



PUBLIC SERVICE COMMISSIONER'S ANNUAL REPORT

FOR THE YEAR ENDED 30 JUNE 2020



KAVEINGA ARANGATU • PUBLIC SERVICE EXCELLENCE



18 October 2020

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

Kia Orana Prime Minister,

As required under Section 9 of the Public Service Act (2009), I am pleased to present to you, my Annual Report for the financial year 1 July 2019 to 30 June 2020.

In this Report, I have provided a summary of:

- The annual performance of the fourteen Public Service departments;
- Some of the key achievements by some of the Agencies in the State Services;
- Progress on the implementation of the Cook Islands Government Public Sector Strategy 2016-2025; and
- The operations of the Office of the Public Service Commissioner/Paepae Ropi'anga o tē Kavamani (OPSC)

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

This will be my final Report, as I will end my term as the Public Service Commissioner in the early new year. It has been my pleasure serving our Cook Islands people. I have been in this position since 2012 and have celebrated the achievements and have contributed to solutions to meet the many challenges. I am pleased to have been part of this journey progressing towards a Public Service of Excellence. We now have in place a relatively robust human resources framework that will assist us further strengthen and grow our employees – who are the backbone to our Public Service. Having dedicated and committed public servants is key to the resilience of our Public Sector. The coronavirus (COVID-19) pandemic has taught us to be flexible and open to changes. Innovation and creativity will help us to enjoy the highest quality of life consistent with the aspirations of our people, and in harmony with our culture and environment. On that note, I would like to acknowledge the Minister's support, and I wish to extend my sincere appreciation to the Heads of Ministries as well as the hardworking employees of my Office for their commitment, professionalism and perseverance to serving our Cook Islands people.



ACRONYMS AND ABBREVIATIONS

BTIB	Business and Trade Investment Board
CIIC	Cook Islands Investment Corporation
CIGOV	Cook Islands Government
CITTI	Cook Islands Tertiary Training Institute
CLO	Crown Law Office
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
HYEFU	Half Year Economic and Financial Update
INTAFF	Ministry of Internal Affairs/ <i>Te Tango 'Akarangatira'anga Ora'anga</i>
ICAO	International Civil Aviation Organisation
ICI	Ministry of Infrastructure Cook Islands/ <i>Te Tango Anga'anga o te Kuki Airani</i>
ICT	Information and Communication Technology
IMS	Incident Management System
ILO	International Labour Organisation
IMO	International Maritime Organisation
MoA	Ministry of Agriculture/ <i>Pae Anga'anga Tanutanu</i>
MCS	Ministry of Corrective Services/ <i>Te Tango Akatanotano</i>
MoCD	Ministry of Cultural Development/ <i>Tauranga Vananga</i>
MoE	Ministry of Education/ <i>Maraurau o te Pae Apii</i>
MFAI	Ministry of Foreign Affairs and Immigration/ <i>Te Kauono Tutara e te Mana Tiaki</i>
MFEM	Ministry of Finance and Economic Management
MoJ	Ministry of Justice/ <i>Te Tango Tutara o te Ture</i>
MMR	Ministry of Marine Resources/ <i>Tu'anga o te Pae Moana</i>
MoT	Ministry of Transport/ <i>Te Mana Tumotu o te Kuki Airani</i>
NHET	National Health Emergency Taskforce
NSDP	National Sustainable Development Plan
ODA	Official Development Assistance
OPM	Office of the Prime Minister/ <i>Koutu Mana Tutara o te Ipukarea</i>
OPSC	Office of the Public Service Commissioner/ <i>Paepae Ropi'anga o te Kavamani</i>
OS	Organisation structure
PERCA	Public Expenditure Review Committee and Audit
POBOC	Payments made on behalf of the Crown
ROBOC	Revenue received on behalf of the Crown
SAF	Special Assistance Fund
SOE(s)	State Owned Enterprise(s)
TMO	Ministry of Health/ <i>Te Marae Ora</i>

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PUBLIC SERVICE COMMISSIONER'S OVERVIEW

The Annual Report presents the results achieved by the fourteen Public Service Ministries¹ 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 2019 to 30 June 2020. It also includes the achievements of some of the Agencies in the State Services.

PUBLIC SERVICE PERFORMANCE UNDER COVID-19

This financial year has seen the Cook Islands, like all countries, rapidly adapt its response to the COVID-19 global outbreak - the scale of which has never been experienced before. Firstly, there are no COVID-19 cases and this is partly a result of a collective effort by the Cook Islands Government whom under the direction of the Te Marae Ora (TMO) are all working diligently to ensure the public health safety of all Cook Islands residents and visitors and; under the Ministry of Finance and Economic Management (MFEM) supported by the Private Sector Taskforce to mitigate the threats to economic security.

The establishment of the Incident Management System (IMS) under the guidance of the National Health Emergency Taskforce (NHET); as well as the delivery of the Economic Response Plan (ERP) required all Ministries to collaborate and take stock of disruptions to their current work programmes and pivot and adapt. Many have worked extremely long hours to maintain our core services but also to reassure our communities of Government support. A lot of work also remains ad hoc in view of the uncertainty around global and national recovery from the current COVID-19 induced economic crisis.

In response to COVID-19, Government put together an economic response package totalling \$61 million in March that focused on three key elements:

1. further support towards immediate public health measures – aimed at preventive measures to delay COVID-19 arrival into the Cook Islands then containing it and isolating it when it gets here;
2. strengthening support to the most vulnerable in our communities and supporting and protecting our overall workforce; and
3. a business continuity and support economic package aimed at cushioning the impact of the economic shock on businesses and workers and supporting confidence in the near term to buy us time to restructure our finances as a country to get back on our feet quickly

The NZ Government provided an additional NZ\$7million support as general budget support and is aimed at supporting the Cook Islands respond to the wide-ranging health, economic, and social impacts of COVID-19.

The economic response package was the Government's first response aimed at strengthening preparedness, support for vulnerable groups and securing foundations for the road to recovery in the aftermath of this unprecedented global pandemic. Government will continue to review response measures and will put in place stringent frameworks and procedures to safeguard the 12 months ahead.

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.

PUBLIC SERVICE PERFORMANCE UNDER THE PUBLIC SECTOR STRATEGY 2016-2025

The Cook Islands Government Public Sector Strategy, is a framework that focuses on the transformation of three priority areas (**people, structures, systems**) necessary for strengthening and improving service delivery to the public. Set over three phases, we are currently in the 'Implementing change' stage or Phase 2; which encourages rationalisation of the structure of the Public Sector and strengthening co-operative working relationships with all stakeholders to deliver better results to achieve our national NSDP goals.

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

- The performance of the fourteen Public Service Ministries has improved significantly with only two Agencies requiring additional support; and for one it was to help manage the reprioritization of infrastructure projects in light of COVID-19 priorities and for the other Ministry it was support for human resource management.
- Since my last Report for the fiscal year ending 30 June 2019, the total workforce population of the fourteen Public Service Ministries has increased by 106, from 1, 256 to 1, 362. The largest increases were seen in the Ministries of Education (MOE) from 431 to 443; Health (TMO) from 327 to 391 and in Finance and Economic Management (MFEM) from 122 to 150.
- The number of female and male FTEs has also increased from 806 females last FY to 901 this FY; and 450 males to 461.
- The Island Governments also saw a slight increase in the employment numbers from 618 last FY to 649. There were minor increases ranging from an additional 1-3 employees across most Island Governments. Atiu increased by 3 from 49 last FY to 52, Penrhyn from 40 last DY to 43 and Mangaia from 57 last FY to 59.

PEOPLE



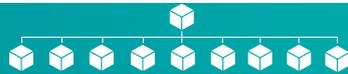
This component promotes a well led and trusted Public Sector by having progressive and high-performing Public Sector employees.

- 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 cohort at 474 employees.
- While the Cook Islands Public sector labour force indicates a high number of females, the Pa Enea labour force is predominantly male, which reflects the nature of work in the Pa Enea. Female (F) employees outnumber males (M) in the 21-30 years cohort with 172F:138M; 31-40 years cohort with 211F:132M and 41-50 years cohort with 242F:194M.
- On Friday 29 November 2019, Te Marae Ora (TMO) – Ministry of Health celebrated the graduation of 29 nurses and 11 dental therapists. The first cohort of eleven students graduated with a Diploma in Dental Therapy. Their studies commenced in 2017, and is part of the TMO drive to recruit and train employees to meet labour shortages in the oral health services in the Pa Enea. For the ten nurses who graduated with a Diploma in Nursing, this was the end of a three-year journey and will earn them Cook Islands nursing registration status. Another nine nurses graduated with a Diploma in Advanced Nursing Practice, which is the first stage in their process to become a Nurse Practitioner. Ten Registered nurses graduated with a Bachelor of Nursing through the University of South Australia.
- On 21 February 2020, the Deputy Prime Minister, the Honourable Mark Brown, announced the appointment of Mr Bernard Hill as the Chair of the new Cook Islands Competition and Regulatory Authority. The Authority is an independent statutory body that is responsible for regulating the Cook

Islands telecommunications industry under the Government's telecommunications reform package passed by Parliament in 2019

- OPSC assisted with the recruitment for the Clerk of Parliament position in May 2020.
- Honourable Colin John Doherty and Honourable Wilson Whare Isaac were both re-appointed to the Cook Islands High Court from 13 April 2020 for a further term of three years.
- Cabinet approved the appointment of Keu Mataroa as the next Cook Islands Consul General based in Auckland, New Zealand.
- OPSC processed 774 (670:18/19; 361:17/18) Notifications of temporary and full-time Employee Appointments (NOAs) to the Public Service; 968 (548:18/19; 305/17/18) Notifications of Employee Adjustments which includes any salary adjustments or employees moving to new positions within the same Ministry or (NOAs) Agency; and 286 (301:18/19; 128:17/18) Notifications of Cessation of Employees (NCEs) from the Public Service. As will be observed, over the last three years, the number of employees joining the Public Service has risen whereas the number of employees exiting the Public Service has fluctuated – there is no discernible trend.

STRUCTURES



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

- The Ministry of Internal Affairs prepared to move the dangerous goods licencing function provided under the Dangerous Goods Act 1984 and Dangerous Goods Regulations 1985 to the Ministry of Transport (MOT) to take effect on 1 July 2020. This transfer has allowed for the centralization of some of the licensing processes under one single authority. MOT is already responsible for liquor and transport licensing. By grouping these licensing processes together, the service delivery can be streamlined and delivered in a more effective manner as it reduces the duplication and costs.
- Infrastructure Cook Islands (ICI) will now serve as the point of contact for the Cook Islands Geographical Information Systems (GIS) User group.
- ICI was approved by Cabinet as the implementing Agency for the Cook Islands National Spatial Information Management Policy 2020-2030. The National Hydrography and Geoscience Division of ICI will serve as the repository hub providing geophysical, geodetic and marine spatial data sets and services in the Cook Islands.

SYSTEMS



The strategic goal under this component of Systems is for responsive service delivery from the Public Sector; with the expected outcome being a relevant and responsive Public Sector.

- The Cook Islands Third National Communication Report to the United Nations Convention on Climate Change (UNFCCC) was endorsed on 28 January 2020 and submitted to the UNFCCC.
- The Cook Islands Immigration Bill 2020 was tabled before the House by former Prime Minister Henry Puna. It is expected that the Bill will: enhance the security of our borders and therefore our people; and facilitate the movement of persons into and out of the Cook Islands in a manner which supports our evolving national economic, social and cultural priorities. The Immigration Bill Select Committee was chaired by the Minister of Internal Affairs and Education Vaine (Mac) Mokoroa, and include Members of Parliament Patrick Arioka, Te Hani Brown, Tai Tura, and Leader of the Opposition Tina Browne, Tama Tuavera and Vaitoti Tupa. The Select Committee have been given until end of September by Parliament to report back.
- The Cook Islands national reform on Workplace Health and Safety (WHS) and Workers Compensation (WC) is underway to provide more effective legislation in protecting workers and supporting businesses. Since 2018, ongoing work has resulted in two new Bills being currently drafted. The current focus is on the supporting Regulations to those two new acts. Regulations are important for the efficient administration of the new laws on WHS and WC. Without clear and specific regulations, the acts cannot be implemented by the authorities.
- The Financial Services Development Authority released its Strategic Plan 2020: The Next Five Years on 1 July 2020. This is the FSDA's plan and vision for the financial services industry over the next five years. The FSDA is encouraging collaboration and innovative thinking to grow and develop the financial services industry over the next five years.

PART 1: PUBLIC SERVICE PERFORMANCE

The performance of the fourteen Public Service Ministries is assessed annually by Office of the Public Service Commissioner (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 leadership skills; direction and delivery of their services; people or employee development; relationship management; engagement with stakeholders; and financial and resource management. The conduct of HOMs is considered as well and comprises four critical elements – that the HoM serves as a role model by living and promoting the Public Service and Agency specific values; there is minimal public or stakeholder complaints that are valid and upheld; the HoM is innovative and practices good stewardship of public resources to achieve results and 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 complications that may prevent full implementation of the Agency's business plans and strategies or solutions that have been put in place to mitigate those risks.

For this fiscal year (FY), the new Ministry of Corrective Services was included in the assessment.

PERFORMANCE FOR THE LAST FINANCIAL YEAR

Following the annual reviews conducted last FY, the Public Service Commissioner rewarded six HOMs – Temarama Anguna-Kamana (MoA), Tapaeru Herrmann (MFAI) and Diane Charlie-Puna (ICI) - with *Public Service Performance Merit Awards* for the 2018/19 FY. These awards were in recognition of their performance as Public Service Leaders whose performance exceeds expectations.

John Hosking (MoT), Diane Charlie-Puna (ICI) and Tamatoa Jonassen (MoJ) also received the Public Service Commissioner's Special Awards. This was to acknowledge that they had raised the level of their respective Agency's performance to a level where they are meeting expectations.

Table 1 summarizes the performance of the Agencies for the 2018/19 financial year (FY). The ratings for 2015/16, 2017/18 and 2018/19 were based on 70% for Outputs/Results and 30% for Organisational Management. For the 2016/17 financial year, it reflected 50% for Outputs/Results and 50% for Organisational Management. Outputs/Results² measures the HoMs Critical Success Factors and the Agency's Business Plan deliverables. Organisational Management measures: Leadership, People development and management, financial and resource management and stakeholder engagement.

² The Results and Organisational Management numeric ratings are determined as follows: 5 means exceptional performance, 4 means above average performance, 3 means performance meets expectations, 2 means in development or needs improvement, and 1 means unsatisfactory, poor performance. The alphabetical rating measures the integrity and conduct of the HOM. An A means a Role Model and shows clear exemplary behaviour, a B means consistently meets or at times exceeds standards; and a C means the HOM requires development or does not meet standards.

Table 1 confirms that there has been significant improvement in the results due to achievement of the HOMs Critical Success Factors (CSFs) and Business Plan deliverables. The added challenge of dealing with COVID-19 saw many Agencies pivot and became creatively innovative in trying to respond to this new challenge.

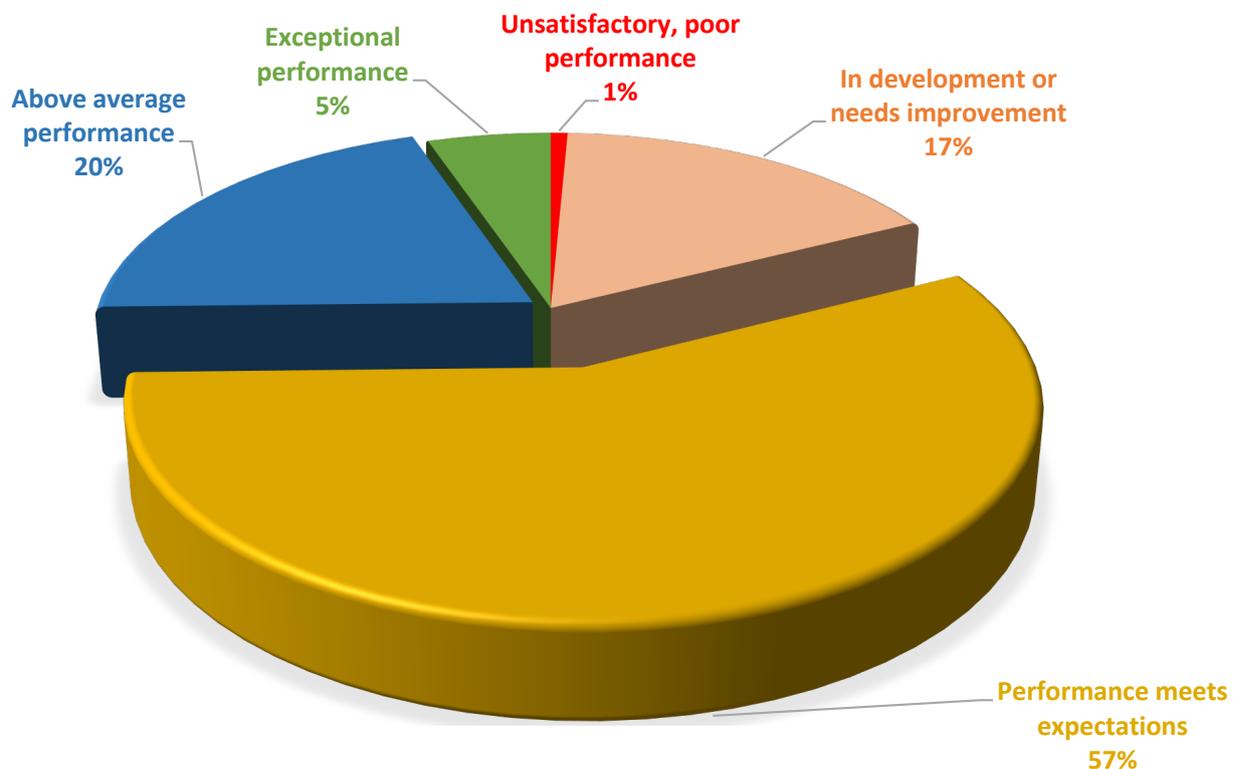
Table 1: Annual Performance Review					
AGENCY	2015/16	2016/17	2017/18	2018/19	2019/20
Ministry of Agriculture/ <i>Pae Anga'anga Tanutanu</i>	3A (74%)	3A (64.4%)	2A (65.3%)	4A (94.5%)	5A (96.5%)
Ministry of Corrective Services/ <i>Te Tango Akatanotano</i>	NA	NA	NA	NA	4A (88.5%)
Ministry of Cultural Development/ <i>Tauranga Vananga</i>	2B (52%)	2B (48.5%)	3A (75%)	2B (59%)	4A (86%)
Ministry of Education/ <i>Maraurau o te Pae Apii</i>	4A (84%)	4A (68.8%)	3A (75%)	3B (79%)	3B (80%)
Ministry of Finance and Economic Management/ <i>Te Tango Akatereanga Moni o te Ipukarea</i>	3B (75%)	2A (55%)	3B (75%)	3A (75%)	4A (86.5%)
Ministry of Foreign Affairs and Immigration/ <i>Te Kauono Tutara e te Mana Tiaki</i>	3B (65%)	2A (53.9%)	2A (71.9%)	4A (84%)	4A (88.5%)
Ministry of Health/ <i>Te Marae Ora</i>	4A (84%)	4A (71%)	3A (78%)	2A (71%)	5A (97%)
Infrastructure Cook Islands/ <i>Te Tango Anga'anga o te Kuki Airani</i>	2B (56%)	2B (68.5%)	2B (70.4%)	4A (88%)	3B (76.5%)
Ministry of Internal Affairs/ <i>Te Tango 'Akarangatira'anga Ora'anga</i>	3A (67%)	3B (60.7%)	2A (66%)	2B (73%)	5A (96.5%)
Ministry of Marine Resources/ <i>Tu'anga o te Pae Moana</i>	3B (72%)	3B (62.6%)	3B (75.6%)	3B (85%)	4A (90.5%)
Ministry of Justice/ <i>Te Tango Tutara o te Ture</i>	3B (57%)	2B (43.4%)	2B (56.8%)	2B (74%)	3A (81%)
Ministry of Transport/ <i>Te Mana Tumotu o te Kuki Airani</i>	2C (49%)	2B (52.82)	2B (61.7%)	3B (85%)	3A (83%)
Office of the Prime Minister/ <i>Koutu Mana Tutara o te Ipukarea</i>	3A (66%)	3A (60)	3B (74.8%)	3B (81%)	3A (76.5%)
Office of the Public Service Commissioner/ <i>Paepae Ropi'anga o te Kavamani</i>	3B (79%)	3B (60%)	3B (81%)	3A (82%)	4A (86%)

