



Kōutu Mana Tūtara o Te Ipukarea

Office of the Prime Minister

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# TE KAVEINGA STRATEGY (2019-2024)

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## Preface from the Prime Minister

*Hon. Henry Puna*

I am pleased to introduce the Kōutu Mana Tūtara o Te Ipukarea/ Office of the Prime Minister Strategy 2019-2024. Its publication has been a long time coming. This is the second Strategy for the Office and I fully support its focus on the vision of a well governed, resilient and secure Cook Islands. This will be implemented through delivering credible, responsive, impartial and ethical advice so our country and government has confidence in our decision-making; ensuring the public service is strong in its governance through effective policy development and making sure that we are forward thinking implementers of sustainable practices to lead the nation to effective outcomes.

The Cook Islands is coming to the end of the Te Kaveinga Nui National Sustainable Development Plan (NSDP) 2016-2020 and we have made a commitment to improve transparency and accountability for the development of our nation and so it is imperative that this office strategically aligns itself to better our strategic focus and planning into the future. Already the two annual NSDP indicator reports have provided an important evidence base in helping make important decisions for our country.

I would like to thank the many people who contributed to this Strategy and look forward to the realisation of our OPM vision of a well governed, resilient and secure Cook Islands.

Kia Orana e Kia Manuia

A handwritten signature in black ink, which appears to be 'H. Puna'. The signature is written in a cursive, flowing style.

Hon. Henry Puna  
Prime Minister

## Message from the Chief of Staff

**A**s the Chief of Staff, I am pleased to produce this Kaveinga for the Kōutu Mana Tūtara o Te Ipukarea/ Office of the Prime Minister. The Strategy is important for the Government and my Ministry to ensure that we are being accountable to the country and investing public funding wisely and sensibly. As a critical document the Strategy will help to determine our business and medium-term strategic priorities over the next five years. This Strategy will provide direction and momentum to drive us forward into what is going to be a challenging time for our country.



*Mr. Ben Ponia*

As a Central agency our key role is providing excellent service to our government, whilst at the same time ensuring that we provide reasoned strategic advice that advances our whole country. We are expected to deliver core government functions for the Public Sector and to coordinate governance activities across agencies, this includes delivering on sustainable environmental projects and strengthening national security. These projects will have a longterm impact on the future of the Cook Islands, guiding ecologically, culturally and socially sustainable economic development across agencies.

We will operate in a strategic environment which will require us to think and engage strategically. As the steward of the NSDP it is important that we continue to strive towards achieving the Goals and targets laid out, but also facilitate the next step for our country's sustainable development. In this environment we have had significant achievements that has moved our country forward and I am proud that I have been here to see that happen. This includes:

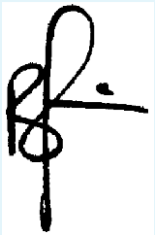
- ✓ Producing the second National Sustainable Development Plan Indicator Report (2017) which will help the government, private sector, civil societies and the local communities to understand how we are tracking and where we need to make improvements
- ✓ Endorsement of the medium term budget priority goals as part of the National Medium Term Fiscal Strategy (2019/20 – 2023/24)
- ✓ Completion of the Northern Renewable Energy project and significant progress in the Southern Renewable Energy projects, which will be completed
- ✓ Launch of the Joint National Action Plan on Climate Change and Disaster Risk Management (JNAP II) in December 2017
- ✓ the Cook Islands becoming the first Pacific Islands country to be directly accredited to the Green Climate Fund (GCF) and initial rollout for a \$NZD3 million Adaptation Fund project—Pa Enea Action for Resilient Livelihoods (PEARL)
- ✓ Enactment of the Marae Moana Act 2017 to establish the largest multiple use marine protected area in the world
- ✓ Supporting and active participation in the Manatua Consortium to progress the procurement process

and the legislative framework

One of the focus areas in this Strategy is to provide a working environment that encourages creativity, resourcefulness, innovation and openness. I want my staff to be working in a positive inclusive working environment that enables all of us to do our job productively. We must retain critical specialist and technical skills in order to achieve our ambitious work programs. My senior leadership team and I must ensure that we have an environment for all our staff to thrive in and where they are appreciated and valued.

