



Te Ara Akapapa'anga Nui

National Sustainable Development

Agenda (NSDA) 2020+

2021–2121



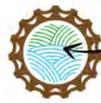


WANT TO KNOW ABOUT OUR LOGO?

Designed by Fave Designs Inc, a local business in the Cook Islands, the logo reflects three key elements: 1) **Our land and ocean**, 2) **Our people**, and 3) **Our bond**.



Our land and ocean: The green and blue patterns symbolise our land and our ocean. They are reflected in a weave - our ka'a



Our people: The lines of our land and ocean are symbolic of a fingerprint, an imprint of our identity - unique like our our Cook Islands people and culture



Our bond: The tikitikitangata surrounds our logo, represents our people in unity, as we work towards a single goal

Te Ara Akapapa'anga Nui • National Sustainable Development Agenda (NSDA) 2020+ 2021–2121.

24 p. 29cm.

Copyright © Government of Cook Islands, 2021.

Reproduction for educational or other non-commercial purposes is authorised without prior written permission from the copyright holder provided that the source is fully acknowledged. Reproduction of this publication for resale or other commercial purposes is prohibited without prior written consent of the copyright owner.





CONTENTS

Acknowledgements	ii
Message from the Prime Minister	1
Executive Summary	2
Te Ara Akapapa'anga Nui 2021–2121 Snapshot	3
To Tatou Orama: Turanga Memeitaki no to tatou Ipukarea	5
Turanga Memeitaki – Wellbeing as the central focus of our National Vision	6
Te Ka'a tei itiki ripiri ia tatou – Research methodology	7
The Ka'a process of our research methodology	8
The eternity of KIA ORANA – Our shared understandings	9
To Tatou Piri'anga Mou – Our connectedness	10
To Tatou Aka'atinga – Our 15 star pledge	11
The hope of KIA MANUIA – Our shared wishes of good fortune	19





Acknowledgements

We would like to acknowledge the collective efforts of all the people involved in the development of this document, including government officials, non-government organisations, and the Religious Advisory Council, all who provided valuable input during the consultation process.

We would like to also commend the efforts of the Central Policy and Planning Office at the Office of the Prime Minister through Director Valentino (Valery) Wichman also Charlene Hoff and Nanette Woonton through the Secretariat of the Pacific Regional Environment Programme (SPREP). We would also like to acknowledge the support and efforts of our national NSDA working group.

Cook Islands Heritage has influenced the icons used to represent our national goals. The use of these images are for communicative purposes only, using an artistic style that is unique to the Cook Islands.

This report was prepared by the Central Policy and Planning Office, Office of the Prime Minister Government of the Cook Islands 2021 Central Policy and Planning Office, Office of the Prime Minister, Rarotonga, COOK ISLANDS Parts of this publication may be reproduced or copied without any written authorisation from the authors provided acknowledgement is extended to the Government of the Cook Islands.





Message from the Prime Minister

2021 has been a historic year for the Cook Islands as it has marked our 56th anniversary of self-governance and the 200th year of the arrival of Christianity. As we undertake the next leg of our Te Kaveinga Nui journey, it is fitting that the National Sustainable Development Agenda 2020+ (NSDA 2020+) has also evolved and adapted as our nation has over the last half century. This NSDA is the result of widespread consultations with the diversity of stakeholders, and the lessons learned from the three prior NSDPs (2007–2010 and 2011–2015 and 2016–2020).



We as Cook Islanders value more than just money. We are Tiaki of our islands, and oceans, we are stewards of our culture and heritage, and we are generous and selfless people who look after each other to ensure our prosperity is shared and those who are most vulnerable are cared for.

This is why in this NSDA 2020+ we have a renewed focus on Turanga Memeitaki – Wellbeing, and measuring our progress in a holistic manner.

The Cook Islands NSDA2020+ will be the guiding document for the nation, steering us all towards a vision of wellbeing. There will be three documents developed that unite all sectors and areas for endorsement in August this year.

The 100-year vision of wellbeing which the Cook Islands will aspire to across the next 100-years, the 25-year frameworks that span a generation will be the overarching document to follow to achieve this, and the 5-year strategy that highlights what must be achieved every five-years with actions being tracked and monitored to highlight progress and areas that need more attention and action.

With a focus on monitoring these specific outcomes, we have made a commitment to improve transparency and accountability for the development of our nation. We must recognise that in achieving these targets we are all responsible and we are all accountable. In shaping this NSDA 2020+ we have created a scorecard for our development that is innovative and easy to understand. This document is a pledge to better engage Cook Islanders in the sustainable development of our nation.

