

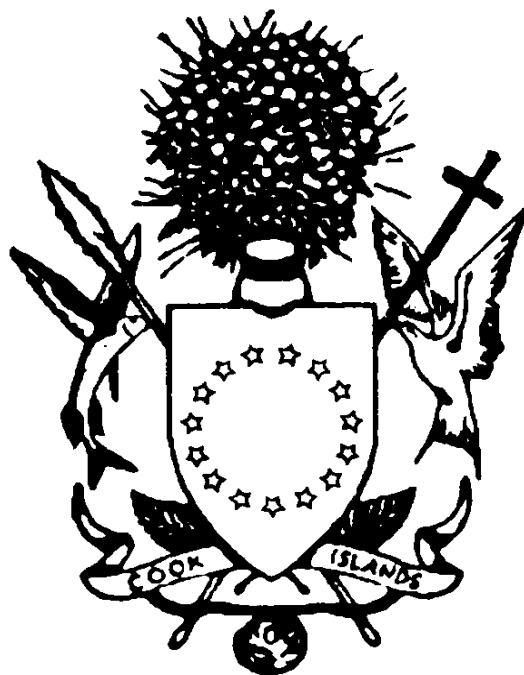
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**COOK ISLANDS GOVERNMENT  
BUDGET ESTIMATES**

**2015/2016**

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**Book 3  
Capital Plan**



**Hon. Mark Brown  
Minister of Finance  
June 2015**



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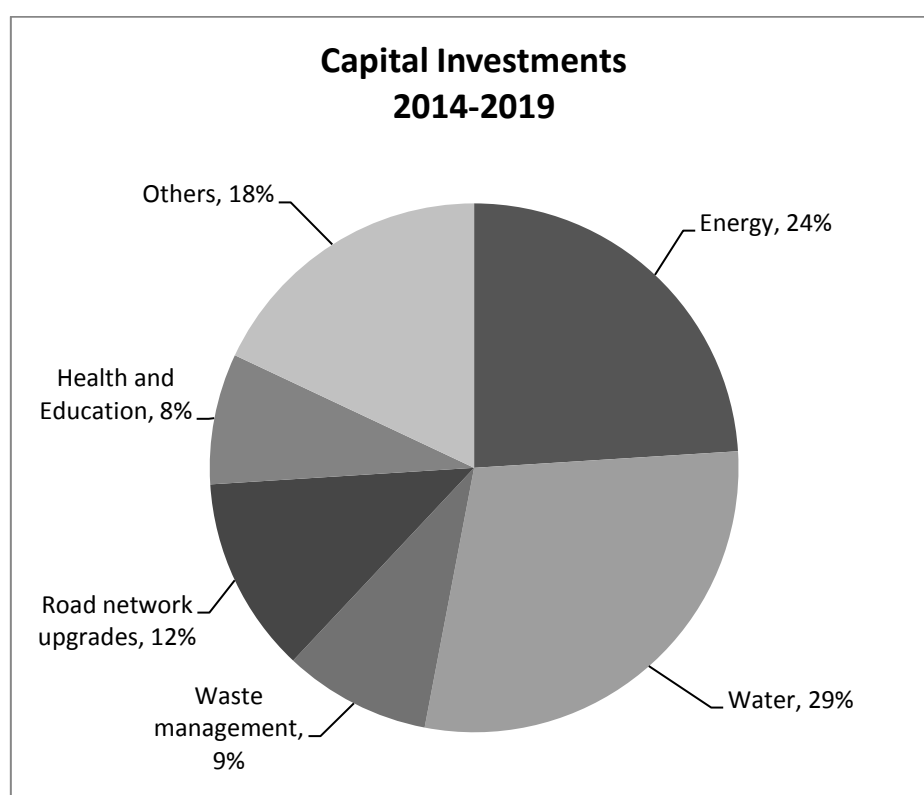
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# 1 2015/16 Outlook

Government's investment in infrastructure and capital will continue to be guided by visions and aspirations for a vibrant economy supported by good infrastructure and energy security; where our people have opportunities to fulfil their potential; are resilient to disasters and climate change impacts; and live in a healthy environment (*Te Kaveinga Nui, National Sustainability Development Plan.*)

In 2014/15 investments in capital from all sources reached \$59.083 million. In 2015/16 Government will invest a further \$67.843 million. Total investment over the five-year period 2014 to 2019 is expected to reach \$199.395 million.

The priority investment areas reflected in the 2014/15 capital plan remain largely unchanged. Efforts towards achieving those goals will continue in 2015/16 and beyond.



In April 2015 Government adopted the Cook Islands National Infrastructure Investment Plan (CI-NIIP) as the guide to infrastructure investment over the next ten years. The CI-NIIP outlines the priorities and plans for major infrastructure, and focuses on strategic investments important to the Cook Islands' future. In 2015/16 we will initiate, continue, or complete sixteen of the top twenty four priority projects identified in the CI-NIIP.

A significant and historic investment is being made in improving access to clean water, and our resilience to climate change. This represents twenty nine per cent of the overall five year plan.

The transformation of our source of electricity from fossil fuels to solar energy constitutes twenty four per cent of the plan.

Upgrades to road networks on Rarotonga and Pa Enua represent twelve per cent and solid and liquid waste management nine per cent.

Education and Health also receive eight per cent of the overall 5-year budget. Other investments such as in information communication technology, multi-sector facilities, and airports will receive the remaining eighteen per cent.

Capital investments are financed by Cook Islands cash reserves, [loans, and grants from development partners and previous years' under-spending. Grant funding will continue to play a major part in our capital and development initiatives over the next 5-10 years.

Capital programmes, projects and purchases are facilitated by the various Ministries, Crown Agencies and Island Governments. The Infrastructure Committee monitors the delivery of the capital plan and is responsible for reporting on overall progress.

This Budget Book No. 3 should be read in conjunction with the information from chapter 10, Crown Debt and Net Worth, and Chapter 16, Official Development Assistance (ODA), contained in Budget Book No. 1.

## 2 Financing the Capital Plan

Total spending on capital from all sources in 2014/15 was \$55.838 million. Spending was lower than budgeted, by \$21.807 million, due to savings (-\$1.0 million) and the deferral of some projects, including:

- Apii Nikao rebuild (-\$6.0 million) and Chinese public building upgrades (-\$0.8 million), due to unexpected delays in confirming the grant funding arrangements;
- Sanitation Upgrades Programme (-\$2.2 million), and Te Mato Vai intakes and reservoir upgrades (-\$3.1 million) due to further planning and design requirements;
- Pa Enea Agriculture equipment (-\$1.5 million), which is now scheduled to arrive in the first quarter of 2015/16;
- Renewable energy photovoltaic equipment funded by Japanese Government (-\$1.0 million) now scheduled for delivery in 2015/16;
- Acquisition of land in the Pa Enea for solar farms (-\$0.9 million), due to ongoing land negotiations;
- Bridges and drainage improvements (-\$1.5 million), due to reprioritising of funding to cover Project City contract shortfalls; and
- Components of the SRIC-Climate Adaptation Fund, which has now been programmed over 2015/16 and 2016/17 (-\$1.5 million).

Spending in 2015/16 is now estimated to reach \$67.843 million.

**Table 2.1 Funding Source 2014/15 to 2018/19 (\$000)**

Funding Source	2014/15 Budget Estimate	2014/15 Committed Spend	2015/16 Budget Estimate	2016/17 Budget Estimate	2017/18 Budget Estimate	2018/19 Budget Estimate	5-Year Total
CIG CAPEX	21,782	17,028	23,367	17,517	8,662	3,915	70,488
ODA	46,166	32,357	26,579	28,321	7,622	1,325	96,204
ADB PEEP	234	234	0	0	0	0	234
Australia Defence	6,760	6,760	0	0	0	0	6,760
EU	0	0	4,500	2,760	0	0	7,260
EU - Germany	210	0	420	210	0	0	630
NZ/A	17,962	13,510	7,357	10,619	3,722	1,325	36,533
Japan PEC	1,000	0	5,231	0	0	0	5,231
Denmark, SIDS-DOCK	708	708	0	0	0	0	708
KOREA	0	236	267	0	0	0	503
PRC	15,592	9,123	6,481	8,800	3,900	0	28,304
SPREP	127	127	0	0	0	0	127
EIB	600	223	513	0	0	0	736
UN Adaptation fund	2,913	1,436	1,750	415	0	0	3,601
GEF	0	0	0	5,517	0	0	5,517
Turkey	60	0	60	0	0	0	60
LOANS	9,697	9,698	15,150	3,808	0	0	28,656
EXIM	6,452	6,453	8,660	563	0	0	15,676
ADB	3,245	0	3,245	9,735	0	0	12,980
SOE - CIIC	0	0	2,747	1,300	0	0	4,047
<b>Grand Total</b>	<b>77,645</b>	<b>55,838</b>	<b>64,598</b>	<b>57,436</b>	<b>16,284</b>	<b>5,240</b>	<b>199,395</b>

### 3 Expenditure 2014/15 to 2018/19

Table 3.1 below summarises the capital investment by Sector.

The capital listed in Table 3.2 will be resourced by the Cook Islands (through either the Crown's cash reserves, loans or budget support). Funding for these projects are processed through the Treasury Division within the Ministry of Finance and Economic Management (MFEM).

The capital in Table 3.3 are those funded by development partners, and Table 3.4 by concessional loans granted to the Crown in order to develop, improve and maintain infrastructure assets and in turn improve the livelihood of all Cook Islanders. The majority of these are the outcomes of various development partners' forums and conventions that Government authorities have facilitated or attended.