1.1. KEY ACHIEVEMENTS

As will be noted from the chart below, many of the Ministries have achieved a number of goals and targets, with an increase in the number, meeting expectations, above average and achieving exceptional performance which has increased from 71% last FY to 82%.

A total of 422 (560: 2018/19) key deliverables were monitored across 70 (55: 2018/19) Agency Outputs or Divisions, with 25% (58%: 2018/19) achieving exceptional or above average performance in their work programmes, 57% (13%: 2018/19) with performance meeting expectations, 17% (16%: 2018/19) with performance in development or needing improvement.

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. *Table 2* below, illustrates progress showing which Agencies have implemented these management standards and provides dates in which each standard is due for review.

Organisational management requirements are usually included in a HOM's CSFs. The CSFs are tools that are necessary for an organisation's strategy to be successful, and have a direct and serious impact on the effectiveness, efficiency, viability and success of an organisation.

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	In progress Dec 2020	2019-2024	2020-2024	In progress Dec 2020	2020-2024	04 Feb 2020
MoCD	2017-2030	In Progress 2020	2020-2021	X	X	27 Feb 2020
MoE	Expired 2019	2020 - 2024	X	✓	X	11 Jun 2014
MFEM	2017-2021	X	X	✓ 2020	X	25 Jul 2019
MFAI	2017-2020	In progress 2020	X	2020	In progress 2020	08 Jul 2020
TMO	2017-2022	✓	X	✓	✓	03 Aug 2020
ICI	2016-2021	✓	X	✓	✓	04 Jun 2020
INTAFF	2020-2024	2020-2025	2020-2021	2016-2022	2019-2020	13 Dec 2019
MoJ	2019-2024	2019-2022	X	✓	2019-2021	10 Aug 2020
MMR	2017-2021	X	X	X	✓	09 Jul 2020
MoT	2020-2025	2018-2020	X	2019-2021	2017-2022	30 May 2019
OPM	2019-2024	x	X	2019-21	X	13 Jun 2019
OPSC	2016-2020	2018 -2025	2018	2019-2021	July 2020	14 Aug 2020

Legend: ✓ = Plan has been completed; X = Plan has not been completed

The following section highlights the achievements and challenges faced by the fourteen Public Service Ministries. These achievements and challenges are categorized under three headings as prioritized by the Cook Islands Public Sector Strategy 2016-2025 being: people, structures and systems, with their expected strategic goals below each heading. Additional headings have also been included in this section to reflect the Ministry's communications 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 ANGA'ANGA TANUTANU - MINISTRY OF AGRICULTURE

MoA PROFILE



Secretary:	Mrs Temarama Anguna-Kamana
Start date:	22 October 2018
End date:	22 October 2021
Total FTE staff:	34
Females/Males:	12/22
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

PEOPLE

- Border officials including Senior Biosecurity Officer Piri Maa, Customs Officer Zechariah Hosea, Senior Immigration Officer Tangi Aererua and Health Protection Officer Oirua Joseph travelled to Niue via Auckland, NZ on 3 October 2019, to carry out pre-clearance for cruise vessel MV Island Sky destined for Palmerston Island.
- Senior Biosecurity Officer Mr Takapi Kora travelled to Lautoka, Fiji on 25 October 2019, to carry out Biosecurity pre-clearance for the landing craft vessel “Krishnan”. The vessel was chartered by the Pacific Construction and Dredging Ltd. who were contracted by Taio shipping Ltd. to salvage, remove and sink the MV Moana Nui on Nassau Island.

STRUCTURES



- The Review of Biosecurity services was completed in February 2020 by Biosecurity Academy NZ and endorsed by Cabinet on 02 June 2020.
- The Pesticides Board was revived and its first meeting called on the 12 June 2020 - representatives included MOA, MOH, NES, Private sector.

SYSTEMS

- The Agriculture Sector Action Plan 2020-2025 was completed and endorsed Cabinet and is now being implemented.
- The Ministry received three excavators destined for Atiu, Mauke and Mangaia Agriculture departments on 12 December 2019.
- The ‘Garden to the Table’ project was implemented in five schools - Te Uki Ou, Arorangi, Avarua, Nikao and Takitumu. In the next FY, this project will be rolled out to all Schools.
- Completed the scoping exercises for invasive pests on Rakahanga and Penrhyn (Coconut rhinoceros beetle) and Aitutaki and Rarotonga (Argentine ants). Reports all confirm that there were no invasive pests present.
- Monitoring of twenty four fruit fly traps every fortnight around Rarotonga as well as the ten traps on Aitutaki continues.
- Distributed through cash sales from the Ministry’s nursery, between July 01 2019 and June 15 2020, more than 160,000 (ca. 162, 192) seedlings of vegetables (beans, broccoli, cabbage, Chinese cabbage, tsoi sum, capsicum, cucumber, corn, eggplant, lettuce, cauliflower, tomatoes, spring onion, herbs, watermelon, zucchini and parsley) were distributed to 87 commercial and subsistence (home

gardeners) farmers on Rarotonga.

- A small quantity of free vegetable seeds and 30,000 seedlings of six vegetable crops (beans, tsoi sum, Chinese cabbage, corn, eggplant, cucumber) were distributed between April and June to 426 households as part of the Government COVID-19 food security and nutrition support package. Similar assistance was provided to households in the Pa Enea.
- Five shoots each of four clones of Taro of good eating quality selected from crosses between local cross- Samoan breeder lines were shipped to Nassau and distributed to selected women and planted on raised beds.
- Eight and twenty-four varieties of taro shoots were received from Pukapuka and Nassau, respectively for delivery to the SPC Centre for Pacific Crops and Trees for long-term conservation for future breeding activities in the Pacific.
- The Ministry replanted forty clones of taro for future breeding and selection work; and planted twenty-six clones of taro selected from eight crosses on Aitutaki under dryland conditions for evaluation of drought and pest tolerance.
- Coconut seedlings selected from seed nuts which were collected from dwarf and tall parents on Rarotonga were raised to promote early bearing (@3-years). A total of one hundred and seventy one ready to plant seedlings were distributed to fourteen recipients (including the Social Centre area). A further one hundred seed nuts were collected from eight parent trees on Rarotonga for germination and propagation in the nursery. It is anticipated that some selected seedlings will be delivered to the Atiu Coconut Genebank in the near future for long-term conservation.
- In its report under the Ridge to Reef (R2R) project, the Ministry observed a decrease in the importation of harmful pesticides by 5% (Paraquat, Roundup, Cyrus) and an increase in the use of organic herbicides for crops and plant management.
- Record of the quantity of organic pesticides including DC Tron mineral and Neem oils and Bacillus thuriangiensis (Dipel) distributed by the Ministry to farmers on Rarotonga and the Pa Enea of Mauke, Atiu, Mangaia. The island of Aitutaki imports their own stock of mineral oils and Dipel. During the past 12-months, more than 100L of mineral oil were sold to 81 farmers (commercial and home gardeners) on Rarotonga. Approximately 40L were sold to Mauke and 20L to Mangaia and Atiu Agriculture departments and 20L were shipped to Pukapuka to control mainly whiteflies on fruit trees and vegetable crops. Up to 51 farmers on Rarotonga purchased Neem oils and Dipel with smaller quantities for the Pa Enea. With continual promotion of such products as a safe alternative to more hazardous formulations, the Ministry has seen a steady increase in use both in terms of farmers using and quantity used.
- More than 1.9Kg of sweetcorn varieties and Hawaiian Supersweet #9 were extracted and held in cool storage to assist organic farmers and school gardening programmes. More than 220g of Eggplant variety Chahat was also extracted and maintained in cool storage. At least ten organic farmers are receiving these organic seeds held by the Ministry.

COMMUNICATIONS

- Biosecurity newsletters were started in November 2019 until March 2020 when the international borders were closed. Four newsletters were published.
- Launched a revamped website in December 2019.
- Ministry has improved and widened the scope of their data collection and frequency of data collection for their monthly Agriculture Intelligence Bulletins. For Rarotonga, 12 monthly bulletins were collected and released and for the Pa Enea four were released.

AUDIT STATUS

- All the seven modifications in the Ministry's previous Audit report has been removed, leading to an unmodified opinion on the report for financial year ending 30 June 2019. The Ministry has not received any suspensions of bulk funding.

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:	40
Females/Males:	8/32
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

PEOPLE

- This is the first year for the Ministry to be included in the performance management system for all Ministries and HoMs.
- Staff professional development facilitated through continuing education at USP, other training opportunities provided on First aid; Performance Management Plan, Human Resources Policy, Communication Plan, CIGOV Induction programme.
- Major human resources (HR) policies (HR Policy, Communications Policy, Workforce Plan and Work Release Policy) have been prepared and made available for access by all staff. Essential internal policies have been developed and translated into Cook Islands Maori.
- The complete digitalisation of all HR records and the application of authentication of security processes will ensure the security of data, by limiting access by unauthorized persons.
- The dispute regarding the dismissal of the former Superintendent of Prison was settled through mediation in February 2020.

STRUCTURES



- The restructure of the organisational structure of the Prison took place to facilitate change management. Most of the positions are now occupied.

SYSTEMS

- The new *Ministry of Corrective Services Act 2019* was passed in December 2019.
- New Prison uniforms have been sourced and will be dedicated in August 2020 doing away with the wearing of casual clothing and sandals to work. This will ensure compliance with health and safety measures.
- An Offenders Assessment tool for mental health and safety is being trialled with the offenders. It will be formally reviewed by the TMO Psychologist by October 2020 with a view to be fully implemented in December 2020.
- There were 442 offenders processed through Prison from July 2019 to 30 June 2020. The Offender Management Plan was put on hold due to the interruption of COVID-19.
- The High Risk Offender Management Plan is in place. Seven high risk and re-offenders were being monitored using the Plan which is in a trial stage and will be reviewed before being fully endorsed and implemented in December 2020. However, the implementation of the Plan is limited and relies on the availability of the TMO Psychologist, and having a Case Manager employed by the Prison Services.
- There were 72 offenders who were psychologically assessed from July 2019 to June 2020. Thirteen

high risk offenders were identified in the assessment and have been managed according to Prison Policy.

- The Ministry has now received budgetary support to enable it to provide basic hygiene products (e.g. toothpaste, toothbrush, soap, shavers, and sanitary pads) for inmates.
- The Prison Services continues to sell agricultural produce and crafts, but plans to sell online to reach a wider audience – in October 2020.
- Prison infrastructure has been upgraded with the addition of water tanks, security cameras and video communications technologies.
- Two training programmes were delivered before being disrupted by the COVID-19 pandemic. The alcohol impairment workshops were conducted by the NZ St John and NZ Police. Twenty-five probationers attended (15 with alcohol related offence) and completed the training. After the training only 1 probationer re-offended but this was not alcohol related.
- As at June 2020, from a total of 45 probationers, 39 were employed with only 6 remaining as unemployed. The 13% unemployed were affected by the economic downturn.
- There were twelve inmates The Ministry partnered with the following Service providers: Cook Islands Family Welfare Association (CIFWA), Business and Trade Investment Board (BTIB), Cook Islands Trade and Training Institute (CITTI), NZ St John and the NZ Police during the FY to assist with counselling, training and guidance.
- Other inmates are regularly provided training on other essentials such as craft making (with 40% going to them on sale of a craft), farming, livestock, sewing, etc.
- Discussions have taken place with CITTI and MOA to provide learning opportunities for prisoners in the agricultural sector.
- The Ministry will endeavour to focus on the completion of its Strategic Plan and also training and develop staff in the new FY.

COMMUNICATIONS

- A draft Communications Plan has been completed, but will be reviewed in the new FY.

AUDIT STATUS

- The Ministry achieved an unmodified audit opinion for 2018-2019 FY. Previously revenue items and some of the internal controls in Prison Services were disclaimed by Audit and these have now been rectified. In previous financial years, Prison Services have always received audit issues.
- The financial system has been digitized.



TAURANGA VANANGA - MINISTRY OF CULTURAL DEVELOPMENT

MoCD Profile



Secretary:	Mr Anthony Turua
Start date:	1 July 2018 (Second term as HoM)
End date:	30 June 2021
Total FTE staff:	23
Females/Males:	13/10
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

PEOPLE

- Due to COVID-19 all recruitment for 20/21 has now been deferred to 22/23 FY. This presents challenges for MOCD to implement key strategies identified in the MOCH National Cultural Policy and Strategies 2017 - 2030 and also NSDP Goal 14.
- Ministry Travel Policy revised and endorsed in November 2019.
- TOIL Policy revised and developed templates effective as of November 2019.

STRUCTURES

- Developed a new organisation structure which links into the National Cultural Policy and Strategies and links to the 3 core functions of Cultural Development – Identity, Heritage and Governance.

SYSTEMS

- MOCD continues to work solidly with international partners such as UNESCO, WIPO, India, China, NZ and other regional and international Cultural sectors to access resources and support in the area of capacity building, consultation, equipment and infrastructure.
- Implementation of the National Cultural Policy and Strategy 2017 - 2030 is slowly on track with implementation commencing this year however with COVID-19 pandemic, reduction in budget and deferment of resources until the next two years has provided significant challenge to implement a number of Strategies.
- The Kopapa Reo Maori has worked with six Ministries - Agriculture, Health, Internal Affairs, Environment, Police and the Office of the Prime Minister (OPM) to develop Maori names for the Ministry.
- Kopapa Reo Maori completed draft MOU with CKI Maori language groups in Aotearoa to share resources in relation to language programmes.
- Kopapa Reo Maori has submitted 300 new words to be Gazetted by Parliament. There is continuous collaboration with the (MOE) to effect these gazetted Māori words primarily by: - embedding its usage in the National Curriculum; and with Government Agencies with the translation of official documents; on (social) media through the Ministry Facebook page and website.
- The translation of the Ministry of Cultural Development Act into Cook Islands Maori is 50% complete. The Welfare Act is 10% completed. To complete these tasks, the work plan requires more resources.
- Supported Titikaveka College, Papaaroa School and Arorangi School with their Korero Tateni Speech competitions. The Ministry intends to implement the Tateni Korero programme in all schools in 2021 as part of the Maori curriculum.
- Due to COVID-19, only 3 out of planned events were held this FY - Te Maeva Nui, Te Mire Tiare and Te Ata o Avaiki. The fourth event - Te Mire Ura was moved to 16 - 31 July 2020.
- To facilitate cultural entrepreneurship, the Ministry is exploring new ways of creating business op-

portunities through online media platforms to sell and promote physical and virtual cultural products.

