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Preface

The 2013 Indicator Report follows in the footsteps of the 2012 NSDP Report titled "Monitoring our progress" which is the first report on progress of the 2011-2015 NSDP. This report is the first report focusing on the indicators set out on pages 42- 47 of the 2011-15 NSDP document. This report follows the structure of the NSDP, being decided into eight sections, assessing progress on each of the 80 indicators of the NSDP monitoring and evaluation framework: The sections are as follows:

Goal 1: A Vibrant Cook Islands Economy

Goal 2: Infrastructure for Economic Growth, Sustainable livelihoods and Resilience

Goal 3: Energy Security

Goal 4: Opportunity for all people who live in the Cook Islands

Goal 5: Resilient and Sustainable communities

Goal 6: Environment for Living

Goal 7: Good Governance

Goal 8: A Safe, Secure, Just and Stable Society

Challenges in Monitoring Development

"Measurement for All"

This report is the first quantitative review of the NSDP development indicators with this being the second iteration of the NSDP (2011-2016). The ongoing use of indicators and statistics are crucial, not only for government to track their efforts in developing the country, but also as a tool of communication to the general public of how the nation is progressing along its development path. This is important both as a means of accountability for government and as a call to action for non government actors, private sector and the community. The achievement of national goals is reliant not just on the actions of government, but all components of Cook Islands society. This document and the indicators belong to, and are the responsibility of all persons in the Cook Islands. As we go forward we hope to see the broader Cook Islands community take a more active role in the national development planning process and its monitoring.

"First Steps"

Being the first indicator report of its kind for the Cook Islands there are significant gaps where data was insufficient, fragmented or non-existent, therefore it was difficult to identify any trends or extract any meaningful insights. In other instances, the data lacked rigor and integrity to be reported on, or did not represent an accurate depiction of development across the entire country. These gaps are to be somewhat expected with this being the inaugural NSDP Indicator Report and the first time that we have attempted such a wide scale quantitative monitoring exercise. In future iterations we expect the coverage, accuracy of data and these indicators to improve as ministries and agencies adapt and integrate the monitoring and evaluation framework into their strategic efforts.

In developing this report, there were questions about the definition of some indicators. For example under Goal 6 - Environment for Living with indicators 6.12 & 6.13, the phrase "protected lands, protected areas, protected lagoons" is used. However the term "protected" is ambiguous, and no criteria or definitions are provided. The reader may ask "Does this mean it is protected by law, or by way of traditional custom or by way of geographical isolation?" In developing this report we recognise the need to review and reflect on the report and indicators themselves so that the indicators and the NSDP monitoring and evaluation framework as a whole can evolve and improve. Thus alongside this report is the "Lessons learned from the 2013 Indicator Report" which is a review and analysis of the indicators themselves, assessing their appropriateness and the underlying methodology.

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Signalling Change

The purpose of this document is to report on each indicators progress by examining the most recent data collected in the last three years. In many instances data is not collected annually, with some data only being collected as part of either the Census or the Household Income and Expenditure Survey (both which are collected once every five years). In some instances there is insufficient data for annual monitoring, anecdotal evidence has been provided that suggests there is progress, or regression, in certain areas.

Summary

Goal 1: "A Vibrant Cook Islands Economy"

Economic growth continues on the back of steady growth in tourism however efforts to diversify the economic base have not yet come to fruition. As a result, the Cook Islands economy remains highly vulnerable to any volatility in the Tourism Industry.

Progress:

Progress:

Progress:

Progress:

Progress:

Progress:

ON TRACK

MIXED RESULTS

MIXED RESULTS

MIXED RESULTS

OFF TRACK

OFF TRACK

Goal 2: "Infrastructure for Economic Growth, Sustainable Livelihoods and Resilience"

MIXED RESULTS **Progress:** There has been significant uptake in infrastructure development particularly in the water and sanitation areas. However, this is not reflected by the monitoring due to data being fragmented, not available or incomplete and therefore gaining the rating of 'MIXED RESULTS'

Goal 3: "Energy Security"

Up to December 2013, progress has been slower than originally expected. However, a significant change in the structure of implementation in the last quarter of 2013 will ensure that the renewable targets are realised.