Table 3.5 presents the capital initiatives funded by State Owned Enterprises.

**Table 3.1 Capital Investments by Sector (\$000)**

Sector	2014/15 Committed Spend	2015/16 Budget Estimate	2016/17 Budget Estimate	2017/18 Budget Estimate	2018/19 Budget Estimate	5-Year Total 2014-19
Agriculture	0	1,081	0	0	0	1,081
Education	1,008	5,642	5,448	110	110	12,318
Energy	13,576	15,008	18,662	250	250	47,746
Health	1,160	1,025	275	275	275	3,010
ICT	475	500	0	0	0	975
Marine	2,106	0	0	0	0	2,106
Multi Sector	4,382	6,557	3,175	1,060	560	15,734
Waste and Sanitation	1,553	5,160	4,230	4,295	3,065	18,303
Security	7,049	135	0	0	0	7,184
Tourism	800	0	0	0	0	800
Transport-Air	1,036	1,473	0	3,900	0	6,409
Transport-Road	11,790	7,204	4,107	480	480	24,060
Transport-Marine	860	334	0	0	0	1,194
Water	10,043	20,479	21,539	5,914	500	58,475
<b>Grand Total</b>	<b>55,838</b>	<b>64,598</b>	<b>57,436</b>	<b>16,284</b>	<b>5,240</b>	<b>199,395</b>



**Table 3.2 Capital Plan 2014/15 to 2018/19 Funded By Cook Islands Government**

<b>MINISTRY</b>	<b>2014/15 Committed Spend</b>	<b>2015/16 Budget Estimate</b>	<b>2016/17 Budget Estimate</b>	<b>2017/18 Budget Estimate</b>	<b>2018/19 Budget Estimate</b>	<b>5-Year Total 2014-2019</b>
<b>AITUTAKI ISLAND COUNCIL</b>	<b>304,000</b>	<b>915,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,219,000</b>
Aitutaki Fuel Storage Facility	258,000	0	0	0	0	258,000
Aitutaki Mini Transformers	13,000	0	0	0	0	13,000
Aitutaki Water Pumps (Vaiepeka, Tautu, Vaipae)	33,000	0	0	0	0	33,000
Aitutaki road sealing	0	915,000	0	0	0	915,000
<b>COOK ISLANDS INVESTMENT CORPORATION</b>	<b>1,410,000</b>	<b>3,544,000</b>	<b>1,400,000</b>	<b>750,000</b>	<b>250,000</b>	<b>7,354,000</b>
Apii Nikao design, demolition, construction supervision	780,000	384,000	250,000	0	0	1,414,000
Asset Management Information System	253,000	0	0	0	0	253,000
Provision for land rent reviews	0	500,000	500,000	500,000	0	1,500,000
Mangaia School Bus	73,000	0	0	0	0	73,000
Orongo Development Master Plan and Centre reconstruction	250,000	250,000	250,000	250,000	250,000	1,250,000
Pa Enea Renewable Energy Projects-Land Acquisition	10,000	1,410,000	400,000	0	0	1,820,000
Pukapuka Hospital Reconstruction	0	500,000	0	0	0	500,000
Renovations Cook Islands High Commission (Wellington)	44,000	0	0	0	0	44,000
Te Mato Vai - Land acquisition for water intakes	0	500,000	0	0	0	500,000
<b>MINISTRY OF EDUCATION</b>	<b>155,000</b>	<b>198,000</b>	<b>198,000</b>	<b>110,000</b>	<b>110,000</b>	<b>771,000</b>
Fund to be Prioritised by Education	110,000	110,000	110,000	110,000	110,000	550,000
ICT upgrades (computers & laptops)	45,000	88,000	88,000	0	0	221,000
<b>MINISTRY OF HEALTH</b>	<b>1,160,000</b>	<b>525,000</b>	<b>275,000</b>	<b>275,000</b>	<b>275,000</b>	<b>2,510,000</b>
Cobas e411 Immuno Assay Analyser	85,000	0	0	0	0	85,000
Fund to be Prioritised by Health for Technical Equipment	275,000	275,000	275,000	275,000	275,000	1,375,000
Haematology Instrument	120,000	0	0	0	0	120,000
ICT (laptops and equipment) upgrades	150,000	0	0	0	0	150,000
Laparoscope Machine	200,000	0	0	0	0	200,000
New Hospital Pharmacy Warehouse fit-out	100,000	0	0	0	0	100,000
Oxygen Plant Overhaul	170,000	0	0	0	0	170,000
Ultrasound Machine	60,000	0	0	0	0	60,000
Theatre bed	0	250,000	0	0	0	250,000
<b>INFRASTRUCTURE COOK ISLANDS</b>	<b>7,789,500</b>	<b>9,458,500</b>	<b>2,937,000</b>	<b>3,350,000</b>	<b>2,670,000</b>	<b>26,205,000</b>
Atiu Airport Runway Stabilisation	142,000	858,000	0	0	0	1,000,000
Atiu Crusher	540,000	102,000	0	0	0	642,000
Atiu Tipper Truck	100,000	0	0	0	0	100,000
Bitumen truck	0	120,000	0	0	0	120,000
Bridges & Drainage	355,000	1,500,000	227,000	0	0	2,082,000

<b>MINISTRY</b>	<b>2014/15 Committed Spend</b>	<b>2015/16 Budget Estimate</b>	<b>2016/17 Budget Estimate</b>	<b>2017/18 Budget Estimate</b>	<b>2018/19 Budget Estimate</b>	<b>5-Year Total 2014-2019</b>
Development of Punanga Nui Coastal Area - ADB ERSP	40,000	0	0	0	0	40,000
Mangaia Water and Roads	80,000	100,000	0	0	0	180,000
Manihiki Harbours	800,000	100,000	0	0	0	900,000
Mauke Manea Games	53,000	0	0	0	0	53,000
Mitiaro Airport Repairs	131,000	0	0	0	0	131,000
Muri Road Widening (including Aroko)	100,000	335,000	0	0	0	435,000
National Incinerator Feasibility Study	0	150,000	0	0	0	150,000
Pa Enua Machinery Shelters	0	500,000	0	0	0	500,000
Project City Stage 1 - ADB ERSP	0	0	0	0	0	0
Project City Stage 2 - ADB ERSP	100,000	0	0	0	0	100,000
Project City Stage 3 - ADB ERSP	3,091,500	3,091,500	0	0	0	6,183,000
Project City Project Management Unit	365,000	62,000	0	0	0	427,000
Pukapuka Bobcat	81,000	0	0	0	0	81,000
Rakahanga Harbour Improvement (feasibility study)	60,000	0	0	0	0	60,000
Road Network Maintenance	430,000	430,000	430,000	430,000	430,000	2,150,000
Rutaki Foreshore Rock Revetment	0	200,000	0	0	0	200,000
Sanitation Upgrade Programme	750,000	1,410,000	1,780,000	2,420,000	1,740,000	8,100,000
Tereora/Tepuka Enviro-Flow	3,000	0	0	0	0	3,000
Vaimaru Water Upgrade	68,000	0	0	0	0	68,000
Water Network Maintenance	500,000	500,000	500,000	500,000	500,000	2,500,000
<b>MINISTRY OF INTERNAL AFFAIRS</b>	<b>50,000</b>	<b>100,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>300,000</b>
Internal Affairs Tipper Truck	0	50,000	0	0	0	50,000
Vaka Maintenance Capital Projects	50,000	50,000	50,000	50,000	50,000	250,000
<b>MINISTRY OF MARINE RESOURCES</b>	<b>0</b>	<b>0</b>	<b>500,000</b>	<b>0</b>	<b>0</b>	<b>500,000</b>
Central Laboratory	0	0	500,000	0	0	500,000
<b>MINISTRY OF FINANCE AND ECONOMIC MANAGEMENT</b>	<b>4,069,000</b>	<b>7,411,000</b>	<b>11,597,000</b>	<b>3,567,000</b>	<b>0</b>	<b>26,644,000</b>
China Grant Heavy Machinery & Pearl Equipment Freight, Training & Inspections	1,800,000	500,000	0	0	0	2,300,000
CIGov Procurement Website - ADB ERSP	50,000	100,000	0	0	0	150,000
Government IT Network	150,000	100,000	0	0	0	250,000
Rarotonga Watertank Subsidy - ADB ERSP	609,000	207,000	0	0	0	816,000
RMS Web Lodgement System	275,000	300,000	0	0	0	575,000
Te Mato Vai - Rarotonga Water Upgrade	1,185,000	6,204,000	11,597,000	3,567,000	0	22,553,000
<b>OFFICE OF THE PRIME MINISTER</b>	<b>1,626,000</b>	<b>805,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>3,181,000</b>
Atiu Power Distribution	300,000	105,000	0	0	0	405,000
Atiu water distribution mains	0	450,000	0	0	0	450,000
Manihiki and Penrhyn Electrical Distribution and Meters	122,000	0	0	0	0	122,000

