

2009
-2014

Atiu Strategic Plan

Te Orama Nui O Atiu

An island-based development plan generated with the support of the Atiu Island Administration, Office of the Prime Minister, NZ Aid Technical Assistance and the people of Atiu, Cook Islands.

Te Ata Ki Mokoero
Aitu Island Administration
2009



FOREWORD

The development of the Atiu Strategic Plan 2009-2014 is a guiding pathway to the island's future. In 2000, a similar plan was developed, capturing many of the activities including major infrastructure projects and socio-economic programmes of which over 80% were completed.

Te Orama Nui o Atiu is developed along the governing principles of sustainable development and is in line with the (NSDP) National Sustainable Development Plan 2007-2010 framework.

In the past, programmes and projects were only listed annually with very little or no input from the community. Secondly, the Annual Business Plan does not provide a wider scope for implementers to plan and initiate projects and programmes spread over the medium to long term so that resources can be adequately mobilized, and costs can be appropriately spread over a period of time to ease up straining the National Budget so that public projects and programmes can be successfully implemented.

Thus, the emphasis of this plan was to involve the wider community participation in the shaping of Atiu Island's direction-where it will be in the next five years and where it will be in the years to come. In the community consultation process, the focus was to take a step back and re-look at the strength of the island's social, economic, political and the physical environment, and the capacity and capability of its people where opportunities can be realized. This can be done through proper strategic planning and implementation of the programmes in line with the National Government's priorities. The platform is set by the NSDP and the Atiu Strategic Plan 2009-2014 is an extension of that framework, but specifically targeting the island's natural resources, the islands capacity and the strength and the opportunities which are available to the island community that can be nurtured to fruition.

As Minister responsible for the Outer Islands, I congratulate the Atiu Island Administration, the Island Council and all the people of Enuamanu for your contribution to this plan. May this plan be a guiding pathway to your development and prosperity.

Kia Manuia

Hon Tangata Vavia, MP
Minister of Island Administration

ACKNOWLEDGEMENT

The Atiu Strategic Plan 2009-2014 is a living document. It is structured in such a way that projects and programmes identified in this document have a time-frame to be developed and completed. Incomplete projects or programmes and changes to the plan can be made over time as our Monitoring Select Committee is tasked to ensure that progress is made to what we have planned for in the next five years.

The successful completion of the Atiu Strategic Plan 2009-2014 is a result of an initiative of the Atiu Island Administration, through the Office of the Island Secretary. Without Mr. Tou (Man) Unuia's initiative to source financial assistance to develop this document, the Island of Atiu would have been without strategic directions for the next nine years. Thank you Mr. Unuia for your effort in making this project possible. I am also grateful to the NZAid for funding the project through PSTAF and to Liz Koteka and Vaine Wichman from the Office of the Prime Minister for assisting in facilitating the two-days planning workshop on Atiu to derive at the strategies for our island. I also extend my appreciation to Mr Jonah Tisam who reviewed the 2000-2005 Strategic Plan and was tasked the sole responsibility of developing and turning our vision into a living document that we are all proud of.

As Mayor of Atiu, I am overwhelmed by the support and the success of planning for our island's future through this Strategic Plan. For this reason, I wish to thank the following people and organisations for their support and their tireless efforts in many ways, enabling the island of Atiu and its people to have a document which will guide them in their development process; the Office of the Public Services Commission, the Atiu Island Administration, Government Representative (GR), Finance Co-ordinating Committee (FCC), Aid Management Division (AMD) of the Ministry of Finance and Economic Management, the Hon Norman George and Hon Nandi Glassie, the Ui Ariki and the Arongomana of Atiu, the Atiu Island Council and to all our people of Enuamanu for your efforts in hosting the workshop and for the many contributions to the development of this document.

I am proud to say, on behalf of the Island Council and our people that this is our plan and we own it, but it is only useful if we use it to our advantage. "Meitaki Ranuinui".

Kia Orana e Kia Manuia,

Mrs Nelly Mokoroa
MAYOR OF ATIU

DEFINITIONS & ACRONYMS

ADB	Asian Development Bank
AusAid	Australian Aid for International Development
AMD	Aid Management Division
BCI	Bank of the Cook Islands
BTIB	Business Trade Investment Board
CAPEX	Capital Expenditure
CIT Corp	Cook Islands Tourism Authority
Enuamanu	Another name for the Island of Atiu
EU	European Union
FAO	Food and Agriculture Organisation
GEF	Global Environment Fund
IS	Island Secretary, Tou Man Unuia
MoE	Ministry of Education
MoH	Ministry of Health
MFEM	Ministry of Finance & Economic Management
NES	National Environment Service
NSDP	National Sustainable Development Plan
NZAid	New Zealand Assistance for International Development
NGOs	Non Government Organisations
OIC	Officer In Charge
OIDGF	Outer Islands Development Grant Fund
OPM	Office of the Prime Minister
PRIDE	Pacific Region Initiative for the Development of basic Education
PSTAF	Public Sector Technical Assistance Fund
PSC	Public Services Commission
PTA	Parents and Teachers Association
TA	Technical Assistance
TCI	Telecom Cook Islands
TGA	Takitumu Growers Association
UNDP	United Nations Development Programme
UNESCAP	United Nations Economic and Social Commission for Asia Pacific
UNESCO	United Nations Education, Science and Cultural Organisation
WWF	World Wildlife Fund

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COMMUNITY WORKSHOP PROCESS

A two-day workshop for the development of this strategic plan was held on Atiu at the CICC and Catholic halls from 11-12 June 2009.

