



*Government of Pitcairn*



# **PITCAIRN ISLANDS STRATEGIC DEVELOPMENT PLAN**

**2012 - 2016**

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**PITCAIRN ISLANDS – SUMMARY DETAILS (as of October 2012)**

1. Pitcairn Islands	1. 4 Islands: Pitcairn (inhabited), Henderson, Ducie and Oeno (all uninhabited)
2. Status	2. British Overseas Territory
3. History	3. Discovered in 1767 and settled in 1790 by the Bounty mutineers and their Tahitian companions
4. Area	4. Pitcairn: 4.5 sq km (2 sq miles)
5. Location	5. South Pacific Ocean, mid-way between New Zealand and South America
6. Main settlement	6. Adamstown
7. Climate	7. Sub-tropical; 1629 mm average annual rainfall
8. High Point	8. Highest Point (Pawla Walley) 347 metres
9. Exclusive Economic Zone (EEZ)	9. 836,000 sq km
10. Population (March 2011)	10. 52 resident Islanders and 10 non-resident (including: governor's representative, doctor, teacher, police officer and FCA). Note: peak resident population of 250 in mid 1930s
11. Gender (resident islanders)	11. Male 50% and female 50%
12. Age Structure (resident islanders)	12. March 2011: (i) 19% 0 to 20 years; (ii) 60% 21 to 65; and (iii) 21% 66 and more <ul style="list-style-type: none"> <li>• 5 year *projection to 2016: (i) 17% 0 to 20 years; (ii) 56% 21 to 65; and (iii) 27% 66 and more</li> <li>• 10 year *projection to 2021: (i) 12% 0 to 20 years; (ii) 45% 21 to 65; and (iii) 43% 66 and more</li> </ul>
13. Employment (resident islanders)	13. (i) 34 able-bodied persons (21 to 65); (ii) public sector employs 31 adults in 82 part-time posts; and (iii) private self-employment (carving of wooden souvenirs, honey production, fishing, fruit and vegetable cultivation, etc)
14. Religion	14. Mainly Seventh- Day Adventist – there is a clergyman based on the Island
15. Governance & Institutional Structure	15. (i) Pitcairn Constitution Order 2010 (March 2010); (ii) Island Council; (iii) Governor's Office (based in NZ); (iv) Governor's Representative (on island); and (v) Pitcairn Island Office (based in Auckland, NZ)
16. Economic Activity	16. (i) Public sector (31 islanders employed in 82 part-time posts); and (ii) private sector: handicrafts, fishing, horticulture, beekeeping and honey production, some poultry, general maintenance, home-stay tourism, etc.
17. Gross Domestic Product (GDP)	17. NZ\$ 217,000 (2005/06 indicative estimate) and NZ\$ 4,340 per capita (based on 50 residents)
18. Imports	18. Diesel fuel, building materials, spare parts and foodstuffs
19. Exports	19. (i) Island - handicrafts (sold on cruise ships), honey, fish, fruit and vegetables (for barter); home-stay tourism, stamps and souvenirs; and (ii) Off-Island – postage stamps, coins and internet domain names
20. Natural Resources	20. Miro trees (used for handicrafts), fish and limited agricultural land
21. Infrastructure	21. (i) Small island harbour – Bounty Bay (served by longboats); (ii) electricity (2 diesel generators 14 hours/day); (iii) telecommunications and internet via satellite; (iv) roads: 975m of concrete road from Bounty Bay to Adamstown, and 15.4km of graded earth roads. Means of transport are by 4-wheel drive quad bikes. There are also two cars on the Island
22. Shipping Service (subsidised)	22. MV Claymore II – annual service: (i) cargo: 4 voyages to/from NZ; and (ii) passengers (12 berths): 8 voyages to/from Mangareva (closest island in French Polynesia with air services to/from Tahiti)
23. Government Finances	23. 2010/11: (i) Income NZ\$ 204,000; (ii) Expenditure NZ\$ 4.49 million; and (iii) Deficit NZ\$ 4.29 million
24. Government Expenditure Distribution	24. 2010/11: (i) Island operations 17%; (ii) Non-residents 32%; (iii) PIO 15%; and (iv) Shipping (net) 36%
25. Budgetary Aid Dependence	25. 2010/11: 95% from HMG and 5% from Island revenue
26. Exchange Rates	26. £1 = NZ\$: 2007 NZ\$ 2.88; 2008 NZ\$ 2.47; 2009 NZ\$ 2.80; 2010 NZ\$ 2.12; and 2011 NZ\$ 2.18 (all Feb-March period) & 2012 NZ\$ 1.95 (Feb-March)

## **VISION STATEMENT**

To develop a sustainable and secure future for the Pitcairn community and its unique lifestyle, based on realistic objectives that reflect the opportunities for a modest increase in population, tourism development and private sector initiative. The Island community envisages further development of the governance system in partnership with HMG to promote increased self-reliance, transparency and accountability. In financial terms, the main aim is to reduce the Island's dependence on budgetary aid.

## **MAIN OBJECTIVES FOR THE ACTION PLAN**

### **PRIORITY 1**

1. Promote immigration and re-population, bringing people with necessary skills and commitment to Pitcairn.
2. Implement committed and proposed infrastructure development programme, with all the necessary infrastructure requirements to support immigration
3. Encourage and promote increased tourism development – stay over visitors and landings of cruise ship passengers
4. Encourage private sector development based on tourism and small scale exports
5. Promote options to improve the shipping service in terms of availability and pricing

### **PRIORITY 2**

1. Improve good governance and organisational practices on Island, based on increased self-reliance, transparency and accountability
2. To improve law and order practices and procedures to ensure a fair and equitable society.
3. Provide for realistic and reasonable employment, social welfare, health and education needs of the community
4. Promote and sustain effective and affordable environmental protection and conservation
5. Ensure more realistic development of agriculture and fisheries resources that focus on increased self-reliance and sustainability

### **PRIORITY 3**

1. Consolidate and develop partnership with HMG and relevant international organisations
2. Ensure sound on-Island financial practices and procedures, with focus on reasonable community contribution to public revenue requirements and realistic reduction in annual budgetary aid
3. Establish effective and appropriate monitoring and evaluation function

## EXECUTIVE SUMMARY

1. This document presents the Action Plan for the Strategic Development of the Pitcairn Islands over the 5-year period from 2012 to 2016.
2. The Plan summarises the views and aspirations of the Pitcairn Islanders, and provides for the active support of the FCO, DFID and other interested international stakeholders.
3. General Background (Section 1) – sets the scene in terms of: (i) key background details of the Pitcairn Islands; (ii) administration and laws of the Island; (iii) economy and finances, including a summary of government revenue & expenditure and annual budgetary aid for the last five years; (iv) future challenges and development, including an assessment of the Island’s strengths, weaknesses, opportunities and threats (SWOT); and (v) statement of the UK government’s commitment to Pitcairn.
4. Plan Structure (Section 2) – outlines the structure of the plan in terms of: (i) key development criteria; (ii) the process involved in preparing the plan, including provision for effective monitoring and evaluation (M&E) and division into the main and subsidiary components; (iii) plan targets to be achieved by 2016; and (iv) review of the main risks and uncertainties, and appropriate mitigation measures.
5. Main Plan Components (Section 3) – focuses on the main components of the Action Plan that will provide the principal pillars for the development of and sustainability of Pitcairn over the next five years. There are four main Action Plan components: (i) immigration and re-population; (ii) infrastructure development; (iii) tourism development; and (iv) shipping service.
6. Subsidiary Plan Components (Section 4) – outlines the plans for the subsidiary components of the Action Plan, which are all inter-related activities making both minor and major contributions to the wellbeing and sustainable development of the Pitcairn Islands. The subsidiary components are: (i) lifestyle and society; (ii) governance and organisation; (iii) employment; (iv) social welfare; (v) health; (vi) education; (vii) environment and conservation; (viii) private sector; (ix) agriculture and fisheries; (x) revenue sources and finances; (xi) external relations; and (xii) monitoring and evaluation
7. Financial Resource Requirements – the following table summarises the committed, proposed and potential financial resource requirements by component in constant prices. The figures indicate a current funding requirement of NZ\$ 6 million (£3.1 million) in constant prices + additional costs that will be subject to further investigation and studies that have to be undertaken. The resources are divided under the general headings of committed, proposed and potential. The figures indicate that the major portion will be allocated to Infrastructure Development, comprising:
  - Electricity (solar/diesel system) – DFID is committed to improvements in order to provide 24-hour electricity service. To be implemented in 2013-15 with initial budget allocation of NZ\$ 3.15 million (£1.61 million) – Cost is based on 2010 est.
  - Telecommunications - upgrading of the existing system was completed in 2012 at a cost of NZ\$ 215,000 (£110,000).
  - Tedside landing facility – development of a second landing facility to promote increased landings by cruise ship passengers:
    - Stage 1 – EDF 9 funds have been committed to the construction in 2012/13 of the landing facility, new access road, quarry and equipment. Based on initial funds from EDF 9 of NZ\$ 1.96 million (€1,250, 000) (£1,005,128)
    - Stage 2 – Proposed investment in the second phase of the alternate harbour development, dependent on the first phase completion NZ\$ 1.8 million (€1,125, 000) (£923,077)

- An application is being made under EDF10 for a further € 2.4 million which is not currently reflected in the chart below.

**Action Plan – Financial Resource Requirements by Component (NZ\$ 000, constant prices)**

Component	Financial Resource Requirements (NZ\$ 000)				GBP Equivalent (£ 000) (1)	Distribution (%)
	Committed	Proposed	Potential	Total		
<b>Main Components</b>						
1. Immigration & Re-Population			Case x Case 40 home loan	40 per home loan	20 per home loan	-
Marketing		50		50	26	1%
2. Infrastructure Development	5,505	1,890		7,395	3,792	93%
3. Tourism Development	100		423	523	268	7%
<b>Sub-Total – Main Components</b>	<b>5,605</b>	<b>1,940</b>	<b>423</b>	<b>7,968</b>	<b>4,086</b>	<b>98%</b>
<b>Subsidiary Components</b>						
5. Shipping Service		10		10	5	7%
6. Lifestyle and Society				1508		
7. Governance and Organisation						
8. Employment				?		
9. Social welfare				TBA		
10. Health		60		4388	31	39%
11. Education				1280		
12. Environment and Conservation		5		5	2.5	3%
13. Private Sector		75		75	37	49%
14. Agriculture and Fisheries		3		3	1.5	2%
15. Revenue Sources and Finances						
16. External Relations						
17. Monitoring and Evaluation						
18. Public Relations						
<b>Sub-Total – Subsidiary Components</b>		<b>153</b>		<b>153</b>	<b>78</b>	<b>2%</b>
Final Action Plan Review						
<b>Total</b>	<b>5,605</b>	<b>2,093</b>	<b>423</b>	<b>8,121</b>	<b>4,165</b>	
<b>Distribution (%)</b>	<b>69%</b>	<b>26%</b>	<b>5%</b>	<b>100%</b>		<b>100%</b>

Notes: (1) Exchange rate: £1 = NZ\$ 1.95 (August 2012, Reserve Bank of New Zealand).