As the Prime Minister stated in his message in the National Sustainable Development Plan 2016-2020 “*we have made a commitment to improve transparency and accountability for the development of our nation...*” This is a role that my Office takes seriously and we have recommitted to this through our Strategy.

Kia manuia,



Ben Ponia, Chief of Staff



[Aitutaki pineapple plantation. Image: Melina Tuiravakai, CCCI]

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# 1.0 Executive Summary

This is the second Kaveinga (Strategy) for the Kōutu Mana Tūtara o Te Ipukarea / Office of the Prime Minister (OPM). The Strategy outlines what OPM expects to achieve in the next five years. For OPM this is one way of demonstrating its contribution to the vision a “public service of excellence” and more importantly its contribution to the development of the Cook Islands. The Strategy is underpinned and grounded through the NSDP 2016-2020 and six goals are essential to its success—Goal 5 , Goal 6, Goal 11, Goal 12, Goal 13 and Goal 16.

The Vision of OPM is a well governed, resilient and secure Cook Islands, with a mission:

- To ensure that we deliver credible, responsive , impartial and ethical advice to our country, and government has confidence in our services;
- To ensure the public sector is strong in its governance through effective policy development and innovation; and
- To be resilient and secure, we need to be forward thinking, establish sustainable and secure practices and lead the nation to effective outcomes.

OPM has 10 outputs, consisting of Cabinet Services, Central Policy and Planning Office, Pa Enuā Governance, ICT, Renewable Energy development, Emergency Management Cook Islands, Climate Change Cook Islands, Marae Moana, Corporate services and National Security.

There are two strategic outcomes in the Strategy - Outcome 1: Good Governance and Outcome 2: National Security and Resilience. The strategic outcomes are a reflection of the “mission” and directly connect to one or more of the six goals of the NSDP. This Strategy was developed using the SMART principles—Specific, Measurable, Achievable, Realistic, Timeliness. The strategies that support the achievement of the strategic outcomes were identified through a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis.

OPM has reached a critical point with the impending Official Development Assistance (ODA) graduation and the potential reduction in international financial support. With this constraint OPM will need to be more creative and innovative to continue operating at an international level.

## 2.0 Introduction

The Strategy outlines what the OPM expects to achieve in the next five years. For OPM this is one way of demonstrating its contribution to the vision of a “Public Service of Excellence” and more importantly its contribution to the development of the Cook Islands national vision “To enjoy the highest quality of life consistent with the aspirations of our people, and in harmony with our Culture and Environment”.

The Strategy is underpinned and grounded in Te Kaveinga Nui- NSDP 2016-2020 of which six goals are essential to its success.



Goal 5: Build resilient infrastructure and ICT to improve our standard of living



Goal 6: Improve access to affordable, reliable, sustainable, modern transportation and energy



Goal 11: Promote sustainable land use, management of terrestrial ecosystems and protect biodiversity



Goal 12: Sustainable management of oceans, lagoons and marine resources



Goal 13: Strengthen resilience to combat the impacts of climate change and natural disasters



Goal 16: Promote a peaceful and just society and practice good governance with transparency and accountability

It is noted that the NSDP only has two years left in which to show substantial progress on achieving its goals. It is thus dependent on effective collaboration between agencies and partners and cross-sectors to be successful. At the current rate of achievement there is a clear indication that a number of the indicators will not be achieved and therefore impact on the achievement of the goals. As a central agency with responsibility for monitoring the achievement of the NSDP, OPM has to find other ways to encourage collaboration and maintain the momentum to achieve these aspirational goals. OPM also needs to be prepared for the next iteration of a national development plan to guide the country.

The Cook Islands has reached a critical point with the impending graduation in 2019 to the Organisation for Economic Cooperation and Development (OECD) list of high income country status and potential delisting from ODA and potential reduction in international financial support. With this constraint, OPM will need to be more prepared and innovative in its financial approach. OPM’s core role is to lead, advise, coordinate and deliver on governance, national security and resilience.