DAY 1 began after the opening prayer by Reverend Oirua Rasmussen, and the words of welcome from the Deputy Mayor, Mr. Maara Tairi. The keynote address was delivered by the Hon Norman George. He highlighted the importance of planning and the need to work together to prepare Atiu's Strategic Plan for the next five years. He also introduced the concept of an Atiu retirement home destination as something for the people to look at developing alongside the mainstream tourism activities, as well as taking advantage of the existing opportunities and find ways and means to develop Atiu.

The state of the economy address was delivered by officers of the Office of the Prime Minister, highlighting issues such as slower growth in the economy due to the global recession, depopulation, and the high cost of delivery of goods and services to the outer islands as a challenge to participants to work through when developing the Strategic Plan.

The names of those who participated at the workshop and the names of the Monitoring Committee which were tasked to ensure that progress is made to the plan are attached in **Annexes 1 & 2**.

Prior to the two days workshop, a review of the Atiu 2000-2005 Plan was carried out the previous week with over 100 people attending. The summary of the review was first presented during the two days workshop. It was noted that while there has been progress and around 80% of the 2000-2005 key projects and programmes were implemented, the remaining projects and programmes need to be incorporated into the new strategic plan so that they can be implemented. The second important point to note is that the 2000-2005 plan was written at the time **devolution** was introduced since then changes have occurred, including the return to central government functions of health, police, marine, justice, education, and the implementation of a number of infrastructure and economic sector projects.

The 2000-2005 Strategic Plan review and the 2009-2014 Strategic Plan workshop provided an opportunity for participants to re-examine the development aspirations of the island and to determine strategic directions in which to achieve these goals.

Day 1 was therefore focused on creating synergies between Atiu Strategic Plan 2000-2005 and the next planning phase for the 2009-2014 Plan, re-examining potential development opportunities and assessing Atiu's strength that will help turn potential development opportunities into reality. To maintain consistency with the Atiu 2000-2005 Strategic Plan review process and to align future strategic directions to the findings of the review, discussions were focused on four priority sectors, and these are **economic, social, infrastructure and governance**.

DAY 2 began with the recapping of the previous day's main themes and discussion points. "The importance of tentative observation, being cooperative to ensure positive development for the island and to have the 'can do' attitude" was the key note address made to participants.

A short exercise to set the minds of the participants on the long term aspects of development was devised by the facilitators and incorporated into the programme to make the event enjoyable. Issues of strong economic growth, sound infrastructure development and high quality of social services to support the population on Atiu were the theme for Atiu's vision during the next stage of planning.

In the group work that followed, participants worked through the day to develop goals and strategic action plans while identifying key implementers and setting timelines for the programmes to be implemented. The main activities were previously identified from Day 1 session and were based on the strength of the community, the potentials and the opportunities that can be nurtured to fruition.

Following this activity, each group presented their detailed action plans with a song, depicting their strategies. Plenary discussions then followed, providing positive comments to strengthen each group's presentation and confirmation.

At the end of the group presentations, the chair invited the Director of Policy from OPM, the Government's Representative, and the Island Secretary to comment on the work done over the last two days, and where to from there. All three speakers highlighted the need for ownership of the plan and the need for the people to work together to achieve the goals set out in the plan.

A strong imene tuki was sung at the closing ceremony to remind the participants of the strength, the vision and the 'can do' attitude of one of their ancestors – Aketairi.

Hon. Nandi Glassie closed the strategic planning workshop, noting with pride the amount of work completed and the important contributions from each participant to the plan. He again reiterated the need to have a 'yes, we can do' attitude, and believes that this planning exercise will lead on to stronger working relationship with the local and national governments, and especially with the people of Atiu and their communities on Rarotonga, in New Zealand and further abroad.

Father Salvatore then closed the meeting with a word of prayer and blessed the wonderful umukai prepared by the Atiu Catholic community with a string band for the closing ceremony.

ATIUI ISLAND VISION

Excellence in providing the best quality of service for the best quality of life for every home on Atiu - Yes We Can!



Map of Atiu

ATIU'S STRENGTHS

- Working together, and being cooperative
- Strong Atiuan community linkages to Atiuans in Rarotonga, New Zealand, Australia and elsewhere.
- Fertile soil
- Rich natural environment
- Christian Principles and Generosity
- Love of sports and culture
- Youth
- Human Resources

ATIU'S DEVELOPMENT POTENTIAL

- The land and the sea, people and the natural resources,
- Traditional practices and the way of life

ATIU TODAY

Atiu is a raised volcanic island surrounded by steep makatea cliffs that rise 3-6 meters above sea level. Red volcanic inland soil is heavily wooded, with rolling hills rising to 72 metres above sea level. Valleys run east and west, and settlements are located on a plateau surrounded by swamps and a small lake. The narrow, fringing reef drops steeply to the ocean floor 4,500 meters below. Takutea which is an uninhabited 122 hectare island lying 21 kilometres off the coast of Atiu, is held in trust by the 3 Ariki and the 4 Mataiapo Tutara of Atiu as trustees for the people of Atiu. Takutea is well known as a nesting site for frigate birds

Limestone cliffs, caves and swamplands are important environmental features. The makatea wildlife, and the Atiu kopeka (swiftlet) are common in particular areas. The kura (Rimatara parakeet) has recently been introduced to the island. Atiu is also known as 'Enuamanu', meaning the 'land of the birds'.