8. Monitoring and Review of the Plan – the Plan includes appropriate provision for effective monitoring and review of the implementation by component on a three-stage basis:  
 (i) Stage 1 – preparation of detailed Annual Plans for each component to reflect the activities programmed for each year; (ii) Stage 2 - Annual Review of performance for



each component; and (iii) Stage 3 – Full Review of all components at the end of the 5-Year Action Plan. It is proposed that these documents should be submitted to the Island Council, Governor’s Office, PIO and DFID.

## **1. GENERAL BACKGROUND**

### **1.1 Pitcairn Islands – General**

The Pitcairn Islands are a group of four Islands comprising: Pitcairn, Henderson, Ducie and Oeno. The islands are located in the South Pacific Ocean, approximately midway between New Zealand and South America. Pitcairn is the only inhabited island and is the peak of a dead volcano with an approximate land area of 4.5 sq km (2 sq miles) and rising to a height of 347 metres (1,120 feet) above sea level. The inhabitants are mostly descendants of the mutineers of HMS Bounty and their Tahitian companions, a story that has been made famous by numerous books and Hollywood movies. The climate is sub-tropical with rich volcanic soil and lush vegetation.

Henderson Island, a raised coral atoll, is 193 km (120 miles) northeast of Pitcairn. It was declared a World Heritage Site in 1988, with its unique natural environment of endemic plants, insects and seabirds. In August 2011, the RSPB carried out a comprehensive rat eradication programme to protect and restore the natural wildlife on the Island. In the past, the island was visited frequently to harvest the miro and tau trees used for carving wooden souvenirs, but in recent years the trees have been left to rejuvenate and permit a more sustainable harvest.

Ducie Island is an atoll about 470 km (290 miles) to the east of Pitcairn and is too far away for the Islanders to visit frequently. Oeno Island is about 143 km (89 miles) to the northwest of Pitcairn and consists of a coral atoll surrounded by a large reef-protected lagoon. Pitcairners visit the island occasionally.

The Pitcairn Islands have an Exclusive Economic Zone (EEZ) of about 836,000 sq km. The waters are pristine, clean and relatively unpolluted. In partnership with the Pew Charitable Trusts and National Geographic, the Pitcairn Island Council, in November 2012, submitted a proposal to HMG that would create the world’s largest no-take Marine Reserve, an area that encompasses the entirety of Pitcairn’s EEZ, with the exception of a 12-mile radius surrounding the island of Pitcairn, that would allow development of commercial fishing activities.

Pitcairn has a permanent resident population of 52 (March 2012) and 10 non-residents (Governor’s representative, doctor, teacher, police officer, FCA and their partners, March 2012), who are generally on one-year contracts. General details of the resident population are as follows: (i) 50% male and 50% female; and (ii) age distribution: 19% under 20 years of age, 61% 21 to 65 years, 20% over 66 years. The current labour force consists of 31 able-bodied persons (17 males and 14 females between the ages of 20 and 65 years). Traditionally the more strenuous physical tasks on the Island; for example, crewing the longboats, cargo handling, operation and maintenance of physical plants are undertaken by men; however, the inclusion of women in the workforce is essential to the successful functioning of the various Divisions.

Employment on the island is divided between the Government sector (part-time) and private individual and family activities. There are 82 paid Government posts (e.g. Island Councillors, division managers, administrative functions, technicians and general operatives), and most of those employed hold one or more positions. Private activities include: carving and sale of handicrafts (mostly to cruise ship passengers), beekeeping and honey production for export, fishing, fruit and vegetable cultivation, some animal husbandry, general maintenance, home-stay tourism, bartering with cruise ships, etc.

Despite its remote location and small size, Pitcairn has a dedicated shipping service for cargo and passengers (MV Claymore II with 12 passenger berths) that is subsidised by the British Government. The current shipping contract provides annual services for: (i) 4 cargo voyages to and from New Zealand; and (ii) 8 passenger services to and from Mangareva, one of the southernmost islands of French Polynesia with regular air flights to and/from Tahiti and beyond.

## **1.2 Pitcairn Administration and Laws**

The Pitcairn Islands are a British Overseas Territory. The governance and institutional structure is set out in the Pitcairn Constitution Order 2010 (March 2010). The governance structure is broadly defined as follows: (i) administration is headed by the Governor (British High Commissioner to New Zealand) appointed by HMG; (ii) the Governor's Representative, who normally resides on the Island for 12 months; (iii) the Island Council is the main elected body, consisting of the Mayor, Deputy Mayor, five Councillors, the Governor's Representative who sits on Council as an ex-officio member. The Governor and Deputy Governor are ex-officio members also; (iv) actual on-island operations are supervised by four Divisional Managers (Community Development, Natural Resources, Finance & Economics and Operations) who report to the Island Council; and (v) the Pitcairn Island Office (PIO), based in Auckland, which provides administrative and financial support. Within this structure, the Island Council and the Divisional Managers exercise general day-to-day administration, with advice and support from the Governor's Representative, PIO and the Governor's Office. General overall supervision is exercised by the FCO and DFID. The latter is responsible for administering the annual budgetary aid requirements (recurrent and investment expenditure) in collaboration with the Island Council, the PIO and the Governor's Office.

As part of the reform process, new policies and procedures were introduced in line with the principles of good governance (see: HMG White Paper of 1999) and the allocation of increased responsibilities to the Island Council. The new Constitution also incorporates: (i) issues related to human rights based on the European Convention on Human Rights; (ii) new role of an Attorney General; and (iii) right of appeal to an Ombudsman. As part of this process, the existing Ordinances are being reviewed to simplify and break them into line with the new constitution. The Governor is responsible for drafting new laws and ordinances in consultation with the Island Council, which has the subsidiary responsibility for enacting appropriate bye-laws.

The four management divisions of the GPI are responsible for the day-to day operations of the Island Government. Each division manages its own budget which together account for about 17% of the annual budgetary aid package (2010/11). The divisions report monthly to the Island Council through council appointed portfolio holders who are responsible for supervising divisional performance on behalf of the Island Council. The main responsibilities of each division are briefly summarised as follows:

- Community Development Division (11\* part-time staff): exercises general oversight of health, education, policing, social welfare and child safety (note: the key posts in each of these functions are occupied by non-islanders on annual contracts with the Governor's Office and/or PIO); management of the museum and library; promotion of community development services; organisation of public events; etc.
- Natural Resources Division (10\* part-time staff): preservation and conservation of the natural environment; bio-security; natural resource management (e.g. land, water, fisheries, etc.); nursery; promotion of local agricultural production and export; eco-trail maintenance; land court and surveyors (including land tax administration); environmental supervision of the other islands; liaison with international environmental organisations (e.g. RSPB and PEW Charitable Trust); liaison with PIO and DFID; administering small business finance; identification and development of new revenue streams (e.g. import duties); human resource development; etc.
- Finance & Economics Division (13\* part-time staff): general administration of finances on the island; tourism department; post office; general store; general supervision of the Government Treasury Department and Island Auditor (both of whom report directly to the PIO); etc.

- Operations Division (39\* part-time staff): general engineering works, maintenance and cleaning; electricity generation and distribution; telecommunications; all infrastructure and machinery (including the harbour and longboats); building inspection; technical training; etc.

\*October 2012 figures

### 1.3 Economy and Finances

The island has a small economy that is very dependent on annual budgetary aid (current and capital expenditure) from HMG in order to maintain a reasonable and secure lifestyle that covers: (i) on island operations; (ii) expatriate professionals on island; (iii) Pitcairn Island Office (PIO in Auckland, NZ); and (iv) subsidised shipping service.

Pitcairn has a mixed economy that consists of:

- Public sector - employs most of the able-bodied islanders on a part-time basis to undertake a wide range of administrative, construction, operation and maintenance functions that impact all aspects of daily life (e.g. electricity generation, telecommunications, management and administration, social and child welfare, health, education, policing, environmental conservation, island store operations, bio-security, wide range of general maintenance tasks, etc.). There are 31 active islanders employed in 82 part-time positions. All positions receive a monthly salary that is paid by the annual budgetary aid programme.
- Private sector – consists of individual and family activities in the form of: carving of wooden handicrafts, fishing, beekeeping and honey production, fruit and vegetable cultivation, home-stay tourism, general maintenance, some animal husbandry, etc.

The Island also generates small volumes of international trade, as follows:

- Exports (goods and services):
  - Public sector: (i) postage stamps, coins, and domain internet names that are managed by private NZ contractors administered by the PIO; and (ii) cruise ship passenger landings on Pitcairn.
  - Private sector: handcrafted souvenirs (mainly sold to cruise ship passengers), honey in jars (to Japan and UK); (iii) stamps and other souvenirs to cruise ship passengers; (iv) fish, fruit and vegetables – mainly for barter with cruise ships, yachts, etc.
  - Development of Trade relations with Mangareva
- Imports:
  - Public sector: diesel fuel, building materials, spare parts, some machinery and foodstuffs for the Island Store
  - Private sector: limited individual orders, all foodstuffs are now channelled through the Island Store.

The Island does not maintain regular annual statistical records. This has been recommended by successive Budgetary Aid Missions, and is included as one of the activities in the Action Plan.

In terms of its finances, Pitcairn has been dependent on annual budgetary aid since 2003 following the decline in the international stamp market (previously the Island's main source of income) in the 1990s and the depletion of its reserve fund in 2002. Over the last five years, the annual costs of supporting Pitcairn have increased significantly while

annual income has remained more or less static. Government revenue and expenditure are summarised in the table below from 2006/07 to 2011/12. The figures illustrate the following facts:

- Revenue: remained low at less than NZ\$ 270,000 per year, accounting for 11% of the deficit in 2006/07 and only 5.5% in 2011/12 (main sources of income: stamps, coins, domain registration, cruise passenger landings).
- Expenditure: reported expenditure has doubled from NZ\$ 2.3 million in 2006/07 to NZ\$ 5.2 million in 2011/12. The substantial increase has been largely due to: (i) high cost of expatriate operations and the introduction of a full-time police officer and FCA in 2008; and (ii) provision of a dedicated subsidised shipping service for cargo and passengers from 2009. On the other hand, the increase in Island Operations has been more modest and PIO costs have moderated with the transfer of more responsibilities to the Island.
- Deficit: more than doubled, from NZ\$ 2 million in 2006/07 to NZ\$ 4.9 million in 2011/12.

