

Ministry of Education Master Plan 2024 - 2034



COOK ISLANDS
Ministry of Education
Maraurau o te Pae Api'i

Kura Akaaravei na te Minita o te Apii. Tona Ngateitei Vaine Mokoroa.

Kia Orana,

Te pumaana nei au te Minita o te Apii i te oronga atu i Kaveinga Apii no te Kuki Airani mei te mataiti 2024 – 2034. Kua tairo teia parani i tetai kapuaanga ou no te akamatutuanga i te tuanga apii o to tatou ipukarea, na roto i te patuanga ki runga i te tango ketaketa tei akanooia e te Kaveinga Apii o te mataiti 2008-2023 mate iriiri katoa te au ravenga ou no te tauturuanga i te anoano motukore i te au tauria.

I teia ngauru mataiti e tu mai nei, ka na roto tatou i tetai akakeuanga akameitaki i te turanga o te apii ki runga i te au enua katoatoa o te Kuki Airani. Na roto i Nga Mato o teia parani – Tupuanga Ngateitei, Aratakianga e te Akatereanga Ngateitei, Kaveinga Rangatira – ka kimi matou i te ravenga kia rauka i te oronga i te apianga tau te ka akamaroiroi i to tatou iti tangata e kia riro te Kuki Airani ipukarea rangatira ki roto i te tuanga apii.

Ko te apii te papa tumu tei riro ei vairanga no te mou e te oraanga memeitaki o to tatou ipukarea. Ka riro i te akakeu i to tatou iti tangata, utuutu i to tatou kapuaanga maori e ka akangarepu katoa i te karape tukeke tei vai ki roto i to tatou iti tangata Kuki Airani. Ia tatou e akara atu nei ki teia tau ki mua, kia nakiro katoa tatou i te tuanga puapinga ta te apii ka rave i te rapaanga i te kaveinga o to tatou ipukarea.

I raro i te Mato o te Tupuanga Ngateitei ka akanoo matou i tetai tuanga Apii Potiki matutu e te maoraora, ka akaepaepaia to tatou tupuanga iti tangata e ka akamouia ki runga akaoraanga i te reo, te peu, te akonoanga e te irinakianga Kuki Airani, ka taparu, ka tereniia e ka tereni akaouia te au taunga apii i te au ravenga tukeke e ka atuiia mai te tangoanga i tetai puakapa terenianga puapii, te akamatutu i te revera o te karape numero e te tatau e te au tuanga katoatoa ki roto i te au apii katoatoa o te ipukarea.

Ko te au kura atuituiia e te au porokaramu tei akakoroia no te terenianga arataki tau, ka akapapu te reira i ka rauka i ta tatou au tamariki te kite, te karape e te irinakianga tau e rauka ai te oraanga rangatu i teia tau 21.

Ei ravenga i te turu i teia au tamanakoanga apii, ka riro te Mato o te Aratakianga e te Akatereanga Ngateitei i te akamatutu i te turanga taangaanga i te moni e te akatereanga a te Maraurau, te akanooanga o te aronga angaanga e te au papa akatukia. Na roto i te utuutuanga i te vaerua akameitaki e te angaanga kapiti ka rauka ia tatou i te akapapu e ka metaki e ka matutu te ropiropianga a te pae apii.

Ko te tango i raro i teia au mato tumu nei koia oki ko te tukuanga tika tei akakeuia e te papa akapapu, rapaanga i te kaveinga matutu, ma te akara matatio ki te au ara kaveinga apii o teia nei ao e te manakonakoanga ou. Na roto i te tukuanga karere tau e te ripotianga maoraora ka tarai tatou i tetai matakeinanga te ka akangateitei, e te ka umuumu kia piri mai ki roto i te akamatutuanga i te turanga apii o ta tatou tamariki.

Kare ra teia akanekeanga e rauka i te Maraurau o te Pae Apii anake ua. Ka anoanoia te tauturu e te turu pakari a te au tuanga turuturu – mei te kavamani ki te au puapii maata, te au puapii ki te au metua e te matakeinanga. E au tuanga puapinga ta tatou katoatoa no te akamatutu e te akanekeanga i te turanga o te apii i te Kuki Airani nei

Me rauka ia tatou i te akangateitei kapiti i te mana akatuke ta te apianga ka akatupu, ei reira tatou e kite ei i te tupuanga ruperupe o to tatou ipukarea. Na roto i te angaanga kapitianga, ka tanu tatou i te vaerua pumaana no te apii oraanga, te kite, te utuutu i te kapuaanga tupuna o to tatou iti tangata, e te rakei i te uki ki mua i te kite, te karape e te irinakianga tau e rauka ai te oraanga rangatu i teia tau 21.

Te pati nei au i te au turuturu katoatoa kia angaanga kapiti tatou i te akanekeanga i teia parani. Ka riro te vaerua okotai i te akangarepu i te tu rangatira o to tatou iti tangata ma te akamou i te oraanga tiratiratu no te Kuki Airani i te au ra mua.

Kia Manuia



Foreword from Hon. Vaine Mokoroa, Minister of Education

Kia Orana,

As the Minister of Education, I am pleased to present the Education Masterplan for the Cook Islands covering the period 2024-2034. This plan marks a new era of educational reform in our island nation, building upon the strong foundations laid by the previous Education Masterplan 2008-2023 while introducing bold new initiatives to address the evolving needs of our learners.

Over the next decade, we will embark on a transformative journey to elevate the standard of education across the Cook Islands. Through the three key pillars of this plan - Learning and Educational Excellence, Corporate and Operational Excellence, and

Policy, Development, and Innovation - we will work to provide quality learning experiences that empower our people and position the Cook Islands as a regional leader in education.