Rimatara 'Ura is the lost Cook Islands Kura



Chiefly head dress decorated from feathers of the Kura

There are five villages: Teenui, Ngatiarua, Areora, Tengtangi, and Mapumai, located in the centre of the island. The total numbers of occupied dwellings in 2006 were 158, a decline of 1.9% since 2001. The population has fallen fairly rapidly since 1991. As at February, 2009, there are 486 people on the island, according to the 2009 census. The decline in population is particularly noticeable in the 15-34 age group.

Census Year	Population	Atiu's school population grew in recent times by 1.5% between 2005 and 2007. However looking at the last ten years the school roll has declined from a high in 1997 of 283 students, to a low of 172 students in 2007. Current enrolment for 2009 is 158. This general decline in school enrolment is partly contributed by senior students moving to Rarotonga to complete year 12 and 13 and partly as a result of families migrating out of Atiu.
1991	1,006	
1996	956	
2001	623	
2660	572	

Public Infrastructure

The airport is constructed of makatea soil, and hosts a total of four to five scheduled flights a week to and from Rarotonga and one through Aitutaki.

Taunganui landing and the wharf services the inter-island shipping that calls in about once a month to offload cargo outside the reef on workboats.

There is a ring road around the island and links into the inland village settlements by feeder and inland roads. As at 2006, a few kilometers of roads through the villages were sealed. The road from town to the wharf and airport is of two lanes compacted with coral and dirt, and most other roads are of dirt tracks with some drainage and limited gravel filling work throughout. Road work activities at the moment are hampered by the quality of heavy duty equipment on the island to sufficiently maintain the roads.

Capital expenditure funding from the National Budget has been requested to fund a bulldozer and a HIAB truck for roadwork, wharf and airport maintenance work on the island. Except for the bulldozer, Cabinet has approved the funding of a replacement HIAB truck with a lifting capacity of 4.5 tones.

Some houses are connected to the public water mains but are not functioning well. Over 80% of households on the island own rainwater tanks with a holding capacity of 5000 litres. Since 2006 almost all households have rainwater tanks supplemented by tankers refilling from public reservoirs or natural wells on the makatea or boreholes during dry periods.

The Island Council advised that a project request to increase the number of water tanks on the island to 400 is still pending approval from Aid Management Division of the Ministry of Finance and Economic Management.

Most households are connected to the diesel powered electricity grid, which provides a 24 hours service, however in recent times demand for electricity has increased as a result of increases in the procurement and the usage of electrical appliances. Demand at times exceeded the generating capacity of the island's generators.



Atiu Infrastructure/Roadwork Gang

The current static crane and HIAB truck on the island are old and not suitable to support major developments. The crusher is too small to cater for major roadwork and will need upgrading to support the crushing of the dolomite found in the inner makatea for road sealing projects.

A waste dump has been developed and the Island Council is working with the Island Administration to protect and keep the environment from degradation. Atiu is the first island to be included under the National Environment Act. It is also the first island to have the Atiu and Takutea Environment Regulation, 2007. However, its budget is controlled by the National Environment Service in Rarotonga.

Social Services

The hospital has a 7 bed ward, an outpatient area, a consultant room, a small emergency room, a pharmacy room, a public health room, a mental health clinic, and one child welfare clinic. In 2009 a contract medical doctor was recruited in addition to a contract clinical nurse, a nurse practitioner, a senior clinical nurse, an enrolled nurse and a maintenance Health Officer. Two of the registered nurses are qualified midwives.

There is also a dental practitioner, and public health officers. The people of Atiu have since built a Geriatric ward for old people funded by the SeaCology Society Inc., USA, in return for a 20 year agreement for the protection of Takutea as a natural habitat for birds and wild life.

Basic services and public infrastructure need improvement to meet the needs of the population and to support any further development in the tourism sector.

Issues that need to be addressed include welfare and disabilities. Building code needs to be developed and implemented to provide better access to bathrooms

and toilets and for the comfort of the challenged. Community and government's involvement in the repairs of homes for the disabled is urgently required.

The Island's expectations are for a new hospital to be built, a portable x-ray machine to be purchased, a medical lab, provide qualified staff for emergencies, provision for refresher training for dental practitioner and to cater for mental health, water and sanitation, veterinary control, occupational health and safety and the awareness of food safety.

Economic Sector

Atiu was known in the past for the planting and the supplying of pineapples and taro. Today, only taro is exported in any significant proportion.

It is estimated that taro production will reach 60 tonnes by December 2009. A variety of vegetables and fruits are planted in family holdings, mainly for subsistence living. As has been proven in the past, Atiu has the potential to develop good quality agricultural products for local consumption and for export to Rarotonga to cater for tourists and for the domestic market. Unused idle land makes Atiu a potential destination for large-scale commercial agriculture development on a landowner/investor Joint Venture arrangement.



Coconut oil is another product yet to be developed to put Atiu in the same league as other Pacific Islands exporting this commodity to the European market, and for local consumption as bio fuel to reduce the cost of imported fossil fuel.

Marine resources on the island are underdeveloped, with fishermen mainly fishing for family consumption and for the island local market. The 12 mile fishing zone allowed for the island's fisherman are under utilized and has deep sea potential waiting to be developed commercially. Potential for game fishing, deep-sea fishing and fishing off the fads are huge, but this will depend on initiatives taken by stakeholders and the Cook Islands Tourism Corporation.



