



Technical Assistance Consultant's Report ADB TA – 9292 REG

30 October 2018

**Strengthening Project Preparation in Asia and the Pacific – Supporting
Preparation of Infrastructure Projects with Private sector Participation in Asia
Pacific (Subproject 4)**

Cook Islands

Final Report

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Asian Development Bank

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Technical Assistance Consultant’s Report ADB TA – 9292 REG

TABLE OF CONTENTS

TABLE OF CONTENTS.....	2
I. OBJECTIVE AND SCOPE OF THE TECHNICAL ASSISTANCE.....	4
II. TECHNICAL ASSISTANCE OUTPUTS, ACTIVITIES AND RECOMMENDATIONS.....	7
Output Summary	7
Additional Tasks Undertaken	10
Recommendations.....	10
III. LESSONS LEARNED	13
PPPs will reduce capacity constraints	13
IV. NEXT STEPS.....	15
APPENDIX 1:	16

Abbreviations

ADB	Asian Development Bank
AMS	Activity Management System
BCI	Bank of the Cook Islands
CCD	Climate Change Division
CICC	Cook Islands Chamber of Commerce
CIIC	Cook Islands Investment Corporation
DCD	Development Coordination Division
GCF	Green Climate Fund
GCI	Government of Cook Islands
MFAT	Ministry of Foreign Affairs and Trade (Government of New Zealand)
ICI	Infrastructure Cook Islands
JNAP	Joint National Action Plan
MFEM	Ministry of Finance and Economic Management
NIIP	National Infrastructure Investment Plan
NSDC	National Sustainable Development Commission
PMU	Project Management Unit
PPP	Public Private Partnership
SOE	State-owned Enterprise
SPU	Special Projects Unit (CIIC)
TA	Technical Assistance
TAU	Te Aponga Uira
TOR	Terms of Reference
TTV	Te Tarai Vaka
VfM	Value for Money

Currency:

NZ\$ New Zealand Dollar (Approximate exchange rate: NZ\$1.56 = US\$1)

Technical Assistance Consultant's Report ADB TA – 9292 REG

I. OBJECTIVE and SCOPE of the TECHNICAL ASSISTANCE

Background

Following a mission by the Asian Development Bank's (ADB) Office of Public Private Partnerships in August 2016 the Government of the Cook Islands (GCI) determined that it wished to explore opportunities to expand its current level of contracting out and to identify opportunities to develop public private partnerships (PPPs). The Terms of Reference for this Technical assistance program were agreed with the primary government stakeholders being Cook Islands Investment Corporation (CIIC), the SOE holding company, Infrastructure Cook Islands (ICI) and the Ministry of Finance and Economic Management (MFEM).

The Technical Assistance (TA) program commenced in March 2018 and the International PPP Expert (PPP Expert) undertook the first mission on Monday 1st April 2018 which comprised 25 working days in the Cook Islands. A second mission was undertaken commencing 18 June 2018, also comprising 25 working days in country, and a third and final mission commenced on 26 September and comprised 20 working days in country. The mission concluded on 19 October 2018. Mr. Weonho Yang and Mr. Masayuki Kanda from the Office of Public Private Partnerships (OPPP) undertook a mission (OPPP Mission) to the Cook Islands in the period 15 to 17 October 2018 and participated in meetings with key stakeholders and also attended the private sector workshop held on 16 October 2018.

ICI, CIIC and MFEM provided input in the development of the Terms of Reference (TOR), for this TA, TA 9292-REG, which covers contracting out and PPPs in the Cook Islands.

The TA is overseen on behalf of the ADB by Mr. Weonho Yang in the Office of Public Private Partnerships, Manila. Ms Charmaine Dolan, Administrative Assistance, ADB's Cook Islands Development Coordination Office, supported initiation and implementation of the TA for the period up to 30 June 2018. Mrs. Patricia Tuara, Coordination and Administration Officer, Cook Islands Development Coordination Office, provided support from her appointment in late September to TA conclusion.