I would like to thank the many people who contributed to the creation of this new NSDA 2020+ including those nongovernment organisations, businesses, the church, traditional leaders, development partners and our public service.

Through this NSDA 2020+ I invite all Cook Islanders to take the next step by working together in the achievement of the goals and targets laid out in this Agenda. As people of ambition and courage, it is a challenge we welcome and that we must meet collectively, creating sustainable wellbeing and durable partnerships with mutual accountability, ensuring a better future for all.

Na te Atua tatou e arataki ma te tauturu i te akatupuanga i ta tatou i moemoea.

Kia Manuia,

The Honourable Mark Brown

Prime Minister, Cook Islands



Executive Summary

The formulation of Te Ara Akapapa'anga Nui – National Sustainable Development Agenda (NSDA) 2020+ takes an extended outlook over 100 years and prioritises a generational scale. This period will be interspersed with short to medium-term plans that will be adjusted as our nation and our people continue to evolve. This is tentatively planned at 5, 10 and 25 year intervals. These planning periods align with the philosophy and practice of 'Akapapa'anga: the use and importance of genealogical legacies to and for the Cook Islands and its people.

'Akapapa'anga is a cornerstone of Cook Islands Māori society. It informs the way our society is built and the collective enterprise of our people. For example, it underpins our connection, rights and management of land, records the interrelation of our islands over generations, and informs the relationships we have with our people and kin in the Ipukarea and further abroad. It is the relationships inherent in papa'anga (genealogies) that drives our preparations, an impetus to build a strong future for our society, our 'enua and the descendants to come.

The Cook Islands is at a crossroads of change. The country has graduated to a developed nation status according to the OECD and World Bank definitions—at the same time the nation and the world is having to deal with a global pandemic but where to from here? The NSDA 2020+ is a new sustainable development direction which is the center of this proposal. It will delve into the country's development challenges and use the lessons from past development and best practice to propose a way forward. At the heart of the NSDA 2020+ Agenda will be the 100+ year Roadmap – a living framework which will guide the Cook Islands into the future.

Central to Te Ara Akapapa'anga Nui – NSDA 2020+ will be the aspiration towards Turanga Memeitaki – Wellbeing for all. A vision where each person attains, at its most basic—a state of being comfortable, healthy, and happy. There is general agreement that at minimum, wellbeing includes the presence of positive emotions and moods (e.g., contentment, happiness), the absence of negative emotions (e.g., depression, anxiety), and satisfaction with life, fulfillment and positive functioning. In simple terms, wellbeing can be described as judging life positively and feeling good. Albeit wellbeing may seem more subjective it is our job to measure the best way possible so that we can track attainment of wellbeing for all across the nation.



Te Ara Akapapa'anga Nui 2021–2121 Snapshot

Tupa'upa'u Tuatau – Kaveinga Nui 100 year legacy

- ☼ **To tatou Orama:Turanga Meitaki** – An empowered, dignified and innovative people with the highest quality of wellbeing in life.
- ☼ **To tatou Vaerua Kia Orana e to tatou pirianga mou** – our shared understandings between our people and nation. It underlines who we are and what we stand for.
- ☼ **To tatou Aka'atinga mou** – 15 star pledge which delves into the areas of importance that we will focus on into the future.

Te Ara Akapapa'anga uki – 25 years

- ☼ The next four generations will named after the stages of growth for a Tumunu.
- ☼ Includes expected outcomes and the target areas of importance.
- ☼ Includes projects to be implemented over each generation (25 year period).

Te Kaveinga iti – 5 years

- ☼ Short term targets on wellbeing – which include indicators to measure progress over that time period.



Te Ara Akapapa'anga Nui

2021–2121

To Tatou Ipukarea, Tupa'upa'u Tuatau

To Tatou Orama: Turanga Memeitaki no to tatou Ipukarea

**An empowered, innovative and environmentally conscious
people who are grounded in our culture and languages,
with the highest quality of wellbeing in life.**



Turanga Memeitaki – Wellbeing as the central focus of our National Vision

Through research and consulting our people have told us that Turanga Memeitaki is when a person is in a state of being comfortable, healthy, and happy.

1. Comfortable

- **Educated and knowledgeable people** – where we have made the formal and informal knowledge bases accessible and celebrated by all.
- **Having a home** – ensuring access to a good home.
- **No debt** – having the power or knowledge to manage debt through our lifetime – the definition includes reducing debt or being debt free.
- **Liveable income** – an income that is more than the minimum income and is in line with equipping one to their personal goals.
- **Secure at retirement** – safety and economic security are key to ensuring a secure retirement.
- **Safe communities to live in** – communities where crime is kept to the bare minimum and communities help raise our future generations to be responsible and accountable individuals..