- The National Library started a popular after school Reading Programme for children which including other activities like colouring, word and jigsaw puzzles etc.
- With the approval of the UNESCO Memory of the World Committee for Asia and the Pacific (MOWCAP) Phase II Project, the Ministry was able to continue digitizing the Cook Islands Newspaper from 1981-2000 and also to digitize the Rare Books collection (65 titles) in the National Library.
- Phase 1 of the MOWCAP project focused on the period 1957-1980 where a total of 28, 198 pages were scanned, stored and preserved for the National Archives. This was successfully completed in December 2019.
- As part of the Vaka Pride Project, MOCD have included Marae sites as part of the Peu Maori Section in the Project and have inspected over 40 marae sites on Rarotonga which are being slowly updated into the Cook Islands Cultural and Historical Sites Database.
- Risk Management Policy and Risk Register and Management Plan template endorsed (November 2019).
- In response to COVID-19, the MOCD Work from Home Policy and Procedures (including communication protocols) endorsed 27 March 2020 and effective as of 30 March 2020.
- The next challenge is to propose the inclusion of Maungaroa onto the World Heritage Register with UNESCO.
- The National Museum organized five Exhibitions: To'i/Adze Exhibition; History of the Outrigger Canoes - Paiere Exhibition; Wang Zhuhen's Micro calligraphy Porcelain Exhibition; Te Ata o Avaiki and the Voyaging Vaka of the Cook Islands Exhibition.

National Museum listing of Art Forms/Artefacts per Pa Enea		National Library listing of Art and Art Forms publications from National Collection	
Mangaia	29	Mangaia	36
Mauke	7	Mauke	30
Mitiaro	2	Mitiaro	17
Aitutaki	7		
Atiu	10		
Theses Collection		Rare Books Collection	
Mangaia	9	Mangaia	9
Mauke	7	Mauke	7
Mitiaro	7	Mitiaro	7
Archives listing of articles from the digitized newspaper collection		Historical Sites records	
Mangaia	63	Mangaia	26 sites
Mauke	84	Mauke	24 sites
Mitiaro	35	Mitiaro	12 sites
Aitutaki	123	Atiu	10 sites
Atiu	65	Aitutaki ³	12 sites

COMMUNICATIONS

- In promoting cultural programmes, the online presence of cultural events have increased the number of viewers for Te Maeva Nui in particular, and especially from overseas.
- The development of a Trust Fund to enable online sales for digital product on cultural performance being shown on social media platforms such as YouTube, Spotify, Facebook, iTunes etc., is still being developed. With COVID-19 this work has been deferred until 2020/21 FY – when the Crown Law office is available to look at the Regulations in order to establish a Trust Fund.

AUDIT STATUS

- As at 30 June 2020, MOCD were still waiting for their 2018/2019 FY Audit but they were expecting another unmodified report.

3 There are another 44 sites identified by a group of visiting British archaeologists.

MARAURAU O TE PAE APII - MINISTRY OF EDUCATION

MoE Profile



Secretary:	Ms Danielle Cochrane
Start date:	12 February 2018
End date:	12 February 2021
Total FTE staff:	287
Females/Males:	222/65
Outputs/Divisions & Managers:	Learning and Teaching – Mrs Jane Taurarii; Planning & Development – Mrs Ana Roumanu; Human Resources Management - Mr Terry Utanga; ITC: vacant; Finance - Ms Rowena Newbigging; CITTI - Ms Akaiti Maoate
Portfolio Minister:	Hon Mr Henry Puna

PEOPLE

- Funding support for up to 15 students (teachers/MoE staff) was made available and 9 teachers (students) are currently on the Diploma programme, five of whom are from the Pa Enuu. Of the remaining students, two have switched to completing a Master's programme.
- With the inception of the Sabbatical Leave Policy, two teachers were granted leave to complete studies and research. Another teacher was granted an in-country scholarship to complete a PhD. Uptake for opportunities provided by this Policy suggests that many teachers are reluctant to leave the classroom for extended periods of time.
- 50% of Early Childhood Education (ECE) teachers are actively engaged in ECE specific studies.
- A permanent Quality Assurance Manager commenced in the role at the end of June 2020.
- Two new first time Principals have been appointed to positions on Penrhyn and Rakahanga in 2020.
- Three JD's from the MoE Finance Division - Senior Maintenance Officer, Maintenance Officer and Cleaner - have been evaluated. A further eleven JD's have been completed and awaiting Job Evaluation Committee approval and include: CITTI: Learning & Development Manager, Quality Assurance Manager, Faculty Operations Coordinator, Island Broker, CITTI Cleaner, CITTI Maintenance, Tutor. For the Schools: ECE Teacher Aide, Inclusive Education Teacher Aide, Group Support Teacher Aide, Principal.
- A sub-committee representing school Principals (Primary and Secondary) and MoE (HRM, Teaching and Learning, and Planning) staff continue to work on the remaining JD's.
- The Ministry provided support through the Wage & Training Subsidy and Fees Free initiative as part of the Economic Response Plan for COVID-19.
- Existing vacancies have challenged capacity development, both for MoE HQ and schools/ providers. If the current economic situation (COVID-19) continues this is likely to impact on successful recruitment of staff. Filling school based vacancies will take priority over any capacity development opportunities.
- Learning and Teaching Division have two redundant positions due to merging of the Learner Support line with the remaining two lines - "Manager, Learning Support". CITTI "Head of Faculty Hospitality and Services" position is redundant due to the CITTI restructure in 2018. The Ministry continues to experience difficulty in recruiting Learning and Teaching Advisors in Science and Technology. The priority is to ensure school teaching and administration positions are filled.
- Vacancies are advertised in the local media including across the cookislands.gov.ck platform, online and in overseas publications. Short term relief staff and other staff in the Ministry and schools with the

required background and experience are identified and used as resource personnel to cover vacant positions. Learning & Teaching Advisors are often pulled into schools to teach as a short-term vacancy filler. Work-plans across MoE HQ are from time to time reconsidered so that key responsibilities and deliverables are covered. Trainee teachers completing their final year are 'placed' in a position and will undergo the selection and appointments process.

- Annual trainee teacher intake attempts to cater for 'hard to fill' teaching positions at the secondary school level.
- Additional teachers in schools are based on roll projections.
- Through the performance management system and regional/ global education network, professional development and training goals are identified and supported. With online communications being utilised more during times of COVID-19, more staff and teachers have been exposed to quality development through Webinars and consultations they wouldn't normally participate in if sending someone away.
- Regular professional development plans are updated with schools as needs arise and shared with HRM. Participation in face-to-face workshops have been limited due to travel restrictions for our Pa Enua staff, but the Ministry is utilising well online platforms to ensure delivery.
- All staff undergo a performance management and development process. Exceptions are casual staff – relief teachers, however they must comply with the CI Standards for teachers to maintain teacher registration.
- Overall 75% of school staff completed PDP plans in the 2019 academic year; 77% in Rarotonga, 88% in the Southern Pa Enua schools and 57% in the North, for schools who completed the process. MoE HQ staff are in the process of finalising 19/20 appraisal processes, due end of August.
- All teachers without their first degree have an Individualised Education Plan (IEP) for qualification upgrade and this is monitored and supported by HRM.
- All CITTI tutors without appropriate adult education qualifications enrol in the Certificate in Adult Education and are supported by an in house tutor development programme.

STRUCTURES



- Due to the impact of COVID-19, the academic calendar was revised due to an earlier than anticipated school holiday period.
- A total of 16 Education Reviews were conducted from July 2019 - June 2020, comprising of 6 Primary Schools, 1 Secondary, 1 Tertiary Provider and 3 area schools. An additional 2 supplementary reviews were held for 1 Principal and 1 staff private school staff member in 2019. 3 schools have been reviewed so far in 2020. The original review calendar had targeted 18 reviews, however, with the change in the academic calendar brought on by COVID-19, two schools were moved post-July.

SYSTEMS



- Twenty new reading titles have been produced by teachers from Rarotonga and Pa Enua schools in a combined workshop held during the 2nd term holiday. These have been printed and distributed to all Rarotonga and Pa Enua schools.
- A further 5 readers have been produced in the Northern Group dialects, with complementary versions in Rarotonga Maori.
- The Ministry's COVID-19 response media campaign delivered through March and April with hygiene messages shared via social media and a TV advert campaign, Orei Te Rima (tv advertisement which is still running on CITV and social media).
- Remedial Programmes in Schools report published. The findings identified that overall planning and

implementation of remedial programmes in schools is not well established. Many schools are functioning without a remedial focus. The recommendations at both school and MoE level will be considered during 2020 and 2021.

- The Ministry was able to provide extensive monitoring and pastoral care to the recipients of the in-country and overseas CIGOV scholarship scheme and was able to respond to their needs during the COVID-19 pandemic lockdown. This support was also extended to overseas resident students who were not necessarily on the CIG scholarship scheme through its collaborative efforts with other agencies such as MFAI and MFEM.
- Successful maintenance of accreditation status with international tertiary providers and qualification accreditation schemes such as NZQA for the range of courses the institution provides.
- CITTI has successfully implemented the Government subsidized and fees free initiative which has resulted in an influx of enrolments in its various programmes.
- Provision of filtered drinking water stations, serviced regularly, at all schools and providers.
- MoE has a long-standing agreement in place with Telecommunications Provider (Vodafone) addressing issues of affordability of internet access for learning purposes. Zero data caps for all schools.
- Ministry continues to deliver a non-core function which is to serve as the Secretariat and member of the National Commission of UNESCO.

COMMUNICATIONS

- The Ministry and the school's efforts in response to the global pandemic demonstrated its ability and capabilities through the implementation of the National Education Response Plan, particularly the transition to digital platforms, inter-Agency collaboration and support to schools during this period.
- The response of the Ministry through its ICT Division for an increase in digital facilities and opportunities for continuing education, due to the COVID-19 response during the nationwide 'lockdown'. The provision of services toward online learning, meetings, training etc., was paramount in the delivery of services to students, teachers and headquarter staff in general.

AUDIT STATUS

- Unmodified audit opinion received for financial year 2018/2019. This is the 7th unmodified opinion received for the Ministry.

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:	108
Females/Males:	72/36
Outputs/Divisions & Managers:	Output 1: Economic Planning – Ms Natalie Cooke; 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

PEOPLE

- MFEM continues to experience difficulties in recruiting people with key competencies and skills sets.
- Vacant positions mean that the Ministry has insufficient human resources to deliver services in a sustainable manner into the medium term. Innovative approaches and changes to its recruitment strategies is needed.
- MFEM tries to ensure longevity through the employment contract terms and conditions and loyalty through a positive work experience and opportunity for training and personal development experiences. The occasional delegation of roles is used to enable staff to develop work experience for higher duties in time.
- The Treasury Management Division (TMD) like several other Divisions is having difficulties in recruitment of key competencies and skills sets. Like other Divisions, 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.
- Despite the interruptions and huge additional demands placed on Management and staff by COVID-19 preparedness in the early part of 2020, the performance at both individual and divisional level exceeded expectations. The Ministry was able to continue to perform both core business and adapt to new and complex tasks to prepare Government's approach to both the health and economic threats presented by COVID-19. The preparatory work for the Economic Response Plan (ERP) Phase I and II was exceptional involving all Divisions to a varying extent.
- Major Projects and Procurement Support Division (MPPS) is now established in new premises and is staffed by a team who have a good set of competencies related to budget and finance, infrastructure and procurement and is recruiting for contract management.
- The additional commitment of COVID-19 on all divisional Directors is impacting on their time to as they have to now commit to new and additional work.
- The Ministry 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 RMD, TMD and DCD are having to work in operational roles as they have vacancies in critical positions.
- 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.

STRUCTURES



- In the last calendar year, the Revenue Management Division (RMD) has undertaken reviews of business processes and its strategic pathway with the assistance of both NZ IRD and PFTAC/IMF. This will result in some restructuring in the Division over the next few years.

SYSTEMS



- The work on the Economic Development Strategy (EDS) will continue, the first draft is expected at the end of the calendar year and will be embedded into national planning and budget process in the near future.
- Implementing the roll out of ERP Phase II is likely to have a major impact on sustainable service delivery and MFEM will be closely monitoring this. The focus over the next 12 months includes, monitoring progress of ERP, analysis of Agency Budgets and assessments for potential efficiency gains, if required, and management of the tax review being undertaken by PFTAC/IMF⁴.
- The TMD continues to face challenges in the roll out of the FMIS as reported in the past. Many of these challenges are caused by the limitations of the Government IT network and the low level capacity of financial management in line Agencies. FMIS is distracting from core business to some extent.
- TMD has played a significant role in the updating of the audited Public Accounts up to the year ending 2018.
- The focus over the next 12 months for TMD includes: establishment of a Crown Asset Management Reporting Framework, the public tender for a Government centralised banking service provider, and addressing findings from the financial consolidation including, improving consolidation preparation methodology and facilitating access to tax reporting by the Audit Office.
- RMD has played a key role in the approval of wage subsidies under ERP Phase I and will be involved in the rollout Phase II. This will have an impact on their ability to maintain core business and implement some of the reforms planned. The focus over the next 12 months includes: Phased rollout of new business processes, continuing support to rollout of ERP Phase II and restructuring.
- The Cook Islands Statistics Office (CISO) continues its slow and steady progress on improving our statistical series. It has published GNI 2018 and is surveying for 2019. It will be rebasing the Consumer Price Index 2000 which will be critical for analysing the impact of the current economic crisis on consumer spending over the next few years.
- The CISO Director and Chief Statistician Taggy Tangimetua continues to assume mantle for the Electoral Office and is active in the forthcoming Island Council Elections in the Pa Enua.
- With a new Director in the Development Coordination Division (DCD), work programme deliverables are tracking well. Over the next twelve months, DCD will be focusing on strengthening its support to the Pa Enua for Action for Resilient Livelihoods (PEARL) project and the Green Climate Fund (GCF) Readiness 4 programme. It is likely that DCD will be increasingly engaged with development partners as we develop and plan amidst COVID-19.
- The newly established MPPS has already been active in several national projects, *Te Mato Vai* (TMV), *Mei te Vai ki te Vai*, the procurement of the Northern Group Shipping Charter and development of the Shipping Roadmap.
- Over the next twelve months, MPPS will be focusing on the following: improvements to the domestic shipping sector; Te Tarai Vaka support and oversight to Agencies; procurement support and oversight to Agencies; completion of TMV project and provision of infrastructure related capacity and technical support to implementing Agencies.
- MFEM in close partnership with the Climate Change Cook Islands (CCCI), Office of the Prime Minister have recently secured funding support (through Readiness Support Grants) from the GCF to help engage with the GCF. Since 2015, close to two million US dollars has been secured. The bulk of which has been used to strengthen national systems to facilitate direct access to the GCF. The two Agen-

⁴ Pacific Financial Action (PFTAC), International Monetary Fund (IMF)

cies are working closely together to develop GCF project proposals under MFEM accreditation. A team of nationals and international experts have been recruited to help develop concept notes and project preparation funding applications to support the development of fully fledged proposals.

- Effective facilitation of goods and people movement at the aviation and maritime border has been slowed down in this COVID-19 environment, as it has been necessary to implement additional precautionary measures which requires collaboration with TMO. These safety measures are necessary during this time.
- The roll out of the FMIS as reported in the past continues to face challenges caused by the limitations of the Government IT network and the low-level capacity of financial management in line Agencies.
- The Ministry indicated that while the work on developing an Economic Development Strategy 2030 and Revenue Strategy was halted in February with the onset of COVID-19. The Ministry is commended for quickly turning its attention to the development of an Economic Response Plan (ERP) to ensure that the needs of the economy were being met over the short-term. The design and implementation of the ERP has resulted in a stronger economic activity than would be expected, and subsequently revenue that was \$10m above that forecast as at the Supplementary Budget.
- Developed and published both the Supplementary budget for 2019/20 and the 2020/21 Budget. Both were developed in an extremely challenging and uncertain fiscal environment, requiring close analysis of all Government expenditure, and close analysis of fiscal options available to the Crown, including decisions on economic assistance.
- Transaction fees have been qualified in 2018/19 Audit because of limited access by the Auditors to the tax records held with RMD. The Ministry is addressing the transaction fees by a report specification requirement project which will allow for information to be reported but without providing the taxpayer's personal information which is protected by the privacy requirements of the Taxation Act.
- The Ministry played a significant role in the successful updating of the audited Public Accounts up to the year ending 2018.
- Above average performance in improving efficiency in collecting taxes and reducing the tax debt to net tax revenue by 20%.
- 57% of project activities set out in PEARL Project document completed with the annual project performance report submitted to Adaptation Fund.

COMMUNICATIONS

- MFEM collaborates in all aspects of engagement and partnership with other key agencies in policy development, project development and implementation and provision of public services. A good working relationship and communication is essential for successful collaboration.

AUDIT STATUS

- Transaction fees has been qualified in 2018/19 Audit as a result of limited access by the Auditors to the tax records held with RMD. The Ministry is addressing this by a report specification requirement project which will allow for information to be reported but without the taxpayer's information which is protected by the privacy requirements of the Taxation Act.



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

MFAI Profile



Secretary:	Mrs Tapaeru Herrmann
Start date:	1 July 2018 (Second term as HoM)
End date:	30 June 2021
Total FTE staff:	23
Females/Males:	15/8
Outputs/Divisions & Managers:	Output 1: Pacific & Regional Affairs– Dr James Gosselin; 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 Henry Puna

PEOPLE

- Launched their Statement of Strategic Intentions 2019-2020 publication.
- Recognized 35 years of MFAI and Long-Service Awards with past and present staff of MFAI, including early immigration and foreign affairs pioneers.
- Implementing several development opportunities for staff particularly for those in ‘junior’ roles to assume more responsibilities from ‘senior’ roles to share the workload. Senior management staff are given the opportunity to assume acting HoM responsibilities on a periodic basis.
- Progressing the deliverables relating to ‘Trade’ given its limited HR and the inability to recruit appropriate staff to monitor the performance of the country against the trade policy framework indicators.

STRUCTURES



- Established Cook Islands High Commission in Suva, Fiji. Since the operationalization of the High Commission and due to COVID-19, Cook Islands has been represented well at regional meetings such as USP Council meeting, Forum fisheries meeting and other forum related meetings.
- MFAI has updated its Organisational structure which was influenced by the response to COVID-19, reflecting its flexibility in structure as well as work deliverables to be able to respond effectively.