The principal liaisons with Government agencies have been: Mr. Petero Okotai, Chief Executive, Cook Islands Investment Corporation; Ms. Diane Charlie-Puna, Ministry Secretary, Infrastructure Cook Islands; and Mr. Garth Henderson, Financial Secretary, Ministry of Finance and Economic Management.

Terms of Reference for the Technical Assistance Program

During the first mission discussions were held with ICI, CIIC and MFEM regarding the TA's Scope of Work and deliverables to clarify some terminology. For example, the original terms of reference for the TA required the preparation of a PPP policy just for the State-owned Enterprises (SOEs). It was agreed by all stakeholders that this should be amended to require a PPP policy be drafted that

Technical Assistance Consultant's Report ADB TA – 9292 REG

applied to the whole of government. With the agreement of CIIC, ICI and MFEM the TOR was clarified, and the following scope of work and deliverables were approved. In the main the changes make it clear that the PPP policy, training and PPP pipeline should benefit and apply to all government stakeholders and SOEs.

Scope of Work (as refined and agreed during first Mission)

The Scope of Work will consist of the following seven components:

- A. Support Cook Islands Government in the preparation of a whole of Government PPP Policy.
- B. Training of ICI, CIIC, other relevant Government staff and senior staff of SOEs on various PPP contracting and operational modalities and contractual asset management (with a strong emphasis on service / management / operation and maintenance contracts), and criteria for assessing capacity for participation.
- C. Review of Cook Island Government's medium-term contracting/outsourcing requirements.
- D. Review of the existing regulatory framework and contracting/procurement arrangements, and formulation of recommendations on amendments needed to both facilitate the development of PPP solutions and optimize the management of Cook Islands Government's infrastructure assets.
- E. Assistance in organizing presentations to local and regional private sector infrastructure stakeholders, both on an individual and membership organization basis, regarding Government's PPP development plans to increase private sector understanding of PPPs and gauge their level of private sector support and engagement.
- F. Identification of a pipeline of potential infrastructure PPP (capital and/or operational) projects.

Detailed Tasks and/or Expected Output

This assignment will be conducted by an individual consultant, on an intermittent basis, with the following deliverables.

1. Preparation of an inception and timetable covering the entire assignment following a fact-finding mission to Cook Islands with visits organized by ICI
2. Preparation of Government's PPP Policy under Component A
3. Preparation of Training materials under Component B
4. Preparation of a paper detailing contracting/outsourcing requirements as mentioned in Component C
5. Complete a report on the outcome of the review of existing regulatory framework and

Technical Assistance Consultant’s Report ADB TA – 9292 REG

contracting/procurement arrangements and formulate recommendations on amendments to relevant legislation and bills needed to both facilitate the development of PPP solutions and optimize the management of Government’s infrastructure assets. as provided under Component D

6. Preparation of presentation materials for Component E
7. Preparation of a PPP project pipeline under Component F
8. Preparation of an assigned completion report.

Deliverables and Estimated Submission Date

Deliverable	Estimated Submission Date	Type
Inception Report	1 May 2018	Report
PPP Policy for Government (Component A)	1 June 2018	Report
Training materials (Component B)	1 July 2018	Others
Report on regulatory framework and contracting/procurement arrangements (Component D)	1 August 2018	Report
Report on the Results of Review (Component C)	1 August 2018	Report
Presentation Materials (Component E)	1 September 2018	Others
Project Pipeline (Component F)	1 October 2018	Others
Completion Final Report	30 October 2018	Final Report

Technical Assistance Consultant’s Report ADB TA – 9292 REG

II. TECHNICAL ASSISTANCE OUTPUTS, ACTIVITIES AND RECOMMENDATIONS

The outputs produced under this Technical Assistance program and date of finalisation include