2. Healthy

- **Psychological wellbeing** – consists of positive relationships with others, personal mastery, autonomy, a feeling of purpose and meaning in life, and personal growth and development.
- **Physical wellbeing** – is not just the absence of disease. It includes lifestyle behavior choices to ensure health, avoid preventable diseases and conditions, and to live in a balanced state of body, mind, and spirit.

3. Happy

- **To protect the pristine environment** – Our people want to see (too much pressure on the natural environment and carrying capacities) and reduce development an environment that is rich in biodiversity and where our future generations can be proud'
- **Our vibrant living languages and culture** – the evolution and maintenance of our language and cultural heritage (heritage sites, events, institutions, archives, record of our history and a culture of writing and recording). Access to this knowledge base through, libraries, archives, museums, Arts Centres is key to achieving our aspirations
- **Our spirituality** – the quality of being concerned with the human spirit or soul as opposed to material or physical things– spirituality is connected to our environment, land, Papa'anga.
- **Work life balance** – child care and flexible working situations (hours and location). Volunteering is a part of our lives and will continue into the future for the benefit of our people.
- **Community vitality** – the community's collective capacity to respond to change with an enhanced level of participation (process or pursuit of) with aspirations for a healthy and productive community (an outcome or shared vision of success). These are manifested in national events and community collaboration.
- **Freedoms** – People felt that having fundamental human rights and freedoms were important to wellbeing and that although these areas may be included in the Constitution of the Cook Islands implementation of it was needed.



Te Ka'a tei itiki ripiri ia tatou – Research methodology

The methodological approach of the research programme privileges the place of genealogy in Māori society and its foundational role in the way Māori view their commitment to building *all* of their relationships. As such, the research work and broader NSDA 2020+ is guided by the importance of cordage or ka'a – the braided sennit cord and the primary symbol and embodiment of genealogical lines of connection. The ka'a represents the linking together of peoples and enua that make up the ever growing papa'anga of the Cook Islands nation.

For our purposes, the ka'a guides the ongoing work of the NSDA 2020+. The braiding and knotting of ka'a requires a careful selection of coconut husks and strands, and the evidence-base that informs this project must also be carefully considered, analysed and braided into the wider agenda by way of robust research and policy-making expertise. The ongoing gathering of data, information and analyses in the ever-changing climate of geopolitics, economy, society, culture and indeed the environment, will be woven together and knotted at the relevant intervals across our 100 year legacy. In this work, the ka'a will be strengthened as we work toward sectoral objectives and, as it grows, it will simultaneously remind us that all sectors and peoples are bound by the single cord that is our Heritage.

The Ka'a incorporates aspects of the scanning method and the scenario sketching method¹

Scanning is a future-oriented research method that attempts to detect early signs of potentially important social, cultural, environmental, political or economic developments through a systematic examination of potential threats and opportunities². In this work, we adopt principles and features of the scanning method, adapted specifically for our NSDA 2020+ preparations.

Scenarios are carefully constructed snapshots of the future and the possible ways an issue can be taken into account. Scenarios help focus thinking on the most important factors driving change in any particular field. By considering the complex interactions between these factors, we can improve our understanding of how change works, and what we can do to guide it.

Scenarios are called “snapshots” because they portray possible futures without explaining the “full picture” of an issue and of how it might come to be. Factors of change can be explored by “back-casting,” working backward in time from the scenario to the present, imagining what would have to happen at each stage to bring it about. This approach typically begins with several related scenarios, considers what steps might lead to each, and thus identifies policies for implementation now. Most importantly, scenarios improve our understanding of the mechanisms underlying change, and thus strengthens strategic planning.

¹ Horizon Scanning is gaining acceptance as a methodology to develop a collective view of future directions in an area of interest. A seminal paper that guided the development of the 1st SCAR Science Horizon Scan is the paper by Sutherland et al (2011) that analyzes several horizon scan activities and recommends best practice based on these experience. This paper is highly recommended as basic reading for all persons involved in this Horizon Scan

² Further information about horizon scanning can be found on the OECD website and there is a growing critical literature in various national and academic contexts that reflect on the usefulness, difficulties and development of the scanning method.



The scenario is a powerful analytic tool for policymaking, a disciplined approach to the speculation and intuition that inevitably influences long-term policy decisions.

The goal in using scenarios is to reveal the dynamics of change and use these insights to reach sustainable solutions to the challenges at hand. By focusing our thinking about what the future may hold, we improve our awareness of the relative importance of current trends and issues, and generate an understanding of how various courses of action may unfold and interact in the short-, medium- and long-term. A full account can be found in “Our evidence base document”.

