The Cook Islands
National Cultural Policy
2017-2030
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Foreword by the Minister of Cultural Development

Noku ei toku Purotu, No roto i te kutikuti o te rangi e E Rongo e, Ka turuturu o te kauariki ki runga, Ka turuturu o te kauariki ki runga, Ka turuturu o te kauariki ki runga.

Kia Orana. I am pleased to present you the first National Cultural Policy of the Cook Islands. I believe it is a first step to changing, with a view to improving the way we think and value our culture. I would urge you all to unite with the Ministry of Cultural Development in strengthening the practice of our culture for the sake of our children, and their children, so they are firmly grounded in knowing who they are in this world and can positively articulate that, no matter where they may be in this world.

This document is a result of widespread consultation, especially with our families in the outer islands and Auckland. This document articulates their aspirations for the strengthening of our culture and language. It embraces the national vision of being firmly founded on our culture as a mechanism to enjoying the highest quality of life. More importantly, we need to be imbued with the values and principles of a Cook Islands person to be able to propel ourselves into the fast changing, technology driven, complex future.

This policy has five key priority areas to nurture. Our language is at the edge of extinction and if we, our children and their children continue to use English as our home language; it will be lost. We seem to favour performing arts at the expense of other arts which are equally as important; some of them critical for our survival. Much of our history are not recorded and our historical places overgrown by weeds and shrubs. Our cultural industry has the potential to grow our economy and contribute positively to our GDP and be an income generating activity for our indigenous Cook Islands people. The Ministry of Cultural Development needs support in better preserving, perpetuating and promoting our culture and language in a way that it deserves and this government will be looking at ways to assist in this area.

Our culture is our business as Cook Islands people. It is our greatest asset. We own it. We are its custodians. It is the heirloom our forefathers left us for our survival, security and pride. We have forsaken it for many years. It is time we embrace again so we are firm in our identity before we embrace others. Most importantly, we need to ensure our children embrace it too.

The future of our culture is in our hands.

Mou te ko
Mou te ere
Kia pukuru o vaevae
Kia Mokora o kaki
Kia tiro te mata ki o Rongo

Hon Teariki Heather
Minister of Cultural Development
**Foreword by the Head of Ministry**

Kia Orana, It is my pleasure to release the National Cultural Policy. This policy will provide Cultural and Heritage vision and strategies for the people of the Cook Islands.

The Ministry for Cultural Development provides the most efficient use of public resources to maximise understanding and appreciation of, access to and participation in Cook Islands culture, and to promote the enhancement of Cook Island’s identity.

We will continue to work through the five key priorities identified in this policy to enrich the lives of all Cook Islanders by supporting our unique dynamic culture and preserving our heritage.

With preservation, our national archives, museum and cultural heritage sites will be improved to a standard that will better preserve our historical records, artifacts and cultural history of this nation. Our language will be strengthened through the re-establishment of the language commission and better delivery service in homes, schools, tertiary and workplace.

The development of our culture encompasses many aspects of national and international level activities, it requires all stakeholder’s participation. This policy is committed to developing the cultural and creative industry and use them as a driver to increase economic activities amongst our indigenous population. This policy is also committed to protect what rightly belongs to the Cook Islands people through legislation protection mechanisms.

Kia Orana E Kia Manuia

Anthony Turua  
Secretary
The Place of culture in a modern Cook Islands society

Our culture is the soul of our nation; the inner guide that dictates our lifestyle, our thought processes and behaviour. We were once governed by our culture in a way that promotes and permeates our Cook Islands lifestyle. Our culture evolved over the years adapting to external changes and influences; the speed in which our culture evolved depended on various key factors which included acceptance of Christianity, colonisation of Britain and New Zealand, self-governing status in 1965 and the opening of the Rarotonga International Airport. These events had a great impact in altering our traditional governance structures, community management and engagement systems, our lifestyles, education, jurisdiction, conflict resolution and land tenure system which compromised of the value system upon which our culture was built.