Deliverable	Date First Draft Distributed	Date Final Document / Report Distributed
1: Inception Report		4 May 2018
2: PPP Policy for Cook Island Government (Component A)	9 May 2018	31 August 2018
3: Report on training programs undertaken including training material and attendance list (Component B)		12 July 2018
4: Report on contracting and outsourcing requirements (Component C)	27 July 2018	31 August 2018
5: Report on the regulatory framework and contracting/procurement arrangements (Component D)	18 July 2018	31 August 2018, updated to include commentary on revised Public Infrastructure Bill & other matters and redistributed 3 October 2018
6: Presentation Materials and private sector workshop (Component E)		Private sector workshop held on 16 October 2018
7: PPP project pipeline (Component F)	12 October 2018	26 October 2018
8: Completion Report (this Report)	27 October 2018 (ADB only)	30 October 2018

A list of persons and organizations met during the course of the TA is contained in **Appendix 1**.

Output Summary

Training and Capacity Development

Training and capacity development were provided continually throughout the TA during one on one meetings with senior managers and staff within the key government agencies, ICI, CIIC, the technical staff within the Procurement and Activity Management System (AMS) teams within MFEM and the SOEs. Where possible input was provided on specific projects to assist the responsible staff identify opportunities to utilize PPPs and where a project suited PPP procurement, how that could be structured.

General training and capacity development were also provided through workshops. Four workshops were held during the first mission to introduce government agencies, SOEs and the private sector to PPPs and to outline the proposed content of the PPP policy. In the second mission three

Technical Assistance Consultant's Report ADB TA – 9292 REG

workshops were provided to government agencies and the SOEs dealing with the specific requirements of Component B. During the third mission two workshops were undertaken; the first dealt with the recommendations in the Component D report, and staff from the key government agencies and SOEs were invited. The second workshop provided the private sector with a summary of the TA's activities and outputs, including the PPP Policy and PPP pipeline.

In total there were 82 attendees from government and private sectors participating in the workshops.

PPP Policy

In accordance with the requirements of Component A, a PPP Policy has been developed after extensive consultation with relevant government agencies and SOEs. Input from the private sector was also obtained through workshops and individual meetings. As much as possible the Policy uses existing governance structures and government policies, such as the Procurement Policy and AMS. The PPP Policy was finalized and submitted to government agencies and SOEs in final form on 31 August 2018. The CEOs of CIIC and ICI, with the concurrence of the Financial Secretary, have agreed to submit the Policy to Cabinet for approval.

Reports

Apart from this Completion Report and the PPP Policy, six Reports have been produced during this TA. An inception Report was submitted to the ADB after the first mission; a Report on training undertaken under Component B was also submitted to the ADB in July 2018. Copies of all presentations developed for the workshops have been shared with attendees and copied to the ADB.

A Report on CIIC, ICI and the SOEs' contracting and outsourcing requirements, Component C, was completed and submitted to stakeholders on 31 August 2018. The Report was based on requirements identified by the sponsor entities.

The final Report for Component D was submitted to all relevant government agencies, including Crown Law, and the SOEs on 31 October 2018. During preparation of the presentation slides for the 9 October 2018 workshop on the Component D Report, additional material was identified, and an update Component D Report was prepared and submitted to all stakeholders on 3 October 2018. The Component D Report identifies a number of legislative amendments required to enable the government and SOEs maximize their use of PPP procurement. CIIC's establishing Act presented a number of issues: CIIC is responsible for the administration and management of all Crown assets. The most significant issue identified in CIIC's establishing Act is the inability to delegate administration and management of real property Crown Assets to the private sector; there is no similar limitation for personal property Crown assets. While CIIC can enter into PPPs where the private partner owns the real asset for the life of the PPP contract, private parties cannot manage existing real property Crown assets under a PPP.

Technical Assistance Consultant’s Report ADB TA – 9292 REG

The Component D Report included recommendations on how legislative and regulatory impediments to the use of PPPs should be addressed by the responsible agencies and it is hoped that the agencies act quickly on these recommendations. The Report also reviewed Bills that are being drafted and are relevant to the use of PPPs, such as the Reticulated Services Bill, Public Infrastructure Bill and the Rarotonga Water Authority Bill. Enactment of the Bills reviewed is recommended.