The implementation of the Strategy is set out in the “OPM strategy planning management system”<sup>1</sup> that includes plans for implementation, work allocation and achievement, risk management, workforce, performance management and communications.

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<sup>1</sup> Strategy planning management system is still under development.

## 3.0 Strategic context

Collaboration and relationship management is one of OPM's strong points and is reflective of its role as a core central agency, alongside Ministry of Finance and Economic Management and Office of the Public Service Commissioner. OPM works at regional and global levels and therefore has an integral relationship with the Ministry of Foreign Affairs and Immigration. OPM is responsible for mainstreaming policy (e.g., NSDP goals and climate change), accessing research and data to influence national priorities, ensuring the Prime Minister and Cabinet and the Island governments are able to make good sound decisions, and sharing technical expertise that relates to governance, national security and resilience matters.

Over the years, OPM has built up a strong leadership team and employed skilled Cook Islanders to fill the roles. As a team, OPM is committed to the work and understands the importance of retaining good quality staff. OPM will continue to invest in professional development through attendance at local, regional and international forum.

OPM has a good awareness of its weaknesses and will build on its strengths to make sure that these are reduced through this Strategy. Going forward, the OPM will address these challenges and be a high-achieving public service agency of excellence by:

- Strengthening its advice by encouraging staff to question assumptions and be open to change based on sound evidence that may come from these different engagements and from the staff themselves. OPM will also grow and develop its absorptive capacity to be able to share and apply the information received.
- Leveraging off its strength in relationship management and ensure collaboration is more effective through improving its communications nationally, regionally and internationally. The first step is to understand what the government expects and what functions are able to be clearly articulated and communicated in any forum where OPM is represented. OPM also needs to be strong in its convictions and accept when help is required.
- Working and planning in a tight fiscal environment requires thinking outside the box and being more creative in accessing or seeking funding and working in partnership with the other core central government agencies.
- Ensure it has an open safe environment that provides space to pass on knowledge, welcomes curiosity and inquiring minds, appreciates robust discussion, embraces debates and challenges the 'norm'. OPM will adopt and practice an encouraging team work ethic, which includes mobility in its delivery, open and transparent communication, and enhancing professional relationships. OPM will institute robust human resource policies to guide the working conditions and reflect a professional environment and introduce a performance management system that permeates through all levels of the Office.
- Strengthening its efforts to establish and enforce a robust and sustainable security and resilient system that will provide adequate levels of confidence across government and the public



There is acknowledgement that as a small Island State, the Cook Islands will always be subject to certain vulnerabilities (i.e. major destruction from a natural disaster) and hence the nation must remain cognizant for opportunities to maintain access to special assistance. This will potentially impact on OPM's operating resources (financial and physical) and ability to maintain a high level of output within the Divisions. Understanding the complexity of the ongoing and consistent challenges means that OPM needs to plan over a longer period of time in order for its Strategy to be successful and achieve its vision, mission and strategic outcomes.

## 4.0 Values and Principles

OPM commits to upholding the values of the Public Service as set out in the Public Services Act 2009. These values are Honesty; Impartiality, Service, Transparency, Accountability, Respect, Effectiveness and Efficiency (HISTAREE). OPM will continue to live these values and incorporate them into its own unique organizational culture of Good Governance, Innovation, Collaboration and Evidence based decision making:

**Good Governance:** as leaders in the public service we need to ensure that we are courageous in making decisions and that these resonate with our communities. We also need to ensure that all decisions made and implemented are aligned to the principles of Good Governance.

**Innovation:** as strategic leaders we must continue to find innovative solutions to emerging challenges. We need to be resourceful and creative in seeking new ventures and opportunities.

**Collaboration:** achieving our ambitious goals requires partnership and collaboration with the community, other agencies, the private sector and regional partners.

**Evidence based decision making:** fostering a culture of research for evidence-based decision making.

*OPM is guided by the principles:*

**Communities, our people and their needs:** We are responsive to our communities through listening, understanding and acting. We work in partnership with our communities, other agencies, the private sector and regional partners to achieve high quality results. We ensure that what we do is culturally relevant.