Atiu Eel Traps

In the tourism sector, Atiu has 54 beds, with only about 20% being occupied annually. There is a need for a market drive, with eco-tourism as the icon to encourage tourism on the island. Some products recommended for tourists are the display of local culture (performing arts), development of handicrafts, carvings and artwork to meet the current tourism demand. There is also potential in Takutea for day tours, and for bird watching and game fishing.

The island hills are covered with a mixture of pine, albecia and acasia trees which are in need of trimming and to be processed as timber products. The idea of a portable sawmill to cut down the trees and process them as timber was highlighted on many occasions. Although there is a privately owned sawmill on the island, it is under utilized at the moment.



Hills in the background are covered with woodlands

Governance

Relationship between the Island Council and Island Administration needs to be defined. The PSC Act 1995-6, the MFEM Act 1995-96 and the Outer Islands Local Government Act 1987 do not complement one another, often leading to conflicts and confusion.

This is a matter for the Central Government to address; to set policies and introduce legislative changes to improve governance on each island, including Atiu. Even so, it is the prerogative of the Island Council to make recommendations to Cabinet that reflects the interest of its people.

There is a need to include the Island Council in the budget preparations. They were involved at some stage but at present they are only briefed after the preparations and the submissions to MFEM is completed. However, various amendments made to the MFEM Act 1995-96 and frequent changes made to government's fiscal and economic policies have resulted in rapid changes to the budget templates from time to time. This situation has made it impossible for the Island Council members to comprehend. Whilst the Island Council can make budgetary recommendations, the final decision rests with (the Budget Committee and) Cabinet.

STRATEGIC PRIORITY AREAS & ACTION PLAN

ECONOMIC SECTOR

OVERALL VISION: To make money

TOURISM

VISION

To be the No1 Geo/Eco Tourist Destination in the Pacific

GOALS

1. To increase tourist numbers – increase occupancy rate from 20% to 80%, increase length of stay to 5 days and over
2. To develop local attractions – include tours, arts and crafts, retail, culture, local produce
3. To increase retail activities

ACTION PLAN

Activity Description	Who	Funding Source	Timelines
Marketing: - Increase destination awareness through: Advertising Trade shows Print/digital media Internet Media – trade families, journalists, TV producers	Local tourism Operators, CIT Corp.	Private sector CIT Corp	2009-2010
	Private Sector	BTIB	2010-2011

Activity Description	Who	Funding Source	Timelines
Develop Local Attractions Ecological Geological Cultural sites/ activities Signs Arts – dancing, tattooing, <i>tumunu</i> tours, Local medicines	Atiu Community as a whole Min of Culture CIT Corp BTIB National Heritage NESCAP Private sector	NGO's Universities CIT Corp GEF	2009-2014 2010 2009-2010
Increase retail Arts and crafts Local produce – all aspects Consumer items - food, drinks, Market days	Local Community BTIB Private Sector	Local Community Private Sector BTIB	2009-2014
Cruise Ships Increase visits by liaison with tour operators overseas and sea trade	Private Sector CIT Corp Island Council	Self Funding Private Sector	2009-2014

Resources

Friendly People (Island Lifestyle)

Takutea and Birds

Land features (caves, hills, forestland/woodlands and sea)

Good standard infrastructure

54 beds availability, accommodations

Existing tour operators and tours

Birds

EXPATRIATE RETIREMENT HOMES

VISION

To be the first island in the Cook Islands to promote “Sunset Village” concept

GOALS

1. To develop policy guidelines for the ‘Sunset Village’ concept
2. To investigate the process of approval from the National Authorities
3. To identify landsite for the Expatriate Retirement Homes
4. To market the concept widely
5. To develop the Retiree Village property and to house the retirees

ACTION PLAN

EXPATRIATE RETIREMENT HOMES (SUNSET VILLAGE TOURISM)			
Activity Description	Who	Funding Source Partner	Timelines
Develop policy guidelines for the Sunset Village concept.	Private Sector (Roger Malcolm) CIT Corp.	Private Sector	2009-2010
Investigate the approval process from National Authorities.	Gov. Immigration Office., BTIB	BCI, CIT Corp.	2009-2010
Identify landsite for the village.	Private sector	Community (land), Island Council	2009
Marketing Strategies for the Retiree Village.	Island Council / Island Admin CIT Corp	Private Sector	2010
Development of the Retiree Village.	Private Sector, Community	Private Sector, BCI, CIT Corp	2010-2011

Focal Contact

Roger Malcolm
Norman George
Nandi Glassie

AGRICULTURE

VISION

To be the 'food bowl' of the Cook Islands

GOALS

1. To increase production of all food sources and flowers
2. To increase variety of food and products
3. To ensure the continuity of food supply and products
4. To add value to food products
5. To increase export of goods and food products
6. To protect our environment/island from pests and diseases

ACTION PLAN

Activity Description	Who	Funding Source	Timelines
Increased demand for local produce for: Fruits, Vegetables & Meat need to encourage growers to increase production.	Ministry of Agriculture Local community Private sector	Min of Ag Private sector FAO	2009-2014 On going
Activity Description	Who	Funding Source	Timelines
Seedling propagation of standard food products and identify other varieties for production, consumption and sale - snow peas - cherry tomatoes - ginger, etc.	Min of Agriculture Private sector Community	Min of Ag FAO	2009-6 months