SYSTEMS

- Progression of the Cook Islands PACER Plus ratification process in April 2020.
- Inaugural State Visit to Australia led by Prime Minister. Delegation visited Canberra, Sydney and Melbourne. Cross-sectoral mission focus and delegation composition, seeding stronger bilateral agenda towards widened economic cooperation, education exchange, security strengthening, regional engagement and cultural linkages.
- Convened the Cook Islands-Australia Roundtable in Canberra, November 2019. Discussions included bilateral cooperation particularly ongoing access to Australian funded regional programmes including the invaluable Pacific Maritime Security Programme, academia, and people-to-people links including the Cook Islands diaspora in Australia.

- The first Australian High Commissioner to the Cook Islands, Dr Christopher Watkins took up his post in the Cook Islands in March 2020.
- Collaborated with the Ministry of Internal Affairs and NSO to conduct a labour force survey.
- Parliamentary Select Committee for the Immigration Bill 2020 is in progress and currently conducting consultation in the Pa Enea. Bill to be tabled in Parliament in September 2020.
- Oceans Governance Panel discussion organized by MFAI with local and international participants, coupled with MFAI facilitated sectoral engagement with CROP Agencies (multi-CROP visit to CKI) and as a result, have developed a draft MFAI Oceans Policy.
- Developed a draft MFAI Innovation Strategy following an Innovation and Diversification Dialogue chaired by MFAI.
- Commenced the drafting of a National Security Policy.
- Successful hosting of Pacific Immigration Directors Conference June 2020 and successful execution of 12 PIDC Chair duties.

COMMUNICATIONS

- The Ministry is one of the most active in keeping its stakeholders informed through its regular news releases on current events.
- The Ministry has increased its participation, inter-agency collaborative efforts and coordination in several non-core functions including deep-sea mining, security and Immigrations.

AUDIT STATUS

- The Ministry has received an unmodified status from Audit for the 2019-20 FY.



TE MARAE ORA - MINISTRY OF HEALTH

TMO Profile



Secretary:	Dr Josephine Aumea Herman
Start date:	30 April 2018
End date:	25 December 2020
Total FTE staff:	315
Females/Males:	297/108
Outputs/Divisions & Managers:	Output 1: Public Health – Dr Tereapii Uka; Output 2: Oral Health Services – Dr Danny Areai; Output 3: Primary Care – Dr Teariki Faireka ; Output 4: Hospital Health – Dr May; Output 5: Planning & Funding – Mrs Daphne Ringi
Portfolio Minister:	Hon Mrs Vainetutai Rose Toki-Brown

PEOPLE



- The Ministry showed strong leadership and management as the leading Agency in the COVID-19 pandemic that showed a rapid dynamic shift and changes in the Ministry and the country. However, most of the Ministry's work plans were interrupted or put on hold due to the Ministry's scaled-up response to COVID-19.
- The Ministry has managed to cover key vacant positions and services through casual employee agreements. All executive positions aside from Planning and Funding have been filled by practising clinicians.
- At the Executive and managerial level, a Chief Allied Officer role is required to complement the Chief Medical Officer and Chief Nursing Officer and represent allied health services at Executive level.
- The Secretary of Health is a member of the technical advisory group for the newly launched WHO Western Pacific Region climate change, health and environment (CCE) platforms to guide health and environment discussions as well as the WHO Western Pacific Region Universal Health Coverage technical advisory group.
- TMO ensures employees and contractors sign confidentiality agreements prior to accessing health information. All information held on central Government and Ministry servers are backed up periodically with system upgrades being implemented on a regular basis. Processes to archive information and file management structures are being improved over 2019/20 and will continue in 2020/21.

STRUCTURES



- The Ministry's organisational restructure reflects the strategic direction to shift health services from hospital to community-based settings, seen in the relocation of outpatient and emergency services to the Tupapa Community Clinic and establishment of Puna clinics. The shift while anticipated to occur over a period of three years was accelerated with the arrival of the COVID-19 pandemic.
- TMO re-instated Puna Emergency Operation Centres (EOCs) initially established for natural disasters. The Puna EOCs were activated in March 2020 to support the national response to the COVID-19 global pandemic. TMO employees were redeployed to the Puna to provide assistance. Government employees and volunteers were also deployed to the Puna to lead the emergency response.
- The Puna now provides additional services that included medicine refills/deliveries, phone consults and home visits.
- In preparation for COVID-19, persons occupying beds at Rarotonga Hospital received medical risk assessments. Low-risk persons with disability, requiring rehabilitative care and support were relocated to the Creative Centre. TMO provide health care assistants and oversight to monitor these persons. Vulnerable groups such as the elderly and disabled were identified in community Puna surveys - the flag system was re-instated to assist Puna teams and health professionals to identify vulnerable groups and provide care.

- The Ministry has not had an external capacity assessment but continues to review its internal business processes to improve service delivery. Health services were reoriented during 2019/20 with outpatient and emergency health services moving from hospital to community settings.
- An updated functional and organisational structure was approved in May 2020, including the introduction of infectious diseases services being phased in the next two years because of COVID-19 and future public health threats, re-instating infection prevention and control (IPC) practices.
- In Dec 2019, 12 new careers structures were approved for TMO, including the TMO remuneration structure which has been aligned with the Multi-Employment Collective Agreement (MECA) for medical practitioners in New Zealand. The MECA will inform pay parity for medical practitioners and other health staff from July 2020 onwards.
- At the Executive and managerial level, a Chief Allied Officer role is required to complement the Chief Medical Officer and Chief Nursing Officer and represent allied health services at Executive level.

SYSTEMS

- Work is progressing to refurbish community clinics in the Puna on Rarotonga (approx. \$100k). Rosters were completed for doctors and nurses to cover the Clinics on Rarotonga including the main clinic in Tupapa. Personnel numbers increased to 58 including teams on the Pa Enea.
- With the establishment of the Rarotonga Puna community health centres, there has been more care provided to those with chronic illnesses.
- The Ministry confirms the establishment of the Kaveinga Ora – Flying Doctors programme to the Pa Enea Manihiki, Pukapuka (Nov-Dec 2019) and Aitutaki, Mauke, Atiu, Mangaia, Mitiaro (Sep-Dec 2019).
- TMO confirms Dental Therapists have been relocated to Penrhyn and Atiu (Dec 2019), Pukapuka, Nassau and Penrhyn (Feb 2020), Manihiki (Aug 2020), Mitiaro (Jul 2020), and Mangaia (Jul 2020). These are permanent positions, although they will be brought back to Rarotonga to upskill on a periodic basis. The Dental Therapist sent to Nassau will also visit Palmerston and the Dental Therapist on Manihiki will cover Rakahanga.
- The success in the tender and contract for a CT scan contract and work is underway for a fitted room at the hospital for the machine.
- Budget has been approved for an upgrade to ICT infrastructure and other essential ICT cabling and hardware for future health information platforms.
- The review of the Public Health Act is in progress (delayed due to COVID-19) which will integrate principles of the COVID-19 Act passed in March 2020.
- TMO finalised 130 health indicators in December 2019 that have been used to develop the 2020/21 Business Plan and guide health service delivery for the next financial year. TMO will review and update the Strategic Plan in 2020/21.
- TMO is working on lifting food security capability in the country. This includes strengthening food safety processes through the establishment of a Food Safety Advisory Committee, and reviewing food licensing systems. From January to June 2020, 160 food licenses were issued. There is more work to be done but this was deferred by COVID-19.
- Work with the Food and Agriculture Organisation has restarted which focuses on establishing national food safety indicators by December 2020.

COMMUNICATIONS

- The Ministry has established formal mechanisms with several health specialists from the Cook Islands and Non-Cook Islands diaspora to contribute to the design and delivery of quality health services. Over thirty diaspora roles identified during this period.

AUDIT STATUS

- TMO received an unmodified audit report for the 2018/19 year.

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

ICI Profile



Secretary:	Mrs Diane Charlie-Puna
Start date:	29 September 2018
End date:	29 September 2021
Total FTE staff:	63
Females/Males:	15/48
Outputs/Divisions & Managers:	Output 1: Corporate Support – Mr Felix Matapuku; Output 2: Regulatory Services – Mr Louis Teiti; 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

PEOPLE



- Overall, this year has been a year of adjustments for ICI to improve their service delivery to our communities and people. This has been achieved through strong leadership, robust systems and processes with newly enacted mandates to govern their progress. Through their 4C's: collaborate, cooperate, commitments and consistency their successes are embedded on team work and working towards common goals.
- Infrastructure Cook Islands (ICI) was tested in this reporting period with the COVID-19 pandemic, consequently, forcing them to reset and regain some normality through innovation and collaboration with their stakeholders to progress on. It affected all planned programme once adjustments was required to adhere to the restrictions imposed on our communities. Nevertheless, guided by their Strategic Plan vision of building "Premier Infrastructure for All" - targets were set and platforms confirmed to create a sustainable infrastructure sector to maintain standard, quality and fit for purpose infrastructure.
- ICI further supported Government's response to COVID-19 by allowing ICI staff to volunteer with their Puna.
- Leadership mentorship attachments with Local Government NZ continues for ICI Directors. COVID-19 has however, had an impact on the training attended by senior staff to enhance their skills to be able to grow into leadership roles. The Ministry will look at alternative ways to support these senior staff.
- The CIGOV Performance Management System was implemented for all staff with the six monthly and annual performance appraisal being carried out formally and informally throughout the year.

STRUCTURES



- Establishment of the National Hydrography Division within ICI with the support of key Agencies as the hub of all Geographical Information System and administrator of the Government portal.
- Establishment of the Pa Enea Coordination Division to improve their services, technical support, advice and design to the Pa Enea Island Government.

SYSTEMS

- Completion and endorsement of reviewed Cook Islands Building Code and Cook Islands Building Manual.
- Completed the updated Nautical Charts of the Cook Islands.
- Established/developed an Asset Management system for ICI to capture Pa Enea assets and another system called RAMM set up for major assets on Rarotonga.
- Focus for the 20/21 financial year is to have the Solid and Hazardous Waste Bill enacted, and implement the Advance Disposal Fee scheme as a sustainable financing option for waste management in the Cook Islands, and to enforce the Single use Plastic Ban Policy.
- Another area of focus for the next financial year (FY) is to improve the processing of recyclables driving towards zero waste to the landfill.
- Building Registrations process and database for professional builders have been developed to take stock of their skills and quality.
- Annual Capital Project Programming achieved and implemented.
- The 3-water gallery intake projects on the islands of Aitutaki, Mitiaro and Mangaia were completed.
- Single- Use Plastic Ban has been endorsed and implemented. It is currently being rolled out throughout the community and businesses who are already importing alternatives. People are already switching to these alternatives. Aitutaki no longer have plastic bags in their shops.
- The new rubbish collection contract was rolled out this FY, the new routes have encouraged households to manage its waste by sorting more smartly as collection is down to one day per household per week. A significant drop in rubbish collected has been observed and is considered an effect of COVID-19.
- The Recycling Centre has been upgraded and sorting of recyclables are prioritised and baling of tin/cans ongoing for overseas shipments, crushing of glass bottles is on the increase with crushed glass ready to sell.
- A database system has been set up to ensure ICI has a stock take of all contractors and specialists.
- ICI is updating their database system with the electrical work permits and client records.
- Routine road maintenance took priority and the COVID-19 Combat Programme to seal access and carparks around the hospital and outpatient clinic in Tupapa.
- Heavy plant and machinery asset list has been updated and the maintenance programme is developed and being implemented. As a result, machines that were not operating, have now been fixed
- The Pa Enea Coordination Division did well and focused on water tanks and water developments; with training and capacity building activities.
- The work on the Island Government Infrastructure assets information and profiles identified that ICI needs policy direction from MFEM on a replacement strategy relating to the assets.
- The new series of the Cook Islands nautical charts have been completed and updated.
- ICI have an offsite IT backup system as per the CIGOV Information Management policy. This is a critical policy given geospatial information responsibilities.

COMMUNICATIONS

- Good communication by ICI when they were advising the new roadside refuse and recycling schedule changes to the public to improve efficiency. ICI understood the principles of change management and were flexible and supportive during this process by even collecting rubbish during the original days of rubbish collection during the first initial 2 weeks.
- ICI has established an active presence on social media to keep the general public engaged through written (Facebook, newspaper articles, ICI website) and audio (National radio, CITV local news) forums.

AUDIT STATUS

- The next FY will also see ICI focus on improving their source documentation process internally and working towards clearing some of our recurring audit issues to achieve an Unmodified Audit opinion in 2020.

TE TANGO 'AKARANGATIRA' ANGA 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:	37
Females/Males:	27/10
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

PEOPLE



- The key focus for this year began with progressing the Ministry's annual targets. By March 18 2020, all efforts were diverted to supporting the COVID-19 response, however, this did not prevent the Ministry from achieving all annual targets, Strategic Plan initiatives in addition to COVID-19 response initiatives, and all within resource allocation and budget.
- With the appointment of new leadership in October in the Welfare Services - there has been the completion of a major review of the Cash Transfer System leading to an increase in the amount of the Infirm benefit paid out from \$100 to \$200 per fortnight.
- With the introduction of the new Community Services Coordinator role, INTAFF has also achieved an increase in the Special Assistance Fund from \$120K to \$250K increasing the number of approved projects from 18 per year to 56 in the last FY, a new record for the Ministry and a much needed service in our community.
- The Corporate Services Business Unit continues to improve on providing and healthy and safe working environment for all staff. The team completed the Organisation Structure and 100% JD's on SP 10 template.
- The Ministry held its Inaugural INTAFF Awards Night to recognise five high performers and other outstanding members of the team.
- In house supervision and counselling is also provided to ensure the well-being of those staff dealing with highly sensitive cases.
- A culture of high performance has been instilled and the team are positive responsive to this culture. Many staff have developed their writing and presentation skills over the year due to a supportive training environment.
- INTAFF has completed the 2020-25 Strategic Workforce Plan and also completed a workforce survey as part of this process.
- 100% of INTAFF staff responded to the annual OPSC Employee Engagement Survey.
- The leadership team meets fortnightly and leadership training is within the training and development plan.
- Intend to recruit Community Service Officers to assist in monitoring and evaluating the beneficiary's status and needs with the increase number of applications.

STRUCTURES



- INTAFF organisational structure is current and fit for purpose and that it has been aligned it to the Ministry's Strategic and business plan.
- The restructure of the Social Policy and Services Business Unit led to the appointment of the Manager Social Policy (new position). The Ministry completed multiple donor funded projects including White Ribbon Day, National Youth Policy, Food and Hygiene packs, conducting a Rapid Assessment of COVID-19 related vulnerabilities, Tapora Kai Project and more.
- The transfer of the Dangerous Goods function was completed to the Ministry of Transport.

SYSTEMS



- INTAFF has achieved automation in their PAYE system for Old Age Pensioners enabling beneficiaries to receive PAYE certificates with the push of a button.
- New benefits introduced include the Emergency Hardship Fund, the Unemployment Benefit, Unemployment Benefit Extension and the Employment Services. Employment Services are currently manual but will be online from 24 July 2020.
- The Pa Enuā Network Engagement Programme commenced in May 2020 with Aitutaki receiving Office support, training and resources, and Mangaia was completed in June 2020.
- In July 2020, the Cook Islands Decent Work Country Programme was signed and endorsed. This was followed by completion of the Labour Force Survey in August 2020.
- Automated collection process for Employer Liability Insurance completed through the online Te Roro system.
- The Maritime Labour Convention was ratified during this FY. This Convention sets out seafarers' rights to decent conditions of work and is sometimes called the Seafarers Bill of Rights.
- Two regulation policies were completed - Workplace Health and Safety Policy and Workers Compensation Policy.
- INTAFF also delivered their national dialogue on the Convention of the Rights of the Child, appointed a consultant funded by NZ Core Sector Support for the Kopu Tangata Matutu Country Plan.
- SIF funding increased from \$800K to \$1million and enabled an additional FTE. The Fund was also confirmed for a third time with a new Board appointed in April 2020.
- The Child and Family Unit supported a much higher number of children due to excellent stakeholder engagement and awareness of the notification programme allowing us to protect more children and engage a third Social Worker. Capacity assessment near completion.
- Civil Services were recognized by the Vaka Pride – Mana Tiaki Award. This team continues to provide outstanding service to our community.
- Civil Beautification contracts were also renewed for a further three years.
- The Ministry has completed and supported several and multiple donor-funded projects under the National Policy on Gender Equality & Women Empowerment & Action Plan 2019-2024, the National Disability Inclusive Development Policy, the National Youth, Disabilities and Vulnerabilities and Children including White Ribbon Day, National Youth Day, Food and Hygiene packs, Rapid Assessment of COVID-19 related to vulnerabilities and Tapora Kai project to name a few.



COMMUNICATIONS

- The Ministry continues to strengthen its communication platforms and has adopted a plan to improve and elevate the profile of the Ministry. Its four strategic goals for the future are: EMPOWER, ENABLE, ELEVATE and ENGAGE. The Ministry intends to empower and inspire its team through strong leadership and by building and maintaining a positive, high-performance culture.
- The Ministry has been active in presenting and promoting programmes via media to the public. The COVID-19 Hub received over 5,000 enquiries, the Ministry's website had over 7,000 hits and has over 2,000 followers on Facebook. It is noted that the Ministry is trying new ways to provide information so the Public can access it easily.
- INTAFF reaches out to the Pa Enea under its Pa Enea Engagement Programme.

AUDIT STATUS

- The Ministry received an unqualified unmodified 2018/2019 financial audit and welfare audit (3 year unqualified, 2 year unmodified) under the direction of new leadership as at the 8 August.