<b>MINISTRY</b>	<b>2014/15 Committed Spend</b>	<b>2015/16 Budget Estimate</b>	<b>2016/17 Budget Estimate</b>	<b>2017/18 Budget Estimate</b>	<b>2018/19 Budget Estimate</b>	<b>5-Year Total 2014-2019</b>
Nassau New Generator Set and Powerline Upgrade	35,000	0	0	0	0	35,000
Northern Group Wiring Upgrades and Certification	500,000	0	0	0	0	500,000
Palmerston New Generator Set and Powerline Upgrade	22,000	0	0	0	0	22,000
Penrhyn New Generator Set and Powerline Upgrade	56,000	0	0	0	0	56,000
Pukapuka New Generator Set and Powerline Upgrade	46,000	0	0	0	0	46,000
Rakahanga New Generator Set and Powerline Upgrade	95,000	0	0	0	0	95,000
Renewable Management Project Management and Support	250,000	250,000	250,000	250,000	250,000	1,250,000
Tractors for Northern Group	200,000	0	0	0	0	200,000
<b>MINISTRY OF POLICE</b>	<b>154,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>154,000</b>
Te Kukupa Refit	95,000	0	0	0	0	95,000
Search and rescue boat	59,000	0	0	0	0	59,000
<b>MINISTRY TOTAL</b>	<b>16,717,500</b>	<b>22,956,500</b>	<b>17,207,000</b>	<b>8,352,000</b>	<b>3,605,000</b>	<b>68,838,000</b>
<b>CAPITAL FUNDS ADMINISTERED BY MFEM</b>	<b>310,000</b>	<b>410,000</b>	<b>310,000</b>	<b>310,000</b>	<b>310,000</b>	<b>1,650,000</b>
Capital Distribution Fund	200,000	300,000	200,000	200,000	200,000	1,100,000
Outer Islands Small Capital Fund	110,000	110,000	110,000	110,000	110,000	550,000
<b>TOTAL</b>	<b>17,027,500</b>	<b>23,366,500</b>	<b>17,517,000</b>	<b>8,662,000</b>	<b>3,915,000</b>	<b>70,488,000</b>

**Table 3.3 Capital Plan 2014/15 to 2018/19 Funded By Grants**

MINISTRY	FUNDING SOURCE	2014/15 Committed Spend	2015/16 Budget Estimate	2016/17 Budget Estimate	2017/18 Budget Estimate	2018/19 Budget Estimate	5-Year Total 2014-19
<b>MINISTRY OF AGRICULTURE</b>		<b>0</b>	<b>1,081,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,081,000</b>
Pa Enea Agriculture Equipment	PRC	0	1,081,000	0	0	0	1,081,000
<b>AIRPORT AUTHORITY</b>		<b>223,000</b>	<b>513,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>736,000</b>
Improving Pacific Air Safety	EIB	223,000	513,000	0	0	0	736,000
<b>COOK ISLANDS INVESTMENT CORPORATION</b>		<b>0</b>	<b>5,400,000</b>	<b>5,400,000</b>	<b>0</b>	<b>0</b>	<b>10,800,000</b>
Apii Nikao Rebuild	PRC	0	5,000,000	5,000,000	0	0	10,000,000
Chinese Public Building upgrades (TSA, Police, Court house)	PRC	0	400,000	400,000	0	0	800,000
<b>MINISTRY OF CULTURAL DEVELOPMENT</b>		<b>236,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>236,000</b>
Audio-visual equipment	Korea	236,000	0	0	0	0	236,000
<b>MINISTRY OF EDUCATION</b>		<b>0</b>	<b>60,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>60,000</b>
ICT upgrades (computers & laptops)	Turkey	0	60,000	0	0	0	60,000
<b>INFRASTRUCTURE COOK ISLANDS</b>		<b>7,817,000</b>	<b>3,784,000</b>	<b>5,850,000</b>	<b>5,775,000</b>	<b>1,325,000</b>	<b>24,551,000</b>
Atiu Airport Upgrade	PRC	0	0	0	3,900,000	0	3,900,000
Mauke and Mitiaro Harbours	NZ/A	0	234,000	0	0	0	234,000
Outer Islands Heavy Machinery	PRC	7,017,000	0	3,400,000	0	0	10,417,000
Sanitation Upgrade Programme	NZ/A	800,000	3,550,000	2,450,000	1,875,000	1,325,000	10,000,000
<b>MINISTRY OF MARINE RESOURCES</b>		<b>2,106,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,106,000</b>
Pearl Farming Equipment	PRC	2,106,000	0	0	0	0	2,106,000
<b>MINISTRY OF FINANCE AND ECONOMIC MANAGEMENT</b>		<b>1,150,000</b>	<b>3,573,000</b>	<b>8,169,000</b>	<b>1,847,000</b>	<b>0</b>	<b>14,739,000</b>
Automated Border Management	NZ/A	135,000	135,000	0	0	0	270,000
Te Mato Vai - Rarotonga Water Upgrade	NZ/A	1,015,000	3,438,000	8,169,000	1,847,000	0	14,469,000
<b>OFFICE OF THE PRIME MINISTER</b>		<b>13,305,000</b>	<b>12,168,000</b>	<b>8,902,000</b>	<b>0</b>	<b>0</b>	<b>34,375,000</b>
Northern Water Project Phase 2	EU-German	0	420,000	210,000	0	0	630,000
Promoting Energy Efficiency in the Pacific	ADB PEEP2	234,000	0	0	0	0	234,000
Renewable Energy - Northern Group	NZ/A	10,800,000	0	0	0	0	10,800,000
Renewable Energy - Palmerston	Denmark (SIDS-DOCK)	708,000	0	0	0	0	708,000
Renewable Energy - PV Equipment	Japan PEC	0	5,231,000	0	0	0	5,231,000
Renewable Energy - Southern Group	European Union	0	4,500,000	2,760,000	0	0	7,260,000
Renewable Energy - Southern Group	GEF	0	0	5,517,000	0	0	5,517,000
Renewable Energy - survey, common design principles, standard mini-grid design, design & supervision services	SPREP-PIGGAREP	127,000	0	0	0	0	127,000
Strengthening Resilience of Island Communities	UN Adaptation fund	1,436,000	1,750,000	415,000	0	0	3,601,000
Pa Enea Utility Vehicles	Korea	0	267,000	0	0	0	267,000

MINISTRY	FUNDING SOURCE	2014/15 Committed Spend	2015/16 Budget Estimate	2016/17 Budget Estimate	2017/18 Budget Estimate	2018/19 Budget Estimate	5-Year Total 2014-19
<b>MINISTRY OF POLICE</b>		<b>6,760,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,760,000</b>
Te Kukupa Refit	Australia Defence Force	6,760,000	0	0	0	0	6,760,000
<b>COOK ISLANDS TOURISM CORPORATION</b>		<b>760,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>760,000</b>
Cruising Infrastructure	NZ/A	260,000	0	0	0	0	260,000
Tourism Infrastructure - Development Studies and Implementation	NZ/A	500,000	0	0	0	0	500,000
<b>TOTAL</b>		<b>32,357,000</b>	<b>26,579,000</b>	<b>28,321,000</b>	<b>7,622,000</b>	<b>1,325,000</b>	<b>96,204,000</b>

**Table 3.4 Capital Plan 2014/15 to 2018/19 Funded by Loans**

MINISTRY	FUNDING SOURCE	2014/15 Committed Spend	2015/16 Budget Estimate	2016/17 Budget Estimate	2017/18 Budget Estimate	2018/19 Budget Estimate	5-Year Total 2014-2019
<b>MINISTRY OF FINANCE AND ECONOMIC MANAGEMENT</b>		<b>6,453,000</b>	<b>8,660,000</b>	<b>563,000</b>	<b>0</b>	<b>0</b>	<b>15,676,000</b>
Te Mato Vai - Rarotonga Water Upgrade	EXIM	6,453,000	8,660,000	563,000	0	0	15,676,000
<b>OFFICE OF THE PRIME MINISTER</b>		<b>3,245,000</b>	<b>6,490,000</b>	<b>3,245,000</b>	<b>0</b>	<b>0</b>	<b>12,980,000</b>
Renewable Energy - Southern Group including Rarotonga	ADB	0	3,245,000	9,735,000	0	0	12,980,000
<b>TOTAL</b>		<b>6,453,000</b>	<b>11,905,000</b>	<b>10,298,000</b>	<b>0</b>	<b>0</b>	<b>28,656,000</b>

**Table 3.5 Capital Plan 2014/15 to 2018/19 Funded by State Owned Enterprises**

MINISTRY	FUNDING SOURCE	2014/15 Committed Spend	2015/16 Budget Estimate	2016/17 Budget Estimate	2017/18 Budget Estimate	2018/19 Budget Estimate	5-Year Total 2014-2019
<b>COOK ISLANDS INVESTMENT CORPORATION</b>		<b>0</b>	<b>2,747,000</b>	<b>1,300,000</b>	<b>0</b>	<b>0</b>	<b>4,047,000</b>
Vaikapuangi Central Administration and Archives extension for centralised storage	SOE-CIIC	0	2,747,000	1,300,000	0	0	4,047,000
<b>TOTAL</b>		<b>0</b>	<b>2,747,000</b>	<b>1,300,000</b>	<b>0</b>	<b>0</b>	<b>4,047,000</b>

## 4 Capital Programmes

### 4.1 Te Mato Vai – Rarotonga Water Upgrades

Table 4.1 Programme costs (\$000)