**Pitcairn – Government Revenue and Expenditure: Actual and End of Year Estimates (NZ\$ 000)**

<b>Component</b>	<b>2006/07</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2006-11 Incr. (%)</b>
<b>Revenue</b>	218	253	142	91	204	272	+25%
<b>Expenditure</b>							
Island Operations	551	667	696	713	736	897	+63%
Expatriate Operations (1)	603	934	1,355	1,410	1,434	1,399	+132%
PIO	648	735	864	890	693	879	+36%
Shipping Service (net)	454	591	461	1,611	1,626	2,006	+342%
<b>Total Expenditure</b>	2,256	2,927	3,376	4,624	4,489	5,198 (2)	+130%
<b>Deficit</b>	2,028	2,674	3,234	4,533	4,285	4,926	
<b>Expenditure Distribution (%)</b>							
Island Operations	24%	23%	21%	16%	17%	17%	
Expatriate Operations	27%	32%	40%	30%	32%	27%	
PIO	29%	25%	25%	19%	15%	17%	
Shipping Service (net)	20%	20%	14%	35%	36%	39%	
<b>Total Expenditure</b>	100%	100%	100%	100%	100%	100%	

Notes: (1) Expatriates: doctor, teacher, policeman and family and community adviser (FCA); and (2) Includes: bad debt written off NZ\$ 16,518.

Source: Budgetary Aid Mission, April 2012.

The foregoing figures highlight two important facts: (i) HMG's commitment to the security and reasonable needs of the Island; and (ii) the need to plan and invest in a more viable and stable future. In this context, the Island needs to generate more income and self-reliance in the medium term if the Island is to have a realistic future.

The Island Council, the Island Community and HMG are fully aware of the issues at stake. Hence the importance of the Strategic Development Plan (SDP) and the Action Plan, and the need for dedicated commitment of human and financial resources if the desired goals are to be achieved.

#### **1.4 Future Challenges and Development**

Pitcairn has many challenges that have a direct impact on the options and opportunities for constructive and sustainable development in the short, medium and long term. In this context, the main aim of the SDP is to focus on activities in the Action Plan that are reasonable, realistic, achievable and affordable. Given Pitcairn's isolation, limited human and physical resources, and recent history – it would not be logical to develop and try to implement an over-ambitious Plan that attempts to address all issues over the next five years. Therefore, a set of realistic goals and activities should form the main body of the Action Plan. If they are successful, then there may be further opportunities for other initiatives in the second half of the decade. During the 5-year Action Plan, it is also essential that: (i) the Island Council asserts clear and decisive leadership; (ii) there is a close and sustained partnership between the Island Community and the key stakeholders (i.e. FCO and DFID); (iii) technical assistance and agreed financial resources are made available in a timely fashion; and (iv) effective monitoring and evaluation (M&E) takes place throughout the plan period, including the preparation of Annual Plans.

As part of the planning process, a SWOT (strengths, weaknesses, opportunities and threats) analysis was prepared to provide a clearer picture of the challenges facing Pitcairn Island. The analysis is presented in the table below.

The key factors are well known:

- Strengths: forward looking Island Council, unique historical brand name and natural environment, HMG commitment to sustain and support Pitcairn, committed improvements in island infrastructure, and embryo development of private sector.
- Weaknesses: isolation, small and ageing population, lack of new immigrants, limited natural resources (especially fresh water), limited shipping service, and high aid dependency.
- Opportunities: buoyant cruise ship market, vibrant market for ecological and adventure tourism, market for modest exports of fresh produce, and HMG and international community willing to support effective change and action.
- Threats: weak international economy, ageing population, failure to address natural resource issues, young Pitcairners will not stay unless there are improved future prospects, limited private sector development and tourism promotion.

## PITCAIRN – GENERAL SWOT ANALYSIS

<b>Strengths</b>	<b>Weaknesses</b>
<ol style="list-style-type: none"> <li>1. Forward looking Island Council</li> <li>2. New constitution &amp; institutional/governance structure – giving increased administrative responsibilities in partnership with HMG</li> <li>3. Unique historical brand name &amp; natural environment</li> <li>4. HMG commitment to sustain and support Pitcairn</li> <li>5. Sustained improvement in social cohesion &amp; child safety</li> <li>6. Hospitable and welcoming Islanders</li> <li>7. Committed improvements in island infrastructure – energy, landing facilities &amp; communications</li> <li>8. Support of regional development agencies</li> <li>9. Active support of international environment agencies – RSPB &amp; Pew</li> <li>10. Committed islanders with entrepreneurial initiative</li> <li>11. Successful development of some private initiatives e.g. honey and embryo tourism</li> <li>12. Regular monitoring and review of: (i) budgetary aid and investment requirements; (ii) Island &amp; PIO performance</li> <li>13. Dedicated support and advice from the Governor’s Office, Pitcairn Island Office (PIO) and DFID</li> <li>14. Permanent presence of off-island professionals with appropriate modern facilities – governor’s representative, doctor, teacher, police officer and FCA</li> </ol>	<ol style="list-style-type: none"> <li>1. Geographic isolation</li> <li>2. Small and ageing population</li> <li>3. Lack of effective immigration action plan</li> <li>4. Limited natural resource base e.g. challenging water resource situation</li> <li>5. Limited shipping service and relatively high fares for passengers and freight</li> <li>6. High budgetary aid dependence</li> <li>7. Over-dependence on Government employment</li> <li>8. Small and limited island economy</li> <li>9. Decline in self-sufficiency</li> <li>10. Tendency to be inward looking and aversion to change</li> <li>11. Limited development in off-island income</li> <li>12. Dependence on medivac’s for serious medical issues</li> <li>13. Limited development of private sector</li> <li>14. Limited training in tourism development &amp; promotion</li> <li>15. Limited development of human resources</li> <li>16. Limited availability and access to financial resources</li> </ol>
<b>Opportunities</b>	<b>Threats</b>
<ol style="list-style-type: none"> <li>1. Buoyant cruise ship market</li> <li>2. Vibrant market for ecological and adventure tourism</li> <li>3. Potential refurbishment of prison for tourist accommodation</li> <li>4. Opportunities for private sector development</li> <li>5. Market for modest exports of fresh produce to Mangareva</li> <li>6. Increased international awareness of Pitcairn as niche tourist destination</li> <li>7. Introduction of adult education opportunities</li> <li>8. Islanders demonstrate increasing awareness of future challenges, need for change and effective action</li> <li>9. HMG and international community willing to support effective change and action</li> </ol>	<ol style="list-style-type: none"> <li>1. Weak international economy</li> <li>2. Ageing population</li> <li>3. Failure to introduce effective immigration programme</li> <li>4. Failure to address natural resource issues e.g. water resources</li> <li>5. Immigrants may not be welcomed by some members of the community.</li> <li>6. Limited private sector development &amp; tourism promotion</li> <li>7. Failure to sustain human resource training</li> <li>8. Re-emergence of issues related to child safety</li> </ol>

## 1.5 Sources of Funding for Pitcairn Island

The Council and community of Pitcairn Island acknowledge with gratitude and thanks the following sources of funding:

### ***THE BRITISH GOVERNMENT AND DFID***

- The British Government, through their Department for International Development (DFID) provide yearly aid (NZ\$ 5,864,740 (equivalent of £2.9 million) in 2012/13) to meet the reasonable needs of the Islanders. In addition to supplying an annual budget to meet these needs, DFID have also agreed to special project, currently to invest in providing 24 hour power for the island. A project is underway to decide whether solar power is the most appropriate way of doing this. In addition, DFID have provided money in the 2012/13 budget to cover the cost of repairs following storm damage.
- The British Government may also make available additional funding, through the Governor and the Jubilee Programme, for special projects.

### ***EUROPEAN UNION: The European Commission Office, Noumea, New Caledonia: EDF 9 and 10***

- EDF 9 allows a payment of €2,350,000 to construct an alternative harbour that is essential for economic development as it will help increase tourists landed and staying on the island. The finances are being paid in three tranches: the first two tranches of €100,000 and €1,125,000 have already been paid. The third tranche is dependent on good progress being made with the purchase of machinery and materials needed and their arrival on island and the initial planning for the project.
- An application is currently before the EU for EDF 10 in which the “the specific objective...is to support the development of the tourism sector thus assisting in creating alternative and viable sources of income for Pitcairn and reducing the country dependence on externally provided budget support. This reflects key priority of the Pitcairn development plan (SDP) which is to: “*Encourage and promote increased tourism development – stay over visitors and landings of cruise ship passengers*”.” The program title for this application is called the Tourism Sector Reform Contract for Pitcairn Islands or SRC for short. The expected results of the €2,400,000 programme are as follows:
  - Improving ship to shore transfer reliability by providing a dedicated tender vessel, designed to transfer up to 70 passengers safely to shore, in middling swell conditions;
  - Improving transfer and sightseeing arrangements by providing tractor-trailer (or a 4-wheel drive truck) transit to passengers once they reach shore. This will be for scenic tours of the island as well as to the main centre of habitation;
  - Enhancing the current public buildings visited by tourists, including the hall, which will be redeveloped as a multi-functional interpretative centre, the post office (much visited by tourists to purchase Pitcairn’s unique postage stamps and similar products), and the foreign exchange bureau. These buildings will be modernised in a manner that reflects Pitcairn’s unique heritage and culture.
  - Attracting additional yachts and encouraging longer stay, by providing facilities for yacht visitors, mooring points and maintenance facilities. The envisaged establishment of a Pitcairn Islands Yacht Club will provide a marketing focus.

The execution period of the programme will be 60 months divided into 2 phases, an operational implementation phase of 36 months and a closure phase of 24 months duration respectively.

Finances for the programme will be released in various tranches subject to general and specific conditions being met. A summary is as follows:

<b>Disbursement Request submitted by the TAO at the latest</b>	<b>Planned disbursement</b>	<b>Budget Year</b>	<b>Tranches</b>
December 2013	April 2014	FY 2014/15	1 fixed tranche : €0.8M
December 2014	April 2015	FY 2015/16	1 fixed tranche : €0.77M
December 2015	April 2016	FY 2016/17	1 fixed tranche: € 0.52M 1 variable tranche: €0.25M

***DFID***

- In parallel to the above DFID has awarded £43,000 to support the Tourism Marketing Action Plan.

***SECRETARIAT OF THE PACIFIC COMMUNITY (SPC)***

- The SPC have provided a grant of €300,000 to improve access to water for Pitcairn Islanders facing drought and variability in rainfall, with a view to reducing water-borne public health risks and increasing conservation of water.
- SPC/SOPAC also provides technical and administrative advice and support, on Biosecurity, Trade and Fishing issues, including a framework for domestic fisheries development.