Education is the bedrock upon which the future prosperity and well-being of our nation rests. It empowers our people, fosters cultural identity, and unlocks the immense potential that lies within each and every Cook Islander. As we look towards the decades ahead, we must recognise the vital role that education plays in shaping the destiny of our country.

Under the pillar of Learning and Educational Excellence, we will establish a responsive and holistic Early Childhood Education system, honour and celebrate our cultural heritage through a focus on Cook Islands Māori revitalisation and cultural learning, attract, train and retain the best teaching talent through a variety of approaches including the emergence of a teacher education centre, and, raise the levels of numeracy and literacy and education as a whole at all levels nationwide.

Innovative curricular approaches and targeted leadership development programmes will ensure our students are equipped with the knowledge, skills, and values to thrive in the 21st century.

To support these educational initiatives, the pillar of Corporate and Operational Excellence will strengthen the Ministry's financial appropriation and management, human resource practices, and risk management frameworks. By fostering a culture of continuous improvement and strategic partnerships, we will ensure the efficient and effective delivery of educational services.

Underpinning these pillars is our commitment to data-driven decision making, robust policy development, and a keen eye on global educational trends and innovations. Through enhanced communication and transparent reporting, we will build a community that values and actively participates in the education of our children.

However, this journey cannot be undertaken by the Ministry of Education alone. It requires the active participation and unwavering commitment of all stakeholders - from government to principals and teachers, to parents and the wider community. Each and every one of us must take responsibility for the growth and advancement of education in the Cook Islands.

Only when we collectively value the transformative power of education will we see the true flourishing of our nation. By working together, we can instil a deep appreciation for lifelong learning, nurture the unique cultural identity of our people, and equip our future generations with the knowledge, skills, and values to thrive in the 21st century.

I call upon all stakeholders to join us in the implementation of this plan. Together, we will unlock the immense potential of our people and secure a brighter future for the Cook Islands.

Kia Manuia,

Iriirianga

Te akakou nei te Kaveinga Apii 2024-2034 i tetai orama matutu e te umuumu pakariia no te tuanga apii ipukarea i te au ra ki mua. Ko teia Kaveinga Apii, kua to'īia te reira na roto atuituianga makitoroia e te uriurianga manako ki te au tuanga turuturu ki roto i te au reinga akapuapinga tukeke ki runga i te enua, e kua tangoia teia urianga manako ki runga apiianga tei rauka mai no roto i tei raveia, mate akanoo katoa i tetai kaveinga maoraora e te parāni meitakiia no te au mataiti ki mua.

Ko te pito manava o teia Kaveinga ka akakeu te reira i te irinakianga e kia rauka te tikaanga apii i te oraanga tau, te ka rōta'i i te katoatoa e te ka akangarepu i to tatou iti tangata Kuki Airani. E ata katoa te reira no te irinakianga okotai e, kare te tuanga apii i te tikaanga tangata anake ua mari ra e ravenga ririnui te reira no te tau i te tu irinakianga e pera te nooranga tangata. Tei roto i te rito o teia orama te puapinga o te apiianga i te peu/akonoanga, te reo e te oraanga Kuki Arani. E tikaanga papu to te iti tangata Kuki Airani ki teia tuanga apii, e ka anoanoia te reira no te tauturu kia nakiro te tamariki e koai ratou e to ratou kapuaanga. Me akaia ratou ki roto i to ratou kapuaanga maori ka rauka te tu toa e te matakukore i tamaki i te au ngaru tukeke o te oraanga. No te au iti tangata ke, ka riro teia tango o te apiianga peu/akonoanga maori i te akamatutu i to ratou turanga, kia nakiro e kia kite i te tu oraanga e tau no teia nei ao, e kia nakiro ratou e ka riro te tu ariki e te oaoa i te akatere i te tuke ki rotopu i te oraanga meitaki e te oraanga tukau. Ia tatou ka akatano i te kaveinga ki roto i teia ao uriuri e te atuituiia e mea puapinga kia ariu te tuanga apii ki te au tauiaanga kia rauka i te vavao i te au timataanga e te tikaanga ka rauka ki roto i teia tau 21.

Kua tangoia te Kaveinga Apii 2024 – 2034 ki runga i te nga Mato e toru:

- 1. Te Tupuanga Ngateitei:** Kua akamouia teia mato ki runga i te apiianga i te au ropiropianga a te Pae Apii, mate akapapu e ka rauka i te au tauira te tu apiianga tau, te kura tei tangoia ki roto i te peu/akonoanga maori e te au ngā'i apiianga te ka utuutu i te tupuanga aiteite. Ka akatinamouia te reira i te puapinga o te utuutuanga i to tatou kapuaanga maori, te akanekeanga i te karape numero e te tatau, e te teateamamaoanga i ta tatou tamariki kia rauka te oraanga rangatira ki roto i teia nei ao.
- 2. Aratakianga e te Akatereanga Ngateitei:** I te mea e kua akapapuia te puapinga maata o te tango matutu ki roto i te au tuanga tukeke o te apii, ka riro teia mato ei rotai i te au akateretereanga puapinga ki roto i te Pae Apii, te akatereanga moni e te tuanga o te aranga angaanga. Ka tauturu katoa te reira i te anoano puapinga no te turanga angaanga matutu, atuianga ki te au matini uira e te au puakapa tei tau no te apiianga.
- 3. Kaveinga Rangatira:** Ei ravenga kia vai rangatira te akatereanga apii, ka akatinamou teia mato ki runga i te 'atu'anga i te au kaveinga tei akamouia ki runga i te papa akapapu, te atuianga i te ara kaveinga o te apiianga, te matini uira, e te tanuanga i te vaerua akamatutu. Ka tatara katoa te reira i te puapinga maata o te koperepereanga maoraora e te angaanga kapiti ki te au tuanga turuturu katoatoa ia tatou e rapa nei i te au vaitoanga umuuiuia.