**Excellence and continuous development:** We encourage learning and development, which supports and motivates us to achieve results. We are practical and realistic in what we are able to achieve.

**Working together:** We support and encourage each other and share our successes. We value effective and efficient productivity, commitment to making change, team work and perseverance to be successful.

**Giving and taking responsibility:** We are all responsible for our actions and the outcomes we achieve. We ensure that our actions are undertaken with integrity, fairness and wisdom. We show humility in our actions and conduct.

These principles are used as a guide in establishing divisional objectives and assessing performance and should be underpinned by our Akono'anga Maori (local custom and practices).

## 5.0 Organisation Structure

The Chief of staff provides ministerial support to the Prime Minister and reports to the Public Service Commissioner. OPM has a two tier management structure, led by the Chief of Staff supported by ten Directors with responsibility for each output—Cabinet Services, Central Policy and Planning, Pa Enuua Governance, Information and Communication Technology (ICT), Renewable Energy Development, Emergency Management Cook Islands, Climate Change Cook Islands, Marae Moana, Corporate Services and National Security. OPM continues to be effective in its service delivery in addressing special projects as deemed a priority and of national importance for our country. OPM has an established performance management system, and each Director has a team of staff that they are responsible for establishing objectives and assessing performance.

Outputs	Objectives
<b>1. Cabinet Services</b>	Provide excellent service by managing the delivery of quality and reliable advice to Cabinet
<b>2. Central Policy &amp; Planning</b>	Provide quality advice on national priorities and national policies
<b>3. Pa Enuua Governance</b>	Provide quality advice to the Island Governments on governance; with the tools to be excellent leaders and accountable to their island communities
<b>4. ICT</b>	Build a functioning technology infrastructure
<b>5. Renewable Energy Development</b>	Facilitate the progress towards 100% renewable energy by 2020 in the electricity sector
<b>6. Emergency Management Cook Islands</b>	Strengthen and build safety and preparedness for natural and man-made disasters
<b>7. Climate Change Cook Islands</b>	Ensure the Cook Islands is prepared for climate change
<b>8. Marae Moana</b>	Comply with the principles and purpose of the Marae Moana Act through integrated decision-making.
<b>9. Corporate Services</b>	Execute and enable a well-functioning organisation through sound business practices
<b>10. National Security</b>	Facilitate and lead on high level national matters of importance that sits outside the current mandates of government agencies and/or is of high political interest. This is normally with direction from the Prime Minister and/or Cabinet. Such activities are as required and which are project oriented by nature.

## 6.0 Te Orama - Our Vision

Tūranga tūkatau, 'akaterē'anga tau 'ē te mātūtū

A well governed, resilient and secure Cook Islands

OPM has big aspirations to lead the Public Sector towards better governance and ensuring national security and resilience for the future. This will be achieved through making sure that all actions and outputs are delivered with a purpose.

OPM supports the Prime Minister and Cabinet to ensure that the government of the day meets its obligations for sound governance of the Cook Islands. It is responsible for implementing sound processes and policy advice on the NSDP and the direction and governance of the Cook Islands. As a central agency it guides the delivery of core services by line agencies. OPM has added responsibilities for building national security and resilience to the effects of climate change, investing in sustainable energy, preparing for emergencies and managing our commitment to Marae Moana. As such, the Vision expresses the governing principle and belief to produce the best that OPM possibly can for the future of the Cook Islands:



[Cook Islands pearl farmer. Image: Melina Tuiravakai]

## 7.0 Te Akakoro'anga - Mission

OPM has a mission to ensure that the public has confidence in OPM's ability to deliver. The mission describes how we will meet our Vision. The mission for OPM is:

- To ensure that we deliver credible, responsive, impartial and ethical advice to our country, and government has confidence in our service;
- To ensure the Public Sector is strong in its governance through effective policy development and innovation; and
- To be resilient and secure, we need to be forward thinking, establish sustainable and secure practices and lead the nation to effective outcomes.