Goal 4: "Opportunity for all who reside in the Cook Islands"

Trends in education show indicators trending positively whilst most health indicators are trending negatively due to NCDs and STIs. Other social statistics are mixed with slow progress on the political aspects of gender equality and financial constraints impacting on the delivery of other social services.

Goal 5: "Resilient and Sustainable Communities"

Progress: Up to December 2013, progress in this area has been slower than projected. There is expected to be some improvements in 2014 particularly in climate change and disaster risk management infrastructure.

Goal 6: "Environment for Living"

Information in this area is highly fragmented and incomplete for all islands. This will be addressed in the upcoming National State of the Environment Assessment and in future monitoring efforts as demand grows for environmental data with the implementation of 'evidence based' policy.

Goal 7: "Good Governance"

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Progress in this area is difficult to quantify. There have been some strong improvements in the financial and governance frameworks in accordance with the public financial management roadmap. However, improvements in performance management and overall governance have been slower than expected.

Goal 8: "Safe, Secure, Just and Stable Society"

Data was not of sufficient quality to be reported on or did not seem to be collected or managed. The capacity and/or resource constraints inhibiting the collection and management of information in this area need to be addressed.

GO	AL 1: A Vibrant Cook Islands Economy						
Key:	Trend over time*			RESULTS			
	Improving/on track		2011	2012	2013	LATEST RESULT	Trend Assessment
V	Worsening/ below expectations – N/A or Insufficient Data		2011	2012	2015		
1.1	Real GDP growth rate averages 2.5%	Result	0.98	4.4	-	4.40%	A
	Sources: NSO, MFEM Treasury Division (2013 National Accounts)					2012	
1.2	Private Sector employment growth (%)	Result		-	-		-
	Sources: NSO ,Chamber of Commerce					2011	
1.3	Growth in total visitor number over 120,000	Result	113,114	122,384	122,700(p)	122,700(p)	A
	Sources: NSO, CI Tourism					2013	
1.4	Growth in contribution to the economy as a % of GDP from our marine resources	Result	2.60%	2.70%		2.7	\leftrightarrow
	Sources: NSO (National Accounts)					2012	
1.5	Growth in contribution to the economy as a %age of GDP from our agricultural production	Result	2.10%	2.05%		2.05%	▼
	Sources: NSO(National Accounts)					2012	
1.6	Growth in contribution to the economy as a % from our Financial Services Industry	Result	12.30%	12.00%	-	12.00%	▼
	Sources: NSO (National Accounts)					2012	
1.7	Government tax revenue to GDP maintained within 25% in the medium term	Result	24%	23.10%	23.20%	23.20%	A
	Sources: NSO,RMD					2013	
1.8	A National Trade Policy will be adopted and trade agreements entered into where they offer opportunities and benefits to the Cook Islands	Result	-	-	-	-	▼
	Sources: MFAI						

GOAL 1: A VIBRANT COOK ISLANDS ECONOMY

- 1.1, 1.3 Economic Growth has been steady and primarily driven by growth in tourism from government investment in the airline subsidies and destination marketing, though the marginal decrease in arrivals from 2012-2013 is of concern.
- 1.4 Marine resource revenues has shown growth potential (2011-2012) and despite a projected downturn in 2013, will likely continue to grow over the longer term, with new opportunities opening up in fisheries as well as potential exploration in seabed minerals.
- 1.5, 1.6 In other sectors growth has stagnated (as a percentage of GDP); There is a need to more efficiently manage land and capital resources in agriculture, and continually adapt to increasingly stricter international regulations in offsher finance.