Ia tatou ka tomo kapiti ki roto i teia kaveinga 'ōu, ka rauka te turanga rangatira me angaanga kapiti te au mangamanga turu katoatoa – te kavamani, te au taunga apii, te au metua, te au matakeinanga, e te au tuanga kimi puapinga takake . Ka akapapu te vaerua okotai e ka tupu ta tatou au moemoea e anoano nei no te pae apii e ka rauka i te akatango i te oraanga puapinga e te matutu no te au ra ki mua.

Kare te Kaveinga Apii 2024-2034 i akakenaia ei ara-kaveinga ua, mari ra e akaatingaanga kia rauka te tu rangatira, te turanga aiteite e te akangarepuanga ki roto i te pae apii. Na roto i te akatanoanga i te au apinga turuturu apii, te akataunga e te vaerua inangaro te ka riro i te akangarepu i te au karape tukeke o to tatou iti tangata mate utuutu i te kapuanga maori e te akapapuanga i te turanga arataki ngateitei o te Kuki Airani ki roto i te pae apii i te pa enua Patipika e i vao ake.

Introduction

The Cook Islands Education Masterplan 2024-2034 represents a bold and ambitious vision for the future of education in our nation. This Masterplan, crafted through extensive collaboration and consultation with stakeholders across all sectors of society, builds upon the successes and lessons of the past while setting a clear and strategic path forward for the next decade.

At its core, this Masterplan is driven by a commitment to ensuring that every Cook Islander has access to high-quality education that is relevant, inclusive, and empowering. It reflects our shared belief that education is not only a fundamental human right but also a powerful tool for individual and societal transformation. Central to this vision is the importance of having an education system built upon the culture, language, and essence of the Cook Islands. Cook Islanders not only have the right to such an education but need it to help our children understand who they are and where they are from. This grounding in their cultural identity will make them stronger and more resilient in facing life's challenges. For non-Cook Islanders, this cultural foundation will also make them stronger, more aware, and better equipped to face life in a global world where appreciating differences can make the difference between success and failure. As we navigate an increasingly complex and interconnected world, it is imperative that our education system evolves to meet the challenges and opportunities of the 21st century.

The Education Masterplan 2024-2034 is structured around three strategic pillars:

- 1. Learning and Educational Excellence:** This pillar focuses on the delivery of educational services, ensuring that all learners have access to quality teaching, culturally responsive curricula, and learning environments that foster their holistic development. It emphasises the importance of nurturing our cultural heritage, advancing literacy and numeracy, and preparing our students to thrive in a dynamic global landscape.
- 2. Corporate and Operational Excellence:** Recognizing that a robust education system requires strong organisational foundations, this pillar is dedicated to enhancing the Ministry of Education's operational efficiency, financial management, and human resources. It also addresses the critical need for resilient infrastructure, technological integration, and sustainability in our educational facilities.
- 3. Policy Development and Innovation:** To remain at the forefront of educational progress, this pillar emphasises the development of evidence-based policies, the integration of cutting-edge educational trends and technologies, and the cultivation of a culture of continuous improvement. It also underscores the importance of transparent communication and stakeholder engagement in shaping educational outcomes.

As we embark on this transformative journey, the success of the Masterplan hinges on the collective effort of all stakeholders—government agencies, educators, parents, communities, and the private sector. Together, we can ensure that the Cook Islands not only meets but exceeds its educational aspirations, laying the groundwork for a prosperous and sustainable future for all.

The Education Masterplan 2024-2034 is more than a roadmap, it is a commitment to excellence, equity, and empowerment in education. By aligning our resources, expertise, and passion, we will unlock the full potential of our people, nurture our cultural identity, and position the Cook Islands as a leader in education within the Pacific region.

Te Orama e te Akatereanga Tau

Vision & Foundational Principles

Akamatutuanga i te au karape, kite, te tu tangata e te irinakianga o te iti tangata Kuki Airani kia rauka ia ratou i taangaanga i ta ratou au tarenī ki roto i to ratou oraanga.

Building the skills, knowledge, attitudes, and values of Cook Islanders to put their capabilities to best use in all areas of their lives.

Kua tangoia te Kaveinga Apii 2024-2034 ki runga i te orama o te akangarepuanga i te iti tangata Kuki Airani na roto i te akarakeianga ia ratou i te au ravenga puapinga te ka riro i te turaki kia rauka te turanga meitaki ki roto i te oraanga, te turanga angaanga e ki roto i te matakeinanga. Na roto i te akatinamouanga ki runga i te tupuanga aiteite, ka akapapu te tuanga o te pae apii e ka rauka i te au tauira i te akapuapinga i ta ratou au tarenī ma te taangaanga i te reira ki roto i te matakeinanga e teia nei ao.

The Cook Islands Education Masterplan 2024-2034 is centred on the vision of inspiring Cook Islanders through excellence in education, skills, knowledge, and values, all grounded in our rich culture, and language. By focusing on holistic development and drawing from our unique cultural heritage, our education system will ensure that all learners fully harness their potential, empowering them to excel in their personal, professional, and community lives, and to contribute positively to society and the wider world.