As the PPP Policy uses the existing Procurement Policy and AMS, both were reviewed as part of Component D to identify any gaps or shortcomings that might adversely impact on PPP procurement, selection, development and implementation. In the main, the existing processes will be suitable for PPPs. The Report identified some enhancements in the Procurement process that would benefit PPP procurement and also some areas where the AMS could be strengthened, such as enhanced stakeholder identification and engagement and more robust processes dealing with performance-based contract management post financial closure. Again, the Report contained specific recommendations on these matters.

The final Report for Component F assessed all of the projects identified by ICI, CIIC and the SOEs and identified those that were best suited for PPP procurement. There were seventeen projects identified and from that total, ten were labeled high-priority after being assessed using four criteria;

1. Suitability for PPP contracting and procurement process,
2. How advanced in the concept / design and planning stage they are,
3. Positive impact on the government or SOE’s fiscal position if structured as a PPP, and
4. Whether the projects provide real and immediate benefits to Cook islanders.

The priority projects are listed below and comprise the projects that scored fifteen or more out of a possible twenty points.

Project Name	Suitability for PPP	Concept Design and Planning	Fiscal Impact	Real and Immediate Benefits	Total score
Road Construction & Maintenance	5	4	5	5	19
3.3MW PV Plant	5	5	4	5	19
1MW PV Plant	5	5	4	5	19
Centralized Government Office	5	4	5	4	18
Airport Hotel	5	4	5	4	18
Vehicle Fleet Management	5	2	5	5	17
Wastewater Project	5	3	5	4	17
Water project	4	5	4	3	16

Technical Assistance Consultant’s Report ADB TA – 9292 REG

Aitutaki Marina	4	4	4	4	16
Avatiu Marina	5	3	4	3	15

Additional Tasks Undertaken

Some additional tasks were undertaken that were not specified in the TOR, which include

- During the first mission a series of training workshops, spread over two days, were held with key government agencies attending, including ICI, CIIC, MFEM, staff responsible for procurement, staff responsible for Activity Management System and others, to introduce them to the concept and use of PPPs and to outline the PPP project objectives and deliverables. A similar workshop was undertaken for members of the Cook Islands Chamber of Commerce (CICC).
- On 9 October 2018 a workshop was held for members of relevant government agencies on the findings and recommendations contained in the Report for Component D. Invitations were extended to the staff within CIIC, ICI, MFEM, Office of the Prime Minister, Climate Change Division and Crown Law.
- The PPP Expert organized the meetings for the OPPP mission.

Recommendations

The Reports for Components C, D and F contain recommendations relevant to the matters considered in each Report and those recommendations are not reproduced in this Completion Report. The recommendations that follow are generic and relate to achievement of overall project success.

PPP Policy

The PPP policy has been drafted and Government has been fully consulted on its content. As the PPP Policy establishes a robust and standardized process, with clear accountabilities, it is recommended that the PPP Policy, as drafted, be submitted to Cabinet for approval as soon as possible. In the meeting with CIIC and the OPPP Mission on 15 October 2018, CIIC’s Chief Executive agreed to submit the PPP Policy for Cabinet approval within the month. The Chief Executive of ICI has also offered ICI’s support to draft the Cabinet paper. The Financial Secretary, in the meeting with the OPPP Mission on 17 October, acknowledged the need to have Cabinet approve the PPP Policy.

Recommendation: CIIC and ICI prepare a Cabinet submission recommending the approval of the PPP Policy and submit it to Cabinet for approval before the end of November 2018.

Technical Assistance Consultant's Report ADB TA – 9292 REG

PPP Unit

The PPP Policy recommends the establishment of a PPP unit comprising the expertise found within MFEM's Procurement and Activities Management System teams; the project management skills in the CIIC Special Projects Unit; and the contracting skills in ICI. The Policy does not stipulate whether the Unit should be real or virtual, but a virtual Unit, where the skills are bought together when required to assess, develop and implement a PPP, might suit the Cook Islands situation better, particularly in the early stages of implementing the PPP pipeline of projects.

