



Cook Islands National Infrastructure Committee

Terms of Reference

Member Role Description and Appointment Process

Role Requirements, Selection and Performance Expectations

1. Purpose

The Infrastructure Committee (IC) is a Cabinet-appointed committee that brings together government, private sector and community expertise to help shape infrastructure priorities and oversee public capital investments that support the long-term development of the Cook Islands. Members of the Cook Islands National Infrastructure Committee contribute independent, informed advice on national infrastructure priorities, project progress, risks and the effective use of public resources. Members review proposals, ask questions and bring their experience to the Committee's collective decisions.

2. Main Responsibilities

The members will:

- Read meeting papers and prepare for discussions.
- Attend meetings regularly and contribute constructively.
- Assess infrastructure proposals and progress reports, including project scope, costs, risks, sequencing, procurement and delivery challenges.
- Ask for further information or technical advice when it is needed to make an informed decision.
- Consider the needs of communities across Rarotonga and the Pa Enua.
- Work respectfully with government, private-sector and community representatives.
- Make decisions in the national interest, using evidence and sound judgement.
- Complete any actions assigned to them within agreed timeframes.
- Declare conflicts of interest and follow the Committee's procedures for managing them.
- Protect confidential information and uphold the integrity and credibility of the Committee

3. Important Attributes

Attribute	What is required
Independence and integrity	Acts objectively in the national interest and openly manages conflicts of interest.
Board or Committee experience	Has experience contributing to collective decisions, reviewing papers and meeting governance responsibilities.
Demonstrated infrastructure planning and delivery experience	Has a proven record of contributing to the planning or delivery of infrastructure projects, including understanding project scope, budgets, costs, risks, sequencing, procurement and implementation challenges. A technical qualification is useful but is not essential where equivalent practical experience can be demonstrated.
Sound judgement	Recognizes when a proposal is ready for decision and when more information is needed.

Communication	Listens well, explains issues clearly and works constructively with different interests. Clear and respectful communication.
Cook Islands knowledge and availability	Understands the local and Pa Enua context and has sufficient time to prepare and attend.

4. Appointment and Term

- Cabinet appoints members in accordance with the Committee's Terms of Reference.
- The term should align with the approved membership provisions and may be renewed where performance remains satisfactory.
- The appointment may be ended due to serious misconduct, a material conflict of interest, persistent non-performance or loss of confidence.

5. Simple Performance Measures

The member's contribution should be reviewed after the first 12 months and then annually. The review should be practical and focus on preparation, participation, judgement, follow-through and conduct.

Measure	What good performance looks like	Simple evidence
Attendance and preparation	Attends meeting, reads papers and comes prepared.	Meeting minutes; member feedback; attendance record.
Constructive participation	Contributes relevant experience, asks useful questions and listens respectfully to others.	Meeting minutes; member feedback
Agreed actions and project risks are actively followed up	Completes assigned actions within agreed timeframes and reports on progress.	Updated action timelines register; status reports.
Infrastructure focus is maintained	The Committee regularly considers project scope, costs, risks, sequencing, procurement and delivery issues, rather than only general discussion.	Agenda items; project pipeline/risk reports.
Sound decision-making	Uses evidence and sound judgment, and seeks further information where needed.	Meeting minutes, member feedback, and documented requests for further information.

Independence and Conflicts of Interest	Conflicts of interest are declared, recorded and managed before discussion or decision-making. While the Infrastructure Committee operates within a small-island environment where professional, business and community relationships are common, the existence of a conflict of interest does not automatically prevent appointment. However, members must be able to demonstrate independence of judgement and a commitment to acting in the national interest. Applicants will be required to disclose any actual, potential or perceived conflicts of interest as part of the appointment process. Any conflicts will be assessed on a case-by-case basis and managed in accordance with the Committee's governance arrangements. Individuals with significant interests that could materially influence, or be influenced by, the Committee's decisions may not be eligible for appointment.	Conflicts of interest register; includes as part of the agenda and minutes.
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6. Simple Recruitment and Selection Process

1. Encourage suitable candidates to apply - In addition to public advertising, suitable individuals may be encouraged to submit an expression of interest. All applicants, including those approached directly, must follow the same application and assessment process.
2. Appoint a small, balanced selection panel with appropriate government, independent, private-sector or community representation. Panel members must declare and manage any conflicts of interest.
3. Shortlist and interview - Applicants should provide a brief statement and curriculum vitae outlining their relevant experience, suitability and availability, including examples of infrastructure projects they have helped plan or deliver and their specific contribution. The panel should shortlist and interview the strongest candidates using the same criteria and questions.
4. Complete due-diligence checks - Confirm the preferred candidates' availability, obtain at least two references and review any business interests, potential conflicts of interest, or governance roles.
5. Recommend to Cabinet - Provide Cabinet with a brief report naming the preferred candidate and explaining the main reasons for the recommendation.
6. Complete the formal appointment – Submit the recommendation for Cabinet consideration and appointment in accordance with the Committee's TOR.
7. Induct the appointee - Provide the new member with an IC-specific induction covering the Terms of Reference, current infrastructure portfolio, governance responsibilities, project pipeline, meeting procedures, conflict-of-interest requirements, confidentiality and performance expectations.
8. Close the process – Notify unsuccessful candidates, announce the appointment. Applications and panel deliberations will be treated as confidential. If no suitable candidates are identified, the panel will advise the Minister on re-advertising or interim arrangements.

7. Guiding Principles

The appointment process should remain clear, fair and practical. Preferred candidates should demonstrate relevant board or committee experience, infrastructure planning and delivery experience, independence, sound judgement, and the ability to contribute effectively to collective decision-making. Public expressions of interest should be used to broaden the talent pool and identify individuals who are willing and able to serve on the Committee. Following appointment, members' contributions should be reviewed annually against clear measures covering attendance and preparation, constructive participation, decision-making, action follow-up, and the management of conflicts of interest and confidentiality.