Te Au Akatereanga Tau - Foundational Principles

- 1. Turanga Ngateitei ki roto i te Pae Apii - Excellence in Education** We are committed to achieving the highest standards in teaching, learning, and leadership. Our approach emphasises continuous improvement, innovation, and the integration of new technologies and creative practices, ensuring every learner is empowered to reach their full potential.
- 2. Kapuaanga e te Tupuanga Maori - Cultural Identity and Heritage** We prioritise the revitalisation and integration of Cook Islands Māori language and culture within the education system. Our commitment extends to preserving our cultural heritage and promoting environmental stewardship, ensuring these values are central to the education system for current and future generations.
- 3. Turanga Aiteite e te Maoraora - Equity and Inclusivity** We are dedicated to providing equitable access to quality education for all learners, regardless of their background or location. Inclusive practices will ensure that every learner, including those with diverse needs, receives the support necessary to succeed, fostering a culture of lifelong learning from early years to later life.
- 4. Ropianga Oraanga - Lifelong Learning** Our education system promotes continuous personal and professional growth through diverse and flexible learning pathways. We encourage learning as a lifelong journey, enabling individuals to adapt and thrive in a constantly evolving world.
- 5. Oraanga Ka'umou e te Akapiriia - Sustainability and Relevancy** Education is intrinsically linked to the sustainable development of our nation. We will embed environmental stewardship, climate resilience, and sustainable practices into our educational framework, equipping learners with the knowledge and skills to address environmental



- 6. Pirianga e te Atuituianga - Partnerships and Collaboration** We recognise the importance of collaboration and are committed to establishing strong partnerships across government, the private sector, Pa Enuā, diaspora communities, and international organisations. Through education, we empower individuals and our nation, providing the tools, resources, and opportunities needed for collective growth and success.
- 7. Tu Maoraora e te Irinakiia - Transparency and Accountability** Transparency and accountability are fundamental to our educational governance. We ensure that policies, decisions, and outcomes are communicated clearly and openly, with data-driven decision-making underpinning our efforts to build trust and achieve our goals.



**promoting lifelong
learning, and
preserving Cook
Islands Māori
language and culture.**

Atuianga ki te Akeneta Turanga Kaumou a te Ipukarea 2020+

Alignment with the National Sustainable Development Agenda (NSDA) 2020+

The Cook Islands Education Masterplan 2024-2034 is closely aligned with the National Sustainable Development Agenda (NSDA) 2020+, ensuring that our education system not only addresses the immediate needs of our people but also contributes to the long-term vision of national well-being and sustainable development. The NSDA 2020+ outlines a 100-year vision, focusing on Turanga Memeitaki—well-being—as the central pillar of our national development. This alignment strengthens our collective effort to create an empowered, innovative, and environmentally conscious society grounded in our cultural heritage.

Te Mato 1 Akataungaanga e te Turanga Ngateitei

Pillar 1: Learning and Educational Excellence

This pillar is designed to support the NSDA 2020+ focus on creating educated and knowledgeable people who can contribute meaningfully to their communities and the nation. By enhancing the quality of teaching, fostering cultural identity, and advancing higher education, we align with the NSDA's goals of ensuring access to education, promoting lifelong learning, and preserving Cook Islands Māori language and culture. This alignment also contributes to the well-being of our people by equipping them with the skills and knowledge needed to thrive in all aspects of life.

NSDA Goal 1: To Tatou Turanga Memeitaki – Our Well-being

- **Objective Alignment:** The Masterplan's emphasis on quality education, inclusive practices, and the revitalisation of Cook Islands Māori culture directly supports the NSDA's goal of well-being. By enhancing educational outcomes, we ensure that all learners are equipped with the knowledge, skills, and values necessary to lead fulfilling lives, thereby contributing to their overall well-being.

NSDA Goal 4: To Tatou Reo Maori E Te Takanava Reo – Our Vibrant Languages and Dialects

- **Objective Alignment:** The commitment to cultural identity and heritage within the Masterplan aligns with this goal by ensuring the protection, revitalisation, and daily use of Cook Islands Māori languages and dialects. Integrating language education across all levels ensures the preservation of our linguistic heritage and strengthens cultural pride among learners.

NSDA Goal 9: To Tatou Akamana'anga – Our Empowerment

- **Objective Alignment:** By advancing higher education and fostering lifelong learning, the Masterplan contributes to the empowerment of individuals, providing them with the skills and opportunities needed to participate fully in society and the economy. This alignment supports the NSDA's goal of creating a knowledge-based economy and an empowered population.

Te Mato 2: Aratakianga e te Akatereanga Ngateitei

Pillar 2: Corporate and Operational Excellence

The focus on strengthening the Ministry's operational efficiency and resilience directly supports the NSDA's emphasis on sustainable development and the protection of our natural heritage. By embedding sustainability into our financial management, resource allocation, and infrastructure development, we ensure that the education sector contributes to the broader national goal of environmental stewardship and sustainable economic growth. This alignment reflects our commitment to using resources responsibly and promoting a clean, green, and blue economy as envisioned in the NSDA 2020+.

NSDA Goal 2: To Tatou Ao Ora Natura – Our Ocean and Environment

- **Objective Alignment:** The Masterplan's focus on sustainable operational practices, climate-proofing educational infrastructure, and integrating environmental stewardship into education aligns with the NSDA's goal of protecting our natural heritage. By promoting sustainability within the education sector, we contribute to the broader goal of environmental conservation and sustainable resource use.

NSDA Goal 8: To Tatou Ngaki'anga – Our Responsibility

- **Objective Alignment:** The emphasis on responsible resource management and sustainable practices within the Masterplan aligns with the NSDA's goal of fostering a culture of responsibility and social equity. By promoting inclusive and equitable access to educational resources, the Masterplan contributes to reducing inequality and enhancing the quality of life for all Cook Islanders.

NSDA Goal 7: To Tatou Akatere'anga Tau – Our Governance

- **Objective Alignment:** Strengthening governance, transparency, and accountability within the Ministry of Education aligns with the NSDA's goal of promoting effective and inclusive governance. By ensuring robust financial management, resource allocation, and risk management, the Masterplan supports the broader national goal of good governance and sustainable development.

Mato 3 Te Kaveinga Rangatira

Pillar 3: Policy Development and Innovation

The NSDA 2020+ highlights the importance of robust governance, transparency, and evidence-based decision-making, which are central to this pillar. By aligning our policy development processes with the NSDA's objectives, we ensure that our educational policies are not only relevant and responsive but also contribute to the overall governance and well-being goals of the nation. The emphasis on innovation and technology integration within this pillar also supports the NSDA's vision of a connected and forward-thinking society, ready to meet the challenges of the future.