GO	AL 2: Infrastructure for Economic Growth, Sustainable	Livelih	oods and	d Resilier	псе		
Key:	Trend over time*			RESULTS			
A	Improving/on track		2011	2012	2013	LATEST RESULT	Trend Assessment
2.1	% of Households having access to water is increased in the medium term Sources: NSO (Census), ICI	Result	85%	-%	-%	85% 2013	-
2.2	All 12 water intakes are rehabiltated in the medium term Sources: ICI	Result	2	1	3	3 2013	•
2.3	Volume of waste at landfills declined annually Sources: ICI	Result				2011	V
2.4	Telephone connections increased in the medium term Sources: Telecom Cook Islands	Result	7444	7775	8466	8466 2013	A
2.5	Cellular subscribers increased Sources: Telecom Cook Islands	Result	10020	11100	10915	10915 2013	⇔
2.6	Internet usage increased Sources: Telecom Cook Islands	Result	2059	2414	2690	2690 2013	A
2.7	Number of certified trade professionals increased Sources: Ministry of Education	Result	-	-	-	- 2011	-
2.8	% of infrastructure projects implemented by local contractor increased Sources: ICI, DCD	Result	-	-	-	- 2011	-

GOAL 2: INFRASTRUCTURE FOR ECONOMIC GROWTH, SUSTAINABLE LIVELIHOODS AND RESILIENCE

- 2.1, 2.2 The significant investment and preparation for the Te Mato Vai project has meant that work and investment in water on Rarotonga has been pushed back to take advantage of economies of scale in the long term. Accurate data on water coverage in the Pa Enua is currently fragmented and not available for this report. However, there are projects in the pipeline for increasing water security in the Pa Enua for the coming years beginning in the islands of Atiu, Aitutaki and Palmerston in 2014. Additionally, the Government is working on water shortage response strategy for the Pa Enua.
- **2.3** Improvements in waste management have stagnated whilst consumption and waste increases. However, the drafting of the National Waste Management Strategy in 2013 has established a foundation for smart & sustainable investment in waste management for the long term.
- **2.4, 2.5, 2.6** ICT uptake has increased steadily overtime with increased investment in mobile technological infrastructure particularly in the Pa Enua. Cook Islanders have also been quick to embrace new technologies and it is projected that uptake will increase with the introduction of O3B and 3G in 2014.

GO	GOAL 3: Energy Security								
Key:	Key: Trend over time*				RESULTS				
	Improving/on track	→ no change/ in flux		2011	2012	2013	LATEST RESULT	Trend Assessment	
_	Worsening/ below expectations	 N/A or Insufficient Data 							
3.1	Percentage of households with access to electr	city increased	Result	99.3	-	-	99.3	\leftrightarrow	
	Sources: NSO (Census)						2013		
3.2	National spend as a % of GDP on fossil fuels for	energy declined *	Result	5.10%	4.90%	-	4.90%	A	
	Sources: NSO, Commerce Commission (National	I Accounts)					2013		
3.3	Renewable energy coverage increased to 50% of	of all energy needs by 2015	Result	0.73%	2.56%	5.94%	5.94%	▼	
	Sources: Renewable Energy Division OPM						2013		

GOAL 3: ENERGY SECURITY

Renewable Energy is one of this Government's highest priorities in this iteration of the NSDP. Progress in this area however, has been slower than original expectations. This has been addressed with a significant change in the structure of the renewable energy program and funding support from New Zealand. It is anticipated to that this will accelerate progress and get efforts back on track in the 2014/15 financial year.