The Ka’a process of our research methodology

KA’A PROCESS	NSDA 2020+ PROCESS
1. Selecting the right puru from the right coconut (selecting the right Coconut)	1. Governance structure established (NSDA 2020+ Committee)
2. Selecting the right site for the puru to be (ta-pe) buried in mud or water (Identifying what we have)	2. Situation Analysis and Review of NSDP 2016–2020
3. Drying the puru in the sun after soaking for a month (Preparing work)	3. Scanning for challenges ahead
4. Teasing the ka’a	4. Scenario building (projecting)
5. Weaving the ka’a into strands of 3,4 or 6 to make what size you want for your rope	5. Developing our Legacy through consultations
6. Make the ka’a to request size and strength	6. Our Legacy drafted
<i>Kua Pa te manako , Kua Tika Te Ka’a</i>	



The eternity of KIA ORANA³ – Our shared understandings

Kia Orana is the unity of the heart, the mind and the soul: within each one of us. It is the act of humility – positively reaching out to others. It encapsulates our shared understandings as a nation and our unity.

Kia Orana is the essence of our people and islands. The Kia Orana values embody this essence and reflects our aspirations as a nation. Our people, family from outside who make this their home and visitors will learn and come to appreciate our values, and share these experiences with the world.

This will be reflected in the following acrostic:



Kite Pakari. We will strive to foster and incorporate our traditional and innovative wisdom. Our history and cultural heritage will be key in our knowledge base.



Irinakianga vaerua. The quality of being concerned with the human spirit or soul as opposed to material or physical things. Spirituality and Faith in oneself and others will be important in the holistic approach to wellbeing.



Akakoromaki and Akatapu. Patience – the capacity to accept or tolerate and respect – is a way of treating or thinking about something or someone in a positive light. Fairness is key to these tenets which will look at Justice in all its dimensions.



Ora. Life – our participation will be key to our development – we will actively engage with communities and locally rooted economies.



Rota'ianga. Unity as a people and nation is key to our success. Our connections will bring a sense of belonging and institutions that serve the common good



Tu Aka'aka e te Au. Humility – the quality of having a modest view of one's importance and peaceful – tranquil and no violence



Noa. Freedom – the power or right to act, speak, or think as one wants this will be important in ensuring our dignity where everyone has enough to live in comfort, safety and happiness



Aro'a and Meitaki. Love, kindness and thankfulness are keystones to us as a people. It encapsulates our obligation as Tiaki for a restored and safe natural world for all life.

All of these are expressed for eternity in the one phrase: **KIA ORANA.**

³ Adapted from the book *Kamaatu* by Dr Jon Jonassen.



To Tatou Piri'anga Mou – Our connectedness

To tatou iti Tangata

Our people are our greatest treasure which we must nurture and protect. We also have a responsibility to be Tiaki for the future generations and to take care of each other.

To Tatou Papa'anga

Our shared papa'anga connects our people across the globe with our Enea, Moana and te Mareva.

To Tatou Reo Maori e to tatou Akono'anga Maori

Our unique Cook Islands languages and dialects and cultural traditions and heritage which unite us as a people must be protected and celebrated into the future as it is an important part of our nation's identity. It is also our legacy for future generations.

To tatou Aorangi –Te Moana, Te Enea, Te Mareva

We are a proud large ocean state. As a large ocean nation we will protect and sustainably utilize Te Moana Nui O Kiva. We will be at the forefront of innovation for the purposes of the blue economy and the benefit of our people, environment and culture.

Our 15 islands that make our nation are the heartbeat that spans Te Pae Tokerau and Te Pae Tonga. Each island signifies a connection of our land to our traditional titles and our papa'anga and heritage

Our sky and the air that surrounds us binds our environment and the importance of maintaining its pristine condition and protecting it into the future.

We will adapt and mitigate to the changing environment (technology).

To tatou Tua Tapapa – Our history

Our nation's history and pre-history connects us through our shared experiences and milestones as a nation. We will protect and save our history for future generations so that it is accessible and beneficial to all our people. Our history also connects us regionally and globally. Acknowledging Colonialism in our past and moving forward towards our aspirations as a nation.

To tatou Mana Pou e Toru

We have traditionally had three sources of power in our society – te mana Enea, te Evangelia e te Kavamani. In order to realise our wellbeing as a nation it is important that all three pillars of power unite, collaborate and implement wellbeing on a national scale. Our strong governance structure will be crucial for sustainable development. As we move into the future our identity as a nation will continue to evolve.