	2014/15	2015/16	2016/17	2017/18	2018/19	5-Year
<b>Stage 1 Ringmain Construction Works</b>						
EXIM Bank	5,582	7,789	269	0	0	13,640
New Zealand	0	0	0	0	0	0
Cook Islands	0	0	0	0	0	0
	<b>5,582</b>	<b>7,789</b>	<b>269</b>	<b>0</b>	<b>0</b>	<b>13,640</b>
<b>Stage 2 Headworks, Water Treatment Plant and Reservoirs</b>						
EXIM Bank	0	0	0	0	0	0
New Zealand	0	2,458	6,968	1,742	0	11,168
Cook Islands	0	3,861	9,722	2,107	0	15,690
	<b>0</b>	<b>6,319</b>	<b>16,690</b>	<b>3,849</b>	<b>0</b>	<b>26,858</b>
<b>Project Management, Master Plan, Detailed Design, Customer Side Leakage and Supervision</b>						
EXIM Bank	282	282	0	0	0	564
New Zealand	1,015	980	1,201	105	0	3,301
Cook Islands	1,185	2,155	1,499	144	0	4,983
	<b>2,482</b>	<b>3,417</b>	<b>2,700</b>	<b>249</b>	<b>0</b>	<b>8,848</b>
<b>Contingency</b>						
EXIM Bank	589	589	294	0	0	1,472
New Zealand	0	0	0	0	0	0
Cook Islands	0	188	376	1,316	0	1,880
	<b>589</b>	<b>777</b>	<b>670</b>	<b>1,316</b>	<b>0</b>	<b>3,352</b>
<b>Total</b>						
EXIM Bank	6,453	8,660	563	0	0	15,676
New Zealand	1,015	3,438	8,169	1,847	0	14,469
Cook Islands	1,185	6,204	11,597	3,567	0	22,553
<b>Total</b>	<b>8,653</b>	<b>18,302</b>	<b>20,329</b>	<b>5,414</b>	<b>0</b>	<b>52,698</b>

The Cook Islands Government has embarked on a multimillion dollar upgrade of the water system on Rarotonga, with the goal of “delivering potable water, reliably, to all properties connected to the existing water supply network, by 2015”. The objective of the project is to deliver potable drinking water to the boundary of all residential and commercial properties connected to the current network on Rarotonga. This is a vital development milestone for Rarotonga and will have significant national health, economic and environmental benefits.

A substantial programme of work is planned under Te Mato Vai, including improvement of access roads to intakes, rehabilitation and upgrade of intakes, installation of treatment and storage facilities, and the replacement of trunk and distribution mains.

As of mid-April 2015, sixty four per cent of the distribution mains have been constructed.

The public tender for the construction works for the remaining work is currently underway. The designs are based on the *Te Mato Vai Water Supply Master Plan for Rarotonga* approved by Government in April 2014.

The revised cost estimate presented above for Te Mato Vai is based on the most recent designs and implementation plan. The full cost of the upgrades will be met by Cook Islands government, a grant from the New Zealand government, and a concessional loan from the Export Import Bank of China (EXIM Bank).

Replacement of water mains in Rarotonga’s town area was completed in 2012/13 (Project City 1 and 2 – refer to section 4.3). This project was funded by a loan from the Asian Development Bank and is the first phase of Te Mato Vai.

Te Mato Vai project management structure includes a Project Governance Group and Project

Steering Group, and is supported by the MFEM, Cook Islands Investment Corporation (CIIC), Infrastructure Cook Islands (ICI) and the New Zealand High Commission.

Government approved the creation of a State Owned Enterprise (SOE) to manage the new and improved assets. The SOE will be established prior to the completion of Te Mato Vai with the assistance of the Asian Development Bank. The Water Division of Infrastructure Cook Islands will be transferred to the new SOE.

## 4.2 Land acquisition for water intakes

**Table 4.2 Programme costs (\$000)**

Project Costs (\$000)	2014/15	2015/16	2016/17	2017/18	2018/19	5-Year
Land acquisition (CIG)	0	500	0	0	0	500
<b>Total</b>	<b>0</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500</b>

Government has approved the payment of compensation to the landowners for land required for the ten (10) intakes, including filtration, treatment, and storage units. The amount of the compensation would be subject to a land valuation study being undertaken and agreement with the landowners. The land valuation study was undertaken by a New Zealand registered valuer with previous experience of doing similar work in Rarotonga. The budgeted amount is based on the valuers recommendations.

## 4.3 Project City Water and Road Network Upgrade

**Table 4.3 Programme Costs (\$000)**

Project	2014/15	2015/16	2016/17	2017/18	2018/19	5-Year
Project City 2 (CIG-ADB)	100	0	0	0	0	100
Project City 3 (CIG-ADB)	3,092	3,092	0	0	0	6,284
Project City PMU (CIG-ADB)	365	62	0	0	0	427
<b>Total</b>	<b>3,557</b>	<b>3,154</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,711</b>

Project City is cofinanced by the Cook Islands Government and Asian Development Bank Economic Recovery Support Programme (ADB ERSP), and involves the upgrading of the water and road network through the Avarua township; from the Islander Hotel in Panama to the Tupapa meeting house.

The water supply network was completed in 2014. The reconstruction of the main, back and inner roads commenced in January 2015 and will be completed in July 2015. A Project Management Unit (PMU) consisting of contracted engineers and project supervisors was established under ICI to implement the project on behalf of Government.

## 4.4 Rarotonga Watertank Subsidy

**Table 4.4 Programme Costs (\$000)**

Project	2014/15	2015/16	2016/17	2017/18	2018/19	5-Year
Rarotonga Watertank subsidy (CIG)	609	207	0	0	0	816
<b>Total</b>	<b>609</b>	<b>207</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>816</b>

In 2012 the Economic Taskforce recommended a subsidy approach for residents of Rarotonga, to increase access to fresh water. It was estimated that 2,000 households were without tanks, with a potential water storage and supply increase of about 12,000,000 litres. In 2013, Government

approved the Rarotonga Water Tank Subsidy Scheme and an overall budget of \$3,000,000 over three years 2013 to 2015.

The scheme provides a \$1,500 subsidy for a 6000 litre industry standard water tank, auxiliary pipes, and pump to eligible households. Rainwater harvesting is optional, although recommended to improve water security. The homeowners cover any additional costs over and above the subsidy. A hardship grant is available through Ministry of Internal Affairs to homeowners who require financial assistance.

As of April 2015 1,575 tanks were installed. The programme has been extended to December 2015 by which time, we expect to have completed all 2,000 installations. The subsidy is administered by ICI and the MFEM.

## 4.5 National Renewable Energy Development Programme

**Table 4.5 Programme Costs (\$000)**

<b>Project</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>5-Year</b>
Manihiki and Penrhyn Electrical Distribution and Meters	122	0	0	0	0	122
Nassau New Generator Set and Powerline Upgrade	35	0	0	0	0	35
Palmerston New Generator Set and Powerline Upgrade	22	0	0	0	0	22
Northern Group Wiring Upgrades and Certification	500	0	0	0	0	500
Penrhyn New Generator Set and Powerline Upgrade	56	0	0	0	0	56
Pukapuka New Generator Set and Powerline Upgrade	46	0	0	0	0	46
Rakahanga New Generator Set and Powerline Upgrade	95	0	0	0	0	95
Renewable Energy – Northern Group (NZ/A)	10,800	0	0	0	0	10,800
Renewable Energy – Palmerston (Denmark-SIDS-DOC)	708	0	0	0	0	708
Renewable Energy - survey, common design principles, standard mini-grid design, design & supervision services (SPREP)	127	0	0	0	0	127
Atiu Power Distribution (CIG)	300	105	0	0	0	405
Renewable Management Project Management and Support (CIG)	250	250	250	250	250	1,250
Pa Enua Renewable Energy Land Acquisition (CIG)	10	1,410	400	0	0	1,820
Renewable Energy - PV Equipment (Japan-PEC)	0	5,231	0	0	0	5,231
Renewable Energy - Southern Group (EU)	0	4,500	2,760	0	0	7,260
Renewable Energy - Southern Group (GEF)	0	0	5,517	0	0	5,517
Renewable Energy - Southern Group including Rarotonga (ADB loan)	0	3,245	9,735	0	0	12,980
<b>Total</b>						
Cook Islands	1,436	1,765	650	250	250	4,351
New Zealand/Australia	10,800	0	0	0	0	10,800
Denmark – SIDS-DOC	708	0	0	0	0	708
SPREP	127	0	0	0	0	127
Japan (PEC)	0	5,231	0	0	0	5,231



<b>Project</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>5-Year</b>
European Union	0	4,500	2,760	0	0	7,260
Global Environment Facility	0	0	5,517	0	0	5,517
ADB Loan	0	3,245	9,735	0	0	12,980
<b>Total</b>	<b>13,071</b>	<b>14,741</b>	<b>18,662</b>	<b>250</b>	<b>250</b>	<b>46,974</b>

Energy needs throughout the Cook Islands have been primarily reliant on fossil fuels for the generation of electricity. Government acknowledges that the country needs to de-couple itself from the use of fossil fuels to supply electricity, and has set ambitious targets of 50 per cent of islands converted to renewable energy sources by 2015 and 100 per cent by 2020. Progress towards this target has been slow but gained significant momentum in the 2013/14 year with the support of development partners’.

Major changes to the delivery of the renewable energy programme were instigated with the commitment of New Zealand to support the transformation of the Pae Tokerau to photovoltaic mini-grid systems through ‘Te Huiira Natura ki Tokerau’ implementation plan. The New Zealand government has generously allocated \$24.598 million towards development of renewable energy in the Pae Tokerau over the three financial years commencing in 2013/14. Cook Islands Government spending in the Pae Tokerau focused on the supply of generators and powerline upgrades. In 2014/15, the new solar power systems on Nassau, Pukapuka, Penrhyn, Manihiki and Rakahanga were completed and commissioned. The solar system on Palmerston is well underway and expected to be completed by July 2015.