TE TANGO TUTARA O TE TURE - MINISTRY OF JUSTICE

MoJ Profile



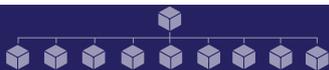
Secretary:	Mr Tamatoa Jonassen
Start date:	10 December 2018
End date:	10 December 2021
Total FTE staff:	53
Females/Males:	37/16
Outputs/Divisions & Managers:	Output 1: High Courts – Ms Kopu Matua-Atuatika; Output 2: Land Administration - Mr Pureau Manuela; Output 3: Registry Services – Mrs Rimmel Poila-Mokoroa; Output 4: Corporate Services – IT Manager – Mr Mitchell Tutangata; HR & Asset Manager – Ms Maybelline Bullen; Finance Manager – Mr Thomas Lowry
Portfolio Minister:	Hon Mrs Vainetutai Rose Toki-Brown

PEOPLE

- At least 28 positions of a total 64 positions at the Ministry were advertised in the past year, representing 44% of positions. Of those positions, the hiring process for 4 intern positions (14%) were halted due to issues surrounding fiscal visibility, 10 positions (36%) were filled by persons already working at MOJ, and 14 positions (50%) were filled by persons not already employed at MOJ.
- A further 9 positions (14%) were or became vacant during the same period. Of these 9 positions, 3 are Deputy Registrar positions in the Outer Islands that have not been filled for several years due to lack of funding; their roles have been temporarily fulfilled by the EO and Island Governments for Rakahanga, Palmerston, and Nassau. The remaining vacant positions (Surveyor, Deputy Registrar – Registry Services, Stenographer, and Personal Assistant) were not advertised due to fiscal visibility issues and COVID-19 interruptions.
- In total there are currently 15 positions (23%) that remain vacant. However two of those positions are waiting on the start date of persons already selected from a hiring process that began in June 2020; therefore, after July the Ministry will have 20% of its positions still vacant. The Intern positions are necessary to progress backlogs and scanning projects in a cost efficient manner, so these positions will likely be filled in the 2020-21 financial year but will be filled in a rolling recruitment process approved by OPSC. Challenges presented by budget reductions (due to COVID-19) may prevent most of the remaining vacancies from being filled.
- All positions have updated job descriptions and have been banded through the OPSC process. The organization structure was last updated in May 2020.
- In June 2020, the Performance Management Plan and the Disaster Risk Management Plan for the Ministry were rolled out.
- With the retirement of Sir Ian Barker in 2019, additional judges were appointed, and existing Judges were reappointed as their warrants expired.
- New Leases Approval Tribunal (LAT) members were also appointed.
- Judges could not travel to the Cook Islands, so expenses relating to their work in the Cook Islands were not incurred (but resulted in added backlog of Court cases).
- The Ministry normally has significant interaction with the public. Setting up staff to work from home was emphasized for those who were not working in the Courts or on the Births/Deaths registry (essential workers). Data plans were provided to staff to assist with the need to maintain communication while working from home and social distancing.

- Revenue dramatically decreased from February onwards due to Covid19.
- Since social gathering restrictions have eased, Court scheduling has proceeded, but has had to make significant adjustments to scheduling and implementing the use web conferencing technology. However, Judges are only able to hear a limited number of cases by web conference technology; jury trials must wait until Judges are able to come to the Cook Islands without going through quarantine. A quarantine travel exemption for Judges has been discussed and has been the subject of discussion on the national diplomatic level.

STRUCTURES



- On 1st July 2019, a major restructuring was implemented that addressed several recommendations raised in the Capacity Assessment Report on the Ministry of Justice published 2017 ("CAR").
- Tier-two Manager positions were advertised; vacant positions were advertised; and all staff salaries were increased (prior to the restructure MOJ staff on average was the lowest paid in all of Government) and adjusted again for the new Government Remuneration Framework. The result of the salary increases brought the MOJ staff salary from being the lowest in government to just below the average in Government. Shortly after the restructure, MOJ held a staff retreat focusing on team building and the 5 year Strategic Plan developed several months earlier.
- The departure of Probation and Prison Divisions from the Ministry of Justice was finalized with the passage of legislation in December 2019 (which transferred Probation and Prison to MOCS effective 1st July 2019). The budgets for Probation and Prison had remained with MOJ until 30 June 2019, and was effectively transferred to the new Ministry of Corrective Services on 1st July 2019.
- With the additional budget resourcing and following the restructure, staff morale has increased, public perception has improved, vacancies are being filled, and systems, facilities, and controls are being assessed and improved.
- The Ministry was able to secure a Facilities Manager (formerly titled Building Maintenance Officer) who was already very familiar with the challenges of the Rarotonga office. This position has been instrumental in the last several months in addressing many of those substantial challenges. These include, finalizing the installation of Air Conditioning, painting of the exterior and interior of the building, replacement of all exterior balcony doors (which were security risks given the rust and wear and tear), repair of the broken tiles in the front entrance steps, removing half of Courtroom 1 floorboards (flood damaged caused holes that were a safety risk) and replacing with tiles, arranging for proper deep cleaning of the building, and replacement of the rusted broken cage that persons in custody from Prison would be in while waiting their Court case to be heard. A lot of this work was not possible to be done in so short a period with the resourcing and support of CIIC, coordinated through the Facilities Manager.
- Additional work is being planned on the MOJ Rarotonga building, including replacement of broken and damaged entrance doors, installation of key card door lock systems (which will increase security and reduce cost long term), and renovation of the skylight area in the foyer to address broken glass, ceiling water leaks, and building design flaws. The Foyer renovation is likely to occur around September and is being coordinated with CIIC.
- Further work regarding telephone and electrical wiring, and plumbing is being planned for the Rarotonga office and coordinated with CIIC to address phone wiring, power failure, and water leak issues in the building.
- CIIC is also planning a resealing of the rooftop sometime in the 2020-21 financial year. A lift/elevator has also been earmarked by CIIC, but at last update does not yet have funding; installing a lift is critical to ensuring access to justice to those with disabilities which is a fundamental human right.
- The Aitutaki office has also just underwent renovation work. The Atiu Office/Court house is also scheduled to be rebuilt; design plans having been finalized through CIIC.

SYSTEMS

- Backlog of court orders to be digitalized, streamlining operation processes.
- Upgraded the fire system and the Emergency Response Plan
- Despite the recent improvement in fiscal visibility, MOJ is still waiting for MFEM Shared Services to provide the 2018/19 Annual Reports, and monthly reports covering the last 10 months, for review and signing off.
- MOJ was also reviewed to expedite its transition onto the FMIS system. MOJ has consulted with MFEM in reviewing internal financial controls and improve cash security.
- MOJ has also installed security cameras, one of which was installed to monitor the cashier desk.
- The Online Registry has also recently become one focus of the Covid19 Economic Response initiative focusing on economic relief relating to companies. Both ADB and ParadigmApps were involved in assisting with updates and also legal analysis to facilitate the initiative.
- Motorcycles have also been budgeted for the Outer Island Offices in the Southern Group.
- A focus over the next year will be to continue implementing the Ministry's Strategic Plan, particularly addressing backlogs and progressing the scanning project. The need for improved IT systems, e-governance initiatives, and national unique identification numbers will also be progress, and will be critical in improving governance, particularly in the new "normal" being shaped by Covid19.

COMMUNICATIONS

- Completing the finalization process of communication materials for distribution to the public regarding Justice, fees, essential services information.
- On 10th December 2019, the Companies, Incorporated Societies, and Personal Property Securities registries ("PPSR") went live on to an online platform. This is a significant milestone made possible through funding by ADB, and the Cook Islands and New Zealand Governments. ParadigmApps, provided the technical development expertise and delivered the product, and is expected to continue the provision of support over the next year or so. MOJ staff were involved in the development, design, testing, and implementation of the online interface, and seeking orders through Executive Council to commence the 2017 legislation, and pass relevant regulations on the same date that the online platform went live.
- Additional public awareness is planned. Two brochures relating to the PPSR and the Company Re-registration process has been finalized. The video relating to the Company Re-registration process is in the final stages of development.

AUDIT STATUS

- Unmodified Audit

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:	20/27
Outputs/Divisions & Managers:	Output 1: Offshore Fisheries – Mr Andrew Jones ; Output 2: Inshore & Aquaculture Fisheries – Mr Koroa Rau-mea; Output 3: Corporate Services – Mr George Matutu
Portfolio Minister:	Hon Mr Henry Puna

PEOPLE

- Internal workshops and assessments were conducted by MMR to better inform staff of MMR's organisation structure and revised job descriptions.
- Succession planning will take time, as there is a current significant gap between senior experienced staff and junior staff. Professional development opportunities are being provided where resourcing supports it, including through CITTI, USP and regional organisations. Although MMR has identified two staff for succession planning, who are willing to further their professional development supported to participate in these courses for leadership development. Includes various modules through SPC/FFA and other regional opportunities.
- Capacity building for the team:
 - 1 x MMR staff on a 1 year attachment with SPC in Noumea, New Caledonia
 - 2 x staff involved with MCS foundation course delivered and funded by FFA through USP
- Mentoring is provided by regional experts, as well as built in to consultant contracts to provide training, capacity building and knowledge transfer where possible. Fisheries technical knowledge takes time to acquire. A proposed Work force plan will help with this.
- Workshops have been held by MMR staff to identify key areas for review of MMR Acts and Regulations. From these workshops, a work plan was developed and put in place to address the gaps staff identified
- JDs have been sized and evaluated. This will enable MMR to move forward and apply their work force plan to address succession planning, focusing and attracting/securing qualified staff for the relevant positions.
- MMR reviewed and implemented changes to their performance management system to improve effective and relevance to deliver against the objectives of a performance and appraisal system.
- Have identified significant workload associated with organisation restructure and job description revision for highly technical positions, with limited in-house HR capacity or understanding of fisheries management, science and compliance needs.
- There are significant gaps in experience within staff complement, and requires time and investment to build this capacity within the Ministry.
- Fundamental roles required to deliver MMR's mandate and functions not funded by Government, e.g. Scientist salaries are paid by projects. MMR will endeavour to bring these on to personnel budget in near future.
- MMR will be looking to mitigate the capacity gaps in policy development, particularly to develop technical fisheries policy such as fisheries management plans. Immediate fix is to continue to rely on external expertise.
- There are significant challenges with middle management, and having qualified staff with right skillsets and experience in place. Technical personnel were moved in to management positions but unable to effectively manage administrative components and HR engagement elements of these roles.
- Training and communications required to effectively implement new organisational structure changes.

STRUCTURES



- Organisational structure has been reviewed, submitted and approved and signed off.
- The disestablishment of the Cook Islands Pearl Authority (CIPA), transferring some of those functions and powers off CIPA to MMR has been completed with the enactments of the Ministry of Marine Resources Legislation Act 2019.
- Fisheries Development Facility Policy has been revised and endorsed by MMR and MFEM.

SYSTEMS



- MMR continues to develop the pearl seeding technician training programme.
- Internet infrastructure in Pa Enua delays timely data transmission is a challenge.
- MMR has become more involved in non-core functions by supporting other Agencies with technical advice and support:
 - Seabed Minerals Authority by providing technical advice on development of their licensing regulations, including procedural and due diligence considerations;
 - High level engagement with US Government in response to emerging issues and relationship management on behalf of Maritime Police and CK Government;
 - MOU signed with Financial Intelligence Unit to support due diligence and fisheries intelligence work relating to fishing licenses and illegal, unregulated and unreported (IUU) investigations and cases.
- Disruption due to COVID-19 has hindered:
 - Complying with international obligations like trying to maintain fisheries observer coverage. MMR has requested within RFMO forums to implement health and safety measures for vessel crew and observers to prevent transmission of COVID-19. Temporary derogations have been adopted, and therefore Cook Islands will maintain 'compliant' status with obligations.
- Ensuring the health, welfare and safety of observers. Some observers are stuck on vessels around the world or not in their original home base country.
- Work is being undertaken to model hydrodynamics and physical parameters to develop a pearl spat prediction model.
- An Action plan has been developed in response to the MCS Gap analysis. Port State Measures (PSM) scoping study completed with recommendations for future work, including development of operational plan and an 'authorisation to unload' system. Work commenced with FFA to develop the 'PSM operational plan' with experts however COVID19 has disrupted site visits and operational analysis required for all ports where CKI vessels are based e.g. Samoa, Fiji, Mauritius.
- Long Line economic review work paused, re-diverted resources to complete review of the EU Sustainable Fisheries Partnership Agreement and economic considerations of that Agreement. Report completed and being used inform Government considerations of further arrangements with EU. Longline economic review will resume post-Sept 2020 with plans to undertake entire CKI tuna fishery review.
- Forum Fisheries Agency (FFA) Country Service Level Agreement (CSLA) finalised, requires opportunity for Minister and FFA Director-General to undertake final signing. CSLAs are two-way instruments that also set out the expectations of each member and the FFA Secretariat in respect of priorities.
- Have identified that the indicators in the NSDP 2016-2020 are inappropriate and not particularly useful for monitoring progress or developments in MMR's work and contribution national policy objectives.

COMMUNICATIONS

- Educational materials have been developed with 5 short draft videos (10 videos all up).

AUDIT STATUS

- FY 2017/18 achieved and unmodified opinion received.
- FY2018/19 audit completed, awaiting report from Audit Office.



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:	26
Females/Males:	10/16
Outputs/Divisions & Managers:	Output 1: Civil Aviation Authority of the Cook Islands – Mr Dennis Hoskins; Output 2: Maritime Safety Authority– Mr Junior Ngatokorua; Output 3: Land Transport Authority – Patricia Tuara; Output 4: Cook Islands Meteorological Services – Mr Arona Ngari; Output 5: Corporate Services – Mrs Mii Tangitamaiti
Portfolio Minister:	Hon Mr Robert Tapaitau

PEOPLE

- Within this reporting period, the Ministry was able to outline the opportunities provided and offered to staff regarding upskilling opportunities via e-learning given the impact of COVID-19 and travel restrictions. In addition, the innovative methods being employed to engage with employees for example, regular staff meetings, and the Employee Manual are some examples.
- The COVID-19 pandemic changed the service from MoT to the public through TMO health preventative measures. Operationally (4) staff were seconded as volunteers to the Matavera, RAPA, Nikao and Titikaveka Puna, TMO and INTAFF. Services to the public was by email and phone contact.
- MoT has conducted the development, updating and completion of all its JD's as required to reflect its organisational structure and on the SP10 template as per standard Government process.
- MoT ensures that employee engagement strategies with employees are conducted on a regular basis.
- It has a systematic process that it employs for performance management, informal reporting 6 monthly and annual appraisals.
- Transport Safety Authority has recruited a new Director and looks forward to completing the outcomes which have been deferred to 2020-21.
- The challenge for the Met Service is the re-certification and upskilling of staff. This is been monitored closely.

STRUCTURES

- Support provided to other Government agencies like TMO, as part of the whole-of-Government response to the COVID-19 situation at a national level.

SYSTEMS

- Employees are familiar with their National Strategic Plan (2020-2025).
- Civil Aviation Authority observed an increase in the first 6 months movement of passengers and cargo only to be curtailed by COVID-19 health pandemic.
- Domestic flights have been affected with cargo flights once weekly. Domestic border restrictions imposed by the TMO to safeguard the Pa Enua is in place.
- Certification of Air Rarotonga has also been extended by ninety days in accordance with advisory directives and authority from the Director of Civil Aviation. The challenge is to get PASO inspectors in to renew certificates in the following three months to September 2020.

- The Maritime Safety Authority has enforced safety oversight and compliance on the domestic shipping and small vessels (boats) which was non-existent in previous years thus resulting in the loss of a Cook Islander on MV Lady Moana.
- The detention of MV Grinna and MV Lady Moana for non-compliance due to extensive deficiencies. This was again highlighted in the June 2020 inspections resulting in loss of license to operate a vessel (Grinna and Lady Moana). This has been rectified.
- The MV Moananui was finally removed as a wreck on the island of Nassau.
- MoT in collaboration with Taio Shipping are working to remove the Mauke wreck in the next year.
- There continues to be a number of outstanding priorities yet to be completed and will be monitored closely in the next year for example, the National Oil Spill Plan (NATPLAN), Avatiu Oil Spill, Casualty and Incident reports on Taio Shipping, Pacific Divers Investigation to name a few.
- The Boat Masters programme continues to increase with 6 courses conducted, 61 certificates issued, 12 revalidated, 85 inspections and 135 boats registered across Rarotonga and the southern Pa Enea.
- The challenge for maritime is the oversight of safety and compliance to the appropriate legislation for domestic shipping and small boat owners on Mitiaro and Mangaia and the northern Pa Enea.
- Regular monitoring is undertaken of the status of infrastructure to ensure international obligations are being adhered to, such as the Rarotonga International airport runway.
- Monitoring of the breaches to maritime Regulations by vessels and the conducting of regular inspections within the country boundaries is done to ensure adherence.
- Physical assessment by international Advisors is an essential part of adherence to Regulations, however, due to COVID-19 and the travel restrictions between borders, this has caused the Ministry to maintain adherence levels through virtual meetings and consultations.
- Maritime transport continues to grow in earnest as new operators have indicated their willingness to start a new venture. The Ministry needs to manage this with caution.
- Automatic Weather Stations (AWS) are functional and (4) new AWS to be procured in the next year.
- Corporate Services continues to comply with MFEM policies and procedures. Fixed Asset Registry is updated.
- It has been a difficult year for transportation internationally and domestically. In preparation for the opening of the border requires the re-certification of Operators, improvements to infrastructure including shipping and for the Ministry to strengthen its professional development of staff to meet State international obligations. The Ministry envisions that safety and compliance will be strengthened by all users in the transportation sector.
- Regulatory oversight and certification of aviation and maritime sector was extended by 90 days in June as per Advisory Directives.
- Challenges to the sector requires opening of border for External Inspectors to carry out re-certification by September 2020 on the transport sector.

COMMUNICATIONS

- CI Meteorological Services continues to progress with the communication of the weather including social media Facebook (the more preferred option).
- MoT values the importance of engagement with their key stakeholders in particular, the Maritime and Aviation Divisions and the private sector given the impact of COVID-19 on regular business, to ensure adherence to global and national restrictions.