Early in the 1970s, we opened our borders to the world, requiring us to build hotels, our labour force was diverted from the home and the subsistence agriculture sector to the tourism sector, more jobs were created compelling adults who usually spend their time with children and elders in the home into the workforce. Our youth left our shores in droves and working in New Zealand factories fast became fashionable. Subsistence living quickly eroded and our homes depended on money to survive. Through these changes, our culture was compromised to create balance between the contemporary and the traditional.

Our Arts

It is unfortunate we have a predicament where we count the number of times we engage in cultural engagement. Evidence suggests a significant decline over the years. According to the 2011 Census, just over one in four people in the Cook Islands between the ages of 15 and 79 take part in some form of cultural activities. These include being involved in cultural performance, composing songs, choreography, practicing medicine, carving and spectating cultural activities. Although not included in the census document, anecdotal evidence suggest other forms of arts also not being practiced. Colonisation and modernisation introduced the Cook Islands people to different tools and easier ways of doing things to the detriment of our various art forms like carving, building traditional houses, have knowledge in traditional motifs and designs, traditional agriculture techniques, teaching and learning, fishing, boat making, making Maori Medicine, navigation, story-telling, oratory, music and singing. The list is endless. This is a significant decline indicating that more Cook Islands people prefer modern and contemporary lifestyle and activities over cultural ones.
Our History

Our history was not properly captured over the years and promoted in our community, in schools and in our institutions. Our oral history meant that much of our history was learnt and remembered and retold from generation to generation. The disruption in our community engagement system and the reorganisation of our family structures disrupted the flow of history through generations and the recognition and value of our sacred places. Furthermore, during the years of colonisation until today, the history we learn in our schools was never ours. Our school children have diminishing confidence and value of our history because it is not part of their NCEA system. It does not give them a qualification so they don’t have time to know.

Consultations with our Pa Enua communities revealed the general lack of knowledge of their history. Many of their elders have passed on leaving the succeeding generations ill equipped to tell their history. In fact, outer island communities requested research be undertaken to find out about their history, have them documented and stored in the proposed Are Korero as stipulated under the Traditional Knowledge Act 2013 for their reference and those of their children.

This lack of historical knowledge is coupled with the lack of interest in our sacred and historical places on our islands. Many of these Maraes are overgrown by weeds and those remaining on our Pa Enua are not making the effort to clean and maintain these places, to label them and to tell their story for the sake of the succeeding generations and visitors to their shores.

It is fair to emphasise at this stage that without our history, traditions and language, we are like slaves because we will not know how to behave in our own communities; we will then no longer belong in our own country.

Language

The Ministry of Cultural Development Language Policy (October 1997) stated that the Ministry of Education Literacy survey revealed that the erosion of Cook Islands Maori language through lack of use by Cook Islands children could be a result of poor teaching and learning of the Cook Islands Maori language in schools. It also reported that parent’s preference to speak to their children in the language of the schools at home is a contributing factor to less use of Cook Islands Maori language in the homes.

Parents believe speaking to their children in English would improve their children’s chance of getting a better job later in life. As a result, teachers reported an increase in the number
of children speaking “broken” Maori and English. That generation of children have now had children and the same cycle has continued; the majority of Rarotonga families choosing English as their home language. It was believed those in the outer islands speak their island dialect as their home language, picking up English at school. Anecdotal evidence suggest that is no longer true. There is a gradual but steady increase in the number of homes speaking English as their home language. Attempts from the Ministry of Education to increase the use of Cook Islands Maori language at the early stages of school has not yielded any tangible results in reversing this trend.

A recent longitudinal survey conducted by Auckland University of Technology and Cook Islands Tourism revealed that (get percentage) of tourists who visited the Cook Islands say that the friendliness and placid nature of Cook Islands people was a big plus for the country. This suggests that the Cook Islands cultural value was a big factor in the way tourists chose the Cook Islands as their holiday destination and the reason for their return.