Ta Tatou Aka'atinga 15

Our 15 star pledge

1 To Tatou Turanga Memeitaki – Our wellbeing as our focus

Our wellbeing will be the central focus and will be the driving force for transformational change in the sustainable development of our nation. We will create an enabling environment for all.

All members of society will be guaranteed equal prospects in terms access to of health, education and employment. A socially sustainable society treats all its members fairly, supports health and functional capacity, and offers the necessary security and services. Existing resources will be used for reducing inequality and enabling a better quality of life.

We will maintain a high standard of education and innovation which will celebrate our History (and pre-history) and cultural heritage, while promoting social mobility. Wellbeing will be integrated into general and specialized education and lifelong learning.

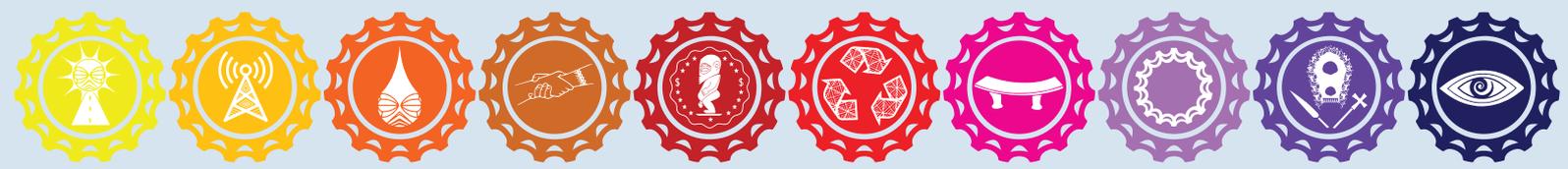
We will pay special attention to the wellbeing of our babies, children, parents, young people, elderly and other vulnerable groups.

We support the recognition of our cultural rights and reinforce cultural values conducive to our wellbeing and sustainable development. We will support all islands in the country to preserve our indigenous culture in accordance with the principles of sustainable development and to transmit it to the future generations.

We give due consideration to the rights of other peoples and facilitate their integration into Cook Islands society.

We will build and strengthen our collaboration with non-government agencies and the private sector in ensuring the promotion and integration of wellbeing for life.

We will heavily promote the importance of sport and active life styles in all aspects of our lives and at all age groups.



2 To Tatou Ao Ora Natura – Our ocean and environment

Our Environment and Natural Heritage will be protected to the highest level and sustainably integrated into the economy.

We hope to build on the legacy of Marae Moana which is the Cook Islands multi-use marine park. Marae Moana – spanning a total ocean area of nearly two million square kilometers – became a reality on Tuesday 11 July 2017.

We will plan and implement projects that will not affect our environment, social and cultural fabric and which will bring positive change to our nation. We must understand where development stops and destruction starts.

We will increase people's respect for biodiversity and raise their awareness of its importance in order to persuade everyone to give due consideration to sustainability issues in their decision-making and actions. The objective is to stop biodiversity loss and to control and stop invasive species.

We will allocate more resources to education and guidance that promote biodiversity and the sustainable use of natural resources with due regard to the rights of ownership.

We will harness the benefits offered by nature on a sustainable basis for the good of the people and society at large. We will reassess environmentally harmful incentives with due regard to the local social, economic and cultural conditions. We will promote the use of traditional knowledge and scientific evidence in the support of decision-making.

We will support decision-making that is respectful of nature and measures to reverse biodiversity loss and contribute to the conservation of our Marae Moana, Enea and Mareva.

We will support a clean green⁴ and blue economy⁵ which is respectful of nature and our culture.

We will ensure that our Natural heritage and biodiversity is protected and incorporated into our education system.

3 To Tatou Ora'anga Kopapa Matutu – Our health

We will strive for a healthy and strong nation which has a focus on promoting and ensuring positive physical and psychological and social wellbeing. We will have a world class health system and infrastructure with the best trained human resourcing. We will also have an informed population equipped to make best decisions for them and their families.



4 To Tatou Reo Maori E Te Takanava Reo – Our vibrant languages and dialects

We will protect, revitalise and maintain our Cook Islands Maori languages and dialects for a vibrant nation as it is central to our identity and culture.

We will give true value to our language by incorporating it into everyday life. Starting in our homes and through the communities and on to the formal education system and careers pathways. Education of our languages and cultural heritage at all levels will be key in this effort.

5 To Tatou Akono'anga Maori – Our cultural heritage and history

We will secure and celebrate our Akono'anga Maori. We will incorporate it into our institutions and daily lives.

Our history will be enhanced, promoted and integrated into our lives. Central to our history will be encouraging a culture of reading and writing our own stories.