AUDIT STATUS

- Received an Unmodified report within this reporting period.
- In addition, MoT's ability to address the issues raised by the Audit regarding their Fixed Asset Register reflects on the Ministry's value to not only report on the positives but also the challenges and how they mitigate these.

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:	43
Females/Males:	16/27
Outputs/Divisions & Managers:	Output 1: Cabinet & Executive Services – Mr JJ Harold Browne; Output 2: Central Policy Planning Office – Ms Valentino Wichman; Output 3: Pa Enea Governance – Mr Mia Teaurima; Output 4: Information Communication Technology – Mrs Pua Hunter; Output 5: Renewable Energy Development – Mr Tangi Tereapii; Output 6: Emergency Management Cook Islands – Mr Charles Carlson; Output 7: Climate Change Cook Islands – Mr Wayne Tamangaro King; Output 8: Marae Moana – Ms Maria Tuoro; Output 9: Corporate Services – Ms Teina Frank; Output 10: National Security - Vacant
Portfolio Minister:	Hon Mr Henry Puna

PEOPLE

- Success of Pa Enea local economic development was supported through the provision of seedlings from MOA to the Southern Group Islands to grow crops to harvest for their family, local market with some also selling to Rarotonga based businesses.
- The Office is managing the recruitment of new Executive Officers for the Ten Island Governments.
- The Renewable Energy Division has made progress with Te Aponga Uira in building capacity of the Pa Enea technicians particularly recruiting an Overseer for the Northern Group and a new Energy Manager for Rakahanga and signing MOUs with the Island Governments the islands most at risk.
- Significant work involved in upstanding the Puna responses to COVID-19 with hundreds of volunteers engaged.
- GIS mapping of its GeoPortal Hazards has also been significantly advanced by incorporating the data collected through the COVID-19 household surveys by the Puna with 12,000 population and 4,200 households surveyed.

STRUCTURES

- FY20/21 has been a challenging year for Government as a whole and for a Central Agency like the Office of the Prime Minister whom has had to make adjustments to its objectives.
- The impacts of COVID-19 has slowed development as a whole within the country and this has had spill-on impacts to the OPM's normal business as well.
- In addition, the role of OPM in providing national leadership and policy directions to the COVID-19 response has taken up a significant portion of the OPM staffs time and resources - in particular core services provided by the Chief of Staff, Cabinet Services, ICT Office, Pa Enea Office and Emergency Management Office. Nonetheless some significant achievements have been accomplished among the 10 Outputs under the OPM.
- OPM hosted its Annual Pa Enea Governance Forum and has initiated a legislative review of the Island Government Act 2012-13.

SYSTEMS

- The role of OPM in providing national leadership and policy direction to the COVID-19 response has taken up a significant portion of staff time and resources - in particular core services provided by the Chief of Staff, Cabinet Services, ICT, Pa Enea and Emergency Management Cook Islands.
- The Research Committee decided the National Research Strategy priorities will be based on the Budget Policy Statement so everything is synchronised for national planning purposes.
- ICT continues to work on complying with international security and operational standards.
- Implementation work at various levels on the Government network has been completed. In addition, 18 ICT standards and 21 ICT procedures were developed and these are living documents to accommodate the evolving nature of ICT.
- Collaborating with TMO on the new server and medication information system.
- Conducted initial damage Assessment for 10 Puna and Government Agencies.
- Cabinet Services have managed a rigorous and often ad-hoc schedule of Cabinet sittings and deliberations. The Social Responsibility Fund and Community Development Fund have been well utilized and delivered in a timely fashion.
- Central Policy and Planning Office has re-scheduled the mid-term review of the NSDP to December, was able to deliver on the Indicator Report and contribute to the Medium Term Priorities for the Budget and the budgeting processes, the Population Policy funding has been secured, groundwork for the National Sustainable Development Agenda has been laid with consultations due to start in July 31 2020.
- Pa Enea Governance Division has been active in supporting new productive sectors emerging from COVID-19
- The Office been deeply involved in managing the upcoming Island Government elections complicated by the postponement due to COVID-19.
- The National ICT Office has recruited a totally new team of local staff.
- Four islands were visited this FY to provide support for the Northern Group Solar PV Project which involved site inspection, stocktake and training. The Aitutaki Stage 2 was successfully completed with 40% renewable energy uptake and significant reduction in diesel. All Southern Islands are now completed with final site and commissioning visits delayed due to COVID-10.
- The Battery Energy Storage System (BESS 2) at Airport commissioned and BESS 1 at Power station contract has been awarded.
- An Energy Stocktake has been put to tender and will update the Energy Chart that set the 2012 renewable energy goals.
- Climate Change Cook Islands office was successful in securing another tranche of readiness funding and the 3rd National Communication for the Paris Accord has been completed.
- The Marae Moana Coordinating Office had an active start to the year with promotional visits and engagements to the USA with the Prime Minister and Ambassador for Marae Moana, as a result, a grant for communications work was secured to support the Communications Strategy.
- The Sustainable Financial Mechanism Report for Marae Moana has been completed and circulated to all stakeholders for feedback.
- The Spatial Management Officer has been active in preparing a National Marine Spatial Management Plan, which was approved by Cabinet.
- Engaging with the Ombudsman's Office for processing of official information requests.
- The National Security Office is still awaiting a White Paper Policy before engaging the National Security Director role.

COMMUNICATIONS

- OPM has undertaken substantial engagement with its stakeholders particularly in response to COVID-19. Of note, has been the mobilisation of the Puna structures with community and Island Governments.
- The website has been upgraded with a new facelift to align with the launch of the National Sustainable Development Agenda NSDA20+.
- The OPM Facebook page has been well utilised during COVID-19 for public outreach by the Prime Minister and under the OPM COVID-19 communications team, a COVID-19 website has been deployed.

AUDIT STATUS

- Not available.

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 2021
Total FTE staff:	8
Females/Males:	7/1
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 Henry Puna

PEOPLE

- Over 600 Job descriptions were evaluated during this reporting period.
- Eight Ministries have had job descriptions for all roles evaluated and placed on approved organisational structures.
- Facilitated 68 Job Evaluation Committee sittings.
- SMART Measures training was conducted to improve quality of annual Business Plan reporting for 12 Government Agencies and attended by 30 second tier Managers.
- Two vacancies were reported in the Office – Policy Adviser and HR Adviser. These have been vacant for less than six months with recruitment underway to find suitable candidates through public advertising and shoulder tapping individuals to apply.
- Staff participated in or facilitated or were members of various cross-Government initiatives: Economic Development Strategy Consultations in the Pa Enea, the Budget Support Group and the Public Sector Leaders Conference.
- Two staff participated in Core Sector Support training delivered by DCD and the NZHC and completed the Monitoring and Evaluation and Results Framework Workshop training.
- Two staff were seconded temporarily to TMO to assist in the Policy and Planning space during the COVID-19 lockdown in April –June 2020.
- OPSC hosts a monthly breakfast for staff (who can also contribute) as a way to acknowledge employees for their work.
- In November 2019, the Bullying in the Workplace Awareness module was included to the Public Service Induction training content, and has been well received by the participants. A total of 166 employees completed the training over the period of five months (Aug, Oct, Feb, May and Jun).
- As a result of the Bullying in the Workplace Awareness training, OPSC received seven complaints-of which OPSC conducted six investigations, with one pending advice from Crown Law.
- OPSC also provided investigation support to OPM for two investigations within their mandate.
- Two staff were seconded to TMO during the COVID-19 lockdown period in April. They were placed in the Policy and Planning Unit and assisted with the development of Policies as well as Standard Operating Procedures.

STRUCTURES



- Twenty two organisation structures were reviewed and approved: 9 Public Service; 3 Crown/Statutory Agencies; and all 10 Pa Enea Island Governments.
- Assisted the Cook Islands Police Service write over 100 JDs and confirm their new organisation structure.
- Delivered training to all 10 Island Governments that attended the Pa Enea Governance Forum that enabled them to all complete their organisation structures and job descriptions.

SYSTEMS



- Developed the OPSC Emergency Response Plan to COVID-19, and Standard of Procedure for Closing Agencies due to Covid-19 and the OPSC internal Motor Vehicle Policy.
- Took over the preparation and coordination of Budget Book 2 from the Budget Team at MFEM in time for Parliament to pass the Budget.
- Continue to strengthen the centralised Vacancy portal on the OPSC website.
- Management of the NZ Government Superannuation Fund is a legacy that continues to be performed as a non-core function. With reducing number of contributors OPSC is obliged to provide administrative support to the remaining 208 contributors.
- Conducted a Capacity Assessment for INTAFF. Started a Capacity Assessment for OPM.

COMMUNICATIONS

- OPSC uses its website to share news written by other Ministries and Agencies as well as any Public notices.

AUDIT STATUS

- OPSC received an unmodified audit report.

1.2 KEY CHALLENGES

PEOPLE – PLANNING, RECRUITMENT AND RETENTION

A number of common themes have been observed in this area. Many Ministries continue to experience difficulties in recruiting people with key competencies and skills sets. Vacant positions mean that they have insufficient human resources to deliver services in a sustainable manner into the medium term. Innovative approaches and changes to CIGOV recruitment strategies is needed.

- Some Agencies like MFEM try to ensure longevity through the employment contract terms and conditions and create loyalty through a positive work experience and opportunity for training and personal development experiences.
- The occasional delegation of roles is used by many Ministries to enable staff to develop work experience for higher duties in time.
- Challenges presented by budget reductions (due to COVID-19) may prevent vacancies from being filled.
- Access to highly skilled work force, in certain areas of work will continue to be reliant upon external experts/consultants i.e. in MMR for Offshore fisheries science, stock assessment and analyses; and technical policy development.
- Across the Public Service, it is important to mitigate the capacity gaps in policy development, the lack of people with skills in policy development is obvious because there is a heavy reliance on external contractors for the delivery of this service. Sometimes, it is because the gap is in a technical area; but it is primarily because of the capacity gap
- Government continues to face challenges in the roll out of the FMIS as reported in the past. Many of these challenges are caused by the limitations of the Government IT network and the low level capacity of financial management in line Agencies.
- There are significant gaps in experience within staff complement, and requires time and investment to build this capacity within some Ministries.
- There are significant challenges with middle management, and having qualified staff with right skillsets and experience in place. Some Ministries will move technical personnel in to management positions but have observed that these employees have been unable to effectively manage administrative components and HR engagement elements of these roles.
- Training is required across Government to improve staff understanding of purpose and procedures for performance appraisal system.
- Some Ministries have partnered with various Service providers to provide training opportunities: Cook Islands Trade and Training Institute (CITTI) and the University of the South Pacific. For MoCS they have sought assistance from Cook Islands Family Welfare Association (CIFWA), Business and Trade Investment Board (BTIB), NZ St John and the NZ Police during the FY to assist with counselling, training and guidance.
- Prevention of population decline in the Cook Islands is a key focus for the Government; and Government intends to develop a Population Policy to help identify some of the key priorities and challenges around this complex issue.



Photo Courtesy – MFA: MFEM Team with DPM Mark Brown, L-R: Lafala Turepu, Economic Policy Officer; Garth Henderson, Financial Secretary; Natalie Cooke, Director, Economic Planning Decision

STRUCTURES – ROLES AND ACCOUNTABILITY

One of the mandated functions of the Public Service Commissioner is to review the machinery of Government and determine where functions are best placed across the Public Service. This includes checking that organisational structures (OS) are ‘fit for purpose’.

During this FY, July 1 2019 to June 30 2020, twenty two organisation structures were reviewed and approved: nine (9) Public Service Ministries, three (3) Crown/Statutory Agencies and all (10) Pa Enea Island Government organisation structures were reviewed. For some Ministries, updating their OS was influenced by their response to COVID-19, to enable flexibility in their structure as well as work deliverables to be able to respond effectively. For other Ministries, it was to respond to changes demanded by the public. Some major achievements for this FY included the review of the Cook Islands Police Service and all the Pa Enea organisation structures. Table 3 highlights some of the key changes made to OS in some Agencies.

A ‘Fit for Purpose’ Standard has been developed for the Cook Islands Government to ensure that the Agency’s OS must reflect its ‘functional structure’ which identifies key functions and outputs of the Agency specified in legislation or Cabinet directives and outputs (public goods produced or services).

Public Service Agencies have five key functions: policy development, implementation and management; service delivery, regulation, corporate services and governance and oversight.

The OS review conducted by OPSC includes weighing up the establishment of new positions and Divisions against available budget; identifying the impact of the movement of functions across the organization, and removal of positions, changes to position and Division titles; and confirming that each position is on the OS and has a recently evaluated Job Description.

Table 3	Organisational Restructure Reviews
Public Service	Rationale for changes
Ministry of Justice	<ul style="list-style-type: none"> • Finance role of the Land Trust Services was moved to Corporate Service • Land Administration Services and Land Titles Services were moved to the High Court Division. A Stenographer Manager position was added. • The Land Administration Output includes the former Land Titles and Land Trust Outputs. The Registrar/Land Administration position was made redundant. • A Registry Services created and now includes the former Births, Deaths and Marriages (BDM) functions; Electoral Roll and the Companies functions. Previously, these three functions operated as separate outputs. • Four Outputs have been created in the Corporate Services (Personal Assistant, IT, Human Resources and Asset Management, Finance and Administration)

Table 3		Organisational Restructure Reviews	
Public Service		Rationale for changes	
Ministry of Finance & Economic Management	<ul style="list-style-type: none"> Increased their number of Outputs from 5 to 7 Two new Divisions were created, and one was renamed as follows: Output 1: This output was formerly known as Office of the Financial Secretary now renamed Economic and Planning Division (EPS). It includes the Budget role which was shifted from Treasury Division, and keeps the Economic Planning role which was under the old Output 1 Office of the Financial Secretary; Output 6: Major Project Procurement Support (MPPS) Office responsible for the administration of major infrastructure and procurements; and Output 7: Office of the Financial Secretary which was the old Output 1. Output 2: Treasury Division was restructured to include two new outputs Internal Audit and Financial Management Information System (FMIS). The Funds output was renamed to Administration of Public Funds and the Crown Accounts output was renamed to Accounting and Reporting. Output 3: Revenue Management Division included another two outputs - Revenue Management and Corporate Services. Output 4: Statistics Division consolidated four outputs into two outputs – Economic Statistics and Social Statistics. Output 5: Development Coordination Division (DCD) was restructured to add one new output Direct Access Entity and transfer TMV/MTVKTV Contract Manager and PMU to MPPS DCD now has three outputs, Development Programmes Management, Direct Access Entity and the National Implementing Entity. Output 6: MPPS Division now has four outputs responsible for major projects, procurement, Te Tarai Vaka project and administration of project funds 		
Crown and Statutory Agencies			
Cook Islands Police Service	<ul style="list-style-type: none"> Restructured by expanding from two Divisions to four: Division 1: Operations and Corporate Services; Division 2: Crimes and Operations (Frontline, Criminal Investigations and Maritime); Division 3: Crime prevention (promotion, road safety, Vaka etc.) and Division 4: Corporate Services (HR, Finance and Administration and ICT) Streamlined core functions to investigation of crimes and prevention of crimes. 		
National Environment Services	<ul style="list-style-type: none"> Restructured by expanding from three Outputs to five: Advisory and Compliance, Corporate Services, Island Futures, Project Management Unit (PMU) and Pa Enuā. The PMU was moved from the Islands Future Output and Pa Enuā from the Advisory and Compliance Output. Legal and policy functions and Information and Management were moved from Island Futures Output to Corporate Services. Island Futures focuses on biodiversity conservation and protected areas management and coordinating international multilateral environmental agreements (MEA) for the National Environment Service.) 		
10 Pa Enuā Island Governments	<ul style="list-style-type: none"> All Pa Enuā Organisational Structures have now been registered with OPSC. Some Island Governments consolidated some of their Outputs like all utilities under one to improve accountability and reporting; some expanded the number of Outputs to clearly delineate their functions because previously, some Outputs included a large number of responsibilities. 		



SYSTEMS – RESOURCING, POLICIES, PROCEDURES AND PROCESSES

All Ministries intend to reform institutional frameworks (legislation, regulations, processes, policies and procedures) and enable the development of automated systems to efficiently serve our people. Some of these reforms have already taken place, however, what is needed a whole-of-Government approach.

COVID-19 has required Ministries to be innovative in how they use their resources to deliver systems that are responsive to the needs of our communities.

As Public Service Commissioner, managing increasing Ministerial engagement with the operational work of Ministries has required a lot of patience and innovation.

Some Ministries have also taken on non-core functions like for MFEM in supporting major infrastructure projects; OPSC and the administration of the Government Superannuation Fund and MoE regarding the UNESCO National Commission.

COVID-19 has forced the introduction of health risk management measures which has had implications on resourcing as well reprioritization of work programmes.

1.3 BUDGET

Ministry	Net Operating Appropriation	Capital Expenditure	Administered Funds	POBOC	ODA	Total
MoA	1, 253, 227					1,253,227
MoCD	1, 845, 174		977,500			1,845,174
MoCS	1,484,491					1,484,941
MoE	19, 895, 611	360, 000	4, 612, 289	-	-	20,255,611
MFAI	2, 748,521		15, 000	751,428	30,303	3,530,252
MFEM	51,838,139	13,068,836	46,484,433	435, 694	31,636,013	96,978,682
MoH	17,169,546	400, 000	2, 146, 870		284, 545	17,854,091
ICI	5,985,169	18, 471, 500	3, 200, 000		218, 391	24,675,060
INTAFF	4,754,847	50, 000	3,217,810	19,689,535		24,494,382
MoJ	2,305,763		460, 000			2,305,763
MMR	2, 344, 618		300, 000		1, 035, 615	3,380,233
MoT	1,124,232					1,124,232
OPM	2,721,886	900, 000	1,063,000	30, 000	11,567,452	15,219,338
OPSC	2, 423, 610		1, 741, 645			2,423,610

2.1 HUMAN RESOURCE MANAGEMENT

TRAINING AND DEVELOPMENT

PUBLIC SERVICE INDUCTION

A total of 200 Public Servants (six inductions with a total of 12 cohorts) completed the Public Service Induction training during this FY. An evaluation is conducted after each cohort, and feedback from participants were extremely positive and continues to inform improvements to the programme content and delivery.