What do we want for our culture?

Consultation for this policy and notes from prior consultations state that the Cook Islands people lament the loss of their culture and language and regret the various elements lost due to development and assimilation with European culture. The Cook Islands people want their culture back but are caught in a compromising position where they want a better standard of living and also practice culture. It is believed that the two cannot co-exist but are mutually exclusive. Evidently, more developed countries like Japan, China, Malaysia and Singapore suggest culture is a strong driver of economic development and that one cannot exist without the other.

This policy is a start to breakdown those beliefs and to rethink the value of our culture. We need to rethink and decide how we will reverse what we are doing to allow our culture to be re-integrate and form part of the way we do things today.

Legislative and Institutional Frameworks

Seven legislations govern much of the work of the MOCD. These functions vary in their level of applicability; some are broad like preserve, perpetuate and enhance and others specific and operational like establishing trust funds, charging fees to access lands, and buildings but they mostly focus on the operations of a specific area of culture.

MOCD has, over the years relied on these legislations to guide its operations and therefore has not seen the need to develop a national policy. The many administrative requirements on the Ministries to be more strategic in their operations means it would be in MOCD’s best interest to develop a strategic direction, set goals and plan its activities within the short, medium and long term.

The 5 key areas for this policy are derived mainly from these 7 legislations and supported by the Cook Islands communities consulted. The ability of MOCD in carrying out these activities is limited unless prioritisation and planning is established and recognition of the value of culture and support shown through the budgetary process. Monitoring and evaluation of any activity is non-existent so there is no information about the success or
failure of their work and what they can do to improve. The budget for MOCD has decreased significantly over the years and to date, the Ministry no longer gets monthly bulk funding but is dependent on its own ability to generate income from cultural events at the National Auditorium and takings from the Museum and Archives.

This policy is an attempt to redeem ourselves and our identity and to recognise the value of our culture. We also need to remind ourselves that we are custodians of this culture that we will pass on to our children in the manner in which it was bestowed on us. It is also important that we restore pride in our language and use it as our medium of communication, especially in our homes and our small nation. Improving on our cultural knowledge through our schools, homes and various other institutions is of utmost importance, so we need to increase our participation in cultural activities, appreciate the importance of knowing our various art forms, its uses and meanings; the value of knowing our history and maintaining our historical places as they serve to reinforce our connection to the land and spirituality of our culture.

The National Sustainable Development Plan 2016-2020 (NSDP) in Goal 14 states that our national goal for the next 5 years is to “Preserve our heritage and history, protect our traditional knowledge and develop our language, creative and cultural endeavours”. The three indicators under that goal focuses on engagement and participation in cultural activities together with preserving, protecting and promoting cultural artefacts, traditional knowledge and heritage. These factors will be considered in the Implementation Plan attached to this policy.

The primary role of this document is to support the NSDP and to spell out in more detail our people’s aspirations for the development and management of their culture.

Our Vision

*Kia rauka te oraanga tiratiratu tei umuumuia e te iti tangata, tangoia ki runga I ta tatou peu Maori e te aotini taporoporoia o te Basileia.*

To enjoy the highest quality of life consistent with the aspirations of our people and in harmony with our culture and environment.
This means: Our culture must be strong as a base upon which we build our future as individuals, community and a nation. Two foundations upon which we base our success in whatever we aspire to build our future. It was one of the strong foundations of our fore-father’s survival and it will continue to be a strong platform for success in our future aspirations.

Taking this position means we have strong confidence in our culture to further shape our lives and values to deliver the best for us now and for our children in future. It is our standpoint for pillar as our national identity and also as global citizens.

It is therefore necessary that this platform is strong and secure enough to carry us on our life long journey towards success and prosperity, yet flexible enough to absorb the many changes without compromising our core cultural values that supports our identity as Cook Islands people.