***DARWIN INITIATIVE (RSPB)***

- We heard in January 2012 that Pitcairn's application has been successful. Funding is as follows: 12/13 £33,340; 13/14 £162,980; 14/15 £70,180; 15/16 £20,560, i.e. a total over the 4 year period of £287,060. This covers a joint initiative between RSPB and Pitcairn. The project aims to maintain, monitor and advance solutions to Invasive Alien Species for the Pitcairn Island Group, particularly with reference to protecting endemic rare birds, whilst sharing experiences, capacity and best practice with other Pacific countries and territories, and is due to start in November 2012.

***ROYAL SOCIETY FOR THE PROTECTION OF BIRDS (RSPB)***

- The RSPB have carried out a rat eradication project on Henderson Island at a cost of £1.4 million.



## ***PROJECT INTEGRE***

INTEGRE is the regional project for Pacific OCTs funded under 10<sup>th</sup> EDF (regional funds) for which French Polynesia, represented by the Bureau des affaires européennes, acts as the Regional Authorizing Officer (RAO). The Financing Agreement (FA) between the European Union and the Regional Authorizing Officer, French Polynesia, has been signed on 25<sup>th</sup> March 2013 at Auckland, New Zealand, and it has also been endorsed on 25<sup>th</sup> March 2013 by the Governor of Pitcairn Islands. The preparation of a Contribution agreement contract between the European Union and the Secretariat of the Pacific Community (SPC) is currently under preparation and planned to be signed in May 2013. SPC will be the implementing regional organisation for project INTEGRE and responsible for the recruitment of 5 Technical assistants, including the overall project manager, 3 territorial project managers (one each for New Caledonia, French Polynesia and Wallis and Futuna) and an assistant to the overall project manager. The overall project manager will also be responsible to assist Pitcairn in implementing its territorial project(s). In the framework of this project, each territory will implement a certain number of pilot projects. Pitcairn is currently forwarding their project identification fiche to the Regional Authorizing Officer's authorities in charge to coordinating this part prior to the recruitment of the overall project manager.

## **2. PLAN STRUCTURE**

### **2.1 Introduction**

The structure of the SDP/Action Plan is simple and straightforward, given the small size and isolation of the Pitcairn Islands. The Plan seeks to reflect the following key criteria:

- Views and aspirations of the Island Community
- Commitment to more effective Island governance and organisation, with the support of HMG
- Full recognition of Pitcairn's strengths, weaknesses, opportunities and threats (SWOT), and their impact on the future
- Maintenance of appropriate structures and personnel for security, safety and wellbeing, especially of the Island's children
- Appreciation of the need for action in addressing key issues i.e. ageing population, limited natural and human resources (especially water)
- Promotion of realistic programmes and projects that will provide reasonable development prospects for a sustainable future
- Focus on tourism and the private sector as the main drivers of future development, with appropriate support from HMG
- Reasonable confidence in the availability of appropriate investment funds and technical assistance support
- Commitment of HMG to meet Pitcairn's reasonable needs for a sustainable future
- Ensure that annual budgetary aid commitments are appropriate and fully justified
- Island Community is committed to the goals of increased self-reliance and more appropriate contributions to the annual running costs of the Island

Many of the Plan Components have been discussed and assessed extensively over the past three to four years. Therefore, the Action Plan brings all the main components together and sets out an appropriate and realistic implementation programme that seeks the commitment of the key stakeholders for the next five years (2012 to 2016).

### **2.2 Action Plan 2012 - 2016**

The proposed 5-year Action Plan 2012 – 2016 addresses the development needs and aspirations of the Island Community with the active support of HMG and other stakeholders. The preparation of the plan has been an iterative process based on the following procedure:

- Consultations between the Island Council, Governor's Office, PIO, FCO and DFID
- Engagement of an independent consultant to support the preparation process
- Preparation of 1<sup>st</sup> Draft by the Island Community under the leadership of the Island Council in consultation with individual councillors, divisional managers and interested members of the community
- Review of 1<sup>st</sup> Draft by all key stakeholders, including video-conference discussions with representatives of FCO and DFID
- Preparation of 2<sup>nd</sup> Draft with the support of the independent consultant
- Review of the 2<sup>nd</sup> Draft by all interested stakeholders, including the Island Council, Governor's Office, PIO, FCO and DFID
- Finalisation and publication of the Action Plan 2012 - 2016

The Action Plan is presented in tabular format for each SDP component, comprising: (i) reference number; (ii) key objective by 2016; (iii) action required; (iv) implementation completed in which year; (v) responsibility for action and implementation; (vi) financial implications; and (vii) expected impact. The Plan also includes provision for effective Monitoring and Evaluation (M&E) of the implementation programme on a three-stage basis:

- Stage 1 – Preparation of detailed Annual Plans for each component to reflect the activities programmed for each year – prepared by the responsible DM and submitted to the Island Council for approval, followed by submission to the Governor’s Office, PIO and DFID for final approval. The DMs and Island Council would be responsible for implementation and performance monitoring. It is proposed that Annual Plan drafts should be prepared prior to the beginning of each financial year (say: January). The Island Council may also request periodic updates during the year.
- Stage 2 - Annual Review of performance for each component - to be prepared by the responsible DM and submitted to the Island Council at the end of each financial year (say: February). The reviews should also be submitted to the Governor’s Office, PIO, DFID and the annual Budgetary Aid Missions.
- Stage 3 – Full Review of all components at the end of the 5-Year Action Plan to assess overall performance (costs, targets, etc.), development impacts, lessons learned, prospects for the future, etc. It is proposed that the initial reviews should be prepared by the Division Managers. The Final Review Report should be submitted to the Island Council, Governor’s Office, PIO and DFID.

It is proposed that the Annual Plans and Annual Reviews for each component should be brief and adhere to an agreed common structure. The contents should include all relevant performance statistics.

The SDP Action Plan components have been divided into two categories:

- Main components: (i) Immigration and Re-population; (ii) Infrastructure Development; (iii) Tourism Development; and (iv) Shipping
- Subsidiary components: (i) Lifestyle and Society; (ii) Governance and Organisation; (iii) Social Welfare; (iv) Health; (v) Education; (vi) Environment and Conservation; (vii) Private Sector; (viii) Agriculture and Fisheries; (ix) Revenue Sources and Finances; (x) External Relations; and (xi) Monitoring and Evaluation.

This division is designed to reflect three important factors: (i) limited human, physical and financial resources; (ii) setting of realistic and achievable targets; (iii) focus resources on key issues that address real future needs (e.g. ageing population, water resources, employment and access); and (iv) realistic provision for the financial resources that could be made available.

## 2.3 Plan Targets

The table below sets out the main targets for each component of the Action Plan. These are based on Island's objectives for the next five years and the predicted outcome from the activities outlined in Sections 3 and 4.

### Pitcairn Strategic Development Plan 2012-2016 - Main Plan Targets

Component	Main Objective	Main Plan Targets
<b>Main Components</b>		
1. Immigration & Re-Population	Increase population	<ul style="list-style-type: none"> <li>• Island population to reach 80 persons by 2016</li> </ul>
2. Infrastructure Development	Improve existing infrastructure and development new facilities	<ul style="list-style-type: none"> <li>• Water – address water resource situation.</li> <li>• Electricity – The development of a Solar Powered solution and implementation</li> <li>• Telecommunications – committed upgrade of existing system (completed 2012)</li> <li>• Tedside landing facility:               <ul style="list-style-type: none"> <li>○ Stage 1 – Pre-construction, planning, equipment purchase etc.</li> <li>○ Stage 2 – construction of access road &amp; landing facility</li> </ul> </li> </ul>
3. Tourism Development	Develop vibrant tourism sector based on private enterprise	<ul style="list-style-type: none"> <li>• Meeting 2012-2015 objectives of the Tourism Strategic Plan 2011-2015</li> <li>• Tourism training by independent specialist</li> <li>• Development of tourism resources &amp; facilities</li> <li>• Cruise ship passengers landed: 2,500 to 3,000 by 2016.</li> <li>• Tourist (stay-over) visitors: 80 to 120 by 2016</li> </ul>
4. Shipping Service	Promote further development of tourism sector and affordable travel	<ul style="list-style-type: none"> <li>• Study to review shipping service, incl. Voyages, berth utilisation &amp; pricing</li> <li>• Implement accepted study recommendation</li> </ul>
<b>Subsidiary Components</b>		
5. Lifestyle and Society	Create a healthy and sustainable community	<ul style="list-style-type: none"> <li>• Ensure safe &amp; healthy environment for residents, visitors &amp; tourists</li> </ul>
6. Governance & Organisation	Develop further Pitcairn's governance and organisation	<ul style="list-style-type: none"> <li>• Improve governance &amp; organisation: self-reliance, transparency &amp; accountability</li> <li>• Develop IT systems to promote efficiency &amp; value for money</li> <li>• Establish M&amp;E function, incl. Annual database &amp; socio-economic surveys</li> </ul>
7. Employment	Encourage and develop human resources for a sustainable community	<ul style="list-style-type: none"> <li>• Promote continuing development of human resources, skills &amp; training needs</li> <li>• Regular reviews of workforce performance, job allocation &amp; wages structure</li> <li>• Assess need for short-term engagement of expatriate specialists</li> <li>• Employment opportunities created by matching skill to job requirements and work scheduling</li> </ul>
8. Social welfare	Provide social services that ensure community welfare	<ul style="list-style-type: none"> <li>• Review social welfare provision for next 5 years &amp; implement accepted recommendations</li> <li>• Address future care needs of elderly and disabled</li> <li>• Assess implications of increase in retirement age and pension contributions</li> </ul>
9. Health	Meet reasonable health needs of the community – present and future	<ul style="list-style-type: none"> <li>• Review health situation &amp; future needs &amp; implement accepted recommendations (Health Review done)</li> <li>• Promote health awareness and education campaigns</li> <li>• Improve cost-effectiveness of health services</li> </ul>