Regardless of whether the PPP Unit is real or virtual, it is important that there be a person appointed as a PPP focal point who is responsible for PPP project development and sponsorship. That person could reside in either of CIIC, ICI or MFEM. Their role would be to draw together the expertise from the various government agencies to assess, develop and implement PPPs. They would be responsible for the continued development of the PPP pipeline and adoption and implementation of the PPP Policy. The person would need to be at a reasonably senior level.

If a PPP focal point is appointed, it would also act as a focus for training and capacity building. Donor's such as the ADB may be able to provide that person/s with support and capacity development if requested by the Government. While it is not possible to make commitments, the ADB's Office of Public Private Partnerships has, for example, provided similar capacity building support in other Pacific island countries.

Without having a local person responsible for the continued development of PPP projects and implementation of the PPP Policy, the momentum gained over recent months during the period of this TA will be lost and the benefits from the capacity building, training and TA outputs will quickly dissipate.

Recommendation: That a person be appointed as a PPP focal point to be responsible for the identification and development of PPP opportunities in the Cook Islands and in particular the implementation of the PPP Policy and development and implementation of the PPP pipeline.

Component D Report

The Component D Report identifies legislative, regulatory and process gaps or short-comings that could adversely impact government's ability to maximize the benefits from PPP procurement. The issues include unhelpful or unclear provisions in CIIC's establishing Act, unclear drafting in some of the SOEs' establishing Acts, and weaknesses or gaps in the Procurement Policy and Activity Management System. None of these issues would stop the use of PPPs, but they could impact on the form of PPP that can be used by the different agencies.

The Component D Report also reviews Bills being drafted that could impact on the use of PPPs. These Bills as drafted, if enacted, would support PPP use and their enactment is strongly encouraged.

Technical Assistance Consultant's Report ADB TA – 9292 REG

Recommendation: The responsible agencies implement the recommendations contained in the Component D Report.

PPP Pipeline

The PPP Pipeline contains ten high priority PPP projects out of a total of seventeen probable PPP projects. High priority projects are those that scored fifteen or higher out of a possible score of twenty. It will be important for the Government and SOEs to continue to assess and develop these projects. The pipeline should be formally considered and adopted by Cabinet. The appointment of a PPP focal point will assist in the continued development and implementation of the PPP pipeline.

Recommendation: The PPP pipeline should be considered and adopted by Cabinet. The person appointed as the PPP focal point should be tasked with the continued development and implementation of the PPP pipeline.

Asian Development Bank Support

The ADB, through the Office of Public Private Partnerships and through PPP support facilities such as the Asia Pacific Project Preparation Facility (AP3F), have the ability to continue to support the GCI's PPP project identification and implementation. The OPPP Mission was very timely and has resulted in connections being made between personnel in OPPP and in the key agencies within GCI and SOEs. It will be important that all parties, the ADB, government agencies and SOEs, build upon the connections made and understandings reached.

Recommendation: OPPP, relevant government agencies and SOEs should continue the dialogue and work program discussed and agreed during the OPPP Mission. GCI and the SOEs should pro-actively seek ADB support for the development and implementation of its PPP program and individual PPP projects.

Technical Assistance Consultant's Report ADB TA – 9292 REG

III. LESSONS LEARNED

Generally it is the assessment of the PPP Expert that the TA has been successful.

The timing has been opportune. The GCI has recently invested in its processes and systems, such as the Procurement Policy and Activity Management System, and both are now core components of the PPP Policy. The Special Projects Unit within CIIC has been developing a number of projects that would suit PPP procurement and the SOEs also have developed a number of projects, such as the Airport Hotel and PV generation projects, that would benefit from PPP procurement.

Staff within the relevant government agencies and SOEs have been receptive to the PPP capacity development and training and have been pro-active in identifying potential PPP projects.

The private sector has also expressed a desire to see greater use of PPPs. They see use of PPPs as a means of growing the domestic private sector and creating opportunities to learn and adopt new techniques and technology when PPPs involve off-shore contractors and suppliers.

