



## ***NIUE INTEGRATED STRATEGIC PLAN 2003 to 2008***



**Revised Version and Institutional Arrangements**

## FOREWORD

***Ko Niue ko e motu foaki mai he Atua, ko e ha tautolu a Iki ma e tau tagata Niue. Ko tautolu ka feaki mai a Niue mo e leveki ke lata mo e tau atuhau tupuhake.***

When you are faced with major challenges it is important to stop, take stock of your current position and then to plan how you move forward.

Population and finance are major challenges currently facing this country that need this type of approach.

There are serious concerns that if our population drops much lower than the very things that make us a nation, such as our spiritualism, language, heritage and social values will be threatened.

The recent loss of a major source of income has highlighted our precarious financial position. It has led to large budget cuts and there are not enough funds to maintain our buildings, heavy plant and roads, nor provide investment funds to help develop our economy.

These challenges are not new, but they are becoming more urgent. Past solutions have not worked so it is time for a fresh approach.

The aim of this plan, Halavaka ke he Monuina, is to address these challenges in a new way and to ensure that we still have a 'Prosperous Niue', for those who are committed to the Niue lifestyle by choice.

We will do this by directing additional funding to be used specifically for promoting industry and employment and for doing the urgent, necessary maintenance on our assets.

Development of any size or magnitude will not be promoted at the cost of our environment. Instead, we will use our 'clean green' image to promote them through initiatives such as organic farming and eco tourism.

The Government cannot create a 'Prosperous Niue' on its own. It will require a big effort from everyone; elected members, government employees, the private sector, civil society, the public and our investment partners.

To do this it is important that we are all aiming for the same goal.

This plan outlines that goal and sets out a way of getting there. I commend it to you and ask that you play your part in ensuring that we make it a reality.

Kia moui olaola a Niue. Kia tumau a Niue.  
Kia fakamonuina mai he Atua a Niue Fekai.

Hon. Bill Vakaafi Motufoou  
**MINISTER FOR ECONOMIC PLANNING**

## STRATEGIC OBJECTIVES

- |                                |                                                                                                                                                                                          |
|--------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>1) Financial Stability</b>  | Ensure there are sufficient financial resources to manage and develop the country in a responsible and sustainable manner.                                                               |
| <b>2) Governance</b>           | Provide governance that is stable, transparent and accountable.                                                                                                                          |
| <b>3) Economic Development</b> | Maximise benefits from Niue's resources in a sustainable manner.                                                                                                                         |
| <b>4) Social</b>               | Enjoying a lifestyle of a thriving, educated and healthy community that has access to a wide range of quality social infrastructure, services and development opportunities.             |
| <b>5) Environment</b>          | Sustainable management of Niue's natural resources for future generations.                                                                                                               |
| <b>6) Taoga Niue</b>           | The sovereign and ethnic standing of the people of Niue will be secured and will thrive as the driving force in the development and sustainability of Niue as a viable living community. |

## 6) Taoga Niue

## GUIDING PRINCIPLES

- ✍✍ Sustainable development
- ✍✍ A strategic focus and alliances with key stakeholders
- ✍✍ Collaboration, communication and consultation
- ✍✍ Accountability, responsibility and transparency
- ✍✍ Cohesive and coordinated implementation of the strategic objectives
- ✍✍ Action focused and mindful of cultural and spiritual values
- ✍✍ Relevant to Niue ke Monuina - A Prosperous Niue
- ✍✍ Constant monitoring and review

**STRATEGIC OBJECTIVE**

Ensure there are sufficient financial resources to manage and develop the country in a responsible and sustainable manner.

**BACKGROUND**

Revenue in the 2002/2003 budget was \$15.1m. Despite stringent cost cutting measures this still fell short of meeting recurrent expenditure by \$1.5m. As a result there were no funds available for major asset maintenance and replacement work, capital expenditure or development of new initiatives.

There is little scope to further cut expenditure. An independent review of the 2002/2003 budget strategy supported the current employment levels within government and was unable to identify any major programmes that could be cut without political ramifications.

The government held only \$1.3m in reserves at that time so an urgent additional source of funds is required.

Current dependency on only 2 major sources of funding, New Zealand Aid and International Business Company registrations, is considered to be of high risk to financial stability. The desire and commitment to comply with international movements to counter terrorism, such as anti-money laundering agreements, threatens that stability.

Establishment of a Trust Fund would broaden the revenue base utilising income available from its investment returns.