10. Education	Provide children and adults with appropriate education opportunities	<ul style="list-style-type: none"> <li>• Ensure all children receive appropriate modern education</li> <li>• Provision of appropriate opportunities for secondary &amp; adult education</li> <li>• Promote improvements in skill acquisition among Government employees</li> </ul>
11. Environment & Conservation	Conserve and protect natural environment of Pitcairn Islands	<ul style="list-style-type: none"> <li>• Update environmental action plan with support of OTEP</li> <li>• Support environmental projects with international agencies &amp; NGOs</li> <li>• Safeguard environmental of Henderson Island as World Heritage Site</li> </ul>
12. Private Sector	Promote healthy private sector to support sustainable community	<ul style="list-style-type: none"> <li>• Promote private sector as main development sector, with appropriate Gov't support</li> <li>• Establish loan scheme to promote effective &amp; justified private sector initiatives</li> <li>• Develop private sector tourism &amp; potential exports to Mangareva</li> <li>• Commission &amp; implement appropriate business case studies</li> </ul>
13. Agriculture and Fisheries	Promote realistic development of agriculture and fisheries potential	<ul style="list-style-type: none"> <li>• Prepare &amp; implement action plan for agriculture &amp; fisheries development</li> <li>• Commission &amp; implement appropriate business case studies</li> <li>• Active campaign to develop economic self-sufficiency in agricultural &amp; animal products</li> <li>• Examine options &amp; opportunities for Pitcairn's EEZ</li> </ul>
14. Revenue Sources & Finances	Increase annual revenue, improve Pitcairn finances & reduce budgetary aid	<ul style="list-style-type: none"> <li>• Increase revenue from traditional sources by 30% by 2016</li> <li>• Introduce effective &amp; fair import duties + land &amp; income taxes</li> <li>• Active exploitation of other revenue sources</li> <li>• Tighter control of: (i) annual budget; (ii) inventory &amp; asset management; &amp; (iii) pricing of utilities &amp; services</li> <li>• Investigate options to reduce costs of expatriate services &amp; off-island operations</li> </ul>
15. External Relations	Develop existing & new relationships with relevant international agencies	<ul style="list-style-type: none"> <li>• Maintain transparent &amp; cordial relations with HMG &amp; other international agencies</li> <li>• Develop closer relations with French Polynesia &amp; Mangareva</li> </ul>
16. Monitoring and Evaluation	Develop effective monitoring and evaluation function	<ul style="list-style-type: none"> <li>• Implement comprehensive annual database &amp; bio-annual socio-economic surveys</li> <li>• Annual plans prepared each year for every component</li> <li>• Annual reviews of performance for every component</li> <li>• Full review of the performance and results of the Action Plan in 2016</li> <li>• All reports shared with IC, Gov's Office, PIO, FCO, DFID &amp; other stakeholders</li> </ul>

## 2.4 Risks and Uncertainties

Given the location, small size, recent history and relatively limited financial resources – Pitcairn and the Action Plan are exposed to a number of important risks and uncertainties that should be recognised and measures taken to limit their impact wherever possible. The potential risks and uncertainties are briefly summarised as follows:

1. We acknowledge that the immigration policy (to be developed and implemented) may not guarantee an overall increase in resident population. This is primarily due to the aging demographics, and the potential of our children emigrating. However, to address these risks, within the draft immigration policy (under development in close collaboration with relevant stakeholders) we intend, to not narrowly focus upon only increasing a resident population, but to broaden our vision to encompass and attract a transient population.

2. Should immigration be unsuccessful, and the population numbers either decline or with the aging demographics (and therefore loss of workers) a restructuring of jobs will have to occur to manage, control and facilitate the reduction to essential services and infrastructure with a view to supporting those who chose to remain living on their home Pitcairn Island
3. Child development could be constrained by the level of education and health provision provided. These limitations are due primarily to the remoteness and population which directly relates to our current level of infrastructure development.
4. Human resources – Pitcairn’s limited human resources and skills create a degree of uncertainty about the future sustainability of the Island. The Action Plan will address this issue with a positive immigration policy and programme.
5. Safety and security of children – over the last 5 to 10 years, the potential risks to the safety and security of children have been a major factor affecting the governance and future of the Island. At present, it is generally agreed that the risks have reduced significantly with the awareness programmes and the active presence of the off-island FCA and police officer. On the positive side, the key stakeholders (Island Council, Governor’s Office, FCO and DFID) are aware that the existing safety measures are to be maintained for the immediate future and policy containing a consistent message of the past risk and future protection, along with required safety objectives must be developed.
6. Tourism – there are still some uncertainties regarding the future development of tourism, given: (i) the Island’s isolation; (ii) limitations of shipping access; (iii) uncertainties regarding the landing of cruise ship passengers; and (iv) the international economic climate. With the active support of DFID and a buoyant cruise market, the potential impact of these factors can be reduced with the effective implementation of the Action Plan and the continuing promotional efforts of the Tourism Department and the private sector.
7. Shipping service – the Islanders regard the limitations of the subsidised shipping service (in terms of berth availability and pricing) as a major bottleneck on development. The Action Plan acknowledges the importance of this issue and proposes that all options should be carefully examined to find ~~and~~ appropriate and affordable solution.
8. Implementation delays – in the past, some projects have suffered from minor to major implementation delays that have impacted social and economic development on the Island. To mitigate this uncertainty, effective forward planning and commitment will be essential.
9. Financial funding requirements – the cost estimates are exposed to a number of risks and uncertainties, including: (i) under-estimation and cost over-runs; (ii) impact of inflation; (iii) delays in the commitment and release of funds; and (iv) adverse weather conditions that limit the unloading of materials and equipment. In order to mitigate these factors, the relevant authorities (Island Council, PIO, DFID, etc.) should ensure that cost estimates are realistic, robust and include allowances for physical contingencies and inflation.

## **2. MAIN ACTION PLAN COMPONENTS**

### **3.1 Introduction**

This section focuses on the main components of the Action Plan that will provide the principal pillars for the development of Pitcairn over the next five years. Nevertheless, it is important to emphasise that the main components are closely inter-linked with the proposed activities in the subsidiary components (outlined in Section 4) – all components will make major and minor contributions to the well-being and sustainable development of the Pitcairn Islands.

### **3.2 Main Components**

The main Action Plan components are as follows:

- Immigration and Re-Population
- Infrastructure Development
- Tourism Development

### 3.3 Immigration and Re-Population

#### Objective: To Implement a Positive Immigration Strategy to Re-Populate

Ref.	Key Objective by 2016	Action	Completed by Year End	Responsibility	Financial Implications	Impact	Progress Update
IP.1	Develop effective immigration policy	<p>Develop in clear consultation with stakeholders the principles of an immigration policy (identify and scale preferred criteria i.e. skills, financial backing, age).</p> <p>Review and amend legislation where appropriate to immigration, land allocation, employment, voting rights.</p> <p>Ensure adequate provision of: (i) services – health, education, etc.; &amp; (ii) utilities - electricity, water, sanitation, solid waste, etc.</p>	2012/13	Island Council, Governor’s Office & Attorney General, DM’s	Nil	Framework for implementing the immigration action plan	<p>Completed</p> <p>Review of relevant legislation is currently underway.</p> <p>This has been noted.</p>
IP.2	Prepare Immigration Action Plan	<p>Prepare Action Plan to attract Immigrants to settle on the Island – including: (i) selection &amp; application criteria, &amp; forms (ii) Identify skills required</p> <p>Ensure new immigrant temporary accommodation options are identified and needs provided for.</p>	2012/13	Island Council, Governor’s Office & PIO	Nil	Transparent and fair immigration plan	Action plan is currently being drafted.
	Immigration Marketing	<p>Promotion process</p> <p>Website Promotions, Pitcairn publications, Existing Databases, International Interest groups</p>	2013 onwards	Island Council, DFID, DM-CD	Annual NZ\$ 10,000 for promotions	Increased awareness of opportunities to immigrate	Immigration website created but budget has yet to be agreed by DFID.
IP.3	Provide home loan for immigrants	Ensure Home Loan funds are available for new immigrants if required	2013 onwards	Island Council, PIO, DFID, DM-FE	Up to \$40,000 per application. (Case x Case)	Availability of funds for new immigrants if required	Applications can be made to DFID on a case by case basis.



IP.2	Implement immigration action plan	Implement agreed immigration action plan	2013	Island Council, PIO, DM's, Governor's Office	Subject to IP.1	Increase in population	To be implemented once Action Plan is complete
IP.4	Annual review	Annual review of immigration programme & proposals for future	Annually	PIO, Island Council, DM's	Nil	Ensure success of repopulation strategy	Nothing to report until immigration action plan has been implemented.
<b>Total</b>				<b>NZ\$50,000 + 40,000 per Case by Case home loan application</b>			

### 3.4 Infrastructure Development

#### Objective: To Improve Existing Infrastructure and Develop New Facilities

Ref.	Key Objective by 2016	Action	Completed by Year End	Responsibility	Financial Implications	Impact	Progress Update
ID.1	Complete infrastructure programme	Prepare integrated Action Plan for infrastructure development – need to ensure sufficient labour resources & integration of new immigrants	2012	DM-OP, Island Council & PIO + supervisory review by Gov's Office & DFID	Nil	Cost-effective provision of improved infrastructure for future	Available labour resources database for Operations completed.
ID.2	Bounty Bay Harbour – replacement of old equipment	Bounty Bay Harbour – replace old & deteriorating winch & pump machinery for the longboats	2012/13	DM-OP & PIO	NZ\$ 85,000  <b>Money Received</b>	(i) Old equipment in danger of complete breakdown; & (ii) safer handling of longboats	Equipment currently being sourced by NZ suppliers.
ID.3	Tedside – new facility to secure landing of more cruise ship passengers	Tedside Landing Facility – Stage 1: construction of new landing facility at West Harbour, including: (i) sourcing & shipping of materials & equipment; (ii) quarry & road realignment; (iii) construction of beach road & landing facility  <b>EU Funding</b> Tranches 1 (Euros 100,000) and tranche 2 (Euros 1,125,000) received. Receipt of Tranche 3 (Euros 1,125,000) on successful completion of phase 1	2012/13	Investment resources approved by EU + Expat. Supervision, DM-OP & PIO	Final capex estimate awaited	Landing of more cruise ship passengers, result: (i) increased Gov't income; (ii) more expend. on island; & (iii) aid reduction	Preliminary work is nearing completion. Equipment is being procured and shipment is waiting release of the third and final tranche of EDF9.  Application for 3rd drawdown was submitted to Brussels in early June, and confirmed received.
ID.4	Vessel review & potential replacement	Prepare business case for possible replacement of existing vessels for cargo & passenger handling; (ii) assess options to improve efficiency & safety	2012/13	DM-OP, Island Council, PIO, Independent consultant	NZ\$40,000	Vessel improvements, results: (i) better handling; (ii)	Vessel draft design near completed. Business case yet to be developed.