NSDA Goal 10: To Tatou Parau'anga – Our Dignity

- **Objective Alignment:** The focus on evidence-based policy development, innovation, and technology integration within the Masterplan supports the NSDA's goal of upholding the dignity of all individuals. By ensuring that educational policies are inclusive, transparent, and responsive to the needs of all learners, the Masterplan contributes to a society where everyone is respected and valued.

NSDA Goal 12: To Tatou Kite Pakari – Our Knowledge and Innovation

- **Objective Alignment:** The Masterplan's commitment to fostering a culture of continuous improvement, embracing technological advancements, and integrating traditional knowledge aligns with the NSDA's goal of building a knowledge-based economy. By promoting innovation and creativity in education, the Masterplan ensures that Cook Islanders are prepared for the challenges and opportunities of the future.



Te Akatereanga Kaumou e te Atuituianga o te au Mato Katoatoa

Sustainability and Relevancy Across All Pillars

The principles of sustainability and relevancy, embedded across all pillars of the Masterplan, resonate strongly with the NSDA 2020+ commitment to building a resilient and sustainable society. By prioritising environmental education, climate resilience, and the integration of traditional knowledge with modern technology, we contribute to the NSDA's goals of fostering a society that is not only knowledgeable and innovative but also deeply connected to its cultural roots and natural environment.

NSDA Goal 15: To Tatou Akamatutu'anga Ora'anga E Te Akateateamamao – Our Resilience and Preparedness

- **Objective Alignment:** The Masterplan's emphasis on sustainability and relevancy across all educational practices aligns with the NSDA's goal of building a resilient society. By integrating climate resilience, environmental education, and sustainable development principles into the education system, the Masterplan contributes to the national goal of preparing Cook Islanders to adapt to and mitigate the impacts of climate change and other challenges.



Atuianga ki te Koronga Kaumou a te Kopapa Ipukarea (SDGs)

Alignment with the United Nations Sustainable Development Goals (SDGs)

The Cook Islands Education Masterplan 2024-2034 is intricately aligned with the United Nations Sustainable Development Goals (SDGs), reflecting our commitment to global standards of sustainable development while addressing the unique needs and aspirations of our people. By aligning our Pillars, goals, and objectives with the SDGs, we ensure that our education system contributes to the broader global agenda of ending poverty, protecting the planet, and ensuring prosperity for all.

Te Mato 1 Akatauangaanga e te Turanga Ngateitei.

Pillar 1: Learning and Educational Excellence

This pillar is central to achieving SDG 4: Quality Education, which aims to ensure inclusive and equitable quality education and promote lifelong learning opportunities for all. The goals and objectives under this pillar focus on:

- **Akapapuanga i te Apiianga e te Akatauangaanga Tau - Ensuring Quality Teaching and Learning:** By improving educational standards, curricula, and teaching methodologies, we are working towards SDG 4's target of ensuring that all learners acquire the knowledge and skills needed to promote sustainable development.
- **Akapararauareanga i te Kapuaanga Maori e te Apiianga Akaruru - Promoting Cultural Identity and Inclusive Education:** Our commitment to revitalising Cook Islands Māori and fostering inclusive education directly supports SDG 4.7, which focuses on ensuring that all learners acquire knowledge and skills needed to promote sustainable development, including through education for sustainable development and sustainable lifestyles.
- **Akanekeanga ki te Akatauangaanga Ngateitei - Advancing Higher Education:** By aligning tertiary education with local and global workforce needs, we support SDG 4.3, which calls for equal access for all women and men to affordable and quality technical, vocational, and tertiary education, including university.

Te Mato 2: Aratakianga e te Akatereanga Ngateitei

Pillar 2: Corporate and Operational Excellence

This pillar supports the achievement of SDG 4, SDG 9: Industry, Innovation, and Infrastructure and SDG 12: Responsible Consumption and Production through:

- **Akamatutuanga i te Tuanga Akapuapinga i te Pae Apii - Strengthening Educational Infrastructure:** Our focus on climate-proofing and upgrading educational facilities aligns with SDG 9.1, which promotes resilient infrastructure, and SDG 12.2, which advocates for sustainable management and efficient use of natural resources.
- **Rotaianga i te Akatereanga Moni e te Apinga Angaanga - Enhancing Financial and Resource Management:** Efficient use of resources and sustainable financial management within the Ministry supports SDG 12.6, which encourages companies, especially large and transnational companies, to adopt sustainable practices and integrate sustainability information into their reporting cycles.

Te Mato 3: Te Kaveinga Rangatira

Pillar 3: Policy Development and Innovation

This pillar aligns with SDG 16: Peace, Justice, and Strong Institutions and SDG 17: Partnerships for the Goals by:

- **Tukuanga Tika te Tangoia ki runga i te Papa Akapapu e Atuianga Matini Uira - Data-Informed Decision-Making and Technology Integration:** By developing a comprehensive digital strategy and ensuring transparency in educational data, we contribute to SDG 16.6, which promotes accountable and transparent institutions at all levels.
- **Akanooanga Kaveinga e te Kopereanga - Policy Development and Communication:** Engaging stakeholders in policy development and ensuring effective communication supports SDG 16.7, which ensures responsive, inclusive, participatory, and representative decision-making.
- **Ututuanga i te Pirianga - Fostering Partnerships:** Our emphasis on building strong partnerships across government, the private sector, and international organisations aligns with SDG 17.17, which promotes effective public, public-private, and civil society partnerships.

Te Akatereanga Kaumou e te Atuituianga o te au Mato Katoatoa - Sustainability and Relevancy Across All Pillars

Sustainability and relevancy are embedded across all three pillars of our Masterplan, directly supporting SDG 13: Climate Action. By integrating environmental stewardship and climate resilience into our educational practices, we contribute to SDG 13.3, which focuses on improving education, awareness, and human and institutional capacity on climate change mitigation, adaptation, impact reduction, and early warning.