Key:	Trend over time*			RESULTS			
▲	Improving/on track		2011	2012	2013	LATEST RESULT	Trend Assessment
4.1	Enrolment rate for Early Childhood Education is 95% across all islands Sources: Ministry of Education, Statistics Report 2013	Result	95	97	79%	79% 2013	A
4.2	65% Year 4 Literacy results in Cook Islands Maori at or above expected levels Sources: Ministry of Education, Statistics Report 2013	Result	58%	69%		69% 2012	A
4.3	90% NCEA Level 1 Numeracy rate Sources: Ministry of Education, Statistics Report 2013	Result	85%	91%		91% 2012	
4.4	90% NCEA Level 1 Literacy rate Sources: Ministry of Education, Statistics Report 2013	Result	88%	96%		96% 2012	
4.5	62% achievement in NCEA Level 1 qualification Sources: Ministry of Education, Statistics Report 2013	Result	64%	65%		65% 2012	A
4.6	70% retention rate from Year 11-12 Sources: Ministry of Education - Statistics Report, 2013	Result	59%	60%	67%	67% 2013	A
4.7	Increase by 50% rate of tertiary qualified Cook Islanders Sources: Ministry of Education, Statistics Report 2013	Result	159	167		167 2012	-
4.8	Increase by 50% rate of vocational education and training achievement Sources: Ministry of Education, 2013	Result					-
4.9	Greater than 90% antenatal coverage for all mothers Sources: Ministry of Health, Annual Health Bulletin	Result	98%	99%		99% 2012	A
4.10	Low infant and under five years mortality rate Sources: Ministry of Health. Annual Health Bulletin	Result	1.4/1000	2.1/1000		2.1/1000 2012	A
4.11	Low maternal mortality rate Sources: Ministry of Health, Annual Health Bulletin	Result	0	0		0	A
4.12	Greater than 90% immunisation coverage Sources: Ministry of Health, Annual Health Bulletin	Result	93%	93%		93% 2012	A
4.13	Reduce by 10% incidence of Non Communicable Diseases (NCDs) Sources: Ministry of Health Annual Health Bulletin	Result	205	296		296 2012	V

Key:	Trend over time*			RESULTS			
	Improving/on track		2011	2012	2013	LATEST RESULT	Trend Assessment
\blacksquare	Worsening/ below expectations – N/A or Insufficient	Data	2011	2012	2013		7100000111011
4.14	Reduce by 30% rate of teenage pregnancy for 13-16* years	Result	37*	41*		41*	V
	Sources: Ministry of Health					2012	
4.15	Reduce by 30% rate of sexually transmitted infections (STIs)	Result	174	187		187	▼
	Sources: Ministry of Health					2012	
4.16	Maintain nil or low rate of tuberculosis	Result	0	1		1	A
	Sources: Ministry of Health					2012	
4.17	Maintain nil or low rate of HIV/AIDS infections	Result	0	0	0	0	↔
	Sources: Ministry of Health						
4.18	Reduce by 50% the number of overweight children	Result		27%		27%	V
	Sources: Ministry of Health						
4.19	Increase the % of women in business and professional occupations	Result				N/A	-
	Sources: NSO, INTAFF						
4.20	Increase the % of women in local and national government	Result	8%	12%	12%	12%	A
	Sources: OPM					2013	
4.21	Decline in the number of domestic violence	Result	123	154	228	228	V
	Sources: Police					2013	
4.22	Decline in the rate of crimes committed against children	Result	6	4	1	1	A
	Sources: Police						
4.23	Decline in the rate of crimes committed by youth offenders	Result				N/A	-
	Sources: Police						
4.24	Reduce the unemployment rate	Result	8.20%			N/A	-
	Sources: NSO: Census						
4.25	Increase by 50% employment rate for persons with disabilities	Result	15	15	20	20	A
	Sources: INTAFF Disabilities					2013	
4.26	Levels of funding for NGOs and CSOs providing social services increased	Result				N/A	-
	Sources: INTAFF						

GOAL 4: OPPORTUNITY FOR THOSE WHO RESIDE IN THE COOK ISLANDS

- **4.1 4.8** Education indicators are generally trending positively, building on the back of strong evidenced based policy in the sector and the successful implementation of education programs. There is still need for improvement in the tracking of young Cook Islanders transitioning from secondary education into either tertiary study or into the work place. Of note is a recent change in eligibility for 'Early Childhood Education' (from 3.5 5yrs to 3-5yrs) which has increased the eligible cohort size, resulting in a decrease in the enrolment rate.
- 4.9 4.12 Maternal Health Indicators in this area are generally stable with continued investment in this area and increased uptake in prenatal care.
- 4.13 4.18 NCD and Sexual health Indicators both are trending negatively with the legacy of a generations unhealthy lifestyle choices. Despite efforts to promote safe sex practices, there has been a continuous growth in Sexually Transmitted Infections (STIs). However when considering STI statistics, one must consider the measurement error; an increase in STI cases may be the result of improved screening, or indicate a real issue in the nation's health.
- **4.19 4.26** Gender, Disabilities, Juveniles & Civil Society: Reporting on indicators in these areas is fragmented though there are some positive trends with respect to improving the engagement of those with disabilities in the workforce. There has also been a marginal increase in the percentage of women representatives in local and national Government; however it is not a true representation of women as a proportion of the population.
- *4.14 this data is actually collected from MOH who classify teenage pregnancy from 13-19 years of age.