		Independent consultant on-island up to 10 days				reduced manpower; (iii) improved safety for cargo and passenger handling.	Consultant to be funded through EDF10 allocations
ID.5	Prison refurbishment & conversion for immigrants and tourism activities	Prison – prepare Business Case for refurbishment & conversion to immigration accommodation + tourism related activities	2013/14	DM-OP, Tourism Dept. & Island Council + PIO & advice from DFID	Nil	Optimise use of unused facility, encourage private sector & offer visitors other accommodation	<p>Proposal to utilise facilities as Tourism Culture and Convention Centre, Library and Island Tourist Services and Product Gallery approved September 2012</p> <p>Tourism department began operating from the complex in November 2012</p> <p><u>As of 21/7//2013:</u></p> <p>Furnishings for the Island Services and Product Gallery are in place, and and Touris, staff are preparing the next phase of stocking and pricing merchandise.</p> <p>The Library shelving is completed, and books and staff have moved into the new facility.</p>
ID.6	Public buildings – possible replacement or refurbishment	Public buildings – prepare Business Case for possible replacement/refurbishment of selected public buildings (based on agreed TOR): e.g.	2014/15	DM-OP & Island Council, PIO, Independent consultant	NZ\$40,000	Potential replacement of old & decaying	Work in progress in terms of drafting proposed buildings.

		(i) Island Store; (ii) buildings in Adamstown Square; etc.  Independent consultant on-island up to 10 days				wooden buildings to provide more modern & efficient facilities	Business case to be developed. Consultant to be funded through EDF 10 allocations
ID.7	Electricity – provision of 24 hour service	Electricity Alternative Energy – following completed contract negotiations, install & commission renewable energy sources	2013/14	Appointed Contractors + supervision by DM-OP, Island Council, PIO & DFID	NZ\$ 3.15 million  (2010 est.)	24 hour service, reduced diesel costs & carbon footprint	Project dependent of funding and project approval from DFID, which is yet to be confirmed. Work will commence on project appraisal and design in the latter half of 2013/14.
ID.8	Telecommunications – provide improved service, increased international access & self-reliance	Telecommunications – agreed implementation of recommendations in Stratos (NZ) Report. Agreement for funding has been approved by DFID.	2012/13	Stratos (NZ) + supervision by DM-OP & PIO	NZ\$ 215,000	Improved international communications & reduced budgetary aid subsidy	Completed
ID.9	Water - ensure adequate supplies & storage capacity, especially potable water	Water (potable & irrigation) – review & assess: (i) current & future demand, including tourism; (ii) existing supplies & storage capacity; (iii) rainwater harvesting; (iv) cost-effective plan for future e.g. increased storage, well-drilling, desalination, etc. – based on agreed TOR	2012/13	Independent consultant + advice from DFID, SOPAC, etc.	SOPAC Funded	Identification & costing of appropriate measures to address current & future water issues	Interim and Annual Reports–completed  Procurement of items-completed.  Procurement of water tanks and accessories has been completed.  A large portion of the tanks have arrived on the Aug/Sept Supply Ship.  Project completion date has been extended to end of

							<p>September.</p> <p>Installation of gutter guards, first flush diverters and water filters – completion date early May.</p> <p>Water monitoring-completed</p> <p>Weir installation-completed</p> <p>Satellite image (GIS mapping) – completed</p> <p>Weather Station under Natural Resources – completed</p> <p>Water mgmt responsibilities - completed</p> <p>Installation of rain gauges-completed</p> <p>Water survey household capacity - completed</p>
ID.10	Roads – possible improvements & upgrading	Roads – prepare Business Case for possible road improvements & upgrading (based on agreed TOR): e.g. (i) Adamstown to School; (ii) roads to prison, clinic & gov. rep’s house; & (iii) others ?	2015/16	DM-OP & Island Council + PIO	NZ\$10,000	Road concreting to provide improved access & safer transport +	Business case to be developed. Costing for all roads in progress.

						more efficient drainage & reduced dust		
Total: NZ\$ 3.540 million (less: increased income & reduced annual aid budget) - note: excludes final capex estimates for Tedside Project, which are awaited.								
<b>EU Funding</b>								
Tranches 1 (Euros 100,000) and tranche 2 (Euros 1,125,000) received. Receipt of Tranche 3 (Euros 1,125,000) on successful completion of phase 1								

### 3.5 Tourism Development

#### Objective: To Develop a Vibrant Tourism Sector Based on Private Enterprise

Ref.	Key Objective by 2016	Action	Completed by Year End	Responsibility	Financial Implications	Impact	Progress Update
TD.1	Implementation of Tourism Strategic Plan 2011-2015	Sustained implementation of Plan, focusing on: (i) delivery of key objectives; (ii) effective management & efficient use of human resources; (iii) private sector as main driver; (iv) government support to promote increased landings of cruise ship passengers (v) Review & amend tourism legislation & ordinances to promote private sector & appropriate government support. Address issues of: (i) licensing & regulation of charter vessels; (ii) insurance requirements; etc.	2012 onwards	Tourism Dept, DM-FE & Island Council + PIO & DFID support	NZ\$ 100,000 - committed finance secured  423,000 proposed over next 4 years as per approved Tourism 5 Year Strategic Plan	Sustainable tourism development by private sector + incremental income generation	<p><b><u>Pitcairn Tourism Association Memberships</u></b> Passenger Shipping Association (PSA) South Pacific Tourism Org (SPTO) Adventure Travel Trade Association (ATTA)</p> <p>Booked cruise ship visits have increased from 6 in 2012, 9 in 2013 to 12 in 2014</p> <p>As from 2014, Stoney Creek Shipping will be providing a third rotation as a private charter. This provides tourists the option of an 18 day on-island stay.</p> <p>Discussions are underway with Stoney Creek Shipping on regular charters to Ducie, Henderson and Oeno islands.</p> <p>Increase in tour groups to Pitcairn, 1 in 2011 to 3 in 2013, Norfolk Island group, Australian group Odyssey Travel, Norwegian group</p>

							<p>Orchid Expression in 2013</p> <p>The Tourism Department is now distributing information for landing passengers to all cruise ships, pre-arrival.</p> <p>Tourism staff employment. Tourism are maximising available funds and workforce via a 'Fee for Service' arrangement. Currently 8 staff are available for work to be done.</p> <p>Booking, Ticketing and e-Ticketing procedures developed and operational.</p> <p>New Zealand based 'General Sales Agent' (GSA), Hogan and Associates have been contracted for 12 months to promote Pitcairn Island to travel agents.</p> <p>The Tourism Department are now based in the Culture and Convention Centre, since November 2012.</p> <p>Tourist 'Registered Accommodation Providers Group' established in 2012. Members and accommodation is now</p>
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							<p>advertised on the tourism website, <a href="http://www.visitpitcairn.pn">www.visitpitcairn.pn</a></p> <p>Accommodation allocation and statistical database operational.</p> <p>TOR's developed for refreshing the Guide to Pitcairn. Refreshment and reprint to be completed by June 2013.</p> <p>Major refresh of Tourism website completed. Content is reviewed monthly.</p> <p>Tourist informational signs produced and erected at key locations around the island.</p> <p>The Tourism Department are distributing a quarterly newsletter to its database.</p> <p>Services for yachts have been improved. Further development is scheduled in conjunction with on-going Culture and Convention Centre development</p> <p>Continued communications, relations and networking with Tahiti Tourism, and other agencies in Tahiti.</p>
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TD.2	Annual review	Review of Tourism development during Action Plan & prospects for future	Annually	Tourism Dept, DM- FE Island Council + PIO	Nil	Impact of tourism development on PI performance & future prospects	Review date to be set. Awaiting accumulation of necessary data supporting the review.
<b>Total</b>				<b>NZ\$ 523,000 + increased income from tourism &amp; budget aid reduction</b>			

### 3.6 Shipping Service

#### Objective: To Promote Further Development of Tourism Sector and Affordable Travel

Ref.	Key Objective by 2016	Action	Completed by Year End	Responsibility	Financial Implications	Impact	Progress Update
SS.1	Review shipping service to maximise revenue for GPI	Study to review: (i) performance of current shipping service; (ii) options to increase passenger berths (i.e. more voyages); (iii) pricing options (iv) tourism impact	Prior to next contract review in 2015	Island Council, PIO & DFID - Stoney Creek Shipping	NZ\$10,000	Favourable impact of shipping service on island development	Contract to Stoney Creek Shipping has been extended to 2017.  A review of all shipping services to be carried out in 2016
<b>Total</b>				<b>NZ\$ 10,000 + reduction in shipping subsidy</b>			

## **4. SUBSIDIARY ACTION PLAN COMPONENTS**

### **4.1 Introduction**

Section 4 focuses on the other sectors and components of the Action Plan. It is important to emphasise that all activities are inter-related in many respects and will make both minor and major contributions to the well-being and sustainable development of the Pitcairn Islands.

### **4.2 Subsidiary Components**

The subsidiary Action Plan components are as follows:

- Lifestyle and Society
- Governance and Organisation
- Employment
- Social Welfare
- Health
- Education
- Environment and Conservation
- Private Sector
- Agriculture and Fisheries
- Revenue Sources and Finances
- External Relations
- Monitoring and Evaluation

### 4.3 Lifestyle and Society

#### Objective: To Create a Healthy and Sustainable Community

Ref.	Key Objective by 2016	Action	Completed by Year End	Responsibility	Financial Implications	Impact	Progress Update
LS.1	Provide a safe and healthy environment for all residents, visitors & tourists	Island Council to monitor & ensure the security & protection of the Pitcairn lifestyle and society. Continue to enforce the law	Continuous	Island Council, DM-CD, Police Officers, Doctor & Island Community	1,508,010	Safe & secure community that is sustainable & prepared to adapt to changing conditions	Health Review completed. Awaiting final report.  Health and Safety policy currently being reviewed
LS.2	Develop human rights Action Plan	Action plan being developed	2012/13	Island Council +	Nil – funded by Commonwealth Foundation	Protect human rights issues relating to Pitcairn	Human Rights action plan currently being reviewed.  'User friendly' Human Rights Booklet for household distribution, mid-way through production.  The Island Council has requested the ECHR and CEDAW be extended to Pitcairn.
<b>Total</b>					<b>NZ\$ 1,508,010</b>		

#### 4.4 Governance and Organisation

##### Objective: To Develop Further Pitcairn's Governance and Organisation

Ref.	Key Objective by 2016	Action	Completed by Year End	Responsibility	Financial Implications	Impact	Progress Update
GO.1	Ensure governance & organisation is effectively aligned with SDP & Action Plan	Review & propose appropriate improvements in governance & organisation structure in line with objectives & impacts of SDP & Action Plan	2012/13 & Annual	Island Council, Governor's Office, PIO	Nil	Improvements in efficiency & effectiveness in governance & organisation	The GPI structure is currently being reviewed but the completion date had been delayed. Conclusion expected by mid September.
GO.2	Transparency & accountability in governance & organisation	Ensure all stakeholders are kept informed on all aspects of governance & organisation in accord with principles of transparency & accountability	2012/13 & Annual	Island Council, Governor's Office, PIO	Nil	Improvement in relationships between all stakeholders, especially island community	Audited accounts to be posted online from 2013 onwards.
GO.3	Conduct a review of GPI IT systems	Review to be based upon efficiency, value for money and recommendations.	2013/14	PIO/Telecom	Nil	Efficiency & value for money improvements in governance & organisation	Review to be completed before December 2013.
<b>Total</b>					<b>NZ\$ 0,000</b>		