Furthermore, our commitment to lifelong learning and adaptability resonates with SDG 8: Decent Work and Economic Growth. By equipping learners with relevant skills for employment, decent jobs, and entrepreneurship, we directly support SDG 8.6, which aims to substantially reduce the proportion of youth not in employment, education, or training.



**equipping learners
with relevant skills
for employment,
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entrepreneurship,**

Te Mato 1: Akataungaanga e te Turanga Ngateitei.

Pillar 1: Learning and Educational Excellence

Focus: Ensuring Quality Teaching, Learning, and Inclusive Education: This pillar encompasses all functions related to the delivery of educational services, ensuring quality teaching and learning experiences, enhancing national curriculum development, fostering educational leadership, and promoting cultural identity and inclusive education.

Te Au Akakoroanga e te Koronga Aruruia - Goals and Objectives:

Quality Early Childhood Education and Lifelong Learning

- **Objective 1:** Establish a responsive Early Childhood Education system with consistent pedagogical practices and a comprehensive curriculum.
- **Objective 2:** Ensure all ECE & Early Years programmes support the holistic development of children, including cognitive, social, emotional, and physical growth.
- **Objective 3:** Provide inclusive and accessible education for all age groups, encouraging continuous personal growth and learning throughout life.
- **Objective 4:** Define clear key stage outcomes for each level of the educational journey, promoting lifelong learning skills and critical thinking.

Cultural Identity in Education

- **Objective 1:** Honour and celebrate the Cook Islands' rich cultural heritage and language by revitalising Cook Islands Māori through immersion programmes and initiatives that embrace indigenous knowledge and cultural learning.
- **Objective 2:** Ensure every child, regardless of gender, socioeconomic background, or geographical location, has equal access to quality education.
- **Objective 3:** Leverage technology to provide educational opportunities in remote areas (Pa Enea), fostering respect for cultural diversity.

Inclusive Education

- **Objective 1:** Develop and implement tailored educational programmes and resources that address the specific needs of students with learning disabilities or physical challenges.
- **Objective 2:** Train educators to recognise and effectively support students with diverse learning needs, providing inclusive teaching practices and adaptive learning tools.
- **Objective 3:** Foster collaboration with parents, communities, and specialised agencies to create a comprehensive support network for students facing barriers to learning.
- **Objective 4:** Embrace technological advancements into teacher planning, delivery and learning

Curriculum Development and Learning Outcomes

- **Objective 1:** Raise levels of numeracy and literacy across the country through recognised structured programmes and interventions.
- **Objective 2:** Enhance learning outcomes at ECE, primary, and secondary levels with well-designed curricula, effective teaching practices and consistent pedagogical approaches.
- **Objective 3:** Manage the learning growth of all students through regular standardised testing and individualised programmes of learning
- **Objective 4:** Increase participation by students at secondary level in STEMP programmes of learning.



Teaching Excellence & Educational Leadership Growth

- **Objective 1:** Develop and implement leadership training programmes for educational leaders at all levels, from the Ministry to school principals.
- **Objective 2:** Establish a mentorship and coaching framework to support emerging leaders and promote best practices in educational leadership.
- **Objective 3:** Encourage a culture of continuous professional growth among educational leaders through targeted workshops, seminars, and conferences.
- **Objective 4:** Foster collaboration and networking opportunities among educational leaders to share experiences, challenges, and innovative solutions.
- **Objective 5:** Evaluate and refine leadership practices regularly to ensure they align with the evolving needs of the education system and drive improvements in school performance.
- **Objective 6:** Train, and retain highly skilled and passionate teachers through teacher training programmes and, continuous professional development.

Advance Higher Education to Support Workforce Development

- **Objective 1:** Review and update tertiary education programmes to align with our local job market and global trends.
- **Objective 2:** Develop industry partnerships to create curricula that address current and future workforce demands.
- **Objective 3:** Expand access to tertiary education through the development of flexible learning options, including online courses, to accommodate different schedules and geographical locations.
- **Objective 4:** Develop a tertiary framework that provides clear metrics and benchmarks for assessing institutional performance and outcomes.
- **Objective 5:** Enhance digital literacy and access to online resources for learners and tertiary staff.
- **Objective 6:** Provide ongoing professional development opportunities for tertiary staff to enhance their teaching, research and leadership skills.
- **Objective 7:** Invest in modern infrastructure and technology to support effective teaching, learning and research.



As a result of these goals and objectives being completed, the Cook Islands can expect to see the following outcomes:

1. A responsive and holistic Early Childhood Education system will be established, characterized by consistent pedagogical practices and a comprehensive curriculum that supports the early development of children.
2. The rich cultural heritage and language of the Cook Islands will be honoured and celebrated through effective immersion programmes and inclusive education practices, ensuring that all students gain a deep appreciation of their cultural identity.
3. The education system will attract, train, and retain highly skilled teachers, supported by continuous professional development opportunities and strengthened governance and resource allocation, leading to improved teaching quality across the country.
4. Numeracy and literacy levels will rise across the nation due to the implementation of evidence-based programmes and interventions. School facilities and resources will be regularly assessed and upgraded, maintaining high educational standards.
5. Leadership within the education sector will be strengthened through the development and implementation of targeted leadership training programmes, the establishment of a robust mentorship and coaching framework, and the fostering of a culture of continuous professional growth among educational leaders.
6. Higher education will be advanced to support workforce development by reviewing and updating tertiary education programs to align with local and global job markets, developing industry partnerships to address workforce demands, expanding access through flexible learning options, enhancing digital literacy, and investing in modern infrastructure and technology. Ongoing professional development for tertiary staff will ensure high standards in teaching, research, and leadership.
7. An inclusive education system that supports all learners will be established by developing tailored educational programmes and resources for students with special learning needs and those facing physical, social, or developmental barriers. Educators will be trained in inclusive teaching practices, and school infrastructures will be enhanced to ensure accessibility and support for all students, promoting equal opportunities for educational success.