Negotiate cheaper freight rates to Rarotonga and Aitutaki	Air Raro Taio Shipping MP Glassie – Gov subsidy	Private Sector Air Raro Taio Shipping	2009-2014
Add value to potential products, specialities coconut products dried fruit preserves frozen taro/root crops frozen goat/pork etc	BTIB OIDGF Private Sector Local Community	BTIB OIDGF Private Sector	2009-2014
Improve irrigation, water supply	Infrastructure Experts/ Technical expertise	Government	2009-2014
Encourage alternative growing practices organic – fruits, Veges, meat hydroponics	Min of Agriculture Private individuals TGA	Min of Ag Private Sector	2009-2014
Export products taro flowers fibre pineapples ginger coconut products medicinal products	Private Sector	Private Sector OIDGF BTIB FAO GEF EU	2009-2014

Resources

Fertile Land

Farmers

MARINE RESOURCES

VISION

To make Atiu a 'fishing parataito' (paradise)

GOALS

1. To increase marine activities in
 - fishing
 - diving

2. To develop and expand the existing activities in
 - aquaculture
 - fish farming
 - shellfish development

ACTION PLAN

Activity Description	Who	Funding Source	Timelines
Develop commercial activities for supply of fish locally blast freezer storage icemaker	Government Private Sector	BTIB OIDGF NZ Aid UNDP FAO UNESCAP	2009-2011
Develop, expand and strengthen aquaculture activities fresh water fish – tilapia, prawns sea water – oysters, fish, <i>paua</i> , trochus	Private Enterprise – Tura, Aneru and anyone else who is keen and interested Marine Resources TGA, Government	GEF EU OIDGF FAO UNDP, UNESCAP BTIB	2009-6 months Ongoing 2009 – 2014

Resources

Sea

People (educated and skillful)

Good Climate

Good source of water supply

Sound infrastructure (wharf, roads, energy)

Forest wood (Canoe making)



Fishermen of Atiu
Using outboard motor boats and traditional canoes for fishing

GOVERNANCE

Reo Pakari
Kia pūkuru to vavia
Kia mokorā to kakī

VISION/ORAMA

Kia kauraro, kia akangateitei ia te turanga e te tika'anga o te iti tangata(respect).
To honour the rights of the people.

GOALS/AU KOTINGA

1. Kia akara akaou'ia te ture o te Konitara Enuā (Local Government)
-To review the Island State Government Draft Bill and the Local Government Act 1987.
2. Kia karokaro akaou'ia te turanga o te akatere'anga kavamani enua
-To review the Island Government structure of governance.

Note:

Respect for community leaders has declined over the years, and there is the observation that our leadership qualities have also declined so a leadership training is warranted for all leaders; traditional, elected and appointed, so that each leader will understand his/her role and function respectively.



Taro Planting on Atiu

ACTION PLAN

GOVERNANCE			
Activity Description	Who	Funding Source / Partners	Timelines
1. Kia akara akaou'ia ia te Ture o Te Konitara Enuā (Local Govt. Bill)/Island State Govt. D/Bill review.	Island Secretary Mayor MPs, Mayoral Forum	Partner – Island Administration, Parliament Services, Mayor & Atiu Island Councillors	6 months January 2010
2. Atiu Governance Forum (1 day) To carry out a review for a suitable governance structure for Atiu	Mayor Island Secretary Members of Parliament	Community Initiative Scheme This is the islands and national government issue.	October 2009

Resources

- Technical support, facilitators and experts
- Island Secretary
- Island Council
- Members of Parliament



INFRASTRUCTURE

VISION

Kia tupu, kia ruperupe e kia u'ua e rau te tuatau. Ei turanga ngaueue kore kia rauka te tupuanga matutu, o te kimi puapinga no te iti tangata Atiu e te enua.

To have safe, durable and reliable infrastructure to support economic growth and social development in Atiu

GOALS

1. To increase water supply and storage capacity
2. To have cheaper and reliable energy supply
3. To upgrade roads to be safe, and to support economic growth
4. To tar seal Atiu airport, and to upgrade the airport terminal
5. To construct a marina, and to dredge the existing harbour
6. To source alternative renewable energy

ACTION PLAN

INFRASTRUCTURE			
Activity Description	Who	Funding Source/Partners	Timelines
Finalise/confirm water storage strategy (The ADB Infrastructure Plan proposes a water supply system upgrade with estimated capital cost of \$500,000)	Island Secretary (IS)/Mayor	Capital Budget (for outer islands)	July 09- Dec 2010-2014
400 water tanks to be purchased for households	IS/Mayor/Infra Manager	UNESCO	July 09- Dec 2010-2014
Construct community water tanks for the Church, and other community buildings, using roof to catch rain water	Island Secretary	NZAid	2010-2014
Simple feasibility study on water wells and dams to be conducted	Island Admin	OPM to assist secure consultant	July 09- July 2010
Purchase 3 new generators to accommodate the increasing power consumption 1x80 kw Genset 1x100 kw Genset 1x120 kw Genset	IS/Mayor/OIC	Capital Budget	July 09 –July 2010
ADB/Cook Islands infrastructure plan includes the island's wish to upgrade Atiu's electricity supply and distribution system at a capital cost of \$1.2million.	IS/Mayor/OIC	ADB/NZAid	2009- 2014
Upgrade the powerhouse to be able to house generators	IS/Mayor/OIC	ADB/NZAid	Nov 09-Nov 10 2009 - 2014
Purchase and install new transformers to cater for the 5 villages	IS/Mayor/OIC	Atiu Island Budget	Nov 10- May 11
Upgrade power overload lines	IS/Mayor	ADB/NZAid	2009 - 2014 April 2011-Jan 2012
Build fuel depot (wharf and powerhouse sites) to increase storage capacity, and to stock 6 months fuel reserve for the upgraded powerhouse.	Island Secretary	Community Initiative Scheme	2009 - 2014 2009 - 2014 Nov 2010 June 2011