Our culture will evolve over time and we will adapt by incorporating different technologies and mediums of expression to safeguard and portray the essence of who we are.

Our cultural heritage sites will be secured, protected and maintained for future generations.

We will take pride in protecting and ensuring that our history and cultural and natural heritage is secured and maintained. We will celebrate and protect our national and cultural heritage institutions.

6 To Tatou Tu Tangata – Our identity

We will welcome and respect our guests who choose to live in the Cook Islands within our cultural practice of Te Ara Tiroa. There will be an expectation of mutual respect with the privilege to live in the Cook Islands country by living and becoming a part of our family.

We will be a dynamic, empowered and proud nation who instill our rich and vibrant identity into our nation. Our identity will provide a connection and sense of dignity and empowerment for all people in our country.

We will enhance aspects of our identity through national holidays, commemorations, celebrations and events marking key milestones in our history.

Our evolving Cook Islands Maori language and culture will be a central aspect of our identity and ensuring that it is passed to our tamariki and minorities who may choose to make this country their home.

We will promote Akono'anga Maori, diversity, equality and tolerance to enable all citizens, including the various minorities, to participate fully in developing Cook Islands society. Education at school and at home will play a key role in these efforts.



7 To Tatou Akatere'anga Tau – Our governance

We will strengthen democracy ensuring transparency, accountability and promoting equal opportunities to enable all people to have a say in public affairs and matters that affect their own lives and in the global context. All people should feel that they are a valuable part of society.

We will make special efforts to facilitate civic participation by all. We will increase transparency in government: free access to information boosts public confidence and allows people to have a say in public affairs.

We will take an active part in international cooperation to promote peace and security, human rights, democracy and the rule of law as well sustainable development on a broad front.

We will maintain and build our collaboration with Te Mana Pou Toru to ensure our governance is strong and inclusive.

National civic education and awareness will be incorporated into our lives to empower our people and our nation.

8 To Tatou Ngaki'anga – Our responsibility

We will promote and practice a culture of Responsibility and positive transformational thinking. There will be no limitations in our quest for the betterment of our people. The notion that It takes a village to raise a child will be central to this mentality and mind shift as a nation who has citizens that are solutions based and transformational thinkers and who look after each other.

We will reduce inequality and poverty by ensuring an adequate level of income and providing basic social security. We will pay special attention to the wellbeing of our children and young people and elderly and other vulnerable groups.

We will ensure equal access to all welfare services. We will be prepared for the challenges posed by the information society and digitalization with due regard to the risk of social exclusion, required skills and competence, and the vulnerability of the systems involved.

A sustainable Pa Enea that ensures that the development of all areas is mutually supportive and generates new forms of cooperation. Efforts will also be made to support Pa Enea living and entrepreneurship.

9 To Tatou Akamana'anga – Our empowerment

We will be an empowered people who will create a positive enabling environment towards creating opportunity for all. Our language, culture, history and identity are crucial for our empowerment.

An innovative and cutting edge economy and education system will be key to our development.

We will create sustainable and safe communities where jobs, housing, comprehensive services, sustainable transport systems, the use of information and communication technology, and green/blue areas support economic, social and cultural wellbeing, as well as the wellbeing of the environment.

We will maintain our connection with our diaspora communities around the world and utilize this human resource for positive development of the nation.



10 To Tatou Parau'anga – Our dignity

This is the state or quality of being worthy of honour or respect. Our People are our greatest treasure and pride and their wellbeing will be of the utmost importance towards living respectful lives.

We will empower individuals to live more authentic meaningful lives, families to raise children of compassion and integrity, educators to create safe, caring, and high performing learning communities, and leaders to encourage excellence and ethics in the work place and other areas of social interaction.

We will strive to be the best in all areas that we pursue and will encourage our people to achieve their aspirations.

We respect human dignity and human rights and promote a humane approach and respectful interaction with all people. We promote gender and cross-generational equality.

We will make active efforts to promote human rights, eliminate extreme poverty and reduce inequality and discrimination in the world. We will honor our commitments to international development cooperation.

11 To Tatou kimi'anga puapinga – Our prosperity

An economy should deliver: an equitable distribution of wealth, health and wellbeing, while protecting the planet's resources for future generations whilst ensuring the flourishing of our Reo Maori with dialects and protection of our Cultural and Natural Heritage.