Key:	Trend over time*		RESULTS				
	Improving/on track ← no change/ in flux		2011	2012	2013	LATEST RESULT	Trend Assessment
•	Worsening/ below expectations – N/A or Insufficient Data		2011	2012	2013		
5.1	Historical comparison of recovery cost for various categories of cyclones decreased.	Result	-	-	-		-
	Sources: Met Office, MFEM, DCD						
5.2	Historical comparison of lives lost for comparable hazards	Result	0	0	0	0	\leftrightarrow
	Sources: MOH, NSO						
5.3	Number of actions contained in the National Action Plan for DRM and CCA implemented	Result	-	-	25	25	A
	Sources: Climate Change Unit					2013	
5.4	Number of actions contained in the National Action Plan for DRM and CCA completed	Result	-	-	1	1	▼
	Sources: Climate Change					2013	
5.5	% of Government Budget allocated to Disaster Risk reduction and CCA Sources: EMCI & Climate Change	Result	-	-	-	-	

GOAL 5: RESILIENT AND SUSTAINABLE COMMUNITIES

With the exception of the actions contained in the Joint National Action Plan (JNAP) for DRM and CCA, progress under this goal has been difficult to ascertain due to lack of creditable data. The majority of actions under the JNAP is currently being implemented and will be ongoing particularly in relation to capacity building and adaptation. In 2013, six out of the seven actions for the Strategic Result Area on governance were under implementation with one action completed. Under the area of Monitoring all four actions were under implementation while seven out of the eight actions for disaster risk management were being rolled out, and eight of ten actions were being progressed in risk reduction and climate change adaptation. Also of note is the Cook Islands Government subscribed to the World Bank disaster insurance program in 2013 to mitigate against the economic impact of disasters.

5.3, 5.4 The implementation of actions from the Joint National Action Plan has not been actively monitored (hence lack of data for 2011, 2012) however there is an increasing number of projects being implemented and are expected to be completed in 2014.

GO	AL 6: Environment for living							
Key:	Trend over time*				RESULTS			
_	Improving/on track	→ no change/ in flux		2011	2012	2013	LATEST RESULT	Trend Assessment
▼	Worsening/ below expectations	 N/A or Insufficient Data 		2011	2012	2013		
6.1	Reduce water demand and use per capita		Result	-	-	-	-	-
	Sources: ICI							
6.2	Increase and improve water storage per person		Result	-	-	-		-
	Sources: ICI. Island administrations							
6.3	Catch from offshore fisheries per effort at an econ sustainable yield)	omically sustainable level – (Maximun	n Result	35.382*	35.749*	-	35.749*	-
	Sources: MMR						2012	
6.4	Increase % of organic agricultural production		Result	-	-	-		-
	Sources: Ministry of Agriculture							
6.5	Reduce loss of soil through soil erosion		Result	-	-	-		-
	Sources: Ministry of Agriculture, NES ICI							
6.6	Maintain % of land covered in forest		Result	64.60%	-	-	64.60%	-
	Sources: Ministry of Agriculture, FAO: Global Forest Res Report	ource Assessment Cook Islands Country					2011	
6.7	Reduce green house gas emissions (CO2 tonnes)		Result	69,574t CO2	-	-	69,574tCO2	-
	Sources: NES, 2006 Cook Islands Second National Comm	nunication on the UNFCCC.					2006	