Conduct a simple feasibility study on alternative energy systems and of what benefit these could be to Atiu (cost and reliability)	Island Secretary Private operators (James Beer/ Tom Wichman)	OPM to assist (consultants) Origin Energy, Capex funding	July 09- Nov 09 2009 - 2014 2010 Nov-2009
To complete phase 2 of the road work and sealing project: From village to airport Upgrade plantation roads and inland roads Coastal round.	IS/Mayor	CI Gov Capital Fund	Mar 2010- Mar 2013
Build wharf/marina (Although the ADB Infrastructure plan suggests harbour repairs incl. capital cost estimates of \$200,000, the infrastructure group proposed a total reconstruction of the harbour to become a wharf berthing facility and marina.)	IS/Mayor	ADB/NZAid	Mar 2010- Mar 2013
Airport tar sealing The sealing of runway and the installation of aviation lighting, security, safety, including the renovation of the terminal. ADB/Cook Islands Government Infrastructure	IS/Mayor	ADB/NZAid	Mar 2010- Mar 2013
Master plan allocates \$800,000 to support the airport improvement and upgrade (Ref: ADB Final Report, TA 4605-COO, Vol 2: Appendices).	IS/Mayor	ADB/NZAid	2009 – 2014



Cockpit view of Atiu airport runway

Resources

Land (aggregate, forest/timber)
People/youth
Existing reliable machinery
Offshore properties and Atiu people

Action Team

Island Secretary, Mayor/Island Council
Atiu Resource Committee

Focal Contact

Water – Manager/Infrastructure
Energy – OIC
Airport – Airport Committee
Harbour – Island Council

SOCIAL SECTOR

EDUCATION

VISION

Learning and Developing for Life

Learning for Life, (Cook Islands Education Master Plan 2008 – 2023)

GOALS

1. To establish a Form 7
2. To establish distance Learning (Technology)
3. To reintroduce life skills and vocational training
4. To recruit qualified personnel and increase resources
5. To improve training for students and adults to 200

ACTION PLAN

EDUCATION			
Activity Description	Who	Funding Source/Partners	Timelines
To establish form 7 when student numbers increase. Seek alternative mode of learning by introducing: trade training and secondary school.	MoE & student group PTA , MoE,	NZAid , MoE UNESCO	June 2014
Introduce vocational training and training for school leavers and adults	DNHRD	NZAid / AusAid	July- 2011
Recruit qualified teachers & increase resources	MoE	PRIDE	(On-going)
			Dec-2014

Resources

Strong and resilient P.T.A (School Committee, MoE)
 Student Group
 Building Facilities
 Trained Teachers and education retirees
 Strong financial support from NZAid and donor agencies

Focal Contact

Principal-Enuamanu School
 Secretary-Island Administration



Young children of Atiu

DISABILITY

VISION

All people with disability to reach their potential and be included in the Community

GOALS

1. To Strengthen and to expand on the current programme for people with disability
2. To educate and to provide awareness programmes on the prevention of disability

ACTION PLAN

DISABILITY			
Activity Description	Who	Funding Source/Partners	Time-lines
Identify a building to be used as a creative / activity centre for the disable and the challenged (Consider Existing vacant Buildings eg. School)	Disability Committee, Island Council Internal Affairs Internal Affairs, Donor Agencies	Community Donor Agencies Charity Org. Internal Affairs Community	Dec-2009
Continue to source financial assistance to fund the programme	Disability Committee, UNDP, Churches	Donor Agencies Eg. NZAid, CIS, Gov. Internal Affairs	Dec - 2010

Community and Government to address the accommodation needs of the disabled people in terms of repairs & renovations	Red Cross, Hospital Comfort Committee, Disability Committee, Island Council, Community	Community Donor Agencies Internal Affairs Charity organisations	
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HEALTH

VISION

All Atiuans to live a healthier lifestyle

GOALS

1. To provide accessible and affordable healthcare of the highest quality for all
2. To make Atiu a diabetes free island in five years time

ACTION PLAN

HEALTH			
Activity Description	Who	Funding Source/Partners	Time-lines
Build a new hospital with appropriate medical equipment and new furniture.	Ministry of Health, community, Island Admin, Island Council	Donor Funding Capital Budget (for outer islands)	2014
Provide a portable machine and portable laboratory.	Community , Health Ministry	Capital Budget	2013
Provide mobile dentistry unit. Further training for current Health Staff.	Island Admin	Donors Eg. NZAid	
Provide a tele-health facility with appropriate equipment.	Health Ministry Island Admin		2011
Enhance health promotion with active participation of stakeholders in the community.	Health Ministry Island Admin		2010
Promote healthy lifestyle through healthy choices such as balanced diet and regular physical exercise.	Health Ministry		2009
	Health Ministry		2009
Provide portable X-ray machine and a small lab by 2013.	Health Ministry, Community,		2013