Te Mato 2: Aratakianga e te Akatereanga Ngateitei.

Pillar 2: Corporate and Operational Excellence

Focus: Ensuring Efficient and Effective Ministry Operations: This pillar covers all corporate functions of the Ministry, including financial management, human resources, IT management, and risk management, to ensure the Ministry operates efficiently and effectively.

Te Au Akakoroanga e te Koronga Aruaruia - Goals and Objectives:

Financial and Resource Management

- **Objective 1:** Implement robust financial management practices to ensure transparency, accountability, and efficient use of resources.
- **Objective 2:** Regularly assess and upgrade school facilities and resources to maintain high educational standards.
- **Objective 3:** Explore school rationalization options to optimise resources and improve education quality while ensuring access and equity.
- **Objective 4:** Grow financial investment in education by the government to reach a universally recognised percentage of GDP.
- **Objective 5:** Explore partnerships and opportunities to secure additional investment in education from non-governmental sources.
- **Objective 6:** Enhance school infrastructure and accessibility to create a supportive environment for students with special needs, ensuring that all facilities are equipped to accommodate their requirements

Human Resources and Organisational Development

- **Objective 1:** Enhance human resource management to attract, develop, and retain skilled personnel within the Ministry.
- **Objective 2:** Strengthen communication and collaboration across all departments within the Ministry to ensure cohesive and

aligned operations.

- **Objective 3:** Foster a culture of continuous improvement and innovation within the Ministry's corporate functions.
- **Objective 4:** Regularly review and update policies, procedures, and practices to ensure they meet current and future needs.
- **Objective 5:** Extend and enhance the scholarship scheme in alignment with national priorities or the National Workforce Development Plan.
- **Objective 6:** Prioritise the welfare and wellbeing of students, staff, and Ministry personnel, promoting mental, physical, and emotional health through targeted programmes and support systems.

Teaching Excellence and Robust Educational System

- **Objective 1:** Recruit and retain skilled and passionate teachers through robust recruitment strategies, continuous professional development and, support systems.
- **Objective 2:** Strengthen governance and resource allocation within the education system to support effective teaching and learning.
- **Objective 3:** Foster collaboration among stakeholders to ensure sustainability and continuous improvement in educational practices.



Ongoing professional development for tertiary staff will ensure high standards in teaching, research, and leadership.



Technology and Risk Management

- **Objective 1:** Develop and maintain a comprehensive risk management framework to identify, assess, and mitigate potential risks.
- **Objective 2:** Strengthen investment in ICT infrastructure, technological enhancements and increase the availability of technological devices in education, including Artificial Intelligence.
- **Objective 3:** Ensure the integration of technological advancements within educational practices to enhance learning outcomes.

Climate-Proofing School Infrastructure and Promoting Sustainability

- **Objective 1:** Develop and implement climate-resilient upgrades for existing school buildings to improve their ability to withstand extreme weather events and environmental challenges, prioritising essential areas that are within budget.
- **Objective 2:** Integrate sustainable energy solutions, such as solar power and energy-efficient systems, into all educational facilities to reduce the carbon footprint and promote environmental stewardship within the school community.

- **Objective 3:** Establish and regularly update emergency preparedness and response plans for schools, ensuring the safety of students and staff in the event of natural disasters or climate-related emergencies.
- **Objective 4:** Promote environmental education and awareness programmes within schools, encouraging students and staff to engage in sustainable practices and contribute to climate change mitigation and adaptation efforts.
- **Objective 5:** Collaborate with local and international partners to secure funding and technical expertise for the implementation of climate-proofing and sustainability initiatives within the education sector.



As a result of these goals and objectives being completed, the Cook Islands can expect to see the following outcomes:

Prudent financial management practices will be established across the Ministry, ensuring transparency, accountability, and efficient use of resources, which will lead to greater financial stability and increased trust in the education system.

Human resource management will be significantly enhanced, allowing the Ministry to attract, develop, and retain skilled personnel. This will strengthen the overall capacity and effectiveness of the education workforce, ensuring high standards of teaching and learning.

A comprehensive risk management framework will be developed and maintained, enabling the Ministry to identify, assess, and mitigate potential risks. This will result in a more resilient and proactive approach to managing challenges within the education sector.

A culture of continuous improvement and innovation will be cultivated within the Ministry's corporate functions, leading to improved communication, collaboration, and operational effectiveness across all

departments. This will ensure that the Ministry operates cohesively and aligns its efforts towards achieving educational excellence.

Increased financial investment in education will be achieved through strategic government funding and partnerships with non-governmental sources. This will secure sustainable funding for the growth and development of the education system, ensuring long-term success.

Climate-resilient infrastructure and sustainable practices will be integrated into school operations, enhancing the safety and sustainability of educational facilities. This will ensure that schools are better equipped to withstand climate-related challenges while promoting environmental stewardship among students and staff.

Technological advancements will be embraced within educational practices, improving learning outcomes and ensuring that students are prepared for the digital age. Investments in technology, including Artificial Intelligence, will enhance the quality of education and provide modern learning tools.

Te Mato 3 Te Kaveinga Rangatira

Pillar 3: Policy Development, and Innovation

Focus: This pillar emphasises comprehensive policy development, effective communication, evidence-informed decision making, and alignment with educational trends and innovations. It ensures a holistic approach to educational policy and practice.

