

## Funding strategy

Sub Sector	Project	Estimated Cost (\$NZm)	Estimated timing
Air Transport	Rarotonga Airport Terminal Improvement	9.3	2024
	Rarotonga Airport instrument landing system upgrade	3.2	2016-2018
	Atiu Airport sealing and upgrade to CAA certification (Part 139)	3.9	2017-2019
Marine Transport	Aitutaki, Orongo Marina and Town Centre Development	15.0	2017-2020
	Penrhyn Coastal Protection – Te Tautua and Omoka Port Facilities and Fuel Depot	4.0	2015-2017
Road Transport	Avarua bridges	5.0	2021-2023
	Bridges upgrade including Avatiu Valley bridge	1.5	2016-2018
	Road sealing Aitutaki	0.8	2018
Water Supply	Te Mato Vai – Trunk, Intakes, Reservoirs, Treatment, Meters etc.	36.3	2014-2018
	Outer Islands Community Water Tank Rehabilitation	1.5	2014-2016
Sanitation	Rarotonga long-term sanitation upgrade	37.0	2024
Solid Waste Management	Incinerator for Rarotonga	3.0	2021
Energy	TAU control & Generation - Rarotonga	45.2	2016-2023
	Aitutaki Solar PV Mini-Grid System	16.0	2015-2017
	Atiu Solar PV Mini-Grid System	3.1	2014-2016
	Mauke Solar PV Mini-Grid System, and generators, powerhouse, distribution upgrade	3.2	2014-2016
	Mitiaro Solar PV Mini-Grid System	1.9	2014-2016
	Mangaia Solar PV Mini-Grid System	3.5	2014-2016
	Fibre-optic Cable for international communications	35.0	2019-2021
ICT	Rutaki Foreshore Rock Revetment	2.6	2017-2019
	Outer islands cyclone shelters	2.0	2016-2018
Education	Apii Nikao School Reconstruction	11.4	2014-2017
	Re-build National College (Tereora)	30.0	2018-2023
	Fitting Schools with Water Harvesting Systems (pilot)	0.5	2016-2017

The funding strategy for CI NIIP was developed in close cooperation with MFEM and entailed analysis of CIG's own funding projections. On this basis, an overall capital expenditure of \$NZ288m for economic and social infrastructure over the next 10 years was set as a target. Once ongoing and committed projects are included, along with allowances for small projects and climate change adaptation costs, the overall funding envelope provides for 24 of the prioritised projects to be included, as shown above.

Capital investment requirements for economic infrastructure over the period 2014/15 to 2023/24 derive from projects ongoing or committed at the commencement of the plan period, high priority proposed projects of strategic importance which can be accommodated within the level of funding availability assumed for CI NIIP, an allowance for smaller projects below the capital cost threshold set for CI NIIP, and provision for any additional climate-proofing required for CI NIIP investments. These requirements are summarised below:

Component	Capital investment requirement 2014/15 to 2023/24 (\$NZ million)
Ongoing and committed projects	35.4
High priority proposed projects	237.6
Allocation for smaller projects	10.0
Allocation for climate-proofing of CI NIIP projects	5.0
<b>Total capital investment</b>	<b>288.0</b>

The **Pacific Region Infrastructure Facility (PRIF)** is a multi-partner coordination, research and technical assistance facility for improved infrastructure in the Pacific. PRIF members: Asian Development Bank, Australian Department of Foreign Affairs and Trade, European Investment Bank and European Union, Japan International Cooperation Agency, New Zealand Ministry for Foreign Affairs and Trade and the World Bank Group.

The overall CI NIIP investment plan (including ongoing and proposed projects) will be funded from a combination of Government Budget (CAPEX), ODA, concessional loans, SOE self-financing, and private finance. Funding for ongoing projects is already secured, while funding for most proposed projects is yet to be determined.

## Next steps

The preparation of this CI NIIP report is only the first step. Government will assign CI NIIP a clear position and role within its existing framework of operations, planning and decision-making, and should view CI NIIP as the key guide to infrastructure investment. This will require a clear communication strategy to share information effectively with diverse external stakeholders and all parts of Government. The CI NIIP monitoring will be undertaken by the Infrastructure Committee and reported to the National Sustainable Development Committee (NSDC).