Purchase an ambulance with emergency equipment. Provide mobile dentistry equipment.	Island Council	Community Donor Agencies Charity Org. Internal Affairs Community	2011
Train existing staff.	NGOs, Health		2009
Provide tele-health facility.		Donor Agencies Eg. NZAid, CIS, Gov. Internal Affairs	2010
Enhance healthy lifestyle promotion with active participation of stakeholders to eradicate diabetes on the island.	Community & Health Ministry		2009

YOUTH

VISION

To assist young people to develop and progress to become good leaders and citizens in the future

GOAL

1. To create an environment that provides job opportunities
2. To further enhance youths sporting skills
3. To encourage active participation by youth in the community
4. To assist young people to develop to become good leaders and citizens in the future

ACTION PLAN

YOUTH			
Activity Description	Who	Funding Source/Partners	Time-lines
Provide entertainment centres for youth such as night clubs and youth centres to be run by youth.	Island Council, Community, Youth Council	Community, Internal Affairs, Donors Partners	2011
Strengthen the existing Youth Council to provide programmes and activities for youth.	Youth Council, Internal Affairs	Donor Agencies NZAid/AusAid Partners	2009 2009 - 2014

Provide entrepreneur programmes (income generating activities). Provide free internet. Ensure that not less than 10 youths attend community meetings and workshops every year. To include youth representatives (voice) on	Internal Affairs, NGOs, BTIB, TCI, Gov. Island Admin Community , Island Council Island Admin	Partners, BTIB Government, Donors Partners, Internal Affairs.	2010 2011 2009 & on-going
Boards such as Tourism and Environment Boards, etc.	Island Council, Island Administration		2010 2010
Youth training in technical skills/vocational training.	Island Admin, Churches, Youth Groups	Churches, NGOs Partners, NHRD Internal Affairs Commonwealth Youth Council	2009 and on-going

Resources

People

Community Halls

Classroom (School buildings)

Churches buildings and facilities

Sporting facilities



Talents of Youth of Atiu

Action Plan (Social Sector)
Dr. Nelesone Tekaa
Principal - Nooroa Teipo
Youth Officer - Tapuni Williams
Jude Isaia
Nani Tatuava

Focal Contact
Nooroa Teipo

WOMEN & GENDER DEVELOPMENT

VISION

To elevate the status of men and women of Atiu to realize their full potential

GOALS

1. To strengthen the status of women through practical training and workshops
2. To increase participation of women in the decision making process
3. To empower women and men by providing equal opportunities to realize their full potential
4. To improve linkages and strengthen relationships with women and NGO groups
5. To empower men and women of Atiu through training opportunities to help them achieve individual goals in life



ACTION PLAN

WOMEN & GENDER DEVELOPMENT			
Activity Description	Who	Funding Source/Partners	Time-lines
Strengthen women through practical training and workshops.	NHRD Island Council NGOs, CIT Corp.	CIT Corp. NGOs, Private sector.	2010
More participation of women in decision-making, (although the Mayor and an Ariki are women).	Island Council NGOs Women Groups	NGOs	2012
Provide men and women with equal opportunities to realise their potential. For example, men to develop carving skills, and women to develop handicraft work and business acumen.	BTIB NHRD CIT Corp. Donor Partners	Donor Agencies, eg. NZAid, UNDP, CIT Corp. NGO Partners	2010 & on-going
Improve linkages with Gov., partners and NGOs.	Internal Affairs, NGOs, Island Council	NGOs, Internal Affairs, Partners	2009 & on-going
Empower men and women of Atiu through training opportunities to give them the confidence and to help them achieve their full potential.	BTIB, NGOs, Donor Partners , Island Council	NHRD, NGOs, Internal Affairs	2010 & on-going

Challenges

- Depopulation-island population continues to decline because youths are moving out of Atiu.
- Low representation of women in the decision-making process
- Limited access to quality health services (sterilisation policy discriminates against women, and to have a female doctor look at woman's problems)

Focal Point

Dr. Tekai Nelesone

NGO Reps-

ENVIRONMENT

VISION

Atiu to be the 'green image' of the Pacific

GOAL

1. To promote its green image through all medium of communication worldwide
2. To manage its financial resources on the island
3. To keep Atiu's environment pollution free at all times for all to enjoy
4. To formalize an Environment Management Plan for Atiu & Takutea

ACTION PLAN

Activity Description	Who	Funding Source/Partners	Time-lines
Ensure the environment is clean and tidy	Island Council, Island Administration, Community,	Community, Donors, International Partners	2009
Enforce the Environment Act 2003 & The Atiu/ Takutea Environment Regulations 2007	Island Secretary Atiu Island Trusts Atiu Island Council.	NES NES WWF	2009/11
Formalise an Environment Management Plan for Atiu and Takutea	Atiu Island Environment & Community.		
Promotion of the "green image" through:-	Youth Council, Community,	Donor Agencies NZAid/AusAid Partners, NGOs	2009
Media promotion	Private sector BTIB, Churches	Private Sector, BTIB	2009 - 2014
Marketing promotions		NGOs, Partners	2010 - 2014
Regional/International organisations.	Central Govt. Private sector,	Donors	2010
Geo/eco Tourism	CIT Corp. Community.	Partners, Internal Affairs.	2010
Funding transfer: Under Island budget. Self-generating income NGO funding	Island Administration NGOs	NES NGOs	2011