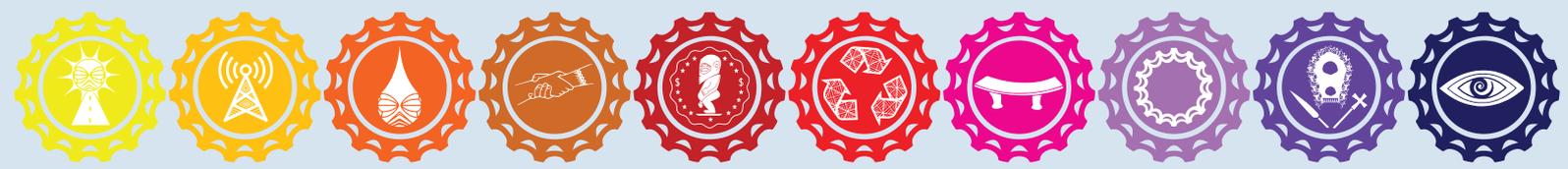
To achieve a more sustainable economy, measures will be taken to diversify the economy, create jobs and improve productivity, profitability and quality of work. Our goal is a high employment rate. We will promote the creation of sustainable jobs by modernizing production methods and business models both at home and beyond Cook Islands borders by engaging in international cooperation.

Cook Islands companies will operate in the global economy in accordance with the principles of sustainable development and take steps to ensure a high standard of social responsibility and sustainability, not only in-house but also across their supply chains.

We will develop our education and social security systems to respond to the need for new skills and competence and address the concerns related to employment relationships, the labor market and adequate basic incomes. We will promote equality in the labour market by facilitating the recruitment of youth, people approaching the retirement age and immigrants by improving access to the labour market by people with partially impaired working ability.

We will make active efforts to reduce the gender pay gap and remove obstructions to women's career development. We will promote entrepreneurship and innovation and develop the service sector. We will lower the threshold for starting a business or accepting employment.

We will help industries to restructure in order to create jobs that generate more added value and improve productivity. We will improve wellness at work, occupational safety and the quality of the working life by expanding the employees' opportunities to influence their own work and working environments, and by facilitating the adoption of flexible workplace arrangements and working hours. We will also support the global efforts to promote decent work.



Our creativity will become very important into the future and the creative and knowledge economy will help build the socio-economic potential of activities that trade with creativity, knowledge, and information. Which is a huge part of all industry in today's world via online mechanisms. The spine of the creative economy are the industries of arts, culture, business, and technology but what comes from that backbone are commercial entities like, arts and crafts, advertising, architecture, animation, graphic design, fashion, film, video, photography, music, performing arts, publishing, research and development, software, coding computer games, electronic publishing, web design, and TV/radio.

We will work according to our golden standard fiscal responsibility rules.

We will ensure access to financing for our families with buying homes as well as a secure retirement.

In a time of prosperity our nation will manage public money with integrity and transparency. Sovereign wealth funds may be created and will be utilized towards the wellbeing and resilience of our nation.

To Tatou Kite Pakari – Our knowledge and innovation

We will become a knowledge economy which is at the cutting edge of traditional and modern technology.

We will strive towards our digital futures and will ensure that the safety and protection of our people and information are paramount.

We will have a world class education and research system that is fully supported and encouraged. A system which incorporates our language and culture and which perpetuates our history

We will protect and entrench traditional knowledge into our education system and economy for wellbeing.

We will be at the forefront of innovation in our chosen fields. Innovation is an idea that has been transformed into practical reality.

Sustainable lifestyles – we will encourage self-sustainability and resilience in our lives by equipping our people with the skills and opportunity for growing and catching their own food and will incorporate this into the education system.

We will support the development of cutting edge green/blue technology, innovation and creativity for the benefit of our communities and country. We will capitalize on all opportunities in the telecommunications and technology fields to create sustainable employment opportunities.

We will protect our intellectual property rights and ensure that we secure and use our information and data for better outcomes for our people.

We will ensure that we have the best and secure data and Information systems and infrastructure to inform good decision making.



13 To Tatou Piri'anga – Our connectedness

We will physically, digitally and future proof our connectedness with our people and the world as best possible.

We will constantly evolve and innovate our Telecommunications and future technologies to ensure that all our people have equal access and are connected. We will be at the cutting edge of technology that connects us as a people and as a nation.

Our papa'anga traverses borders and so we will maintain and develop our connections with our diaspora communities for the sustainable development of our nation.

14 To Tatou paruru'anga Ipukarea – Our security

Our Security as a nation will be an important factor to ensure that we address existing and emerging security challenges.

We will ensure that divisive, unhealthy or disruptive outside social influence will be prevented and steps will be taken to actively and positively rehabilitate our people.

We will prevent organized crime and illicit drugs from establishing itself and influencing our society and will support those exposed to it and rehabilitate to the best of our ability.