Te Au Akakoroanga e te Koronga Aruaruia - Goals and Objectives:

Data-Informed Decision Making and Technology Integration

- **Objective 1:** Capture and utilise data on individual student learning, school performance, and national trends to inform educational policies.
- **Objective 2:** Develop a comprehensive digital strategy to integrate technology into education, enhancing learning experiences and preparing students for the digital age.
- **Objective 3:** Ensure data transparency, analysis and accessibility to enhance learning outcomes and address educational challenges effectively.

Communications and Media

- **Objective 1:** Develop a comprehensive communication strategy to share successes, challenges, and performance results with the public, parents, and stakeholders.
- **Objective 2:** Ensure transparency of school and Ministry performance through regular public reporting and accessible data.
- **Objective 3:** Promote awareness of educational initiatives, programmes, and achievements to build a community that values education.
- **Objective 4:** Utilise various media platforms to engage with the community and gather feedback to improve educational policies and practices.
- **Objective 5:** Foster a culture of openness and accountability within the Ministry and schools to build trust and support from the public.

Policy Development and Analysis

- **Objective 1:** Establish a robust policy development framework to ensure all educational policies are evidence-based, relevant, and effective.
- **Objective 2:** Conduct regular policy reviews and updates to align with current educational needs and international best practices.
- **Objective 3:** Engage stakeholders in the policy development process to ensure policies are comprehensive and inclusive.
- **Objective 4:** Develop and implement a system for monitoring and evaluating the impact of educational policies.
- **Objective 5:** Research and implement effective Māori language revitalisation strategies across all levels of the education system.
- **Objective 6:** Enhance the education system's capacity to support and promote the retention of indigenous knowledge, cultural practices, and traditions.
- **Objective 7:** Review and update the Education Act (2012) to include Early Childhood Education from 0-5 years and reassess the transition from ECE to Year 1.
- **Objective 8:** Develop and regularly review standards and regulations for Early Childhood centres to ensure high-quality early education.

Educational Trends and Innovation

- **Objective 1:** Establish a dedicated team to research and analyse emerging educational trends and innovations globally.
- **Objective 2:** Implement programmes to test new educational strategies and technologies before wider adoption.
- **Objective 3:** Collaborate with international educational organisations to bring innovative practices to the Cook Islands.
- **Objective 4:** Provide professional development opportunities for educators to stay current with the latest educational trends and innovations.

As a result of these goals and objectives being completed, the Cook Islands can expect to see the following outcomes:

A comprehensive, evidence-informed approach to decision-making will be established, utilising data on student learning, school performance, and national trends to shape educational policies and practices.

A robust policy development framework will be implemented, with regular reviews and updates of policies, procedures, and practices. This will include a thorough review and update of the Education Act (2012),

ensuring Early Childhood Education from 0-5 years is fully integrated into the education system, and the transition from ECE to Year 1 is optimised.

Standards and regulations for Early Childhood centres will be developed and regularly reviewed, ensuring high-quality early education across the Cook Islands.

Stakeholders will be actively engaged in the policy development process, ensuring that policies remain relevant, inclusive, and responsive to the evolving needs and trends of the education system. This will enable the Ministry to adapt effectively to changing educational demands at all levels, from early childhood through to tertiary education.

An effective communication strategy will facilitate transparency and engagement with the public, parents, and stakeholders, promoting awareness of educational initiatives and fostering a culture of openness and accountability.

A dedicated team will research and analyse global educational trends and innovations, implementing pilot programmes and providing professional development opportunities. This will ensure the Cook Islands' education system remains innovative and forward-thinking, particularly in areas such as technology integration and cultural preservation.



As a result of this plan:

Children in the Cook Islands will have opportunities to be able to:

- Participate in programmes that provide them with experiences of success
- Identify opportunities for their own personal and career development
- Enjoy learning environments that are comfortable, supported and assist them to achieve their goals
- Function as highly literate and numerate members of society
- Take advantage of opportunities locally, regionally and globally to further their development
- Become fluent in Cook Islands Maori and grow in their cultural identity
- Understand and appreciate the knowledge and wisdom of their forefathers
- Perform at a level equal to or better than their peers in New Zealand and globally

Adults in the Cook Islands will have opportunities to be able to:

- Access opportunities for second chance learning to achieve qualifications, skills and training
- Access a wide range of courses to equip them for the career and lifestyle of their choice
- Access all levels of education through community education centres

Parents in the Cook Islands will have opportunities to be able to:

- Actively participate in their child's learning from birth
- Participate in all decision-making processes for their child's schooling
- Enjoy confidence in the quality of their child's education

Education Professionals in the Cook Islands will have opportunities to be able to:

- Benefit from continuous professional development opportunities to enhance their skills and knowledge
- Collaborate effectively with colleagues and the wider community to improve educational outcomes
- Access the resources and support needed to deliver high-quality learning experiences
- Train to teach in the Cook Islands through a local teacher education programme

The Government of the Cook Islands will be able to:

- Fulfil its obligations to provide quality education for all citizens
- Make evidence-based decisions to strategically invest in the education sector
- Showcase the Cook Islands as a regional leader in innovative educational practices

Businesses in the Cook Islands will be able to:

- Draw on a pool of educated and skilled employees
- Provide meaningful career pathways for the local workforce
- Benefit from increased productivity and innovation within their organisations

The Cook Islands as a whole will be able to:

- Nurture a vibrant, prosperous and stable society grounded in cultural identity and lifelong learning
- Contribute to regional and global educational initiatives as a respected voice and partner
- Unlock the full potential of its people to drive sustainable development and economic growth
- Boast an education system that is the equal of any in the world
- Produce individuals who can perform competitively on the global stage

The Education Masterplan 2024-2034, represents a new era of educational excellence for the Cook Islands. By aligning our efforts across the three strategic pillars, we will build a brighter future for all Cook Islanders, ensuring that our education system not only preserves our unique cultural heritage but also equips our people to excel in a rapidly changing global landscape.