The Government of the Cook Islands view capacity as the greatest constraint to the use of PPPs. This was mentioned in meetings with the CEO of CIIC and the Financial Secretary MFEM, but it was a common theme in question and feedback sessions during the training and capacity building workshops and also in the one on one meetings with government stakeholders.

Capacity as a constraint was not so often mentioned by the SOEs, but they acknowledged that they would require assistance developing PPPs from concept stage through to tender and financial closure. These needs are not so much driven by capacity constraints, but rather lack of detailed knowledge and skills to undertake PPPs; this gap can be covered by agencies such as the ADB's OPPP providing project / transaction support. As PPPs are undertaken there will be a transfer of knowledge to GCI and the SOEs as staff within the Government and SOEs learn by doing.

PPPs will reduce capacity constraints

Through discussions with those organisations developing projects it became apparent that the use of PPP procurement would actually reduce capacity constraints. For example, in developing the concept for the planned centralized government office building, the Special Projects Unit in CIIC are discussing the provision of air-conditioners with air-conditioner suppliers; lifts with suppliers of lifts; demolition of existing building and removal of waste with relevant contractors; and other design and construction inputs with relevant suppliers and contractors.

This is a huge work burden for a very small team managing a number of large and complex projects; all of this could be contracted out to a single provider through a design / build PPP contract. CIIC would then need to manage only one contract and the private sector partner, the building designer

Technical Assistance Consultant's Report ADB TA – 9292 REG

and builder, would be responsible for managing all of the myriad contracts and supply and design inputs needed when constructing an office building.

A design / build / operate / transfer PPP would significantly reduce the workload currently being carried by the CIIC Special Projects Unit. It would also significantly reduce the workload that the Procurement team would face under traditional procurement methods; through a design / build PPP they would no longer have to provide oversight and process a large number of individual procurement contracts for contractors and suppliers but one single procurement contract. Similar reductions in workload would be enjoyed by the team providing support for the Activity Management System if an appropriate PPP procurement is selected over traditional procurement.

Used judiciously, PPP procurement modality would reduce the negative impact of capacity constraints identified by GCI.

Support will be required to manage longer-term PPP contracts

Many of the Government agencies and SOEs involved in this TA identified that they would require, or at least benefit from, assistance in all or some of the steps in a PPP transaction such as developing PPP concept design, undertaking value for money (VfM), developing tender documentation including the underlying PPP contract, undertaking the tender and negotiating the contract through to financial closure. However all acknowledged that they had limited skills and knowledge managing a multi-year performance-based contract. Recognising this gap, additional training material was provided as part of Component B covering the development and management of multi-year performance-based contracts.

From experience in other Pacific island countries, while support has been provided by donors in PPP design and implementation, support is often lacking in contract management post financial closure. Much of the benefit derived from PPP procurement is realised through the effective management of the performance-based contracts over the life-time of the PPP.

It will be important that donors, assisting the Government and SOEs prepare and implement PPPs, also support the development and implementation of whole of contract term contract management practices.

Technical Assistance Consultant's Report ADB TA – 9292 REG

IV. NEXT STEPS

The immediate next steps are clear, Cabinet approval of the PPP Policy and PPP pipeline. It is also important that a PPP focal point be appointed to drive the development of PPP projects, ensure effective implementation of the PPP Policy and PPP pipeline and act as the primary contact point for government agencies, the private sector and donors in all matters relating to PPPs in the Cook Islands.

Decisions around the composition and structure, real or virtual, of the PPP Unit should be made contemporaneously with Cabinet approval of the PPP Policy.

The ten high priority PPP projects should continue to be developed by their respective sponsor agencies.

The ADB's OPPP should continue the dialogue with GCI and the SOEs following the OPPP Mission and determine, with the agreement of Government and the SOEs, how best to support the high priority projects.

Technical Assistance Consultant's Report ADB TA – 9292 REG

Appendix 1:

List of persons met during three missions: Note, some persons may be missing due to lack of business cards or full identification at time of meeting.