Our Mission

“Kia matutu ta tatou peu Maori e tutau no to tatou oraanga tiratiratu”

To strengthen our culture as foundation for achieving a high quality of life.

This means: Our people will succeed in life if the cultural foundations upon which they are based is strong. Currently, this foundation is not as strong as it should. Our mission is to ensure that strength in our identity and culture is restored as a matter of priority.
Our Goals for Culture

1. Strengthen the language:

“Strengthen the use of our Cook Islands Maori Languages and/or any of its dialects through wide and proper use to ensure it is preserved, perpetuated and promoted into the future”.

To achieve this goal, we need to pull together as a collective to ensure this is achieved in our homes, schools, workplace and as adults who are ultimately responsible for this valuable asset we will pass on to our children.

2. Preserve and promote all arts and art forms:

“To preserve, perpetuate and promote all arts and art forms that belongs to the Cook Islands and its people”.

Our arts are one of a kind in this work and is our point of difference in the world. To achieve this goal, we are required to have a sense of pride, belonging and purpose and to make it our business to share that with the next generation.

3. Preserve and promote our history and historical places;

“To collect, store and promote our history and preserve, perpetuate and promote our historical places for the current and future generations of Cook Islands people”.

This is our story, our evolution and our journey; it is our right to know about it. We must respect it and cherish the places in which these important events took place.

4. Promote our cultural industry;

“To promote our cultural industry in a safe and sustainable manner to support and stimulate economic activities for our indigenous Cook Islands people”.

It is our intention that in the commercialisation of our cultural industry that we prosper and use this to our economic advantage but also consider the ability of the environment to supply.

5. Increase national support for Culture.

“To increase and improve support from all sectors of government and the community and to gauge positive backing from our nation, regional and international partners to better preserve, perpetuate and promote our culture and language”.

Our biggest asset is our culture and we need to provide as much support as we can in strengthening our language, practicing our arts, learning our history and commercialising our unique assets in the most sustainable manner. A collective approach in the implementation of this policy is the best approach.

Te Vaerua Maori
(Our Values and Principles)

Our values are based firmly on our culture and traditions, while reflecting our unique and modern way of life. These values are the platform for promoting the basis in which we grow and develop as people and as a nation. Within this vaerua is our spirituality engrained within each facet of our cultural being. They guide and inform our collective approach to development and inform our aspirations for perpetuating, preserving and promoting our culture and identity as Maori.

Our humble homes are the corner stone of our values development, teaching and learning these values with the support of our schools and community organisations. These values need to be strong and lived out confidently by our Cook Islands people.
1. **Vaerua Taokotai**

We have been successful in the past because we do things together as a collective. In implementing this policy, we are encouraged to work with others or be part of a group in carrying out the strategies of this policy.

2. **Vaerua Akangateitei**

Respect for our Gods, for each other, and for visitors to our shores is important in the implementation of this policy. We are all encouraged to practice this value in all aspects of our lives as we reintegrate culture as part of our daily practice.

3. **Vaerua Aroa**

According love and hospitality to each other and those visiting our shores are a central aspect of our culture and practice. We are encouraged to show love and hospitality in the practice of our culture and in support of the spirit of this policy.

4. **Vaerua Taporoporo**

Making wise choices and decisions in the use of our scarce and special resources is an important value of a Cook Islands person. It is important that this value is displayed in the implementation of this policy.

5. **Vaerua Araru**

Striving for excellence and the best that we can be is an exceptional Cook Islands value. This policy compels us to be the best we can be and strive for excellence in preserving, perpetuating and promoting our culture and language.
6. *Vaerua Akamoeau*

Humility in all that we do is an exceptional value that identifies Cook Islands people. In all that we may achieve, we need to remain humble, continue to strive for excellence, show respect for each other, ensure peace amongst everyone is maintained, make wise choices, show love and respect for our benefit and that of our nation.