[**Ei pupu of the Cook Islands.** Image: Melina Tuiravakai, CCCI]

## 8.0 Strategic Outcomes & Strategies

The strategic outcomes are a reflection of the mission and directly connect to one or more of the six goals of the NSDP. This Strategy was developed using the SMART principles—Specific, Measurable, Achievable, Realistic, Timeliness. The strategies that support the achievement of the strategic outcomes were identified through a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis. The strategic outcomes and related strategies are:

### 8.1 Strategic Outcome 1: Good Governance

#### 8.1.1 Strategic Focus Area 1—POLICY LEADERSHIP

OPM will strengthen government advice and processes by ensuring relevant strategic policies are developed across the Public Sector

1. Provide leadership and direction on the development of policies and legislation
  - a. Improve reporting and monitoring of NSDP
  - b. Streamlining strategic policy creation
  - c. Informing legislation development
  - d. Undertake responsibilities as NSDC chair to ensure that priority needs are being addressed through committee processes
2. Ensure consistency in achieving outcomes through long term strategic development
  - a. Identify policies and sector-based strategies for mainstreaming
  - b. Review of policies and aligning with cross-government policies
  - c. Developing new National Sustainable Development Plan post 2020
3. Promote understanding and awareness of global impacts through long term strategic development
  - a. Engaged in high level dialogue across the Cook Islands, regionally and internationally
  - b. Contributing to strategic and business planning

#### 8.1.2 Strategic focus area 2—DECISION-MAKING

OPM will strengthen decision-making at a national level by ensuring advice from the Public Sector is fair, impartial transparent and robust.

1. Positively influence political decision-making through strong leadership and robust advice
  - a. Ensuring Cabinet paper submission process is robust
  - b. Regular updates to Cabinet on NSDP progress
  - c. Ensure observance of the principle of governance<sup>2</sup>
2. Provide leadership through experience and expertise on Cabinet and Ministerial Office processes

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<sup>2</sup> UNESCAP defines “Governance” as the process of decision-making, and the process by which decisions are implemented (or not implemented). It highlights 8 major characteristics of Good Governance – participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows the rule of law. It assures that corruption is minimized, the views of minorities are taken into account and that the voices of the most vulnerable in society are heard in decision-making. It is also responsive to the present and future needs of society.

for the Public Sector

- a. Provide relevant training on Cabinet processes and Cabinet decision-making
  - b. Training around political engagement between public servants and Ministers
  - c. Induction and training in policy development
3. Encourage the Public Sector to engage in active discussion and critical thinking and analysis
- a. Provide opportunities to engage in active discussion on matters of critical importance and impacts on national priorities

### **8.1.3 Strategic focus area 3—COMMUNICATION**

OPM will increase communication channels and connection through all forms of media

1. Establish and connect with the community and government through e-technology
  - a. Develop innovative forms of e-government and opportunities for private sector technology investments
  - b. Assist in the development of affordable and universal access to internet connection to all of the Cook Islands
  - c. Build the reliable and secure network for government services
  - d. Lead an internal project to build relevant on-line presence for OPM
2. Increase proactive releases of publications for all formats including electronic and paper
  - a. Communications plan developed and implemented for OPM
  - b. Increase proactive releases of media stories for all forums including electronic and paper
  - c. Improve media accessibility to the Public Sector and the general public
3. Encourage and promote open forums and on-line presence to share and discuss our deliverables to build knowledge across the community and government
  - a. Organize discussion forums to increase understanding of OPM key deliverables and role in country priorities
  - b. Increase and maintain an on-line presence for OPM
  - c. Ensure awareness of achievement against strategy outcomes

### **8.1.4 Strategic focus area 4 - EMPLOYMENT**

OPM will be the 'Employer of Choice'

1. Improve human resource management
  - a. Ensure staff are managed appropriately and tools are available to support all staff
  - b. Succession planning
2. Provide a work culture that encourages and welcomes initiative, promotes cross-team collaboration, invites inquiring minds
  - a. Establish a work culture that encourages current staff to remain and new staff to want to work here
3. Seek opportunities for staff development, collaboration and sharing resources

- a. Ensure staff have access to learning and development
- b. Encouraging collaboration across OPM