Ministry of Finance and Economic Management

Hon Minister Mark Brown	-	Minister of Finance
Mr Garth Henderson	-	Financial Secretary
Ms Lavinia Tama	-	Development Coordination Division Manager
Ms Taina Iro	-	Senior Procurement Officer
Ms Mercedes Tongia	-	Procurement Officer
Ms Natalie Cooke	-	Economic Policy Advisor
Ms Angelia Williams	-	Budget and Planning Manager
Ms Charmaine Dolan	-	Development Coordination Division

Cook Islands Investment Corporation

Mr Petero Okotai	-	Chief Executive Officer
Mr Tamarii Tutangata	-	General Manager
Mr Allan Jensen	-	Chief Finance Manager
Ms Vasie Poila	-	Properties Manager
Ms. Anne Taoro	-	Special Projects Unit, CIIC
Mr. Lloyd Miles	-	Legal Officer
Ms. Nancy Matapuki	-	Financial Consultant

State Owned Enterprises

Ms Vaine Nooana- Arioka	-	Bank of Cook Islands, Managing Director
Mr Apii Timoti	-	Te Aponga Uira, Chief Executive Officer
Ms Dallas Young	-	Te Aponga Uira, Commercial Manager
Mr Tama Heather	-	Te Aponga Uira, Assistant Engineer/Renewable Energy Officer
Mr Trevor Pitt	-	Te Aponga Uira, Media Advisor
Mr Nick Carter	-	Te Aponga Uira, Head of Finance and Administration Division
Mr Joe Ngamata	-	Airport Authority, Chief Executive Officer
Mr Nooroa (Bim) Tou	-	Ports Authority, General Manager

Infrastructure Cook Islands

Mr Ngametua Pokino	-	Ministry Secretary – (now left)
Ms Diane Charlie-Puna	-	Director, Corporate Services – now Ministry Secretary
Ms Jaime Short	-	Director, WATSAN
Mr Gareth Clayton	-	Manager, Project Unit
Mr Gordon Brown	-	Technical Assistance
Ms Annika Lane	-	VSA Planning and Policy Advisor, Corporate Services
Mr. Alex Henry	-	Policy Advisor

Technical Assistance Consultant's Report ADB TA – 9292 REG

Crown Law

Mr David James	-	Solicitor General
Ms Catherine Evans	-	Deputy Solicitor General (now left)
Stuart Baker	-	Crown Law
Alex Herman	-	Crown Law
Anna Glassie	-	Crown Law

Office of the Prime Minister

Ms Bredina Drollet	-	Chief of Staff (now left)
Mr. Wayne King	-	Director, Climate Change Division
Ms. Ngarangi Tangaroa-Teio	-	Central Policy & Planning
Ms. Milly Tamaki	-	Central Policy & Planning
Ms. Charlene Hoff	-	Central Policy & Planning
Ms. Merita Wi-Kaitaia	-	Central Policy & Planning

New Zealand High Commission

Ms Sarah Short	-	First Secretary (Development), New Zealand Aid Programme Manager
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Private Sector

Mr Bill Doherty	-	Owner, Land Holdings Limited
Mr John Batty	-	Project Manager and technical advisor, Land Holdings Limited
Mrs. Lynne Samuel	-	Chief Executive, Cook Island Chamber of Commerce
Mr. Fletcher Melvin	-	President, Cook Island Chamber of Commerce
Mr. Brian Baudinet	-	Chief Executive, Mondo
Mr. John H Webb	-	General Manager, Turama Pacific Travel Group
Mrs. Teresa Manarangi-Trott	-	Pacific Consultants Limited
Mr. Greg Stanaway	-	General Manager, Pacific Resort
Mr. Stephen Lyon	-	Pacific Divers
Cook Island Chamber of Commerce, members		

Others

Mr. Evan Mayson	-	Project Director, GHD
Mr. Peter Winefield	-	Governance Consultant, GHD