**Key Focus Areas**

1. **Strengthen Cook Islands Maori Languages and dialects**
2. **Promote Arts and all Art Forms**
3. **Preserve History and all Historical Places**
4. **Promote Cultural Industry**
5. **Increase support and co-ordination for culture**

These areas were chosen as a result of MOCD’s legislative requirements and themes resulting from stakeholder meetings. These areas cover all areas mandated under legislation as stipulated by the table below.
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**Key Area 1**

- **Language**: Strengthen Maori languages and dialects

**Focus:** Emphasis will be centred on the strengthening of the Cook Islands Maori languages and / or all its dialects in our four strategic areas. They are the homes, the school, the workplace and adult learning.
Key objectives:

a) Work in partnership with the Ministry of Education to develop learning resources for languages for the four strategic language areas;
b) Ensure high standard of language is practiced through accreditation process of trainers and resources;
c) Enable the expansion of Maori vocabulary to keep up with new developments in country;
d) Ensure Maori language courses are offered through accredited institutions to enable the perpetuation of our language.

Outcomes: All Cook Islands people genuinely value the Cook Islands Maori languages and dialects and can use them properly.

Strategic Area 1: The Home

Focus: To encourage Cook Islands people to use Cook Islands Maori and/or any of its dialects as their home language.

Key objectives:

a) Encourage parents to value our language and to use it as the primary language of communication in the home;
b) To provide resources to assist parents with maintaining Cook Islands Maori as the home language;
c) Provide activities that young children can engage in the homes to assist with the development of the Cook Islands Maori language;
d) Provide resources to strengthen the language of the child before school.
**Outcomes:** Cook Islands people take pride in their language and use it as their medium of communication in the homes.

**Strategic Area 2: The School**

**Focus:** To develop our school children’s identity as Cook Islanders and their ability to be stewards of our language and culture.

**Key Objectives:**
- a) Work together with the Ministry of Education to strengthen the teaching and learning of our language in the schools;
- b) Ensure an increase in our Maori literacy levels;
- c) Improve the standard of language used in Cook Islands Maori resources in all schools;
- d) Ensure teaching of the language is of a high standard in all schools;
- e) Integrate our language with the current technology applications.

**Outcomes:** All our Cook Islands students leave school with equivalent literacy levels in Cook Islands Maori and in English.

**Strategic Area 3: The Workplace**

**Focus:** People who work in the Cook Islands are at least able to converse in the Cook Islands Maori languages and/or dialects.

**Key Objectives:**
- a) Provide a Cook Islands Maori basic course for people who are unable to converse in the Cook Islands Maori language;
- b) Integrate into Public Sector Policy a requirement for Public servants to have basic level of communication in Cook Islands Maori;
- c) Restore pride in our nation and provide services that respects the Cook Islands language
- d) Workers in the Cook Islands display the values of Cook Islands people through their attire and behaviour.
Outcomes: The values of Cook Islands people are reflected in the services provided.

Strategic Area 4: Adult Programs

Focus: All Cook Islands adults are able to converse in the Cook Islands Maori language and are a positive influence in the lives of their children.

Key Objectives:

a) Provide basic language course for adults through an accredited institution to ensure they are able to converse using the Cook Islands Maori language;

b) Provide resources to adults to help their children appreciate and use the Cook Islands language and/or dialects in their homes;

c) Work in partnership with adults to ensure their young children at home appreciates and think the Cook Islands Maori language is cool;

d) Use technology to ensure adults have the tools to help their young people use the Cook Islands language at home.

Outcomes: Our language is appreciated and spoken by all adults in their homes, workplace and the community.

Key Area 2

Focus: To educate our children on our arts and so they can appreciate our different art forms and use them as a foundation to diversify and be creative.

Key Objectives:

a) Educate our children on the various art forms of the Cook Islands;
b) Ensure they can practice those arts in the way and manner meant to be used;
c) Use those arts and art forms as a foundation to being creative in the cultural industry;
d) Be aware of intellectual property issues.