**AIM**

To have sufficient funds available on an ongoing basis in order to fund:

- 1) recurrent budget expenditure,
- 2) asset maintenance and replacement programmes,
- 3) capital expenditure programme, and
- 4) new initiatives in support of the strategic objective.

**STRATEGIES****Donor Funding**

- 1) Target existing donors funds to areas of high priority
- 2) Secure new donors

**External Funding**

- 1) Maximise benefits from existing external sources
- 2) Generate new sources of external funds.

**Fiscal Policy**

Review fiscal and taxation policy with a view to obtaining additional revenue.

**Entrepreneurial Activity**

Maximise returns from all trading and entrepreneurial activities.

**Trust Fund**

Establish a Trust Fund.

**Sovereign Assets**

Maximise returns from sovereign assets such as the domain name, air space Exclusive Economic Zone and other resources.

**STRATEGIC OBJECTIVE**

**Provide governance that is stable, transparent and accountable.**

**BACKGROUND**

The Niue Government confirmed its commitment to the good governance principles of “exercise of authority (leadership) and interactions in a manner that is open, transparent, accountable, participatory, consultative and decisive but fair and equitable” when it signed the Biketawa Declaration in 2000.

Implementation of these principles has commenced and includes the review of current legislation most of which dates prior to the 1974 constitutional arrangements.

**AIM**

To establish and practice good governance principles that will create an environment where all residents are fully informed and are consulted.

**STRATEGIES**

**Constitutional relationship with New Zealand**

Reaffirm the current constitutional relationship with New Zealand.

**Open Government  
(Community Involvement in Development)**

- 1) Practice of good governance principles of transparency and accountability.
- 2) Establish and maintain a consultative system with all sectors that is monitored to ensure that it is working.

**Legislative Review and [General] Reform**

- 1) Provide legislation that is modern and reflects the current constitutional status of Niue and responds to the demands of Niue in the 21<sup>st</sup> Century
- 2) Review the appropriateness of the size and structure of the Legislative Assembly and Public Service.

**National Security**

Provide all residents with a safe and secure environment.

**Village Councils**

Continue to support and assist village councils.

**Code of Ethics**

Develop a Code of Ethics in support of good governance principles.

**Corporate Governance**

Assist the private sector and non-government organisations to comply with their responsibilities.

**STRATEGIC OBJECTIVE**

**Maximise benefits from Niue's resources in a sustainable manner.**

**BACKGROUND**

Niue has access to a range of quality infrastructure services and has the capacity to maximise returns from its natural resource. To ensure this happens a more strategic approach is being taken to target assistance and support to areas with maximum potential.

This new economic strategy is based on the development of primary products that enjoy a unique and comparative advantage. In particular Niue's clean environmental image offers a marketing advantage that can be used to promote vanilla production and eco tourism.

It is seen that the private sector will play a vital role in development of the new products and support will be provided to them to do so.

**ECONOMIC DEVELOPMENT**

**AIM**

To promote economic development by:

- 1) targeting assistance to areas in the private sector with maximum potential,
- 2) maximising use of Niue's resources in a sustainable manner,
- 3) encouraging foreign direct investment and trade, and
- 4) developing and maintaining key infrastructure.

**STRATEGIES**

**Private Sector**

- 1) Promote, assist and support a vibrant private sector.
- 2) Form and foster partnerships with non -government organisations.

**Agriculture**

Facilitate agricultural development of products with proven commercial merits, particularly vanilla, through research and product and market development.

**Fisheries**

Increase the returns from the fisheries resource in a sustainable and responsible manner.

**Tourism**

Increase tourism in a responsible and sustainable manner taking advantage of our clean, green environment and cultural and social values.

**Trade And Marketing**

Promote and secure markets for our products.

**Investment**

Seek and encourage venture capital investment and skills and technology transfer.

## **INFRASTRUCTURE**

### **AIM**

Develop and maintain necessary infrastructure to serve the development needs of all sectors.

### **STRATEGIES**

#### **Transport**

Secure reliable airline and shipping services appropriate to our needs and maintain a good road network.

#### **Energy**

Provide reliable energy to all residents and complete the EU Wind Turbine project.

#### **Communication**

Provide efficient postal, telecommunication, meteorological and broadcasting services and explore and encourage Information Communication Technology (ICT) development.

#### **Land**

Increase the area of land under title to facilitate access and use for development.

#### **Water**

Provide a quality potable water supply to all residents.

#### **Waste Management**

Implement the waste management plan.

#### **Government Capital Assets**

Implement the asset maintenance and replacement plan.