## Cook Islands National Infrastructure Investment Plan

is available to download:

- From the PRIF web site document repository at [www.theprif.org](http://www.theprif.org)
- Scan this QR code with a mobile device
- Send email request to [enquiries@theprif.org](mailto:enquiries@theprif.org)



## COOK ISLANDS

## National Infrastructure Investment Plan 2015

Government of the Cook Islands

This brochure provides a brief summary of the Cook Islands National Infrastructure Investment Plan (CI NIIP), published in 2015 by the Government of the Cook Islands with the technical assistance of the Pacific Region Infrastructure Facility (PRIF). The report, endorsed and adopted by the Cook Islands Cabinet on 14 April 2015, outlines the priorities and plans for major infrastructure in the Cook Islands over the next ten years and focuses on strategic investments important to the Cook Islands' future. Preparation of the Plan involved consultations with a wide range of stakeholders, including from government, international agencies, civil society and the private sector.



CI NIIP covers the following infrastructure sub-sectors: air, marine and road transport, water supply, sanitation, solid waste management, energy, telecommunications and information technology, education, health and other infrastructure (such as government offices). The CI NIIP identifies and prioritises the package of infrastructure investments which best meet the Cook Islands' needs in the coming years, and provides a perspective for the funding and implementation of these investments. The CI NIIP also recommends actions for consideration by the Government of the Cook Islands regarding the long-term sustainability of infrastructure assets and identifies the implications of climate change and disaster risk for these types of infrastructure.



The full report is available to download from:  
 Government of the Cook Islands Ministry of Finance and Economic Management  
[www.mfem.gov.ck](http://www.mfem.gov.ck)  
 or the PRIF web site document repository  
[www.theprif.org](http://www.theprif.org)  
 or by email request to [enquiries@theprif.org](mailto:enquiries@theprif.org)



### The setting for infrastructure provision

Cook Islands faces many challenges in the provision of infrastructure. While income levels are relatively high, the economy is small and open, and economic performance is vulnerable to changes in international markets—particularly tourism source markets. Alongside the economic constraints, other issues include a generally decreasing population, widely dispersed islands, fragile natural environment vulnerable to climate change and natural hazards, and dependence on imported fuel and other goods.

The principal drivers of infrastructure demand are the need to support increasing high-quality tourism, and to provide an adequate level of services to a population dispersed over a vast area of the Pacific Ocean.

In the light of these challenges, a systematic, rational and strategic approach to the prioritisation, planning, implementation and management of infrastructure is necessary. The CI NIIP builds on the Government’s existing policy and planning agenda as established in its National Sustainable Development Plan. It was prepared in close cooperation with the planning and budgeting teams in the Ministry of Finance and Economic Management (MFEM).

The CI NIIP is a ‘living document’, as recognised by the Cabinet, when it reviewed and approved the plan, and it is intended that its preparation process be integrated into the regular procedures of Government to update the plan from time to time. The full CI NIIP report is available on the MFEM web site—[www.mfem.gov.uk](http://www.mfem.gov.uk)

### Pulling together the CI NIIP

Preparation involved six key activities:

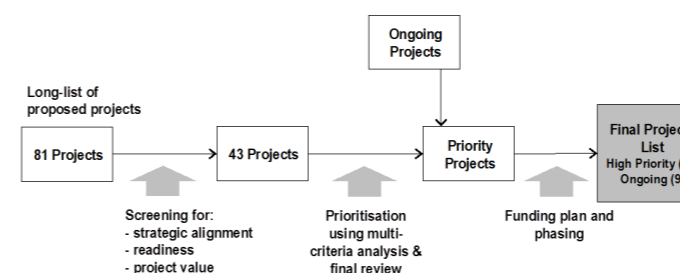
- Review of the current state of infrastructure in the various sub-sectors, and analysis of future needs.
- Listing proposed investment projects in each sub-sector, plus on-going and committed projects.
- Assessing priority projects, through participatory multi-criteria analysis.
- Preparing a potential funding strategy.
- Consideration of the means by which climate change/resilience planning can be integrated into the CI NIIP process.
- Identification of complementary activities to support infrastructure planning and management.



### Preparation of the project long-list

From consultations with a wide range and large number of stakeholders a long-list of projects was assembled. The list included all projects that were either ongoing, committed or being considered within each sub-sector and amounted to over 80 projects. All these projects are important to varying degrees and would contribute to the national economic and social objectives.