TELECOMMUNICATION

VISION

To provide affordable telecommunication access for all

GOAL

1. All homes to have land line telephones
2. Free internet access for students and youths
3. Reduced telecommunication charges in Atiu
4. Mobile Telephone services for Atiu
5. Improved and efficient internet services to Atiu



Satellite Station

ACTION PLAN

Activity Description	Who	Funding Source/Partners	Time-lines
All homes to have landline telephones.	Island Administration, TCI, Private Sector.	Private, TCI,	2009
Mobile telephone services for Atiu.	TCI, Private, Other	MPs Govt, TCI, others	2009/11
Improved and efficient internet services for Atiu.	TCI	TCI	2009/11
Free internet access for students and youth.	TCI, Youth & Students	Donor Agencies NZAid/AusAid	2010-14
Reduction in telecommunication charges in Atiu.	TCI and Private sector.	TCI and private sector, MPs	2010 2009-2014

CLOSING REMARKS

Closing remarks were made by officers of OPM, NZAid TA representative, the Island Secretary, and the Government Representative, with the Hon. Nandi Glassie closing the workshop. He acknowledged the hard work the participants had contributed over the last two days. Accordingly, Hon Nandi Glassie emphasized that the Atiu Strategic Plan is a plan of action, and this document directly links to the National (NSDP) and the Annual Business Plan. In his final closing speech he remarked that the word ATIU- means, Achieving Together In Unity. Father Salvatore closed the workshop with a word of prayer.

Annex 1

Workshop Participants

Facilitators

Elizabeth Koteka, Director, Central Planning and Policy Division, OPM

Vaine Wichman, MDG Planner

Jonah Tisam, NZAid Strategic Planning Technical Assistance

Tou Man Unuia, Atiu Island Secretary

Participants

<i>Participant</i>	<i>Profession</i>	<i>Contact</i>
Moetaua Boaza	Government Representative	33013
Tou (Man) Unuia	Island Secretary	33269
Norman George	Member of Parliament	
Nandi Glassie	Member of Parliament	
Maara Tairi	Deputy Mayor (Mapumai)	33118
Tereapii Porio	Chairman of Summit	33169
Tuainekore Samuel	Island Councilor, Areora	
Vaine Paretoa	Island Council/Teenui	33263
Ada Nicholls Rongomatane	Ariki	33072
Teata Bob	Agriculture Staff, AIA	
Terii Maurangi	Housewife	33230
Jude Isaia	Disability	33839
Tangata Edwards	Welfare Officer	33054
Paiere Mokoroa	Tourism Accommodator	33034
Ina Tangaroa	Midwife	33776
Kau Henry	Environment Officer	33218
Nikau Tangaroa	Pastor	33778
Rangi Tatuava	Youth Council Rep	33269
Victoriano Andrew	Dental Practitioner	33074
Dr Tekaa Nelesone	Medical Officer	t.nelesone@health.gov.ck
Tupuna Rau	Telecom Rep	33680
Johnny George	Police	33120
Teono Potoru	Student	33067
Pomiro Taia	Infrastructure	33114
Ngatupuna Tauraa	Student	
Roger Malcolm	Self-employed	roger@atiuvillas.com
Tauu Porio	Construction Supervisor	

Paul Kura	Infrastructure	33348
Idi Tanga	Infrastructure	33114
Tangata Metuango	Infrastructure	
Tapuni William	Youth Officer, AIA	33227
Mata Veiao	Infrastructure	
Tura Koronui	Planter	33021
Ruta Ngamaru		33265
Patikura Jim	Assistant WDO	33116
M Pukeiti	Retired	33261
Tanga George	Infrastructure	33296
Tokerau Kae	Infrastructure	
Bobby Touna	Forestry	33144
Mata Arai	Self Employed	33088
Miimetua Metuango	Student, Enuamanu School	
Jonarch Tangata	Student	
Teuira Potoru	Deacon	
Nooroa Teipo	Principal	33264
Veia Teipo	Student	33228
Tutai Toru	Retired	33200
Teina Toru	Retired	
Marjorie Tautu	Finance Manager, AIA	33270
Kura Malcolm	Business Director	33777
Annatasha Teariki Veiao	Student, Enuamanu School	
Temarlyna Paratainga	Prefect, Enuamanu School,	carotine.zema@hotmail
Regina NgaMaaka	Student, Enuamanu School	
Anjima Aturai	Prefect, Enuamanu School	
Ruth Maaka	Prefect, Enuamanu School	
Tutai Teio	Planter	33167
Rev. Oirua Rasmussen	Atiu Cook Islands Christian Church	
Father Salvadore Ma- caida	Atiu Catholic Church	
Tearai Mokoroa	Atiu Aronga Mana	
Tokoa Kea	Officer in Charge, Energy, AIA	
Kapao Kapao	Pastor	
Roland Toki	Island Council Clerk	
Teariki Maurangi	Liaison Officer, Atiu Island Admin	

Annex 2

Workshop Follow-up Committee

Aim

To follow-up and ensuring that plans and programmes set out in the Atiu Strategic Plan 2009-2014 are implemented as stated

Unanimous

Select Committee was unanimously approved by the community of Atiu.

Ea' a te numero Kumiti

Committee representing each Sector

1. Economic
2. Social
3. Governance
4. Environment
5. Infrastructure
6. Telecommunications

Committee Members

1. Tutai Toru
2. Nooroa Teipo
3. Apii Porio
4. Teina Toru
5. Nikau Tangaroa
6. Roger Malcolm