## 8.2 Strategic Outcome 2: National Security and Resilience

### 8.2.1 Strategic focus area 1 – NATIONAL SECURITY

OPM will strengthen its efforts to establish and enforce a robust and sustainable security and resilient system that will provide adequate levels of confidence across government and the public

1. Providing oversight in IT infrastructure, cyber, geo-political and economic security
2. Ensuring the integrity of the marine and terrestrial environment
3. Strengthen preparedness against natural and anthropogenic<sup>3</sup> disasters
4. Information dissemination and capacity building in disaster risk management, preparedness and recovery
5. Provide oversight and monitor the Pa Enea security and risk management activities
6. Lead and facilitate high level national (emerging) issues and matters not covered elsewhere under a government agency's mandate, and/or directed by the Prime Minister and/or Cabinet

### 8.2.2 Strategic focus area 2 – NATIONAL RESILIENCE

OPM will strengthen its efforts to build the capacity of the Cook Islands and its people to resist and recover from extreme events, and enable them to maintain and continue to adapt their lifestyles to climate change.

1. Promote an integrated approach to reduce carbon emissions
2. Building resilience through renewable energy in the Cook Islands
3. Building and strengthening community resilience through Climate change adaptation programmes
4. Building resilience against natural and man-made disasters
5. Using IT technologies to build and sustain resilience
6. Establish sustainable financing mechanisms for climate change, disaster risk management, IT security and marine conservation activities
7. Provide oversight and monitor the Pa Enea resilience activities
8. Monitor and evaluate appropriate policies, legal and regulatory frameworks

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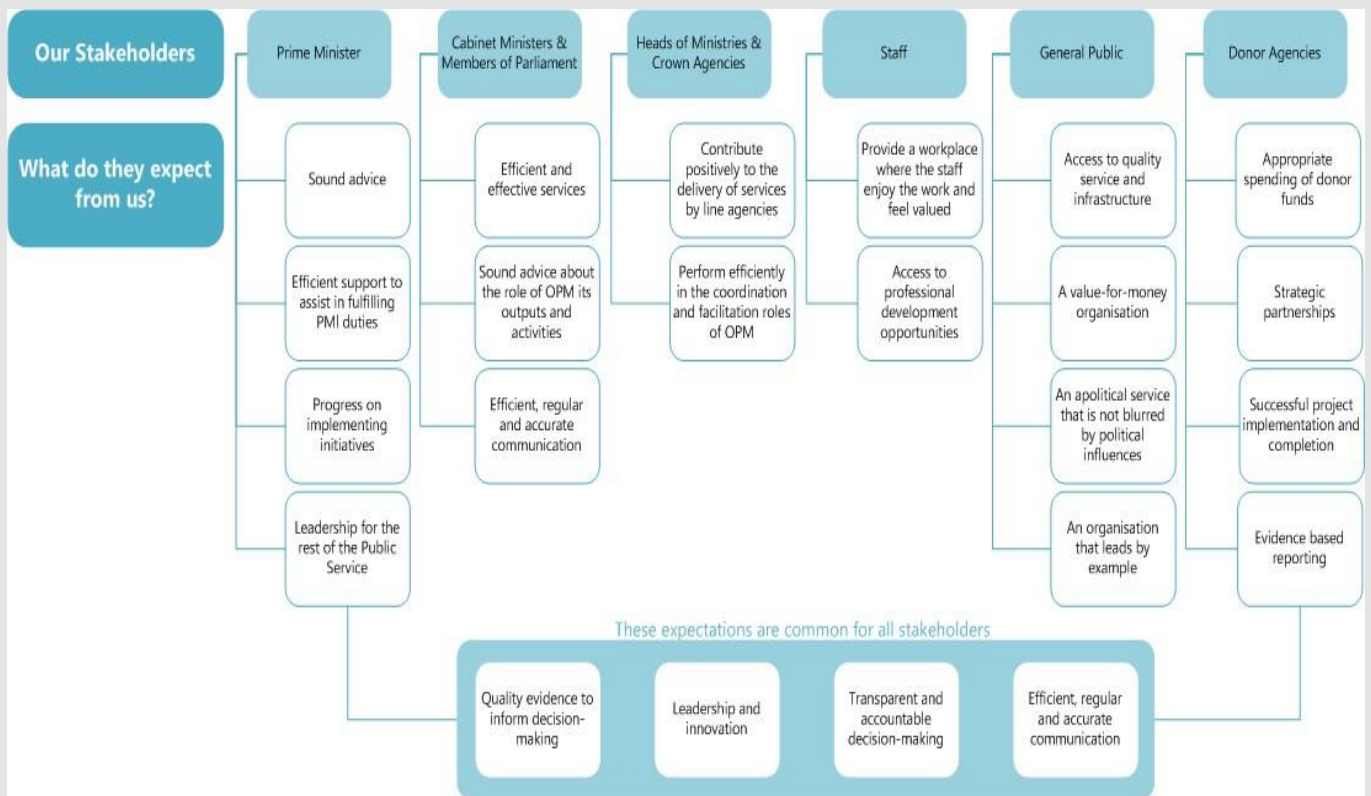
<sup>3</sup> Also referred to as man-made disasters