However, it is very unlikely that they can all be funded and implemented in the ten-year time frame of CI NIIP. Prior to prioritisation the list was reduced by removing those projects with a value of less than \$NZ0.5m (an allocation for small projects is included in the funding strategy) and also those that are already ongoing, or are committed with funding in place.



A total of 43 projects were prioritised using multi-criteria analysis. The Government of the Cook Islands and other stakeholders agreed the criteria should be closely aligned to the eight priority areas in the National Sustainable Development Plan: Economic Development, Infrastructure, Energy, Social Development, Resilience, Ecological Sustainability, Governance, Law and Order.

Stakeholders scored projects with criteria weighted by: economic (30%); social (25%); environmental (25%) and project sustainability (20%) criteria, and final scores were agreed with the Infrastructure Committee.

Detailed descriptions of the top 24 projects are included in Appendix C of the CI NIIP.

### Top 24

- Te Mato Vai (TMV) intakes, reservoirs, treatment, meters etc.
- Long term sanitation upgrades Rarotonga
- TAU control & Generation - Rarotonga
- Outer Islands Community Water Tanks
- Outer Islands Cyclone shelters
- Undersea Fibre-optic Cable
- Orongo Marina and Town Centre
- Avarua Bridges
- Aitutaki Solar PV Mini-Grid System
- Re-build national College (Tereora)
- Atiu Airport Upgrade
- Apii Nikao School reconstruction
- Bridges including Avatiu Valley Bridge
- Penrhyn Port Facilities and Fuel Depot
- Fitting schools with water harvesting systems
- Rarotonga Airport Instrument landing
- Rarotonga Airport Terminal Improvement
- Road sealing project for Aitutaki
- Atiu Solar PV Mini-Grid System
- Mauke Solar PV and powerhouse
- Mitiaro Solar PV Mini-Grid System
- Rutaki Foreshore Rock Revetment
- Incinerator for Rarotonga
- Mangaia Solar PV Mini-Grid System

### Next 19

- Northern Group Sanitation Upgrades
- Atiu Water Reticulation System
- Mangaia water upgrade
- Pukupuka Hospital and doctors’ residence
- Rarotonga hazardous waste handling upgrade, and outer islands waste resource recovery centres
- Manihiki Airport Upgrade (Part 139)
- Mitiaro - upgrade water network system
- Remodelling classrooms for modern learning
- Muri area upgrade with footpaths
- Penrhyn Airport Repairs and Improvements
- Mauke Airport Repairs and Improvements
- Mitiaro Airport Repairs and Improvements
- Aroko Road Widening Project
- Pukapuka Jetty, Channel and Causeway
- Sanitation upgrades - onsite Southern group (not Ait/Rar)
- Vaikapuangi Government office complex
- Mangaia Road Rehabilitation: town area (3km)
- Mauke Road Rehabilitation: town area and plantation roads
- Atiu & Mitiaro Roads Rehabilitation

### Sub-Sector Analyses

The CI NIIP process included analysis of the following issues, needs and priorities by infrastructure sub-sector.

Air transport	Airstrip maintenance; cost of travel to outer islands
Marine transport	Maintenance of existing wharves and jetties; costs of ferry transport to outer islands
Road transport	Maintenance of existing unsealed and sealed roads; land constraints to road widening
Water supply	Maintenance of existing infrastructure and pipe networks; filtration; storage; network losses
Sanitation	Maintenance and renewal of septic tanks; raising public awareness of environmental health risks
Solid waste	Coordination and regulation of solid waste collection and disposal; landfills; burning; recycling
Energy	Cost of electricity; reliance on diesel for generation; fuel storage facilities; network cyclone damage
ICT	Consumer costs; competition; coverage to outer islands
Education	Cost of school facilities, maintenance, power costs and water security
Health	Adequate service provision; maintenance of health centres; aged care and mental health facilities
Other	Disability access in business and public buildings, transport; government housing stock planning

The initial fieldwork for this plan was undertaken between February and April 2014 and the draft report was submitted in May 2014. In response to comments received and a request to include additional social infrastructure sub-sectors (health, education and ‘other infrastructure’) further work was undertaken in December 2014 and January 2015. However, data on the original sub-sectors has not been updated since May 2014, and information on ongoing and proposed projects since that time has not been recorded.