**Outcomes:** Raise awareness of the arts and various art forms for the benefit of our children.

### Strategic Area 1: The Home

**Focus:** Parents are able to teach various art forms to their children for their benefit and those of their families.

**Key objectives:**

- a) Encourage parents to teach their children the various art forms they have learnt from their parents;
- b) Encourage parents to teach their children the various art forms available in the Cook Islands;
- c) Provide resources using technology as a learning tool on how to produce these resources, and their significance;
- d) Provide children the opportunity to be creative with these art forms.

**Outcomes:** Our children have the opportunity to learn about our various arts and art forms and can choose what they can use best for their benefit and that of their family.

### Strategic Area 2: The School

**Focus:** Increase emphasis on the teaching and learning of Cook Islands arts and art forms and integrate the arts as a seamless part of learning in school.

**Key Objectives:**

- a) Utilise the arts in all subjects as an integral part of the lessons in schools;
- b) Enable Teachers with knowledge of the Cook Islands Maori Arts so they can integrate them as part of their lessons;
- c) Provide an avenue for our students to be creative in the use of our arts;
d) Ensure our students have knowledge of the authenticity of our arts.

**Outcomes:** Young people are aware of the various art forms and have some appreciation of their importance and use.

**Strategic Area 3: Preserving our Arts**

**Focus:** Maintain and pass on to succeeding generations the authenticity of all arts and various art forms.

**Key Objectives:**
- a) Encourage the outer islands to send art forms that can be stored in our Museum;
- b) Encourage each islands in the outer islands and vaka on Rarotonga to provide evidence of their arts or records and have them stored in their respective Are Korero;
- c) Encourage each island to maintain and pass on to succeeding generations the authenticity of their own arts and various art forms;
- d) Raise awareness on the various art forms of the Cook Islands as a means of promoting our country.

**Outcomes:** Increased records, knowledge and displays of our arts and our various art forms.

**Strategic Area 4: Arts & the Cultural Industry**

**Focus:** Provide an avenue for our people to use our arts for their economic benefit.

**Key Objectives:**
- a) Increase awareness of intellectual property issues and the Cook Islands Traditional Knowledge Act 2013;
- b) Encourage the development and diversification of arts as a vehicle for economic development;
- c) Encourage the participation of young people in our arts;
- d) Make information about these arts, their use and their significance readily available as a way of marketing and promoting them.
Outcomes: Cook Islands people can use their arts as a foundation to innovate and be creative for their economic benefit.

Key Area 3

• Preserve the rich history of our country and all historical places.

Focus: Collect, store and raise awareness of our history and maintain all our historical places.

Key Objectives:
   a) Collect and record our history as best we could to ensure preservation and perpetuation;
   b) Develop curriculum for our schools to ensure knowledge about our history is increased in our young people;
   c) Celebrate our historical places to promote awareness and increased knowledge of these places;
   d) Preserve as best we can the history and historical places in our country.

Outcomes: More people have knowledge of our history and historical places and appreciate our culture as a result of having that knowledge.

Strategic Area 1: Collecting & Recording our History

Focus: Increase appreciation of our culture by improving our knowledge of our history.
Key Objectives:

a) Research and find out where Cook Islands history are kept and request for a copy;

b) Interview our elderly people and ask them about our history. Record them and keep them in a safe place.

c) Encourage research at tertiary level on our history as a means of increasing our records.

d) Develop partnerships with other countries with a view to accessing their records of our history.

Outcomes: Increased knowledge base of our history so we can have a better appreciation of our culture.

Strategic Area 2: Our History in Schools

Focus: Increase knowledge base of our young people about their nation’s history and history of their culture.

Key Objectives:

a) Work in partnership with the Ministry of Education to integrate our history into the school curriculum at the primary school level;

b) Request NZQA to allow Cook Islands History be a part of the NCEA qualifications courses so Cook Islands young people living in New Zealand can learn about their history;

c) Use technology to promote and market our history with our young people to stimulate their interest in our history;

d) Monitor the quality of course context delivered in schools.