# 9.0 Stakeholders

OPM recognises that one of its challenges has been in managing public relations and this includes managing and nurturing relationships with stakeholders. The development of the Strategy and the strategic planning management system requires acknowledging and understanding the special place that key stakeholders have in the delivery of OPM’s business. Without our stakeholders being on the same pathway OPM will struggle to achieve its vision.

OPM needs to value its relationships and input from the Government, its own staff and the public. Stakeholders invest in OPMs ability to deliver and to make wise decisions for the betterment of the country. OPM’s stakeholders are its biggest advocates and champions. As a Ministry, it needs to make sure that it listens and responds while maintaining a neutral stance without influence by politics, being fair and impartial in our advice, and ensuring inclusivity. Stakeholders will help to determine the actions of what OPM will do.

OPM has identified the following stakeholders and their expectations of OPM:





## 10.0 Implementation

The Implementation of the Strategy is outlined in the OPM strategy planning management system, this includes:

- Implementation plan and work plans for each division
- Risk management plan
- Workforce plan (which includes the performance management system); and
- Communications plan
- Monitoring and Evaluation plan

## 11.0 Monitoring, evaluation and reporting

OPM shall compile annual progress reports on implementation of the Strategy which includes:

- Results achieved including (as appropriate) the impact of implementing the action plan in relation the achievement of the Strategic Outcomes and the relevant NSDP goals (5, 6, 11, 12, 13 and 16)
- Lessons learned
- Actions taken to improve performance and address issues/risk arising from the implementation of this Strategy

The above information will be used to:

- Develop the OPM business plan for the next consecutive year and/or the medium term.
- Meet relevant reporting requirements as per national, regional and international commitments' and obligations



[Cook Islands kete. Image: Melina Tuiravakai, CCCCI]

# 12.0 Appendices

Appendix 1 Core functions of each division

Appendix 2 SWOT analysis

## 12.1 APPENDIX 1 - Core Functions

The core functions of the Office of the Prime Minister are split into two areas:

### **A) Governance which includes the following outputs:**

1. Cabinet Services
  - Providing secretarial support to Cabinet
  - Ensuring the processes and procedures under the Cabinet Submissions Manual are followed
  - Screening submissions for the Central Agencies Committee
  
2. Central Policy & Planning
  - Providing effective policy advice to Chief of Staff, Cabinet, National Sustainable Development Commission (NSDC), Research Committee, and statutory agencies
  - Ensuring national policies and strategies align with the National Sustainable Development Plan and influence Government priorities
  - Strengthening policy dialogue with counterparts across the government, regionally and internationally
  - Monitoring and evaluating the sector progress of agencies against the National Sustainable Development Plan
  - Designing frameworks that enable evidence-based policy development
  - Supporting policy champions across the public service in the use of effective analysis tools
  
3. Pa Enea Governance
  - Oversight on governance and on the delivery of Island Government services in the Pa Enea
  - Co-ordinate and provide support in the implementation of Pa Enea community development programs
  - Provide mediation services and advice to resolve development issues and complaints
  