**STRATEGIC OBJECTIVE**

**Enjoying a lifestyle in a thriving, educated and healthy community that has access to a wide range of quality social infrastructure, services and development opportunities.**

**BACKGROUND**

Niue faces a development dilemma due to population decline. Social policy in the areas of education, health, social benefits, culture, heritage, language and religion are key factors in retaining the remaining population and attracting overseas based Niueans to return.

Niue's education system follows the New Zealand curriculum. Free and compulsory primary and secondary education is provided with tertiary education accessible through government joint sponsorship programmes and donor funded sponsorship. The country has a highly educated labour force, however manpower shortages are experienced in the trade and professional areas. Niue provides excellent health services and facilities however there has been an increase in non communicable diseases associated with lifestyle changes.

The social cohesion that the country enjoys is largely attributed to the key role that the church and village community play in society however, due to population decline commitments have increased and are placing undue burdens on all sectors of society.

**AIM**

To provide social services of a quality that will maintain and enhance the quality of life on the island.

**STRATEGIES**

<b>Population</b>	Build up and maintain a population at a level that will support and enhance Niue's economic, social and cultural systems.
<b>Education and Training</b>	Provide and maintain quality education services that contribute to the human resource development and skill needs of the country.
<b>Health</b>	Provide quality health services to all residents and promote a healthy lifestyle.
<b>Sports and Recreation</b>	Create an environment for people to enjoy sports and recreation.
<b>Social Welfare</b>	Provide appropriate welfare services and benefits.
<b>Language and Cultural Heritage</b>	Ensure the survival of Niue's sovereign and ethnic identity through its language, customs and traditions, arts and crafts, and history.
<b>Spiritual Values</b>	Promote, support and provide appropriate assistance to the church in responding to the spiritual needs of its members.
<b>Community Development</b>	Provide support and assistance to community groups.
<b>Social Commitments</b>	Raise awareness of problems created by the declining population in meeting community commitments.



**STRATEGIC OBJECTIVE**

**Sustainable management of Niue's natural resources for future generations.**

**BACKGROUND**

As a small isolated land mass Niue has a unique unspoilt environment typified by its pristine water, abundant vegetation and clean air.

These attributes can be used to commercial advantage in marketing the country and its products through organic farming, eco tourism and whale watching.

Valuing the environment in this manner will ensure that it is protected and preserved for future generations.

Niue is an active participant in international environmental initiatives and signatory to international treaties.

**AIM**

Utilise the abundant natural resources in a way that not only maximises the economic benefit but also ensures that future generations will be able to enjoy them to the full.

**STRATEGIES****Management of Resources**

Prepare and implement management plans for the sustainable use and ongoing monitoring of our natural resources.

**Global Responsibilities**

- 1) Participate in international environment programmes to assist Niue in meeting its global environmental responsibilities.
- 2) Seek international assistance in implementing sound environmental policy.

## 6 TĀOGA NIUE

**STRATEGIC OBJECTIVE** : The sovereign and ethnic standing of the people of Niue will be secured and will thrive as the driving force in the development and sustainability of Niue as a viable living community.

### BACKGROUND

Ethnic culture and heritage, in spite of the strong influence of imported economic and social choices, must remain the foundation upon which to develop and sustain the spirit and the quality of life of the people of Niue. The importance of this is recognised in the Niue Constitution, Article 61(3).

The adverse impact on culture, as a direct consequence of the continuing decline in the size of the resident population over the past 50 years or so, was not fully acknowledged until recently. The full realisation of this albeit a belated one, that the future welfare of Niue's ethnic identity needed to be seriously addressed, as a matter of some urgency.

### AIM

To develop, sustain, and enhance the sovereign and ethnic identity of the people of Niue through their own distinct language, customs and traditions, the environment, heritage assets, arts and crafts, and history".

### STRATEGIES

**Vagahau Niue** To raise the status of Vagahau Niue and increase its usage in order to sustain it.

**Customs and Traditions** To ensure the preservation, survival and continuation of the customs and traditions of Niue, thus securing Niuean identity and sovereignty.

**History** To raise the status of the history of Niue through the production of books for the use of students, scholars, researchers and the general public.

**Arts and Crafts** To continue to sustain and raise the status of all Niue arts and crafts.

**Heritage Assets** **Archives** – To maintain, collect, conserve and preserve archival records as historical assets for the use of future generations.

**National Library** – to provide a focal point in supporting the vital role of Taoga Niue as custodians of the nation's intellectual heritage.

**National Museum and Cultural Centre** – to maintain, promote, exhibit and usage of traditional methods in the preservation of Niue cultural history.