Secretary of Internal Affairs	Ms Anne Herman
Secretary of Justice	Mr Tamatoa Jonassen
Secretary of Marine Resources	Ms Pamela Maru
Secretary of Transport	Mr John Hosking
Chief of Staff - Office of the Prime Minister	Mr Ben Ponia

TABLE 15: TABLE 15: HEADS OF CROWN/ STATUTORY AGENCIES

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

TABLE 16: HEADS OF STATE OWNED ENTERPRISES

STATE OWNED ENTERPRISES (As at 30 June 2021)	NAME
Cook Islands Airport Authority	Mr Joseph Ngamata
Cook Islands Investment Corporation	Mr Allen Jensen
Cook Islands Port Authority	Mr Nooroa Tou
Bank of the Cook Islands	Mrs Vaine Nooana-Arioka
Te Aponga Uira o Tumutevarovaro	Mr Tereapii Timoti/ Mrs Leslie Katoa

TABLE 17: EXECUTIVE OFFICERS OF ISLAND GOVERNMENTS

ISLAND GOVERNMENTS EXECUTIVE OFFICERS (As at 30 June 2021)	NAME
Aitutaki	Mr Tuaine George
Atiu	Mr Maara Tairi
Mangaia	Mr Anthony Whyte
Manihiki	Mr Nimeti Nimeti
Mauke	Mr Royston Jones
Mitiaro	Mrs Anna Roi
Palmerston	Mr Arthur Neale
Penrhyn	Mr Puna Vano
Pukapuka/Nassau	Mr Pio Ravarua
Rakahanga	Mr Toka Hagai

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