LEADERSHIP DEVELOPMENT

With the support from the New Zealand State Services Commission, OPSC has secured peer-to-peer mentoring support for the Heads of Ministries for Agriculture, Infrastructure Cook Islands and Justice. A similar mentoring programme had initially been set up with the Cook Islands Chamber of Commerce, however, with the changes forced by COVID-19, the mentors were not able to visit the Cook Islands. Other leadership training opportunities being offered to Public Servants include offering membership on the Budget Support Group.



Minister Mark Brown with Rakahanga students.

IN-COUNTRY TRAINING

Various training workshops were held in the Cook Islands throughout the year before COVID-19 changes introduced in March 2020. Funding was sourced via different means – either through international organizations or through Agency budgets:

- MOA hosted a Coconut Industry Development for the Pacific (CIDP) meeting in Rarotonga from the 27 – 28 November 2019. The CIDP programme is a four million Euro programme funded the European Union and administered by the Pacific Community (SPC).
- MOA ran Pesticides Management workshops were on Mauke in July 2019 and June 2020 and Atiu in September 2019.
- Workplace Induction trainings conducted by INTAFF began every Thursday to inform workers and employers of their rights under the *Employment Relations Act 2012*.

- HRMIS training was delivered to all Ministerial Support Offices by OPSC and MFEM.
- MoJ staff received training conducted by ADB and other partners in the first half of the reporting period.
- Current and incoming Justices of the Peace underwent a 6 day training offered by Pacific Judicial Strengthening Initiative (PJSI) sponsored by the Australian and NZ Governments. The training was the first of its kind offered by PJSI due to the involvement of video conferencing technology to join parties together in Aitutaki, Rarotonga, New Zealand, and Australia. This training was targeted for the Cook Islands and was used as a pilot, which PJSI may apply to future judicial training initiatives with other Pacific islands given the global COVID-19 context.
- Emergency Management Specialist trainings were completed this FY with Safety Shelter Managers being trained.
- EMCI conducted Emergency Operations Centre Training for 3 Vaka and Regional Disaster Risk Management Training Courses for Train the Trainers.

REMUNERATION

The timeline for individual Agency adjustments was factored in to the Medium Term expenditure ceiling in the 2019/2020 Budget and was supposed to be implemented incrementally. With COVID-19, the planned Agency adjustments for FY 2020/21 and 2021/22, has now been put on hold due to funding being re-allocated to support the Economic Response Plan. The 2018 Pay Structure will still be used for all Agencies this includes for new recruitments and salary adjustments.

At 30 June 2020, 44% of public sector employees had base salaries of \$30,000 and less per annum, 52% were receiving over \$30,000 - \$60,000. 3.5 % earned over \$60,000 with the remaining 0.5 % receiving \$100,000 and more. (Figure 10 refers).

JOB EVALUATION

At 30 June 2020, a total of 630 job descriptions were job evaluated: 146 from Crown Agencies, 209 from Public Service Ministries and 275 from Pa Enea Island Administrations.

2.2 RATIONALISATION

CENTRALISED ICT NETWORK

There have been no significant change because the network is aged and failing. As of today, there are approximately 2,000 users and 41 out of 50 agencies connected. Out of the 14 Public Service agencies, MMR and MOE are yet to be integrated. ICT intends to integrate these two agencies after the network upgrade which is expected to be rolled out in the next financial year.

TARGETED SECTOR STRENGTHENING

The New Zealand Core Sector Support (CSS) Grant Funding Arrangement is predicted to provide \$36million over the medium term, 2019/20 to 2022/23. The CSS programme provides direct budget support to the Ministry of Education, Cook Islands Tourism Corporation and Ministry of Health. The objective of the programme is to improve indicators that directly relate to the NSDP. There are two components to the CSS – direct budgetary support and technical assistance support.

PART 3: PUBLIC SECTOR PROFILE

The Public Sector had 2300 full time employees as at 30 June 2020. This total includes 340 staff employed by state owned enterprises. Eight of fourteen Ministries employed women as heads of departments, closing the gender gap just slightly, but the disparities for women remain State Services.

At 30 June 2020, 72% of the public sector workforce were aged 30-60 years. Only 17% were under the age of 30 years and a further 5% were 60 years old and above with 2% over 70 years of age.

NON-COOK ISLANDS MĀORI EMPLOYEES

As at 30 June 2020, 145 non Cook Islands Māori employees worked across the sector. This is a decrease of 73 recorded at 30 June 2016. Education and Health were the largest employers with 53 and 55 employees respectively. (Table 05)

PUBLIC SERVICE ATTRITION

A total of 139 public servants left the service during this year compared to 172 in the previous year. Of these, 83 resigned, 41 completed contracts, seven retired, five were terminated, two died and one was made redundant. The highest rate of attrition was understandably from the biggest employer (Education) where 83 staff left. (Table 06)



Public Service Induction Training.

PART 4: OFFICE OF THE PUBLIC SERVICE COMMISSIONER

OPSC has spent much of this FY strengthening the basics in Ministries. It assisted eight Ministries to develop a JD for all positions and had all these roles evaluated and placed on approved OS. OPSC is particularly pleased to have assisted the Cook Islands Police Service write over 100 JDs and confirm their new OS. OPSC secured funding support and engaged Strategic Pay (NZ) to help facilitate this exercise. In addition, OPSC were also able to support all ten Pa Enea Island Governments by delivering training to them to develop JDs for all their employees.

Another area of focus for the OPSC this year was on strengthening the Public Service Remuneration Policy and pay structure. In particular, OPSC worked closely with MoCD, MFEM, MMR, NES, ICI and the Pa Enea Island Administration to ensure all approved work area positions in their respective Ministries had a JD that had been job evaluated providing it with job band that is aligned to the approved CIGov Remuneration Structure, and the employees were being remunerated appropriately. As a result, a total of 630 job descriptions were job evaluated: 146 from Crown Agencies, 209 from Public Service Ministries and 275 from Pa Enea Island Administrations.

To date, the Job Evaluation Committee consists of 20 accredited Job Evaluators – with two from the private sector, and two from a Crown Agency.

The OPSC continues to deliver the Public Service Induction Training on a monthly basis. The evaluation feedback on the training contents, delivery and activities confirms the value, relevance and importance for all employees to complete the training.

OPSC was able to strengthen collaborations with the NZ State Services Commission through their newly developed Pacific Fale.

THROUGH THE PACIFIC FALE, OPSC HAS ALSO SHARED POLICY RESOURCES WITH THE NIUE PUBLIC SERVICE WHO WERE KEEN TO DEVELOP SIMILAR RESOURCES.

The Pacific Fale has enabled a few 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 Fale Secretariat on a number of capacity building and organisational management strengthening initiatives and has set up mentoring support to three HoMs. Through the Pacific Fale, OPSC has also shared Policy resources with the Niue Public Service who were keen to develop similar resources.

OPSC and MFEM observed that SMART Measures training was needed to improve quality of annual Business Plan reporting. Training was delivered for twelve Government Agencies and attended by thirty second tier Managers.

OPSC took over the preparation and coordination of Budget Book 2 from the Budget Team at MFEM in time for Parliament to pass the Budget. Budget Book 2 sets out the business plans for 36 Ministries, Agencies and Island Governments.

OPSC continues to provide administrative support to the remaining 208 contributors on the NZ Government Superannuation Fund (a legacy that continues to be performed as a non-core function).

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

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

4.1 PEOPLE DEVELOPMENT

Two vacancies were reported for OPSC – Policy Adviser and HR Adviser. These have been vacant for less than six months with recruitment underway to find suitable candidates through public advertising and shoulder tapping individuals to apply. OPSC engaged the services of a Policy and Planning Advisor from Volunteer Service Abroad (VSA) however, due to COVID-19, the Volunteer was unable to travel to Rarotonga, and has now given up this contract. VSA is actively recruiting again.

4.2 FINANCIAL MANAGEMENT

All financial reporting obligations for the year were met and we had two vacancy from the 14th February to the end of the financial year.

	Total Budget	Actuals	Variance
Personnel	375,149	340,635	34,514
Personnel Accrual	0	19,712	(19,712)
Operating Expense	285,616	249,137	36,479
Depreciation Expense	21,200	0	21,200
Total Expenditure	681,965	609,484	72,481
Other Revenue	0	0	0
Net Expenditure	681,965	609,484	72,481

NEW ZEALAND GOVERNMENT SUPERANNUATION FUND

My Office liaises and facilitates all communications between the contributors and recipients of 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, while employees contributed between 6.0–6.5% of their salary. As at 30 June 2020, there were 162 members actively contributing to the Fund and 415 GSF recipients.

RECIPIENTS			
Retirees	Spouse	Child	Total
194	92		247
68	26		84
15	8		23
	6	6	12
283	132	6	415

MEMBERS			
Age	Female	Male	Total
> 70 yrs			
61-70 yrs	6	5	11
50-60 yrs	55	48	103
< 50 yrs	30	18	48
Totals	91	71	162

ANNEXES

ANNEX 01: PUBLIC SECTOR REMUNERATION PROFILE

FIGURE 02: REMUNERATION PROFILE

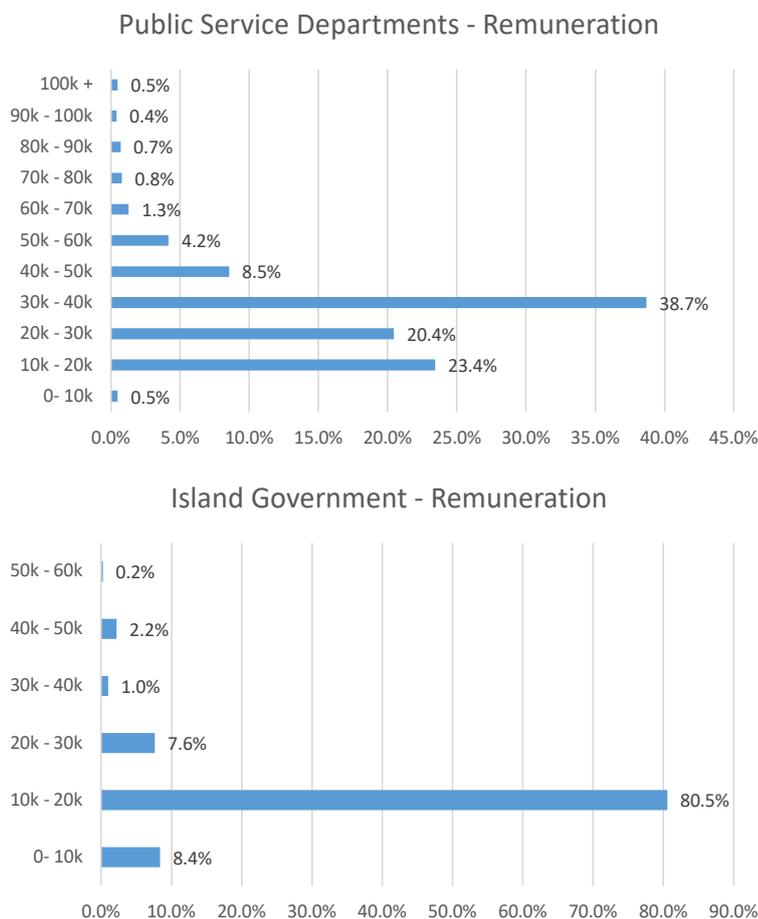


FIGURE 03: AGE PROFILE

Age Profile	Crown Agencies			Island Government			Min. Support Entities			Parliament			Public Service Ministries			OVERALL TOTALS		
	F	M	T	F	M	T	F	M	T	F	M	T	F	M	T	Total F	Total M	Overall Total
>20 years	3	2	5	0	6	6	0	3	3	0	0	0	16	9	25	19	20	39
21-30 years	38	29	67	10	43	53	0	1	1	1	0	1	105	58	163	154	131	285
31-40 years	27	20	47	8	53	61	1	1	2	1	0	1	195	71	266	232	145	377
41-50 years	30	22	52	19	65	84	6	4	10	1	4	5	207	107	314	263	202	465
51-60 years	22	33	55	22	114	136	4	7	11	3	12	1	187	123	310	238	288	526
61-70 years	1	7	8	11	40	51	1	1	2	5	8	13	55	50	105	73	106	179
71-80< years	0	3	3	1	6	7	1	0	1	2	7	9	6	8	14	10	24	34
Total	989	916	1905															

Source: HRMIS

ANNEX 03: PUBLIC SECTOR PROFILE

TABLE 04: TOTAL NUMBER OF FULL TIME EMPLOYEES BY MINISTRY

PUBLIC SERVICE DEPARTMENTS (14)	30-Jun-20		
	FEMALE	MALE	TOTAL
Ministry of Agriculture	12	22	34
Ministry of Corrective Services	8	32	40
Ministry of Cultural Development	13	10	23
Ministry of Education	222	65	287
Ministry of Finance and Economic Development	72	36	108
Ministry of Foreign Affairs and Immigration	15	8	23
Ministry of Health	297	108	405
Ministry of Infrastructure Cook Islands	15	48	63
Ministry of Internal Affairs	27	10	37
Ministry of Justice	37	16	53
Ministry of Marine Resources	20	27	47
Ministry of Transport	10	16	26
Office of the Prime Minister	16	27	43
Office of the Public Service Commissioner	7	1	8
Totals	771	426	1197

Source: HRMIS

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

ISLAND ADMINISTRATIONS (10)	30-Jun-2020		
	FEMALE	MALE	TOTAL
Aitutaki	7	52	59
Atiu	7	43	50
Mangaia	5	46	51
Manihiki	8	32	41
Mauke	6	41	47
Mitiaro	12	28	40
Nassau	1	2	15
Palmerston	3	7	10
Penrhyn	4	30	34
Pukapuka	14	22	38
Rakahanga	4	24	28
Totals	71	327	398

Source: HRMIS

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

STATUTORY AGENCIES (7)	30 JUNE 2020		
	FEMALE	MALE	TOTAL
Business Trade & Investment Board	7	1	8
Cook Islands Seabed Minerals Authority	4	0	4
Cook Islands Tourism Corporation	19	7	26
Financial Services Development Authority	2	1	3
Financial Supervisory Commission	3	-	3
National Environment Service	15	15	30
Natural Heritage Trust	0	2	2
Total	50	26	76

Note: As at 30 June 2018, there were 8 Statutory Agencies - the Cook Islands Pearl Authority has now been disestablished and merged with Ministry of Marine Resources.

Source: HRMIS

TABLE 07: TOTAL NUMBER OF FULL TIME EMPLOYEES BY CROWN AGENCIES

CROWN AGENCIES (7)	30-Jun-20		
	FEMALE	MALE	TOTAL
Cook Islands Audit Office & PERC	11	7	18
Cook Islands Parliamentary Services	7	4	11
Cook Islands Police	40	71	111
Crown Law Office	7	2	9
Head of State	1	3	4
Leader of the Opposition	2	2	4
Office of the Ombudsman	2	2	4
Totals	70	91	161

Source: HRMIS

TABLE 08: LEGISLATIVE SERVICES, HOUSE OF ARIKI, CIVIL LIST

PARLIAMENT (5)	30-Jun-20		
	FEMALE	MALE	TOTAL
Queen's Representative	0	1	1
Speaker of Parliament	1	0	1
Civil List (Members of Parliament)	6	19	25
Civil List (Others)	2	1	3
House of Ariki	4	10	14
Totals	13	31	44

Source: HRMIS

TABLE 09: TOTAL NUMBER OF FULL TIME EMPLOYEES BY MINISTERIAL SUPPORT OFFICES

MINISTERIAL SUPPORT OFFICES (6)	30-Jun-20		
	FEMALE	MALE	TOTAL
Prime Minister Hon. Henry Puna	2	4	6
Deputy Prime Minister Hon. Mark Brown	2	2	4
Minister Hon. Mac Mokoroa	2	3	5
Minister Hon. Rose Brown	2	1	3
Minister Hon. George Angene	3	2	5
Minister Hon. Robert Tapaitau	2	4	6
Totals	13	16	29

Source: HRMIS

TABLE 10: TOTAL NUMBER OF ISLAND GOVERNMENT COUNCILLORS

ISLAND GOVERNMENT COUNCILLORS	30-Jun-20		
	FEMALE	MALE	TOTAL
Aitutaki	1	7	8
Atiu	0	5	5
Mangaia	0	6	6
Manihiki	1	5	6
Mauke	0	5	5
Mitiaro	1	3	4
Palmerston	1	4	5
Penrhyn	0	5	5
Pukapuka/Nassau	0	6	6
Rakahanga	0	5	5
Totals	4	51	55

Source: Pa Enua Governance Division, OPM

TABLE 11: TOTAL NUMBER OF FULL TIME EMPLOYEES BY STATE OWNED ENTERPRISES (SOES)

STATE OWNED ENTERPRISES	30-Jun-20		
	FEMALE	MALE	TOTAL
Avaroa Cable Ltd.	1	4	5
Cook Islands Airport Authority	31	73	104
Cook Islands Investment Corporation M	32	20	52
Cook Islands Ports Authority	6	17	23
Bank of the Cook Islands	21	67	88
Te Aponga Uira o Tumu Te Varovaro	14	32	46
To Tatou Vai	16	6	22
Totals	121	219	340