## 4.5 Employment

### Objective: To Encourage and Develop Human Resources for Sustainable Community

Ref.	Key Objective by 2016	Action	Completed by Year End	Responsibility	Financial Implications	Impact	Progress Update
E.1	Develop appropriate human resources to meet future needs	Conduct review of existing human resources: (i) numbers, skills & work allocation; (ii) future needs; & (iii) training requirements	2012/13	DMs, Island Council & PIO + possible independent review	Nil	Assessment of human resource needs for future: (i) numbers; (ii) skills; & (iii) training	<p>Have developed resource data chart but not completed in terms of training requirements. Employee Survey developed. Survey feedback based on skills, training required and current position requirements from employees completion date end of April 2013.</p> <p>Annual review of recruitment policy.</p> <p>GPI Employment contracts are currently under review</p> <p>It is proposed Employment legislation be developed, with initial work commencing in the latter part of 2013.</p>

							<p>GPI workforce skill identification and work place satisfaction survey will be undertaken during GPI training, currently being delivered.</p> <p>GPI workforce currently undergoing performance management</p> <p>Key skills required by new immigrants are listed on the government website <a href="http://www.immigration.pn">www.immigration.pn</a>.</p> <p>(Common to E.2 and E.3 as well.)</p>
E.2	Develop more efficient & appropriate work schedules	Develop & implement work schedules to: (i) optimise efficiency; (ii) best use of workforce & skills; (iii) performance indicators; (iv) regular review; etc.	2012/13	DMs & Island Council	Nil	Efficiency improvements in workforce utilisation & measured performance indicators	Training in time management for all GPI staff completed in April.
E.3	Create employment opportunities	Employment opportunities for new immigrants are created by matching skill(s) to job(s) requirement(s) via work scheduling.	2012/2013	DMs & Island Council	Nil	Maximisation of skill base. Employment for new immigrants.	Immigration website suggests a skills base.
E.4	Promotion of adult learning & skills	Develop links & facilities for adult correspondence courses & distance learning –	2012/13 onwards	DM-CD, Teacher, Island Council +	To be advised	Encourage adults to	Many adults have successfully



	acquisition	focusing on Island's needs & improved telecommunications		PIO & DFID		develop skills & utilise modern communications	<p>completed Child Protection Course.</p> <p>A training course in both Time Management and Report writing was conducted in April and almost all GPI employees attended. A similar course in Performance Management is planned for May.</p> <p>The GPI workforce is registered with on-line e-learning provider 'Civil Service Learning' (CSL).</p> <p>A 'Business Mentoring' programme will commence mid-2013.</p> <p>A telecommunications upgrade in mid-2012, and has streamlined connectivity and web access for research and educational purposes.</p>
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<b>Total</b>	<b>NZ\$ 0,000</b>
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#### 4.6 Social Welfare

**Objective: To Provide Social Services that Ensure Community Welfare, Especially Children, Disabled & Elderly**

Ref.	Key Objective by 2016	Action	Completed by Year End	Responsibility	Financial Implications	Impact	Progress Update
SW.1	Review social welfare provision and implement accepted recommendations	Review and action where applicable social welfare provision for children, disabled and elderly Implement the accepted & approved recommendations for care provision for elderly and disabled	2012	DFID, DM-CD, FCA, Island Council & PIO + independent reviewers	Nil – included in health budget below	Preparation for appropriate welfare provision	A Home Support policy for the aged and those with disabilities is currently being drafted .
SW.2	Ensure appropriate & affordable welfare provision	Provide appropriate social welfare for Pitcairn residents	continuous	DFID, FCA, Island Council, & PIO	Currently \$253,115 pa + To be advised	Appropriate provision of welfare	Work has been completed for 2013/2014 budget and currently being considered by DFID.
<b>Total</b>					<b>Potential budget addition</b>		

#### 4.7 Health

**Objective: To Meet Reasonable Health Needs of the Community – Present and Future**

<b>Ref.</b>	<b>Key Objective by 2016</b>	<b>Action</b>	<b>Completed by Year End</b>	<b>Responsibility</b>	<b>Financial Implications</b>	<b>Impact</b>	<b>Progress Update</b>
H.1	Continue to provide appropriate on island primary health care and visiting specialists when required	Provide an appropriate level of health care to meet the community needs.	continuous	DFID, Governor's Office, PIO, Doctor & Island Council	4,328,310	Appropriate health care provision	Health review done, waiting on final report
H.2	Improve relations with health care services in French Polynesia	Investigate options & possibilities for closer relations with health services & specialists in French Polynesia e.g. surgical treatment, dentists, opticians, etc.	2012/13 Onwards	Governor's Office, PIO, Doctor & Island Council	Nil	Improved access to closer health services & facilities	Currently using medical facilities in Tahiti where possible.
H.3	Effective awareness of health impacts of clean environment	Promotion of effective campaign relating to: (i) food storage; (ii) water supplies; (iii) housing conditions; (iv) sanitation; (v) solid waste disposal; etc.	2012/13 continuous	DMs, Doctor & Island Council	Nil	Improved public health via cleaner domestic & general environment	Integre Funding project addresses waste disposal issues and the introduction of a waste management site in 2015.  March 2013- Introduced water quality testing at all residential and government buildings – 3month basis

4	Improve cost effectiveness of health services	Review of health services including: (i) prescription charges; (ii) medivac costs; (iii) financial contributions to health services; (iv) health insurance; etc.  May include a Social Welfare review subject to feasibility	2013/14	DM-CD, DM-FE, IC +Governor's Office, PIO, Budgetary Aid Mission & DFID	60,000	Improved health services. Incremental contributions to health service costs	Awaiting final report on the Health and Social Welfare Review conducted in the latter part of 2012.
<b>Total</b>					<b>NZ\$ 4,388,310</b>		

#### 4.8 Education

##### Objective: To Provide Children and Adults with Appropriate Education Opportunities to Develop and Meet Future Challenges

Ref.	Key Objective by 2016	Action	Completed by Year End	Responsibility	Financial Implications	Impact
ED.1	Update education policy & future planning	Review & update existing education policy & programme in line with "best" international practice & future needs of the Island community & new immigrants	2012/13	DM-CD, Teacher, PIC + Governor's Office, PIO & Independent review	10,000	Children benefit from updated policy, techniques & resources
ED.2	Continue CPS training	Continue CPS training & regular/repeat programmes as necessary to ensure security & safety of children	2012 Continuous	FCA, DM-CD & Island Council	25,000	Security & safety of Pitcairn's children
ED.3	Provide on island child education	Provide children with appropriate education to same standards as NZ curriculum	continuous	DM-CD, Teacher, PIC + Governor's Office, PIO	1,245,000	Children educated to equivalent NZ standard
ED.4	Promotion of adult learning & skills acquisition	Develop links & facilities for adult correspondence courses & distance learning – focusing on Island's needs & improved telecommunications	2012/13 onwards	DM-CD, Teacher, Island Council + PIO & DFID	To be advised	Encourage adults to develop skills & utilise modern communications
ED.5	Secondary education needs / cost analysis / action plan	Review and prepare a secondary education needs analysis / costing / action plan based on proposed increase in population.	2014	DM-CD, Teacher, Island Council + PIO & DFID	Subject to review	Secondary education needs are met.
<b>Total</b>					<b>NZ\$ 1,280,000</b>	

#### 4.9 Environment and Conservation

##### Objective: To Conserve and Protect the Natural Environment of Pitcairn Islands, and Ensure Sustainable Use of Natural Resources

Ref.	Key Objective by 2016	Action	Completed by Year End	Responsibility	Financial Implications	Impact	Progress Update
EC.1	Investigate potential to create a marine reserve in Pitcairn Islands waters	PEW to provide a proposal on establishing the reserve	2012/13 onwards	DM-NR & Island Council	Support from PEW	Direct environmental & tourism promotion benefits	<p>Council approved the implementation of a Marine Reserve within Pitcairn's EEZ.</p> <p>FCO has requested further information from Pew based on economics and monitoring of the Marine Reserve.</p> <p>Pew will provide Council and NR Division various reports based on the request from FCO. Council has set a date for review of Pew reports on 1<sup>st</sup> May 2013.</p> <p>Recent Pew reports have been sent to FCO for consideration.</p>
EC.2	Develop promotional material on PIs natural environment	Production of brochures & website development to illustrate & promote PIs natural environment (flora, fauna, etc.) for eco-tourism & scientific interest	2013 onwards	DM-NR, Tourism Dept. & Island Council + advice from OTEP/DFID, SPC, RSPB, etc.	NZ\$ 5,000	Promotion impact for eco-tourism & scientific interest	RSPB and NR worked on developing two bird pins, Pitcairn Reed Warbler and the

						<p>Henderson Fruit Dove. Completed 2011 both pins generate income for Pitcairn conservation. RSPB promote Henderson as part of the rat eradication fund raising project in 2011.</p> <p>No further promotional development has taken place under.</p> <p>Pew and National Geographic marine reserve promotional brochures 2011 completed. Henderson Rat Eradication attempt failed-detected by National Geographic 2012 visit.</p> <p>2012 visit by RSPB to assess rat sighting and bird monitoring.</p> <p>Proposed visit by RSPB in July 2013 to further assess rat situation on Henderson</p>
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							<p>Stoney Creek shipping are proposing regular charters to Pitcairn Island's outer islands in 2014. If successful in tandem will run a marketing campaign promoting Pitcairn's other islands.</p> <p>PI Tourism currently promotes 'Environment and Conservation' on the government website and within the tourism quarterly newsletter sent to its mail base.</p> <p>The Philatelic Bureau are releasing PI stamps over 2013 and onwards promoting 'Environment and Conservation'. Work is currently underway on both Marine and Flora releases, with a first release scheduled for mid-2013.</p>
EC.3	Safeguard environmental health of Henderson	Maintain regular inspections of Henderson Island utilising support of	2012/13 onwards	DM-NR & Island Council + advice from OTEP/DFID, SPC, RSPB &	Nil	Sustained protection &	RSPB Henderson Rat Eradication

	Island as World Heritage Site	Otep/DFID, SPC, RSPB.		others		conservation of Henderson Island	attempt–2011 completed. Henderson Rat Eradication attempt failed-detected by National Geographic 2012 visit. 2012 visit by RSPB to assess rat sighting and bird monitoring. Proposed visit by RSPB in July 2013 to further assess rat situation on Henderson.
EC.4	Eradicate rats on Pitcairn Island	RSPB preparing feasibility study report. On approval and funding available eradicate rats	Report by 2013	RSPB, DM-NR, & Island Council DFID FCO	Subject to report	Direct positive environmental impact	Proposed visit by RSPB in July 2013 to do a feasibility study on eradication of rats on Pitcairn.
<b>Total</b>					<b>NZ\$ 5,000</b>		

#### 4.10 Private Sector

##### Objective: To Promote Healthy Private Sector to Support Sustainable Community and Reduce Budgetary Aid

Ref.	Key Objective by 2016	Action	Completed by Year End	Responsibility	Financial Implications	Impact	Progress Update
PS.1	Effective trade relationship with Mangareva (French Polynesia)	Governor's Office to finalise relevant trade negotiations & agreement with French Polynesian authorities	2012	Governor's Office, PIO & Island Council	Nil	Opportunity to develop export market in Mangareva	Have established dialog with officials in French Polynesia Awaiting further action from French authorities.