Outcomes: Increase appreciation and knowledge of our history amongst our young people so they can ignite interest with the next generation.

Strategic Area 3: Celebrating our Historical Places

Focus: Have our historical places identified, maintained and respected.
Key Objectives:
   a) Develop a multi-sector program for the maintenance of existing historical places;
   b) Collect information about these places and store them in a place for public access;
   c) Develop a multi-sector program to raise awareness and knowledge about the various historical places and their significance;
   d) Develop an annual Festival in honour of our historical places.

Outcomes: Increase knowledge and appreciation of our historical places

Strategic Area 4: Preserving our History & Historical Places

Focus: Our historical places are kept and preserved with the honour and respect they deserve.

Key Objectives:
   a) Work with the Island Councils to identify all historic places on the islands and develop a register;
   b) Develop a multi-sector strategy to maintain all historical places on the island;
   c) Provide assistance with the labelling, collecting and recording of history of those places;
   d) Develop access agreements with owners of these historic places.

Outcomes: Increased number of people are aware of our history, where they are and their significance.
Key Area 4

Cultural Industries:

Focus: Better co-ordinate our cultural industry through promotion of our unique cultural products.

Key Objectives:

a) Provide training avenues to Cook Islands people to develop their arts into marketable products;
b) Seek incentives to encourage Cook Islands people to develop market opportunities in the cultural industry;
c) Market and promote our products to international markets;
d) Ensure sustainable supply of products to markets.

Outcomes: Better develop our cultural industry as a way of improving the standard of living our people and stimulating economic activities.

Strategic Area 1: Incentivising the Market

Focus: Provide incentives to Cook Islands indigenous people who produce and sell genuine cultural products.

Key Objectives:

a) Identify markets who express interest in our products;
b) Provide incentives for the development, marketing and promotion of their products;
c) Provide free training and relevant information for business start-ups;
d) Provide mentoring support services during incubation period to ensure sustainability.

Outcomes: Cook Islands people are able to be successful and sustain their business.
Strategic Area 2: Being Creative with Cultural Products

Focus: Using our various art forms to diversify and be creative with making new products.

Key Objectives:
  a) Develop the knowledge base of our Cook Islands people in our arts through research;
  b) Create an environment to stimulate and grow innovation in our cultural products;
  c) Develop programs that will assist them with their creations;
  d) Provide support and nurture growth for creativity through exposure to international markets and products.

Outcomes: Increase number of young people are able to create new products using cultural products

Strategic Area 3: Growing & Promoting our Products

Focus: Seek out markets nationally, regionally and internationally for our cultural products.

Key Objectives:
  a) Establish the uptake of our products through exposure to markets outside of the Cook Islands. If possible, the niche markets;
b) Establish our ability to supply that market without compromising our natural resources;
c) Provide training programs for people already in the cultural industry to grow and expand their markets;
d) Facilitate promotion of products of outer island products using technology to access markets beyond the Cook Islands.

Outcomes: Our products are known and demanded by international niche markets.

Strategic Area 4: Balancing Supply & Demand

Focus: Ensuring the market is adequately supplied without compromising the ability of the environment to support production.

Key Objectives:
  a) Develop environment sustainability plans to ensure constant supply of products.
  b) Information about the ability of the environment to supply must be provided to consumers to heighten understanding and appreciation of the uniqueness, authenticity, quality and organic nature of the product;
  c) Branding our products as a way of separating our products from similar mass produced products;
  d) Work with our partners to provide training in the development of sustainable cultural businesses.

Outcomes: Our Cultural Industry will uphold our environment considerations as well as become our best industry in the Cook Islands.
Support and Co-ordination:

**Focus:** The Ministry of Cultural Development, being the major implementation agency of this policy will ensure the spirit of this policy is upheld at the highest possible level.