For the Pae Tonga, a mixed grant and borrowing funding package of \$30.988 million provided by the European Union (EU), the Japanese Government Pacific Environment Community fund (PEC), the Asian Development Bank (ADB), and the Global Environment Facility (GEF) will enable the conversion from fossil fuels to renewable energy.

The Cook Islands Government will continue its annual contribution to project management of \$0.250 million through the Office of the Prime Minister (OPM), and will complete the Atiu power distribution upgrades ( valued at \$0.405 million).

Our efforts to legalise land required in the Pa Enea for solar farms and powerhouses will continue in 2015/16 and 2016/17, to ensure the investment in renewable energy assets across the country is secured and sustained over the long-term.

## 4.6 Sanitation Upgrade Programme

Table 4.6 Programme Costs (\$000)

Project	2014/15	2015/16	2016/17	2017/18	2018/19	5-Year
<b>Residential Sanitation Upgrade, Rarotonga Phase 2 and Aitutaki</b>						
New Zealand	20	3,113	2,000	1,425	942	7,500
Cook Islands	455	700	1,070	1,470	1,305	5,000
	<b>475</b>	<b>3,812</b>	<b>3,070</b>	<b>2,895</b>	<b>2,247</b>	<b>12,500</b>
<b>Management and administration</b>						
New Zealand	620	237	250	250	193	1,550
Cook Islands	295	460	460	400	0	1,615
	<b>915</b>	<b>697</b>	<b>710</b>	<b>650</b>	<b>193</b>	<b>3,165</b>
<b>Water Quality Management</b>						
New Zealand	100	100	100	100	50	450
Cook Islands	0	50	50	50	0	150
	<b>100</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>50</b>	<b>600</b>
<b>Compliance and Enforcement Programme - New Zealand</b>						
	<b>60</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>140</b>	<b>500</b>
<b>Outer Islands Sanitation - Cook Islands</b>						
	<b>0</b>	<b>200</b>	<b>200</b>	<b>500</b>	<b>435</b>	<b>1,335</b>
<b>Total</b>						
New Zealand	800	3,550	2,450	1,875	1,325	10,000
Cook Islands	750	1,410	1,780	2,420	1,740	8,100
<b>Total</b>	<b>1,550</b>	<b>4,960</b>	<b>4,230</b>	<b>4,295</b>	<b>3,065</b>	<b>18,100</b>

The Sanitation Upgrade Programme is a five-year programme, designed to preserve the quality of water resources in Rarotonga and Aitutaki through improved sanitation, thereby managing the risks posed to tourism, public health and the environment. The intended core outcomes of the Sanitation Upgrade Programme are:

- improved lagoon water resource quality;
- sanitation systems that comply with prevailing Cook Islands Wastewater Sewage and Sanitation Regulations and Code;
- reduced water resource contamination from sanitary system wastewater discharges;
- sludge management arrangements at wastewater treatment facilities on Rarotonga and Aitutaki with sufficient capacity to process the anticipated future load;
- a functioning sanitation sector that is supported by effective policy, legislation, regulations; planning and sustainable resourcing; and
- a robust baseline dataset for water quality on Rarotonga and Aitutaki.

The sanitation programme is slightly behind schedule as a result of political uncertainty at the start of the year and the delayed passing of the Budget. Work is now progressing in the Titikaveka area with 60 systems expected to be installed by 30 June 2015. The first system will be installed in Aitutaki in July 2015. Over the next 3-years, new systems will be installed at a rate of 250 systems per year.

## 4.7 Strengthening the Resilience of our Islands and our Communities to Climate Change, and Northern Waters Project

**Table 4.7 Programme Costs (\$000)**

<b>Project</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>5-Year</b>
Aitutaki Domestic Water Tanks	233	0	0	0	0	233
Atiu Domestic Water Tanks	280	0	0	0	0	280
Palmerston Domestic Water Tanks	19	0	0	0	0	19
Mangaia Water Pipe Upgrade (Tamarua)	92	48	0	0	0	140
Materials and Equipment for Pa Enea Emergency Centres	15	35	0	0	0	50
Rarotonga Weather Network and management system	137	100	0	0	0	237
Health Vector Borne control	135	0	0	0	0	135
Small grants programme for Pa Enea communities	200	222	0	0	0	422
Tourism support for adaptation to Climate Change	0	80	50	0	0	130
Support for coastal protection in the Pa Enea	0	150	225	0	0	375
Support for Marine/Agriculture in the Pa Enea	100	75	0	0	0	175
Atiu Blast Freezer Unit	40	0	0	0	0	40
Coconut processing plants for Mauke, Atiu & Manihiki	35	100	0	0	0	135
Manihiki Hydroponic system, Tukao	45	0	0	0	0	45
Mangaia Agriculture	60	50	0	0	0	110
Mauke Airport Walk in Chiller	40	0	0	0	0	40
Mitiaro Water Tanks (community-new and repairs)	0	265	0	0	0	265
Atiu Community Water Storage	5	95	0	0	0	100
Aitutaki Community Water Tanks	0	150	0	0	0	150
Pukapuka Community Water Tanks	0	200	92	0	0	292
Rakahanga Community Water Tanks	0	200	65	0	0	265
Penrhyn Community Water Tanks	0	150	93	0	0	243
Nassau Community Water Tanks	0	100	50	0	0	150
Manihiki Community Water Tanks	0	150	50	0	0	200
<b>Total</b>						
UN Adaptation Fund	1,436	1,750	415	0	0	3,601
EU-German Development Cooperation (Northern Waters)	0	420	210	0	0	630
<b>Total</b>	<b>1,436</b>	<b>2,170</b>	<b>625</b>	<b>0</b>	<b>0</b>	<b>4,231</b>

Climate change programmes are managed and coordinated by the Climate Change Cook Islands Division of OPM in collaboration with key stakeholders and the community.

“Strengthening the Resilience of our Islands and our Communities to Climate Change” (SRIC) is funded primarily by the United Nations Adaptation Fund. Water infrastructure in the Pa Enea forms a large part of the allocated capital budget. There is also \$43,000 allocated to each Pa Enea for small grants/projects that support resilience building, which can be accessed via the SRIC focal point on each island.

Many of the Pa Enea communities had specific village water tanks built in the 1960's to provide safe water to the population of the villages. Despite funding for 6000 litre water tanks to each household in the Pa Enea, along with upgrades to the water system in these islands, storage volumes are inadequate for the longer dry spells being experienced. This has led to the desire to rehabilitate the community concrete tanks. These 45,000 litre tanks are located about the various villages with water being saved from a purpose designed iron roof system over the tanks. These tanks would then provide a backup for the supply of water to the communities.

In 2014/15 a number of grant programmes were completed or implemented including the distribution of household watertanks on Atiu, Aitutaki and Palmerston. Much of the planning and preparatory work for the remaining SRIC projects are complete, and ready for implementation in 2015/16.

The German Development Cooperation (through the European Union) is co-financing the upgrades to community water tanks in the northern group. This will complete the Northern waters project, which commenced in 2013.

## 5 Capital Projects

### 5.1 Aitutaki Road Sealing

**Table 5.1 Project Costs (\$000)**

Project Costs (\$000)	2014/15	2015/16	2016/17	2017/18	2018/19	5-Year
Procurement and works (CIG)	0	915	0	0	0	915
<b>Total</b>	<b>0</b>	<b>915</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>915</b>

There is a need to protect the present sealed road network by providing a second coat seal to the main roads on the island. All sealed roading systems require resealing within a period of seven years due to wear and tear, or bitumen oxidation that will lead to the failure of the sealed surface.

The intended works will improve and maintain a good and reliable road transport network while extending the all weather roading system in Aitutaki. The clay roads on the southern portion of Aitutaki have become almost impassable during periods of high rainfall, and in dry conditions pose health risks due to fine clay particles in the atmosphere. As tourist arrivals increase to the island of Aitutaki, and tourists become more adventurous, there is a need to provide an extended safe transport system.

It follows that the sealing programme applied in the new millennium requires upgrading and maintenance, with extension of basecourse and seal over the present loose clay surfaces, to reduce health risks posed by fine clays and silts.

The Aitutaki Island Government will commence resealing twenty six kilometres of roads in 2015/16, with the assistance of Infrastructure Cook Islands.

### 5.2 Apii Nikao Rebuild

**Table 5.2 Project Costs (\$000)**

Project Costs (\$000)	2014/15	2015/16	2016/17	2017/18	2018/19	5-Year
Construction works (PRC)	0	5,000	5,000	0	0	10,000
Design, demolition, construction supervision (CIG)	780	384	250	0	0	1,414
<b>Total</b>	<b>780</b>	<b>5,384</b>	<b>5,250</b>	<b>0</b>	<b>0</b>	<b>11,414</b>

In October 2013 the Avatea School in Rarotonga suffered significant fire damage due to an arson attack. As a result, large portions of the primary school were destroyed and have been subsequently demolished. The Avatea School is co-located with another primary school, Nikao Maori School, which specialises in providing full emersion in Cook Islands Maori. Following consultations with the Avatea and Nikao Maori communities, and structural assessments of the remaining buildings, the Cook Islands government decided in December 2013 to merge the Nikao Maori and Avatea schools. This merger would be enforced upon the completion of the construction of one new school to be known initially as 'Apii Nikao'.

The majority of government schools on Rarotonga, including Avatea and Nikao schools, were constructed between the 1950s and 1970s. Over the years teaching practice and student learning needs have changed significantly. There is great demand for modern learning environments to support strengths-based teaching and which offer students and teachers flexibility, openness, and access to resources. Due to the age of existing building structures and condition of materials, most buildings need to be replaced to be able to meet these demands. The decision to construct a new school has provided the Cook Islands with an opportunity to build an environmentally sustainable building which provides the capacity to serve the needs of students of both schools in a modern learning environment.