TABLE 12: PUBLIC SECTOR EMPLOYEES/APPOINTEES BY FTE AND GENDER

MINISTRIES AND AGENCIES	30-Jun-2020				
	FEMALE		MALE		
	Number	%	Number	%	
Public Service (14)	771	69	426	36	1197
Island Governments (10)	71	6	327	26	398
Island Councils (10)	3	0.2	52	4	55
Statutory Agencies (10)	50	4.4	26	3	76
Crown Agencies (7)	70	6.2	91	8	161
Parliament & House of Ariki (1)	13	1.1	31	3	44
Ministerial Support Offices (6)	13	1.1	16	2	29
State Owned Enterprises (5)	121	12	219	18	340
Totals	1112	100	1188	100	2300

Source: HRMIS

TABLE 13: PUBLIC SECTOR LEADERS BY GROUP AND GENDER

MINISTRIES AND AGENCIES	30-Jun-2020				
	FEMALE		MALE		TOTAL
	Number	%	Number	%	
Public Service					
Public Service Heads	8	53	6	14	14
Island Governments	2	13	8	18	10
Statutory Agencies			5	11	5
State Services					
Crown Agencies (7)	3	20	4	9	7
Ministerial Support Offices			6	14	6
Island Council Mayors	1	7	9	20	10
State Owned Enterprises	1	7	6	14	7
Totals	15	100	44	100	59

Source: HRMIS

TABLE 14: NON COOK ISLANDS MĀORI EMPLOYEES BY MINISTRY OR AGENCY

PUBLIC SECTOR	30-Jun-2020		
	Female	Male	Total
Ministry of Agriculture	2	0	3
Ministry of Corrective Services	0	3	3
Cook Islands Audit Office	5	1	6
Cook Islands Tourism Corporation	2	1	3
Crown Law Office	1	2	3
Ministry of Education	29	15	44
Ministry of Finance and Economic Management	13	7	20
Ministry of Foreign Affairs and Immigration	1	0	1
Ministry of Health	23	18	41
Infrastructure Cook Islands	1	2	3
Ministry of Internal Affairs	1	0	1
Ministry of Justice	1	0	1
Manihiki Island Administration	0	1	1
Ministry of Marine Resources	2	3	5
Mauke Island Administration	0	1	1
Natural Heritage	0	1	1
Office of the Public Service Commissioner	1	0	1
Public Expenditure Review Committee	0	1	1
Palmerston Island Administration	1	0	1
Total	83	56	139

Source: HRMIS

TABLE 15: PUBLIC SERVICE ATTRITION

MINISTRIES	Resigned	Retired	Contract completed	Deceased	Dismissal	Redundancy	TOTAL
Ministry of Agriculture	1		2	1			4
Ministry of Cultural Development							0
Ministry of Education	30	1	13		1	1	46
Ministry of Finance & Economic Management	15		5				20
Ministry of Health	24		15		3		42
Infrastructure Cook Islands	4	1					5
INTAFF	1	2					3
Ministry of Justice	3				1		4
Ministry of Corrective Services	1				1	1	3
Ministry of Marine Resources	2		2				4
Ministry of Transport	1	1					2
Office of the Prime Minister			1				1
Office of the Public Service Commissioner	2						2
Totals	84	5	38	1	6	2	136

Source: HRMIS

TABLE 16: CONSTITUTIONAL POSTS (NAMES)

CONSTITUTIONAL POSTS	NAME
Queen's Representative	His Excellency, Sir Tom Marsters
Executive Government - Cabinet	
Prime Minister	Honourable Mr Henry Puna
Deputy Prime Minister	Honourable Mr Mark Brown
Minister of the Crown	Honourable Mrs Rose Toki Brown
Minister of the Crown	Honourable Mr George Angene
Minister of the Crown	Honourable Mr Robert Tapaitau
Minister of the Crown	Honourable Mr Vaine Mokoroa
Secretary to the Cabinet & Clerk of the Executive Council	Mr JJ Harold Browne
Speaker of Parliament	Honourable Mrs Nikki Rattle
Deputy Speaker of Parliament	Honourable Tai Tura
Clerk of Parliament	Vacant
Chief Justice	Sir Hugh Williams QC
Chairman, Public Expenditure & Review Committee	Mr Geoff Stoddart
Public Service Commissioner	Mr Russell Thomas

TABLE 17: CONSTITUTIONAL POSTS - MEMBERS OF PARLIAMENT (NAMES)

CONSTITUTIONAL POSTS: MEMBERS OF PARLIAMENT	ISLAND	CONSTITUENCY
Hon. George Angene	Rarotonga	Tupapa-Maraerenga
Hon. Mark Brown	Rarotonga	Takuvaine/Tutakimoa/Teotue
Hon. Albert Nicholas Jr	Rarotonga	Ruatonga/Avatiu/Palmerston
Hon. Vaine Makiroa Mokoroa	Rarotonga	Nikao
Hon. William Heather	Rarotonga	Ruaau
Hon. Nooroa o Teariki Baker	Rarotonga	Akhoa
Hon. Patrick Arioka	Rarotonga	Murienua
Hon. Selina Napa	Rarotonga	Titikaveka
Hon. Tamaiva Tuavera	Rarotonga	Ngatangia
Hon. Vaitoti Tupa	Rarotonga	Matavera
Hon. Terepai Maoate Jnr	Aitutaki	Amuri/Ureia
Hon. Terepii Maki-Kavana	Aitutaki	Arutanga/Reureu/Nikaupara
Hon. Kitai Manuela Teinakore	Aitutaki	Vaipae/Tautu
Hon. Vainetutai Rose Toki-Brown	Atiu	Teenui-Mapumai
Hon. Te-Hani 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	Manihiki	Manihiki
Hon. Tuakeu Tangatapoto	Mitiaro	Mitiaro
Hon. Tina Browne	Rakahanga	Rakahanga
Hon. Mr Robert Tapaitau	Penrhyn	Penrhyn
Hon. Tingika Ellkana	Pukapuka/ Nassau	Pukapuka/ Nassau

TABLE 18: CONSTITUTIONAL POSTS - MEMBERS OF THE HOUSE OF ARIKIS (NAMES)

CONSTITUTIONAL POSTS: Members of the House of Arikis	ISLAND
Makea George Karika Ariki	Rarotonga
Pa Tapaeru Teariki Upokotini Marie Ariki, OBE	Rarotonga
Tokerau Tinomana Ariki, Kaumaiti Iti	Rarotonga
Kainuku Kapiri i te Rangī Ariki	Rarotonga
Manarangi Tutai o Pore Ariki	Aitutaki
Ngamaru Henry Ariki	Atiu
Anthony Teau Ariki	Mauke
Tamuera Owen Ariki	Mauke
Tararo Maeva Ariki	Mauke
Tou Travel Ariki - Kaumaiti Nui	Mitiaro
Temaueu o te Rangī Teikamata Mii Ariki	Mitiaro
Tangitamaiti Numangatini Ariki	Mangaia
Tetio Kaisara Pa ki Tonga Ariki Wolo	Pukapuka

Source: House of Ariki

TABLE 19: HEADS OF PUBLIC SERVICE DEPARTMENTS OR MINISTRIES (NAMES)

HEADS OF THE PUBLIC SERVICE	30 June 2020
Secretary of Agriculture	Mrs Temarama Anguna-Kamana
Secretary of Corrective Services	Mr Teokotai Joseph
Secretary of Cultural Development	Mr Anthony Turua
Secretary of Education	Ms Danielle Cochrane
Secretary of Finance and Economic Management	Mr Garth Henderson
Secretary of Foreign Affairs and Immigration	Ms Tapaeru Herrmann
Secretary of Health	Dr Josephine Aumea Herman
Secretary of Infrastructure Cook Islands	Mrs Diane Charlie-Puna
Secretary of Internal Affairs	Ms Anne Herman
Secretary of Justice	Mr Tamatoa Jonassen
Secretary of Marine Resources	Ms Pamela Maru
Secretary of Transport	Mr John Hosking
Chief of Staff (OPM)	Mr Ben Ponia
Chief Executive Officer (OPSC)	Ms Myra Patai

TABLE 20: HEADS OF CROWN AGENCIES (NAMES)

HEADS OF CROWN AGENCIES	30 June 2020
Cook Islands Audit Office	Mr Allen Parker, Director
Cook Islands Parliamentary Services	Vacant, Clerk
Cook Islands Police Service	Mr Maara Tetava, Commissioner
Crown Law Office	Mr Stuart Baker, Solicitor General
Head of State	Mr Anthony Brown, Official Secretary
Leader of the Opposition	Mrs Tina Browne
Office of the Ombudsman	Mr Noopii Tearea, Ombudsman

TABLE 21: HEADS OF STATUTORY AGENCIES (NAMES)

HEADS OF STATUTORY AGENCIES	30 June 2020
Business Trade Investment Board	Ms Repeta Puna, CEO
Cook Islands Seabed Minerals Authority	Ms Alex Herman, Commissioner
Cook Islands Tourism Corporation	Mr Halatoa Fua, CEO
Financial Services Development Authority	Mr Alan Taylor, CEO
Financial Supervisory Commission	Mrs Louise Wittwer, Commissioner
National Environment Service	Mr Nga Puna, Director
Natural Heritage Trust	Mr Gerald Macormack, Director

TABLE 22: HEADS OF STATE OWNED ENTERPRISES (NAMES)

HEADS OF STATE OWNED ENTERPRISES	30 June 2020
Avaroa Cable Ltd.	Dr Ranulf Scarbrough, CEO
Cook Islands Airport Authority	Mr Joseph Ngamata, CEO
Cook Islands Investment Corporation	Mr Tamarii Tutangata, CEO
Cook Islands Ports Authority	Mr Nooroa Ina Tou, CEO
Bank of the Cook Islands	Mrs Vaine Nooana-Arioka, CEO
Te Aponga Uira o Tumu Te Varovaro	Mr Tereapii Timoti, CEO
To Tatou Vai	Mr Greg Longman, CEO

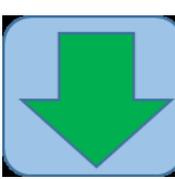
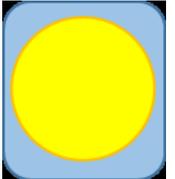
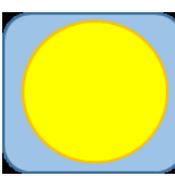
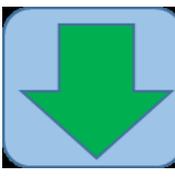


TABLE 23: ISLAND GOVERNMENT REPRESENTATIVES, EXECUTIVE OFFICERS AND MAYORS (NAMES)

ISLAND ADMINISTRATIONS				
ISLANDS	Government Representatives	Repre-	Executive Officers	Mayors
Aitutaki	Mr Tuao Messine		Mr Tuaine George	Mr Tekura (Poo) Bishop
Atiu	Mrs Mama Mataio		Mr Maara Tairi	Mr Ina Mokoroa
Mauke	Mr Johnstone Tamaka		Mr Royston Jones	Mr Vaine Aberahama
Mitiaro	Mr Kaukura Kaiui		Mr Charlie Rani	Mr Tuaine Patira Ngametua
Mangaia	Mr Ngai Areai		Mr Anthony Whyte	Mr Teremoana Atariki
Manihiki	Mr T Makira (Tukao) Mr T Toka (Tauhunu)		Mrs Jane Kaina	Mrs Ngamata Napara
Palmerston	Mr Mama Akarotoua John-Marsters		Mr Arthur Neale	Mr Aepae Goodly Marsters
Penrhyn	Mr Rui Maretu (Omoka) Mr Morris Ford (Tetautua)		Mrs Takurangi Taia	Mr Mataora Marsters, Acting Deputy
Pukapuka/ Nassau	Mr Marurai Marurai		Mr Pio Ravarua	Mr Levi Walewaoa
Rakahanga	Mr Temu Hagai		Mr Nga Takai	Mr Neti Tarau

Source: Pa Enua Governance Division, OPM

ANNEX 04: NSDP GOALS 2018 INDICATOR REPORT

NSDP Goals 2016-2020		Summary of indicator results	
 <p>WELFARE AND EQUITY</p>	<p>Goal 1: Improve welfare, reduce inequity and economic hardship</p>		<p>'Of concern' with slow growth in lowest 20% of income with slight improvement in minimum liveable income at NZ\$20, 820. Welfare goals progressing well with improvements in the equitable spread of wealth.</p>
 <p>ECONOMY AND EMPLOYMENT</p>	<p>Goal 2: Expand economic opportunities, improve economic resilience and productive employment to ensure decent work for all</p>		<p>'On track' with steady but slow growth of real median income at NZ\$21, 285. Strong growth in tourism but more information and effort required for diversification of economy. Employee wellbeing in the Public Service is 'on track'. Labour Force Survey to provide more information on national wellbeing of employees, especially with migrant workers.</p>
 <p>WASTE MANAGEMENT</p>	<p>Goal 3: Promote sustainable practices and effectively manage solid and hazardous waste</p>		<p>'Of concern' with limited information on recycling for Rarotonga, Aitutaki and rest of the Pa Enua. E-waste survey completed with Report pending, but will require more information on the status and management of hazardous waste. MoU with private sector to repatriate recyclable and hazardous waste is on a 'needs basis'.</p>
 <p>WATER AND SANITATION</p>	<p>Goal 4: Sustainable management of water and sanitation</p>		<p>Mixed results with low property numbers reported that comply with sanitation standards as per Regulations. Major improvements however, have been made with improved water storage capacity for the Pa Enua through aid funded water tank projects.</p>
 <p>INFRASTRUCTURE AND ICT</p>	<p>Goal 5: Build resilient infrastructure and ICT to improve our standard of living</p>		<p>Mixed results with concern of affordability of broadband offset by improvement in other ICT measures. Public asset register is being addressed but traction is a concern.</p>
 <p>TRANSPORT AND ENERGY</p>	<p>Goal 6: Improve access to affordable, reliable, sustainable, modern energy and transport</p>		<p>'On track' for renewable energy projects with radical reduction of petrol, diesel and LPG imports. More information needed for affordability of electricity and transport connectivity.</p>
 <p>HEALTH</p>	<p>Goal 7: Improve health and promote healthy lifestyles</p>		<p>'Of concern' with physical activity among youth, life expectancy, mental health and health expenditure. 'Off track' with the increase of sexually transmitted disease and slow decline of premature deaths from non-communicable diseases.</p>

NSDP Goals 2016-2020		Summary of indicator results	
 <p>EDUCATION</p>	Goal 8: Inclusive and equitable quality education and promote life-long learning opportunities		'On track' and continuous improvement of literacy and numeracy, and secondary school education. 'Off track' for vocational and tertiary qualifications, and early childhood education enrolment, but data needs updating. 'Of concern' for education spending.
 <p>GENDER AND THE VULNERABLE</p>	Goal 9: Accelerate gender equality, empower all women and girls, and advance the rights of youth, the elderly and disabled		Mixed results with youth wellbeing and disability access still a concern. 'Off track' for political representation of women (11%) and gender pay disparity for women (15%).
 <p>AGRICULTURE AND FOOD SECURITY</p>	Goal 10: Achieve food security and improved nutrition, and increase sustainable agriculture		'On track' for reported biosecurity outbreaks. 'Of concern' with early data of 12.6% of land use for agriculture for land used would be reducing slowly due to development and construction. Purchase and production of local food is 'off track' but information is lacking.
 <p>ENVIRONMENT AND BIODIVERSITY</p>	Goal 11: Promote sustainable land use, management of terrestrial ecosystems, and protect biodiversity		'Of concern' for extent of protected land, and biodiversity loss (kakerori (<i>Pomarea dimidiata</i>), tamanu (<i>Calophyllum inophyllum</i>), paua (<i>Haliotis</i>)). 'Off track' for extent and state of wetland areas.
 <p>OCEAN, LAGOON AND MARINE RESOURCES</p>	Goal 12: Sustainable management of oceans, lagoons and marine resources		'On track' for extent of marine protected areas, as established under the Marae Moana Act 2017, and tuna catch against maximum sustainable yields. 'Of concern' with lagoon water quality, and 'off track' for coral coverage economic returns from marine resources.
 <p>RESILIENCE AND CLIMATE CHANGE</p>	Goal 13: Strengthen resilience to combat the impacts of climate change and natural disasters		'Of concern' with limited data for overall resilience. 'On track' for improved access to protection from cyclones in the Pa Enua, but 'off track' for cyclone readiness of public buildings and infrastructure.
 <p>CULTURE</p>	Goal 14: Preserve our heritage and history, protect our traditional knowledge, and develop our language, creative and cultural endeavours		'Of concern' with limited data on population involvement in cultural activities. Digitising of cultural resources has commenced with about 30% of cultural items digitised. 'On track' for Cook Islands Maori literacy rates (95%). National Cultural Policy and Strategy completed.

NSDP Goals 2016-2020		Summary of indicator results	
	<p>Goal 15: Ensure a sustainable population, engaged in development for Cook Islanders by Cook Islanders</p>		<p>'Of concern' with the lack of information for the overall quality of life and the average performance of Government Ministries. 'On track' for voter turnout and research applications. Need to develop a national research agenda to better coordinate research needed for the Cook Islands. 'Off track' with the lack of local and foreign investment information and for the overall population decline despite the increased population for Rarotonga. More information from the Census required to update this measure.</p>
	<p>Goal 16: Promote a peaceful and just society and practice good governance with transparency and accountability</p>		<p>'Of concern' with limited information to access to justice except turnover of criminal cases disposed is 'on track'. No updated information provided for domestic violence, motor vehicle accidents caused by reckless driving; no information on reoffending rates; and low number of Parliamentary sitting days – still 'off track'. Average performance of Government Ministries has decreased (62%). The financial responsibility index has improved, with the backlog of Consolidated Crown Accounts audit a major concern. The Financial Management Information System (FMIS) project will soon improve on this.</p>

Source: Te Kaveinga Nui, *The National Sustainable Development Plan 2016-2020, 2019 Indicator Report*, Office of the Prime Minister

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