							Phytosanitary Certificate is required by FP. Currently in progress and working in partnership with SPC.
PS.2	Appropriate support for private business initiatives that are potentially viable	Encourage and support private business developments. Create an investment loan fund that can be accessed by viable propositions.	2013/14	Private sector, Island Council, DM-FE, PIO & DFID	NZ\$ 75,000	Promote financially viable private sector development	A 'Business Mentoring' programme will commence mid-2013.  A business loan to a maximum of \$20,000 is available to successful applicants.
<b>Total</b>					<b>NZ\$ 75,000</b>		

#### 4.11 Agriculture and Fisheries

##### Objective: To Promote Realistic Development of Agriculture and Fisheries Potential

Ref.	Key Objective by 2016	Action	Completed by Year End	Responsibility	Financial Implications	Impact	Progress Update
AF.1	Realistic development of agriculture & fisheries	Review existing policies & legislation to promote realistic development of agriculture & fisheries – based on private sector initiatives + SPC advice	2013/14	Island Council, Governor's Office & Attorney General DM NR	NZ\$2,900	Effective framework for development of agriculture & fisheries	Once established the Legislation Group will review the current Fisheries legislation.  Approved Integre Funding project supports the implementation and development of

							<p>fisheries and Marine. Ongoing</p> <p>Agricultural development is ongoing.</p> <p>EDF9, Water management project supports the collection of Browns water for agricultural purposes.</p>
AF.2	Annual performance reports	Annual report on performance of agriculture & fisheries sector	Annual	DM-NR, DM-FE, Island Council + PIO	Nil	Ensure all stakeholders are well informed	No report drafted. at this time.
<b>Total</b>					<b>NZ\$ 2,900</b>		

#### 4.12 Revenue Sources and Finances

##### Objective: To Increase Annual Revenue, Improve Pitcairn Finances and Reduce Budgetary Aid

Ref.	Key Objective by 2016	Action	Completed by Year End	Responsibility	Financial Implications	Impact	Progress Update
RS.1	Increase revenue from traditional sources by 30%	Implement agreed business plans to increase revenue from: (i) stamp sales; (ii) coins; (iii) domain registration; & (iv) landing fees	Annual progress to 2016	Service contractors & PIO	Net revenue incr. 30% real terms	Improved revenue performance & reduction in budgetary aid	<p>Product diversification and joint projects are currently underway for both stamps and coins.</p> <p>Both domain and landing fee income are collected in USD and have therefore reduced significantly following to global downturn. Recovery and growth for domain registrations will be difficult in the current financial environment.</p> <p>Landing fees reviewed annually as part of budget process. Revenues will grow in line with the increased tourist and cruise ship visits</p>
RS.2	Introduce appropriate set of import duties	Introduce effective & fair import duties to: (i) encourage changes in economic behaviour (i.e. promote increased self-sufficiency); & (ii) generate revenue	2013	Island Council & DM-FE + PIO & DFID	Nil	Islanders provide more effective contribution to annual operating costs generation	It is anticipated initial will commence mid-2013. An exact date has not been

							scheduled.
RS.3	Phased intro. of taxes on land	Introduce effective & fair taxes on land based on land – updated database, etc	2012/13 onwards	Island Council & DM-FE, DM-NR + PIO & DFID	Nil	Islanders provide more effective contribution to annual operating costs	DM-NR in consultation with the AG on land ordinances and various land issues- Ongoing.
RS.4	Annual performance reports	Annual review of financial performance & budget preparation for new year	Annual	DMs, Island Council & PIO + Budgetary Aid Mission & DFID	Nil	Ensure all stakeholders are well informed	<p>All GPI departments are audited annually including audit visits to the Island.</p> <p>Budgets are prepared in line with the timetable set out in the GPI procurement policy.</p> <p>Audited reports including recommendations and comments by the auditors are circulated to all related parties including the Island Council, DFID, EU, PIO and BHC.</p> <p>PIO provide monthly ‘Island Management Accounts’ to partners, including the Island Council and DM’s through the Mayor.</p> <p>Each DM keep financial records</p>

							recording divisions performance to budget
<b>Total</b>					<b>NZ\$ nil + higher revenue &amp; reduction in aid</b>		

#### 4.13 External Relations

##### Objective: To Develop Existing and New Relationships with Relevant International Agencies

Ref.	Key Objective by 2016	Action	Completed by Year End	Responsibility	Financial Implications	Impact	Progress Update
ER.1	Maintain transparent & cordial relationships with HMG agencies	Maintain regular & effective working relationships with Governor's Office, FCO & DFID	Continuous	Island Council, PIO, Governor's Office, FCO & DFID	Nil	More effective and transparent relations	Email communication main method of communication with a regular two-monthly VTC with the Governor and PIC
ER.2	Maintain contacts with European Commission (EC) via Governor's Office, FCO, DFID & PIO	Maintain cordial relations with EC (via Governor's Office, PIO & DFID) to facilitate investment funds under EDF 9 & 10	Continuous as necessary	Governor's Office, FCO & DFID + Island Council & PIO	Nil	Release of investment funds for West Harbour landing facility	Contacts have expanded to include direct contact with the Island through the Mayor and/or VTC between the EU regional offices in Noumea/Suva and PIC
ER.3	Maintain contacts with French Polynesia including local Government of Mangareva through Governor's Office & FCO	Maintain appropriate contacts with French Polynesia via Governor's Office & FCO	Continuous as necessary	Governor's Office & FCO + Island Council & PIO	Nil	Effective working relationship with nearest neighbour	Contact has been established with Mangareva Mayor, but due to language barriers direct, regular contact often difficult  Mayor of Mangareva visited Pitcairn in 2012.
ER.4	Maintain working relationship with other	Encourage & develop all aspects of technical assistance, support & advise	Continuous	Island Council in conjunction with Governor's Office,	Nil	Benefit of advise & facilities that	DM-NR continues to

	OTDs and regional international agencies: SPC, SOPACRSPB, PEW, etc.	from SPC & SOPAC		DM's, RSPB, PEW& PIO		these agencies offer	work in partnership with all relevant NGO's. NGO's provide valuable support and advice to the NRD.  GPI to increase its participation in relevant meetings and conferences
ER.5	Possible membership of other regional international agencies that may benefit Pitcairn	Investigate potential association benefits of Pacific Islands Forum (PIF), South Pacific Regional Environment Program (SPREP)	2012/13	Island Council & PIO	Nil	Potential beneficial relationship with other agencies in Pacific region	Nothing to report at the present time.
ER.6	Annual review	Annual review of external relations	Annual	Island Council & Governor's Office, PIO & DFID	Nil	Ensure all stakeholders are well informed	In 2013, will look to identify all external relations and incorporate in a regular reporting cycle.
<b>Total</b>					<b>NZ\$ 0,000</b>		

#### 4.14 Monitoring and Evaluation

##### Objective: To Develop Effective Monitoring and Evaluation Function

Ref.	Key Objective by 2016	Action	Completed by Year End	Responsibility	Financial Implications	Impact	Progress Report
ME.1	Annual review	Annual M&E review of performance in all sectors of Action Plan + lessons learned & corrective measures	Annual	DMs & IC + Governor's Office & PIO + Budgetary Aid Mission & DFID	Nil	Ensure all stakeholders are well informed	Incorporating a M&E review as part of end of year reporting from Y/E 2013 onwards.
<b>Total</b>					<b>NZ\$ 0,000</b>		

#### 4.15 Public Relations

##### Objective: To keep local and International Communities, Partners informed on developments

Ref.	Key Objective by 2016	Action	Completed by Year End	Responsibility	Financial Implications	Impact	Progress Report
PR.1	That the governing body proactively informs all stakeholders of progress and achieved objectives within the SDP	Establish a quarterly publication to communicate all objectives achieved within the GPI strategic development plan and other relevant initiatives	2012 & Quarterly	Mayor	Nil	All stakeholders and community are informed	The quarterly publication is replaced by the progress report as reflected in this column of the SDP.
<b>Total</b>					<b>NZ\$ 0,000</b>		

## ABBREVIATIONS AND ACRONYMS

AOTC	Association of the Overseas Territories and Countries
BHC	British High Commission
DFID	Department for International Development
DM-CD	Division Manager – Community Development
DM-FE	Division Manager – Finance & Economics
DM-NR	Division Manager – Natural Resources
DM-OP	Division Manager - Operations
EC	European Commission
EIA	Environmental Impact Assessment
FCA	Family and Community Adviser
FCO	Foreign and Commonwealth Office
GDP	Gross Domestic Product
HC	High Commission
HMG	Her Majesty's Government
IC	Island Council
IA	Island Auditor
IS	Island Store
IT	Island Treasurer
NR	Natural Resources Division
NZ	New Zealand
OTD	Overseas Territories Department
OTEP	Overseas Territories Environment Programme
PFM	Public Financial Management
PFMA	Public Financial Management and Accountability
PEW	PEW Environmental Group
PI	Pitcairn Island
PIC	Pitcairn Islands Council
PIO	Pitcairn Islands Office
PIPB	Pitcairn Islands Philatelic Bureau
PIPCO	Pitcairn Islands Producers' Cooperative
POSS	Point of Sale System (computer software for the Island Store)
RSPB	Royal Society for the Protection of Birds
SOPAC	South Pacific Applied Geoscience Commission
SPC	Secretariat of the Pacific Community



SPTO South Pacific Tourism Organisation  
 TAO Territorial Authorising Officer  
 TDP Tourism Development Project  
 TOR Terms of Reference  
 UK United Kingdom  
 UKOTCC United Kingdom Territories Consultative Council  
 VTC Video Tele-Conference

<b>Date</b>	<b>Approved/Amended/Updated</b>
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16 April 2013	Reviewed and Updated with Progress Report column added.
30 April 2013	Update on Project Integre on page 17
30 August 2013	Reviewed.