The new school will accommodate 500 students and 40 teachers; draw on the cultural heritage of the local area; provide quality, comfortable and flexible learning environments; and address climate change by adopting energy efficiency and flood prevention measures. The individual buildings are being planned as modern learning environments similar in concept to modern schools in New Zealand. These do not look like single classrooms for single classes but larger open spaces where a number of teachers can work with students across different levels and subject areas. These “learning communities” have smaller break out areas that can be used for smaller groups or specific activities.

A proposal has been submitted to the People’s Republic of China for the construction of the new school. Government is seeking a total of \$10 million in grant funding to cover construction, utilities completion, external works, furnishings and fit-out. The new school will be constructed on the current site of the two schools.

The Apii Nikao Coordinating Committee, consisting of representatives from the schools, infrastructure and central agencies, are overseeing the design and planning process, and eventually the construction and quality monitoring process.

### 5.3 Atiu Airport Upgrade

**Table 5.3 Project Costs (\$000)**

<b>Project Costs (\$000)</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>5-Year</b>
Airport Runway Stabilisation (CIG)	142	858	0	0	0	1,000
Airport Upgrade (PRC)	0	0	0	3,900	0	3,900
<b>Total</b>	<b>142</b>	<b>858</b>	<b>0</b>	<b>3,900</b>	<b>0</b>	<b>4,900</b>

The island of Atiu has shown growing potential for a sustainable tourism industry. Future growth could be achieved through enabling larger aircraft to operate in Atiu.

The concept is to upgrade and seal the runway and provide a better terminal area along with airfield fencing to restrict animal movements. The benefits of a sealed runway will include reduced maintenance / runway upkeep, better passenger service to Atiu, and increased aircraft size (which will also enable outward freighting of agricultural products).

The Peoples Republic of China has been identified as the financier for this project, although negotiations for grant funding assistance is still ongoing.

### 5.4 Atiu Water distribution mains

**Table 5.4 Project Costs (\$000)**

<b>Project Costs (\$000)</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>5-Year</b>
Procurement and works (CIG)	0	450	0	0	0	450
<b>Total</b>	<b>0</b>	<b>450</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>450</b>

Onsite water tanks are the main source of water for the Atiu community. Reticulation of bored water similar to Mauke has been proposed for many years. In 2015/16 a budget of \$450,000 will support the laying of the water mains in the village areas. The water mains will be laid alongside the power distribution cables. Further design studies will be conducted in the future to eventually connect a new water source to the properties.

## 5.5 Bridges and Drainage

**Table 5.5 Project Costs (\$000)**

Project Costs (\$000)	2014/15	2015/16	2016/17	2017/18	2018/19	5-Year
Construction work (CIG)	355	1,500	227	0	0	2,082
<b>Total</b>	<b>355</b>	<b>1,500</b>	<b>227</b>	<b>0</b>	<b>0</b>	<b>2,082</b>

A number of structural and stability issues on bridges around Rarotonga were identified in 2013. These structures are critical to maintaining and improving the road network for tourist and the population in general. Increasing peak river flows during heavy rainfall have damaged and undermined abutments and shown waterways to be inadequate, putting the structures at risk of failure.

In 2013/14 Government made a commitment to rectify the issues and approved a budget of \$2.5 million. Stabilisation and embankment improvements have since been completed on the smaller bridges in Betela and Matavera, and stormwater drains at Ngatipa and Takuvaine Valley. No work was carried out in 2014/15 due to reprioritisation of funding to complete the Project City road reconstruction work. Work will resume on bridges and drainage in 2015/16 starting with structural repairs and improvements to the Avatiu Valley bridge and embankment. Infrastructure Cook Islands will continue assessing the remaining bridges and drainages around Rarotonga to confirm work to be undertaken in the following years.

## 5.6 Central Laboratory

**Table 5.6 Project Costs (\$000)**

Project Costs (\$000)	2014/15	2015/16	2016/17	2017/18	2018/19	5-Year
Construction work (CIG)	0	0	500	0	0	500
<b>Total</b>	<b>0</b>	<b>0</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>500</b>

In 2014 the World Health Organisation commissioned a capacity review of laboratories in the Cook Islands, with a particular focus on testing and analysis of drinking water. The mission concluded that while there were three government departments currently undertake water sampling, Ministry of Health (Hospital laboratory), ICI (own lab with equipment but no reagents or staff) and to a lesser extent Ministry of Marine Reserves (mainly sea water but do bore water), the capacity to adequately test the safety of drinking water was insufficient.

Government intends to improve its capacity for testing in a range of areas by combining (where appropriate) the existing laboratory capacity. A central laboratory is being considered as a means to reduce costs through efficiencies and economies of scale, and to eliminate duplication between separate laboratories. It will also allow for a more resilient operation with regard to staffing, capability development and efficient use of funding sources. In 2015/16 the respective agencies will develop a business plan for this central laboratory, for implementation in 2016/17.

## 5.7 Chinese Public Building Upgrades

**Table 5.7 Project Costs (\$000)**

Project Costs (\$000)	2014/15	2015/16	2016/17	2017/18	2018/19	5-Year
Improvements (PRC)	0	400	400	0	0	800
<b>Total</b>	<b>0</b>	<b>400</b>	<b>400</b>	<b>0</b>	<b>0</b>	<b>800</b>

The Courthouse, National Police Headquarters and Telecom Sports Arena were constructed in 2004, 2006 and 2009 respectively, by way of grant and concessional loans from the People's Republic of

China. These buildings allowed for much needed improvements in service delivery to the Cook Islands community. These buildings have been occupied and in full use since their respective handover dates, and will continue to serve their intended purposes.

Whilst they are extremely valuable assets, over time the buildings have needed various repairs and improvements, some of which have been addressed by the Cook Islands government and the China Civil Engineering Construction Corporation. A proposal was submitted to the People's Republic of China for grant assistance, to address the remaining requirements for repairs and improvements. Implementation was initially planned for commencement in 2014/15, but has now been moved to 2015/16.

## 5.8 Mangaia Water and Roads

**Table 5.8 Project Costs (\$000)**

Project Costs (\$000)	2014/15	2015/16	2016/17	2017/18	2018/19	5-Year
Procurement (CIG)	80	100	0	0	0	180
<b>Total</b>	<b>80</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>180</b>

The Mangaia Island Government, ICI and OPM is implementing water and road upgrades in the main centres and where water pressure is seriously low, particularly in Tamarua village. Since 2013 discussions with leaders on the island on how to best approach the issues have been ongoing. The approved budget will go towards mining of aggregate and purchase of pipe materials. The Mangaia Island Government staff will be responsible for the replacement work.

## 5.9 Muri Road Widening

**Table 5.9 Project Costs (\$000)**

Project Costs (\$000)	2014/15	2015/16	2016/17	2017/18	2018/19	5-Year
Design & works (CIG)	100	335	0	0	0	435
<b>Total</b>	<b>100</b>	<b>335</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>435</b>

ICI is currently consulting with the community in Ngatangia on the widening of areas of roads that are narrow or becoming potential hazards to people using them. The Aroko area in particular requires road widening, bund protection, reclamation works, and relocation of existing services (e.g. power poles). The scope for the main Muri stretch also involves road widening and construction of footpaths. This project aims to improve road visibility and safety of road users, including pedestrians and cyclists.

The scope of works and designs will be confirmed in 2015/16, with implementation expected to commence immediately after.

## 5.10 Orongo Development Master Plan and Centre reconstruction

**Table 5.10 Project Costs (\$000)**

Project Costs (\$000)	2014/15	2015/16	2016/17	2017/18	2018/19	5-Year
Planning and work (CIG)	250	250	250	250	250	1,250
<b>Total</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>1,250</b>

In 2010 the central community and administration facilities on Aitutaki, known as the Orongo centre, were destroyed by Tropical Cyclone Pam. In 2013 the Aitutaki Island Government and Ports Authority developed a concept plan to redevelop the Orongo centre and marina, including:

- replacement of the central community buildings and administration buildings;



- deepening of the port access channel to enable larger yachts and island trading vessels to access dock side facilities;
- improve and enlarge on land harbour storage area; and
- create a marina to facilitate greater number of visits by cruising yachts.

The above improvements will increase economic activity and provide opportunities to host more visiting yachts, while offering an attractive market environment. Easier access to an inner harbour will reduce shipping costs and flow through to cheaper commodity costs.

Research suggests that up to 1000 yacht visits a season could be possible given the movement from French Polynesia through the Cook Islands to Tonga. These yachts track close by Aitutaki and only very few stop over, although research suggests this would change dramatically if facilities and easier port access were available.

In 2014/15 reconstruction of the public toilet facilities commenced. Other facilities will be rebuilt over the next 4-5 years while plans and sources of funding for the channel and marina are finalised.

## 5.11 Pa Enea Machinery Shelters

**Table 5.11 Project Costs (\$000)**

Project Costs (\$000)	2014/15	2015/16	2016/17	2017/18	2018/19	5-Year
Planning and work (CIG)	0	500	0	0	0	500
<b>Total</b>	<b>0</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500</b>

Government and development partners have invested heavily in new machinery and equipment for the Pa Enea, including the recent supply of heavy machinery from China. We must therefore ensure these valuable assets are well protected and remain in service for many years.

A number of islands have machinery shelters and workshops that sufficiently cater for their new and existing machinery. There are also a number of islands without, and consequently these machines are exposed to sea-spray and harmful elements.