	AL 6: Environment for living					1	
Key:	Trend over time*			RESULTS		_	Trend
	Improving/on track		2011	2012	2013	LATEST RESULT	Assessment
•	Worsening/ below expectations – N/A or Insufficient Data		2011				
6.8	Increase % of population with access to approved standards of sanitation	Result	-	-	-	-	-
	Sources: ICI					2013	
6.9	Stream, lagoon water and inland water intake quality improved to within approved thresholds	Result	-	-	-	0	-
	Sources: Ministry of Agriculture						
6.10	Reduce tonnage of waste going to landfill	Result	-	-	-	-	-
	Sources: Ministry of ICI					2012	
6.11	Increase tonnage of recycled materials	Result	-	-	-	-	-
	Sources: NES, ICI					2013	
6.12	Increase % of total land areas under protected status	Result	2.40%	2.40%	2.40%	2.40%	\leftrightarrow
	Sources: NES (4 th National Report to the Convention on Biodiversity)					2013	
6.13	Increase number and area of protected lagoons and seas	Result	18	18	18	18	\leftrightarrow
	Sources: NES (4 th National Report to the Convention on Biodiversity)					2013	
6.14	Number of endangered species, animals and plants as a % of described species decreased	sed Result	-	-	4.10%	4.10%	⇔
	Sources: National Biodiversity Database					2013	

GOAL 6: ENVIRONMENT FOR LIVING

This is an area where data is scattered and fragmented and the measurement of many indicators is in its early stages. It is recognised that taking a more holistic approach to development means that we need to be able to quantify and measure progress and changes in this area.

- 6.1, 6.2 & 6.8 With the Te Mato Vai project the second phase of the sanitation program and the development of the water supply policy, better data is expected to inform these indicators in the future, as current data available is simply insufficient to be of use.
- **6.3** The data here only represents Catch Per Unit Effort from long lining in Cook Islands Exclusive Economic Zone (as the primary method of capture) and does NOT include per seine fishing activities.
- 6.5, 6.6, 6.7, 6.9, & 6.14 Efforts to monitor the environment will be augmented with the drafting of the National Environment Strategic Action Framework as well as the State of the Environment Assessment, (currently being undertaken by NES). This should help improve the monitoring framework around the natural environment and conservation.
- 6.10 & 6.11 There has been little progress around Waste Management, however with the finalisation of the Waste Policy and Strategy in 2013, there have been coordinated efforts to address national waste management needs in a sustainable fashion. With respect to recycling there are measurements available on exported waste, however there is little data available on waste recycled on island such as green waste and crushed glass.
- 6.12 This figure is understated as it does not include marine and terrestrial areas on Pukapuka and Rakahanga, nor does it include protected areas where there were no land measurements such as Te Roto Nui in Mitiaro, or Lake Porea and Tepuka Roto in Manihiki.
- **6.13** There have been 18 protected areas with no change in the number of land areas during the three years. There may be additional areas established under customary practice that have not been included in this data. With efforts around the Marine Park, there may be increases in this number in the near future.
- **6.14** The biodiversity indicator assessing at-risk species has not been actively monitored over time (hence only the 2013 figure is available) but NES believe there was no increase or decrease in the number of endangered or at risk species in the last three years.

. Segment

Key:	Trend over time*			RESULTS			
▲	Improving/on track		2011	2012	2013	LATEST RESULT	Trend Assessment
7.1	A functional review implementation framework which enhances service is executed Source: PSC	Result	1	-	-	1 2011	0
7.2	Implement leadership and development programmes that reinforce strategic directions and foster innovation and service excellence across the Public Service Source: PSC	Result	-	-	-	1 2013	•
7.3	As the 'employer of choice', implement strategies that enhance the recruitment and retention of a competent workforce Source: PSC	Result				N/A	•
7.4	PFM Roadmap fully implemented and PEFA assessment in 2015 demonstrates planned improvements in PFM systems in accordance with the Roadmap goal scores Source: PSC	Result				N/A	•
7.5	Personnel to total revenue is reduced and maintained within 40% over the medium term Source: MFEM	Result	43%	42%	41%	41% 2013	A
7.6	Introduce an annual Parliament calendar Source: Parliament	Result				N/A	•
7.7	Reinstating Parliamentary Select Committees responsible for scrutinising the Public Finance and Expenditure Committee Source: Parliament	Result			1	1 2012	A
7.8	Introduce one point of access for information relating to all aspects of Government operations Source: OPM	Result				N/A	•
7.9	Adoption of a National Foreign Policy Source: MFAI	Result				N/A	▼

GOAL 7: GOOD GOVERNANCE

Quantifying the progress for good governance is difficult given that some indicators cannot be quantified. However, it is noted that there is an increased level of transparency, particularly in the area of financial management. Continuous improvements of systems will give development partners and the general public confidence in government processes and use thereof.