We will ensure that Atu Enea are protected and that the land system is fit for purpose to reflect this.

15 To Tatou akamatutu'anga ora'anga e te akateateamamao – Our resilience and preparedness

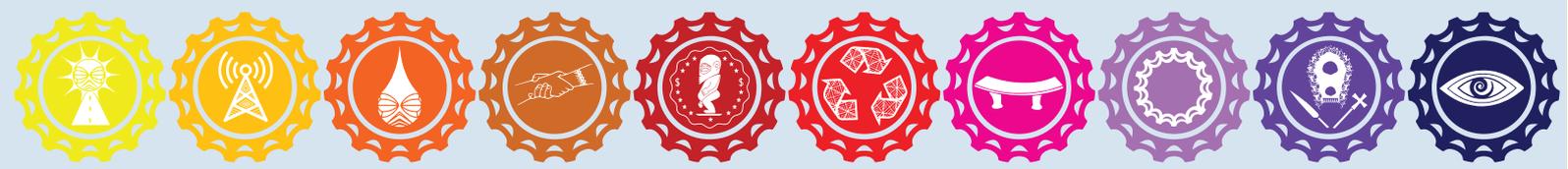
We will be at the forefront of innovating towards a more resilient society including managing trauma, coping mechanisms and community rehabilitation at all levels.

We will be prepared with the threat of climate change through planning towards adaptation and mitigation and the technologies that will enable this to happen.

We will incorporate as best possible – nature-based solutions which will play an important part in addressing climate change by working with nature to address societal challenges, providing benefits for both human wellbeing and biodiversity. They involve the protection, restoration or management of natural and semi-natural ecosystems; the sustainable management of aquatic systems and working lands

We will be at the forefront of emergency and disaster preparedness and will strive to allocate resources and ensure equal participation and planning for all sectors of society. We will innovate and adapt to every situation and be prepared as best possible.

We will reduce the need for motor traffic, create community structures conducive to healthy and sustainable transport, increase telecommuting arrangements and expand electronic services.



Energy self-sufficiency – ensuring that we have clean energy that is self-sufficient and provided to all of our people

Water self-sufficiency – ensuring that we have access to sufficient quantity and quality of water for all purposes of life.

Food self-sufficiency and good healthy nutrition is the heart of our food security. Ensuring that we can locally produce most of our food consumption. At the same time, we will intensify efforts to promote exports of sustainable clean-tech solutions and by doing so will enlarge our positive carbon handprint. We will make it as easy and cost-effective as possible for consumers to make choices that conserve natural resources in terms of housing, transport and food.

We will strengthen people’s relationship with nature, educate the public in eco-social issues and promote positive attitudes towards sustainable choices.

Positive and healthy relationships will be important to building an emotionally intelligent people who can cope with changing situations.

We will support lifestyles based on non-material consumption and services that sustain such lifestyles.

We will be prepared for any emergency and disaster including the onset of Climate Change and the possible relocation of island populations to land secured for that reason.

We will contribute to the efforts to bring the global consumption of natural resources to an environmentally sustainable level. To make it possible to adopt a lifestyle respectful of nature, it is necessary to develop the existing technology and have society adapt to a more resource-wise low-emission economy. We will focus on encouraging both consumers and companies to reduce their ecological footprints.

We will take a risk analysis approach to all national planning with scenario sketching to plan as widely as possible and ensure that high quality risk information is available to inform planning and implementation.



The hope of KIA MANUIA – our shared wishes of good fortune

As we begin this journey towards Turanga Memeitaki we look towards the horizons and wish good fortune to te Uki a muri mai. This is summed up in the acrostic **Kia Manuia** – a parting expression of love. A heart-felt farewell to someone special, and a sincere hope for good fortune and happiness.



K KAVEINGA, directions.



I IRINAKI'ANGA, confidence and ability to face the future.



A ARAPO, a right season for everything.



M MA'ARA'ARA'ANGA, cherish memories.



A AKATINAMOU, to confirm-steadfast: focus on a bright star.



N NGAKAU KETAKETA, courage.



U 'URA, dance – celebrate life.



I 'ITAE, reach out for the highest goals, and



A 'AU, harmony: be one, with God and Nature.

A parting expression of eternal Manavanui. Inviting joy and success to pervade in our lives. Until we meet again. **Kia Manuia.**⁶

⁶ Kia Manuia, Jon Tikivanotau M. Jonassen (*Nakunga – Maori Phrases* by Jon TM Jonassen, Mana Heritage Publishing Ltd, 2020, page 75).

VISION BOARD My Vision for the future – Toku Orama

This page is to encourage you to think about planning over generations. So have a think and write away.