In 2015/16 the Cook Islands Government will construct or improve the shelters/workshops on the islands of Mauke, Manihiki, Rakahanga, Penrhyn and Pukapuka, with a cost of \$0.500 million.

## 5.12 Pukapuka Hospital Reconstruction

**Table 5.12 Project Costs (\$000)**

Project Costs (\$000)	2014/15	2015/16	2016/17	2017/18	2018/19	5-Year
Procurement and works (CIG)	0	500	0	0	0	500
<b>Total</b>	<b>0</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500</b>

The existing Pukapuka hospital was constructed some 60 years ago from limestone and concrete. The building is structurally unsound and requires significant refurbishment and remodelling to make it fit for health care services. Due to the isolated nature and state of the hospital, many patients are referred to Rarotonga for treatment. The new hospital will be purpose built to enable provision of services that are currently lacking in the existing hospital. Construction will take place in 2015/16.

## 5.13 Rutaki Foreshore Rock Revetment

**Table 5.13 Project Costs (\$000)**

<b>Project Costs (\$000)</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>5-Year</b>
Feasibility and design (CIG)	0	200	0	0	0	200
Construction (to be confirmed)	0	0	1,250	1,250	0	2,500
<b>Total</b>	<b>0</b>	<b>0</b>	<b>1,250</b>	<b>1,250</b>	<b>0</b>	<b>2,700</b>

The coastal area around Rutaki leading up to Vaimaanga Sheraton is prone to inundation from high seas because of low lying depressions. Experience over the past years has shown ongoing foreshore scouring causing continuous erosion due to high seas and increased wave activities threatening infrastructure such as roads, water pipeline and public and private properties. The total area affected is approximately 1.8 kilometres.

The construction of a rock revetment to protect the area from high seas, storm surges and cyclonic events is proposed. ICI will be completing the design studies in 2015/16, which will be submitted to development partners for climate-adaptation funding assistance.

## 5.14 Vaikapuangi Central Administration building and National Archives extension

**Table 5.14 Project Costs (\$000)**

<b>Project Costs (\$000)</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>5-Year</b>
Construction (SOE-CIIC)	0	2,747	1,300	0	0	4,047
<b>Total</b>	<b>0</b>	<b>2,747</b>	<b>1,300</b>	<b>0</b>	<b>0</b>	<b>4,047</b>

Government must demonstrate value for money in its spending and sustainability of its investment choices. It must consider the increasing cost of owning existing and new assets (land leases, operations, maintenance), and identify solutions that would ultimately lower spending and improve productivity. In addition, it must provide a safe working environment, the appropriate facilities and access for those less mobile, and adapt to climate change.

The Vaikapuangi central administration building project will be implemented in two stages; Stage 1 consists of the reconstruction of the old Justice building as an extension to the MFEM building, and Stage 2 involves the refurbishment of the MFEM building interior and exterior. The objective is to rationalize, maximise the use of our current building infrastructure, lower operating costs across government, and make services more accessible to the public. Fifteen (15) government agencies will be accommodated in one location; services frequented by the public will be provided at ground level; and accessibility restrictions to and from the MFEM building will be addressed. At the same time, the renovations will provide a modern and environmentally-friendly working environment with opportunities for revenue generation.

The National Archives extension component seeks to address the deficiencies of the building in Takuvaine valley, and storage needs across the whole-of-government. The extension will comprise of a modular, secure, fire-rated, temperature and pest controlled facility, constructed next to the current Archives building.

The preparatory work, including consultations with the respective agencies, and scheduling of works will be completed in July 2015. Stage 1 of the administration building is expected to be completed in January 2016. Stage 2 and the Archives extension will follow once financing arrangements are confirmed.

The estimated cost of the administration building and archives extension is \$4.047 million. Options for stabilising and beautifying the Vaikapuangi stream, along with funding sources, are being

considered for implementation in 2016/17 or 2017/18.

## 6 Capital Purchases

### 6.1 Heavy Machinery

#### a) Outer Islands Heavy Machinery

**Table 6.1 Project Costs (\$000)**

Project Costs (\$000)	2014/15	2015/16	2016/17	2017/18	2018/19	5-Year
Procurement (PRC)	7,017	0	3,400	0	0	10,417
Freight, Training and Inspections (CIG)	1,800	0	0	0	0	1,800
<b>Total</b>	<b>8,817</b>	<b>0</b>	<b>3,400</b>	<b>0</b>	<b>0</b>	<b>12,217</b>

In January 2015 the Cook Islands received new heavy machineries including excavators, rollers, graders and loaders for the Pa Enea, through a partnership arrangement with the People's Republic of China (PRC). The machinery has been delivered to the respective islands and all servicemen were trained in the operations and maintenance.

Additional machinery and equipment requirements have been identified following a recent review of Pa Enea capital needs. It is Government's intention to request further assistance through PRC for these items. A proposal for grant funding assistance will be submitted to PRC in the coming months.

#### b) Internal Affairs Tipper Truck

**Table 6.2 Project Costs (\$000)**

Project Costs (\$000)	2014/15	2015/16	2016/17	2017/18	2018/19	5-Year
Procurement (CIG)	0	50	0	0	0	50
<b>Total</b>	<b>0</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>50</b>

A new tipper truck will be purchased for the Ministry of Internal Affairs for the Avarua township maintenance programme. The previous truck was transferred to Infrastructure Cook Islands in 2013 for repairs, and was replaced with a utility truck. The tipper truck will reduce the number of trips to the landfill due to its larger load capacity. A budget of \$50,000 has been provided for this.

#### c) Pa Enea Utility Vehicles

**Table 6.3 Project Costs (\$000)**

Project Costs (\$000)	2014/15	2015/16	2016/17	2017/18	2018/19	5-Year
Procurement (Korea)	0	267	0	0	0	267
<b>Total</b>	<b>0</b>	<b>267</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>267</b>

In March 2015, the Republic of Korea announced that it would be accepting proposals for the 2016 round of grant applications. The Cook Islands Government has submitted a request to Korea to replace utility vehicles for the Pa Enea and vans for the Ministry of Education and Cook Islands Tourism Corporation. The utility vehicles will support the maintenance of various infrastructure assets such as new streetlights in the northern group. Government is yet to receive a formal response on the outcome of the proposal.

#### d) Bitumen Truck

**Table 6.4 Project Costs (\$000)**

Project Costs (\$000)	2014/15	2015/16	2016/17	2017/18	2018/19	5-Year
Procurement (CIG)	0	120	0	0	0	120
<b>Total</b>	<b>0</b>	<b>120</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>120</b>

A replacement bitumen truck will be purchased by ICI on behalf of the Pa Enea. It is intended that this truck will move across the islands as road and airport sealing projects come online, commencing with Aitutaki in 2015/16.

## 6.2 Plant and Equipment

### a) Atiu Crusher

**Table 6.5 Project Costs (\$000)**

Project Costs (\$000)	2014/15	2015/16	2016/17	2017/18	2018/19	5-Year
Procurement and setup (CIG)	540	102	0	0	0	642
<b>Total</b>	<b>540</b>	<b>102</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>642</b>

The new aggregate crusher plant is expected to arrive in Atiu by July 2015. The budget provided in 2014/15 covers the purchase of the crusher and mining explosives. In 2015/16 ICI will confirm the land arrangements and train operators on Atiu. The new plant will supply the rocks needed for the airport upgrade project and future road improvements.

### b) National Incinerator Feasibility Study

**Table 6.6 Project Costs (\$000)**

Project Costs (\$000)	2014/15	2015/16	2016/17	2017/18	2018/19	5-Year
Feasibility and design study (CIG)	0	150	0	0	0	150
<b>Total</b>	<b>0</b>	<b>150</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>150</b>

A national waste incinerator is proposed as part of the Cook Islands Solid Waste Management strategy to combat the waste issues across the nation. The proposal seeks to eliminate the need for landfills on Rarotonga and the Outer Islands, and to utilise the energy generated as a power source. Infrastructure Cook Islands will be building on the feasibility study undertaken by Te Aponga Uira in 2013 (waste-to-energy) to include waste streams from the outer islands, and the ongoing operating and management framework. Government will consider implementation of the proposed project once the feasibility study is complete.

### c) Pa Enea Agriculture Equipment

**Table 6.7 Project Costs (\$000)**

Project Costs (\$000)	2014/15	2015/16	2016/17	2017/18	2018/19	5-Year
Procurement (PRC)	0	1,081	0	0	0	1,081
Freight, training and inspections (CIG)	0	500	0	0	0	500
<b>Total</b>	<b>0</b>	<b>1,581</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,581</b>

The Cook Islands government is placing greater emphasis on a more coordinated, focused and strategic approach for agriculture development initiatives. The Ministry of Agriculture's revitalisation programme targets long-term cash crops and selected livestock that stimulate growth in the Cook Islands economy, particularly in the Southern Group. In 2015/16 the Cook Islands will receive agricultural materials and equipment from the PRC. The distribution list will be confirmed over the coming months.

## d) Health Technical Equipment and Theatre Bed

Table 6.8 Project Costs (\$000)

Project Costs (\$000)	2014/15	2015/16	2016/17	2017/18	2018/19	5 Year
Technical Equipment (CIG)	275	275	275	275	275	1,375
Theatre Bed (CIG)	0	250	0	0	0	250
<b>Total</b>	<b>275</b>	<b>525</b>	<b>275</b>	<b>275</b>	<b>275</b>	<b>1,625</b>

The Ministry of Health (MOH) receives an ongoing capital budget to purchase or replace specialised medical equipment for hospitals and community health clinics in Rarotonga and the Pa Enuu. The MOH receives an annual budget of \$275,000 to prioritise against their renewal programme. Last year Government replaced a number of specialised equipment which had reached or exceeded their serviceable life or was no longer supported by the manufacturer. These included:

- Immuno assay analyser;
- The laparoscope machine;
- Ultrasound machines;
- Haematology Instrument; and
- Oxygen Plant.