**Key Objectives:**
- a) Review the work currently provided by MOCD to ensure best ways for achieving results articulated by relevant legislations, this strategy and value for investment;
- b) Work across the national, regional and international agencies to seek out opportunities for improvement in its service delivery;
- c) Seek out opportunities for development and improvement of service delivery in the private sector;
- d) Improve the working culture of MOCD, pulling best practices from our partners nationally and internationally to improve service provision and work outcomes.

**Outcomes:** Improved efficiency, effectiveness and economy in the delivery of services that support the preservation, perpetuation and promotion of our language and culture.

Strategic Area 1: Government Partners

**Focus:** To co-ordinate support from government agencies in the strengthening, preserving, perpetuating and promoting our language and culture.

**Key Objectives:**
- a) Ensure all government agencies deliver services that are culturally appropriate and reflect the values and culture of the Cook Islands.
- b) Develop strategies to ensure that government workers who are not Cook Islanders have a level of understanding and are able to communicate in our language;
c) MOCD to support the work of other government agencies in strengthening our language and culture;
d) Develop and participate in programs that promote our unique culture and traditions.

Outcomes: Increased awareness and respect of our language and culture within the public sector.

Strategic Area 2: Our Private Sector Family

Focus: Develop mutual partnerships with the private sector in advancing the strengthening and growth of our language and culture.

Key Objectives:
   a) Encourage the demonstration of our language through its use and culture through its practice;
   b) Encourage the demonstration of our unique cultural art forms as a way of promoting our culture;
   c) Work in partnership with government agencies in developing vehicles to promote, protect and preserve culture;
   d) Develop support mechanisms to grow our language and culture in the private sector

Outcomes: Increased understanding and participation in cultural activities from people living in the Cook Islands.

Strategic Area 3: Our Regional Friends

Focus: Develop partnerships with our key regional agencies for increased support and advice.

Key Objectives:
   a) Develop practical and effective methods of working with our key regional partners to advance the strengthening, promotion and preservation of our language and culture;
b) Identify key areas of support they can provide to uphold and preserve the unique nature of outer islands cultures in the Cook Islands;
c) If necessary, use regional partners as a vehicle for working with our Pacific countries to strengthen, preserve and promote Pacific cultures;
d) Integrate Cook Islands culture into regional tertiary education institutions to increase awareness and improve knowledge of the Cook Islands.

Outcomes: Improve working relationship with our regional agencies to induce support in improving the status of our language and culture in country.

Strategic Area 4: Our International Partners

Focus: To improve our status and promote our culture with our international partners with a view to have increased recognition for our language and culture.

Key Objectives:
   a) Form partnerships with our international partners with a view to develop effective working relationships;
   b) Formulate strategies for mutual support for their work and also ours;
   c) Seek out training opportunities to develop human resources in the administration and management of culture;
   d) Seek out development opportunities in the cultural industry and the preservation of our arts and history.

Outcomes: Increased recognition of the status of our culture on the international stage.
Ensuring we achieve our results

Strategies in this policy will be further developed and fleshed out in a Strategic Plan that will be attached to this policy. The Strategic plan will break down in more detail the strategies, how this will be developed according to the wishes and aspirations of our stakeholders, who will be carrying various activities out, when they will be done and how much it will cost. These strategies will be spread out over five year intervals and the implementation will be stringently captured and recorded for the sake of outputs and financial evaluation. The achievement of these strategies will be reviewed on an annual basis to ensure the quality of our results are at a standard that our people deserve.

A database of all strategies will be developed with the help of our regional and international partners. This database will capture minute details of the implementation process of the strategy and will provide relevant and timely information to policy analysts to evaluate the future of our strategies and spell out lessons learnt. This information will also filter up to Cabinet Ministers so they are aware of the progress of the preservation of our culture and implementation of strategies. It will also feed into Business Plans and Quarterly reports to PSC and to MFEM so they can monitor the value of investment into our culture. Reports will also go to our regional and international partners who have been working with us and supporting our cultural activities.