4. Corporate Services
  - Prudent and sustainable resources management
  - Advisory and administration support to all divisions
  - Property management and ensuring a well-functioning work

***B) National Security and Resilience which includes the following outputs:***

- |   |   |
|---|---|
| 5. Information and Communication Technology | <ul style="list-style-type: none"><li>• Providing security oversight in IT infrastructure</li><li>• Capacity building of IT technicians</li><li>• Providing support to the government IT system and its users</li><li>• Ensuring services are operational</li><li>• Providing strategic planning for national ICT</li><li>• Developing plans and policies for ICT</li></ul>   |
| 6. Renewable Energy Development             | <ul style="list-style-type: none"><li>• Monitoring and maintenance on the Northern Group Renewable Energy Project</li><li>• Procurement, installation and commissioning of the Southern Group Renewable Energy Project</li><li>• Review Energy Efficiency Policy for electrical appliances and transport sector</li><li>• Facilitate renewable energy donor funding projects under Green Climate Fund and Global Environment Fund to support renewable energy for Rarotonga</li></ul> |
| 7. Emergency Management Cook Islands        | <ul style="list-style-type: none"><li>• Assisting to build resilience and preparedness against natural and man-made disasters</li><li>• Co-coordinating emergency services</li><li>• Developing policy and planning around disaster risk management</li><li>• Information dissemination and capacity building in disaster risk management, preparedness and recovery</li></ul>  |
| 8. Climate Change Cook Islands              | <ul style="list-style-type: none"><li>• Developing and contributing to policy, planning and legislation to mainstream and integrate climate change related activities</li><li>• Building awareness and capacity to address climate change impacts</li><li>• Maintaining partnerships to ensure good governance and management of climate change funded projects</li></ul>   |
| 9. Marae Moana                              | <ul style="list-style-type: none"><li>• Ensuring the integrity of the marine environment is upheld</li><li>• Providing secretariat support to the Marae Moana Council and the Marae Moana Technical Advisory Group</li><li>• Facilitating and driving policy direction, coordinating and reporting role</li></ul>   |
| 10. National Security                       | <ul style="list-style-type: none"><li>• Lead and coordinate national response for high level security threats where appropriate</li><li>• Coordinate Prime Ministerial and State level engagements</li><li>• Provide support services to extraordinary functions not yet mandated to a government agency</li></ul>  |

## **12.2 APPENDIX 2 – SWOT Analysis**

### STRENGTHS

- Relationship Management
- Strong leadership
- Enhancing good relationships
- Examples of good team
- Team collaboration
- Shared support across divisions
- Work Ethics Commitment to the work
- Good institutional memory and ability
- Curiosity
- Multi-talented
- Visionary
- Capacity
- Passing on knowledge and ability to others
- Solid policy and legislation development

### WEAKNESSES (Internal)

- Relationship Management
- Managing public relationships
- Some input needed for good teamwork
- Some divisions work in silos
- Low level support on priorities through poor communication
- Work ethics
- Human resource and performance management
- Health and well-being of employees
- Retention of skilled Cook Islanders
- Losing resources – financial and physical – to other ministries
- Shyness in raising issues
- Absorptive capacity – need more planning to mitigate this collaboration with other agencies
- Capacity
- Finances and limited (under) resourced
- Technical capacity constraints
- Lack of office space
- Long process to access funds/finances Require technical scientific basis for climate change activities
- Solid policy and legislation development

## SWOT

### OPPORTUNITIES (External)

- Service Delivery
- Leverage ICT to improve communications
- Information management and research
- E-governance
- Mainstreaming climate change
- Relationship Management
- Research to influence national settings
- Ability to confront issues/have robust discussions in a safe environment
- Resource mobilisation and external collaboration
- Capacity
- Ability to access climate finance in order to assist others across
- Open to change – merger, expansion (office space, functions, appropriation)

### THREATS (External)

- Public pressure and politics
- Apathy and negativity to OPM initiatives
- Resistance by government ministries to mainstreaming policies
- Poor communication (internationally and nationally)
- Priority and leadership changes



[Cook Islands skyline at dusk. Image: Melina Tuiravakai]



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