A new operating theatre bed will be purchased for the Rarotonga Hospital in 2015/16 to replace the recently failed bed.

## 6.3 Information Communication Technology (ICT)

### a) Government IT Network

Table 6.9 Project Costs (\$000)

Project Costs (\$000)	2014/15	2015/16	2016/17	2017/18	2018/19	5-Year
Procurement (CIG)	150	100	0	0	0	250
<b>Total</b>	<b>150</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>250</b>

Considerable progress has been made towards centralising information communication technology networks across government and improving our disaster risk management capacity. In 2013/14 the Northern Group islands of Manihiki, Penrhyn and Rakahanga were brought onto the [cookislands.gov.ck](mailto:cookislands.gov.ck) email system, along with all services for the Ministry of Internal Affairs in Tupapa. In 2014/15 the Ministry of Health and Ports Authority were connected. Movement towards Arorangi, to connect Infrastructure Cook Islands and the Ministry of Agriculture, has commenced.

### b) RMS Web Lodgement System

Table 6.10 Project Costs (\$000)

Project Costs (\$000)	2014/15	2015/16	2016/17	2017/18	2018/19	5-Year
Procurement (CIG)	275	300	0	0	0	575
<b>Total</b>	<b>275</b>	<b>300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>575</b>

A web-based Revenue Management System (RMS) will be launched in July 2015 to enable viewing of up-to-date statements online. Further developments will occur in 2015/16 that will eventually allow taxpayers to register and file tax returns online.

### c) Cook Islands Government Procurement Website

Table 6.11 Project Costs (\$000)

Project Costs (\$000)	2014/15	2015/16	2016/17	2017/18	2018/19	5-Year
Procurement (CIG)	50	100	0	0	0	150
<b>Total</b>	<b>50</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>150</b>

Government will continue enhancing the central online procurement portal ([www.procurement.gov.ck](http://www.procurement.gov.ck)) to ensure the private sector are kept informed of current and future contracting opportunities.

### d) Education Equipment and ICT Upgrades

Table 6.12 Project Costs (\$000)

Project Costs (\$000)	2014/15	2015/16	2016/17	2017/18	2018/19	5-Year
Funds to be Prioritised (CIG)	110	110	110	110	110	550
ICT upgrades in Schools (CIG)	45	88	88	0	0	221
ICT upgrades in Schools (Turkey)	0	60	0	0	0	60
<b>Total</b>	<b>155</b>	<b>258</b>	<b>198</b>	<b>110</b>	<b>110</b>	<b>831</b>

The Ministry of Education receives an ongoing capital budget of \$110,000 to purchase or replace computer hardware and equipment in the Ministry and schools. Given the high demand for ICT based learning, especially in the Pa Enua, minimum levels have been set by the Ministry to ensure consistency across all schools. The majority of schools are at this level, but a number, particularly on Rarotonga, are below standard. Government is supporting the initiative to standardise ICT infrastructure in schools across all islands with an additional Capital budget over three years, 2014/15 to 2016/17. This initiative is being financially supported by the Turkish Cooperation and Coordination Agency.

## 7 Other Capital

### 7.1 Road and Water Network Maintenance

Table 7.1 Project Costs (\$000)

Project Costs (\$000)	2014/15	2015/16	2016/17	2017/18	2018/19	5-Year
Road network (CIG)	430	430	430	430	430	2,150
Water network (CIG)	500	500	500	500	500	2,500
<b>Total</b>	<b>930</b>	<b>930</b>	<b>930</b>	<b>930</b>	<b>930</b>	<b>4,650</b>

ICI receives an ongoing capital budget for maintenance and renewal work on the Rarotonga road and water network. This fund pays for materials such as aggregate, bitumen, pipes and fittings, along with the hireage of machinery and equipment. Infrastructure Cook Islands is working alongside the Te Mato Vai programme, replacing pipe connectors and reinstating roads.

### 7.2 Vaka Maintenance Capital Projects

Table 7.2 Project Costs (\$000)

Project Costs (\$000)	2014/15	2015/16	2016/17	2017/18	2018/19	5-Year
Vaka Maintenance Capital Projects (CIG)	50	50	50	50	50	250
<b>Total</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>250</b>

The Ministry of Internal Affairs is responsible for the maintenance of the road-sides around Rarotonga. The Ministry receives \$50,000 annually for small capital initiatives requested by each Puna relating to the Vaka Maintenance programme.

### 7.3 Capital Distribution Fund and Outer Islands Small Capital Fund

Table 7.3 Project Costs (\$000)

Project Costs (\$000)	2014/15	2015/16	2016/17	2017/18	2018/19	5-Year
Capital Distribution Fund (CIG)	200	300	200	200	200	1,100
Outer Islands Small Capital Fund (CIG)	110	110	110	110	110	550
<b>Total</b>	<b>310</b>	<b>410</b>	<b>310</b>	<b>310</b>	<b>310</b>	<b>1,650</b>

MFEM administers a Capital Distribution Fund for small capital including vehicles and equipment. This fund is allocated on a priority basis by the Capital Fund Coordinating Committee. In 2015/16, an additional \$0.100 million is allocated to the fund to replace Police vehicles.

The Outer Islands Small Capital Fund, also administered by MFEM, is for small capital purchases such as ICT equipment and machinery parts. A set amount is allocated to each island each year.

### 7.4 Provision for land rent reviews

Table 7.4 Project Costs (\$000)

Project Costs (\$000)	2014/15	2015/16	2016/17	2017/18	2018/19	5-Year
Rent reviews (CIG)	0	500	500	500	0	1,500
<b>Total</b>	<b>0</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>0</b>	<b>1,500</b>

Government is providing a capital budget of \$1.500 million for payment of rent reviews for land



leased by the Crown for public purposes. Court judgements on the amounts to be paid to landowners will be confirmed in 2015/16. This capital budget is spread over the three year period, 2015-2018.

## 8 Glossary

**5-Year cost** is the estimated and projected costs of a project or programme over the five year period (2014/15 to 2018/19) of this capital plan. It can be different from 'Total cost'.

**Capital Programmes** are made up of several individual projects all contributing to a single outcome, and funded by a one or more sources.

**Construction** is the building of a new piece of infrastructure and includes project management costs such as supervision and reporting.

**Design** means the detailed costing, engineering, designs and procurement planning (e.g. tender documentation) needed to prepare a capital project for the construction phase.

**Estimated spend** is the actual spend predicted based on spending to date and contracts in place.

**Feasibility** means the technical, economic, environmental and social analysis of a proposed capital initiative with the view to assessing the value of its contribution to achieving national sustainable development.

**ICT** Information and communication technology refers to unified communications and the integration of telecommunications (telephone lines and wireless signals), computers, middleware as well as necessary software, storage- and audio-visual systems, which enable users to create, access, store, transmit, and manipulate information.

**Plant and equipment** is motor vehicles, furniture, office equipment, fixtures and fittings, and plant.

**Upgrade** can be major renovations and improvements to an existing piece of infrastructure which are over and above the normal repairs and maintenance which should be budgeted in operating costs.

## 9 Acronyms

ADB	Asian Development Bank
ADB ERSP	Asian Development Bank Economic Recovery Support Programme
ADB PEEP	Asian Development Bank Pacific Energy Efficiency Project, Phase 2
ADF	Australia Defence Force
ANZ	Australia New Zealand Banking Corporation
AusAID	Australia Agency for International Development
CAPEX	Capital Expenditure funded by Cook Islands Government
CIG	Cook Islands Government
CIIC	Cook Islands Investment Corporation
CI-NIIP	Cook Islands National Infrastructure Investment Plan
EIB	European Investment Bank
EU	European Union
EU GCCA	European Union Global Climate Change Alliance
EXIM	Export Import Bank of China
GEF	Global Environment Facility
ICI	Ministry of Infrastructure Cook Islands
ICT	Information Communication Technology
IT	Information Technology
IWRM	Integrated Water Resource Management
MFEM	Ministry of Finance and Economic Management
MOH	Ministry of Health
NZ/A	New Zealand/Australia
ODA	Official Development Assistance
OPM	Office of the Prime Minister
PACC/SPREP	Pacific Adaptation to Climate Change, South Pacific Regional Environment Programme
PEC	Pacific Environment Community, Japan Government
PIGGAREP	Pacific Islands Greenhouse Gas Abatement through Renewable Energy Project
PRC	People's Republic of China
RE	Renewable Energy

REDD	Renewable Energy Development Division, Office of the Prime Minister
RMS	Revenue Management System
SIDS-DOCK	Small Island Developing States - ' <i>Docking Station</i> '
SOE	State Owned Enterprises
SOPAC	Secretariat of the South Pacific Community
SPREP	South Pacific Regional Environment Programme
SRIC	Strengthening the Resilience of our Islands and our Communities to Climate Change Cook Islands
TA	Technical Assistance
TAU	Te Aponga Uira o Tumutevarovaro
TMV	Te Mato Vai – Rarotonga Water Partnership
UN	United Nations
UN-FCCC	United Nations Framework Convention on Climate Change
UN-GEF	United Nations-Global Environment Facility