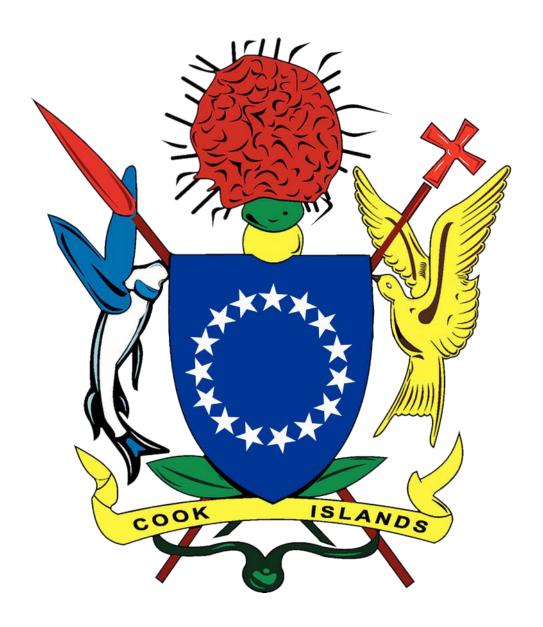
- 7.1, 7.2, & 7.3 There has been recent investment in public service management through the reviewing of the functions of government, the empowerment of Island Governments (Island Government Act 2013), and the development of public service operational policies. There is a need for continuous improvement in the Public Service management framework to embed changes, recognising that change often takes time to embed.
- 7.4, 7.5 & 7.7 The Public Financial Management System was recently reviewed (November, 2013) with the completion of the second PEFA report, and has shown improvement since the first PEFA in 2011. It is expected that these improvements will be cemented and built upon before the next assessment. One of the improvements to have come about since the first PEFA was the establishment of the Parliamentary Public Accounts Committee.
- **7.8** There has been a concerted effort to centralise and rationalise Governments' administrative functions with the centralisation of ICT and the networking of ministries and crown agencies in and around Rarotonga's CBD. There are potentially more efficiency gains to be made in the area of financial management. There are plans to implement a new financial management software package and potential to consolidate human resources and further develop technical capacity.
- **7.9** A Foreign Policy has yet to be formalised however MFAI are in the process of working through a draft and conducting consultations with a policy due in the coming fiscal year.

GO	AL 8: Safe. Secure, Just and Stable Society						
Key:	Trend over time*			RESULTS			
	Improving/on track		2011	2012	2013	LATEST RESULT	Trend Assessment
•	Worsening/ below expectations – N/A or Insufficient Data		2011		2013		
8.1	Increase % of community that 'feel safe both at home and public places' Source: Police	Result				N/A	-
8.2	Increase % of community 'satisfied with the level of police visibility in public places' Source: Police	Result				N/A	-
8.3	Increase reporting of family violence Source: Police	Result				N/A	-
8.4	Decline in crime rate Source: Police	Result				N/A	-
8.5	Decline in rate of reoffending Source: Police	Result				N/A	-
8.6	Decline in the number of motor vehicle accidents Source: Police	Result	184	224	236	236 2013	V
8.7	An effective, automated border management system meeting the needs of customs and immigration, is established supported by modern legislation Source: Customs	Result	0	0	0	0 2013	0

GOAL 8: SAFE. SECURE, JUST AND STABLE SOCIETY

This is an area where an improvement of data collection and analysis is required to better inform policy decision-making, given the linkages between law & order and developments in other sectors of society.

For a further discussion of all indicators, their efficacy and the methodology of analysis please refer to the "Lessons learned from the 2013 Indicator Report".



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