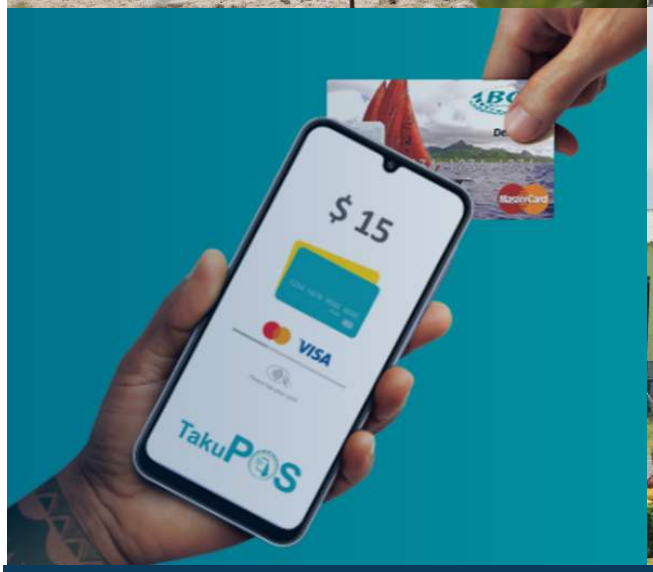
COOK ISLANDS INVESTMENT CORPORATION

Government of the Cook Islands









Chief Executive Officer

Cook Islands Investment Corporation (CIIC)

Candidate Information Pack | 2026

Quality public assets that empower our people, our places, our future.

E au apinga akono meitakiia no te iti tangata, kia riro i te akamaroiroi e te akamatutu i te oraanga o te iti tangata, te au ngutuare, no te tuatau ki mua.

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Foreword

From Tangata Fletcher Melvin, Chairperson of the Cook Islands Investment Corporation

Kia Orana, and thank you for your interest in the role of Chief Executive Officer of the Cook Islands Investment Corporation (CIIC).

CIIC is the Crown's asset manager and the "Board of Boards" for the Government's crown enterprises and companies. We look after the buildings, land and public housing that help our country run, from Tongareva in the north to Mangaia in the south. We also govern and support the State-Owned Enterprises that deliver essential services: power, water, banking, ports, airports and telecommunications.

This is a pivotal time for leadership at CIIC. As the Cook Islands marks 60 years of self-governance, our Statement of Corporate Intent 2026–2030 sets a clear direction. The Board has named three areas where progress must accelerate: housing, infrastructure and financial sustainability.

In recent years CIIC has:

- Overseen the establishment of Avaroa Cable Ltd, that helped develop and manage the country's first submarine fibre-optic cable;
- Overseen upgrades to schools, medical centres and government buildings across the Pa Enua;
- Established the Cook Islands Captive Insurance Company to manage insurable risk across government more robustly and cost-effectively;
- Established To Tatou Vai, a Corporate Crown enterprise that has professionalised the management of Rarotonga's reticulated water infrastructure.

The next Chief Executive will build on this foundation. They will lift performance across the organisation and the wider Group, strengthen governance and integration across our entities, and rationalise the relationship with the Crown with respect to policy and funding. They will also be a trusted adviser to the Board and the Minister on matters of national importance.

If you have the leadership, commercial judgement and commitment to public service to lead this work for the people of the Cook Islands, I look forward to hearing from you.

Kia orana e kia manuia,

Tangata Fletcher Melvin
Chairperson, Cook Islands Investment Corporation

Role Summary

Position	Chief Executive Officer
Organisation	Cook Islands Investment Corporation (CIIC)
Reporting to	The CIIC Board of Directors
Direct reports	Asset Development, Asset Management and Corporate Services/CFO; Chief Risk Officer; Board Secretary and Executive Assistant
Location	Rarotonga, Cook Islands, with travel to the Pa Enua
Website	www.ciic.gov.ck
Closing date	4:00pm Friday 18th December 2026, Cook Islands time





CIIC Group entity runs the nation's ports, airports, power, water, banking and telecommunications.



The Organisation

CIIC is a statutory corporation of the Cook Islands Government. It manages and develops the public assets that support the wellbeing of the Cook Islands people. It was established in 1998 under the Cook Islands Investment Corporation Act to bring together the planning, coordination and governance of government-owned assets.

CIIC operates at the intersection of public service delivery, commercial performance and national development. Its responsibilities extend beyond the management and development of Crown assets to include the governance, performance oversight and strategic development of Crown enterprises and commercial interests. Through these functions, CIIC plays a critical role in supporting the Cook Islands' economic development, infrastructure resilience, financial sustainability and delivery of essential public services.

> **Our vision:** *Quality public assets that empower our people, our places, our future.*
> *"E au apinga akono meitakiia no te iti tangata, kia riro i te akamaroiroi e te akamatutu i te oraanga o te iti tangata, te au ngutuare, no te tuatau ki mua."*

Under the CIIC Act, CIIC's principal objectives are to:

1. lead, develop and manage Crown assets in line with government legislation and policy;
2. support State-Owned Enterprises to govern and manage public assets effectively for the benefit of Cook Islanders;
3. not compete or engage in trading unless private enterprise is unable or unwilling to do so, or the Board considers it in the public interest that the activity be provided reliably, sustainably, fairly and equitably;
4. be a good employer, treating employees in good faith and acting fairly.

Scope of Activity

CIIC works through a dual operating model:

Assets (core CIIC)	Services (Group, governance and support)
Infrastructure development and maintenance	Governance support and compliance across SOEs
Housing supply and repurposing	Workforce planning and retention
Crown land and building management	Digital systems, shared services and risk management
Capital investment and project delivery	Group performance, reporting and integration

CIIC at a glance

Measure	Figure
Group total assets (audited, 30 June 2025)	$467m, (unmodified audit opinion)
Buildings managed	376, including 140 government, 124 education and 45 medical facilities
Government houses (Rarotonga)	46
Crown land managed	About 3.36 million m² (336 ha), Tongareva to Mangaia
CIIC workforce	59 employees and 13 contractors
CIIC Group workforce	About 341–400, including 61 in the Pa Enua
Directors across the Group	60, with 198 people on the director database
Entities under CIIC's purview	20, of which 11 are operating (including one 50/50 joint venture and one 40% associate)
Receipts and purchase orders	About 10,000 receipts and 3,000 purchase orders a year

Source: CIIC Statement of Corporate Intent 2026–2030.

The CIIC Group

Airport Authority Cook Islands (AACI)	Cook Islands Ports Authority (CIPA)
Avaroa Cable Limited (ACL)	Te Aponga Uira (TAU)
Bank of the Cook Islands (BCI)	Te Mana Uira (TMU)
Cobalt Seabed Resources Limited (CSR)	To Tatou Vai (TTV)
Cook Islands Captive Insurance Company (CICIC)	Telecom Cook Islands Limited (Vodafone Cook Islands)

CIIC also runs the Punanga Nui Market, with more than 55 huts and 135 vendors.

Current major projects include Te Tau Papa o Avarua, the Avarua Town Plan, Arutanga Harbour Phase 2, the Vaikapuangi Development, the Aitutaki Island Plan and the Te Tautua Medical Facility, plus projects in Mangaia and Manihiki.

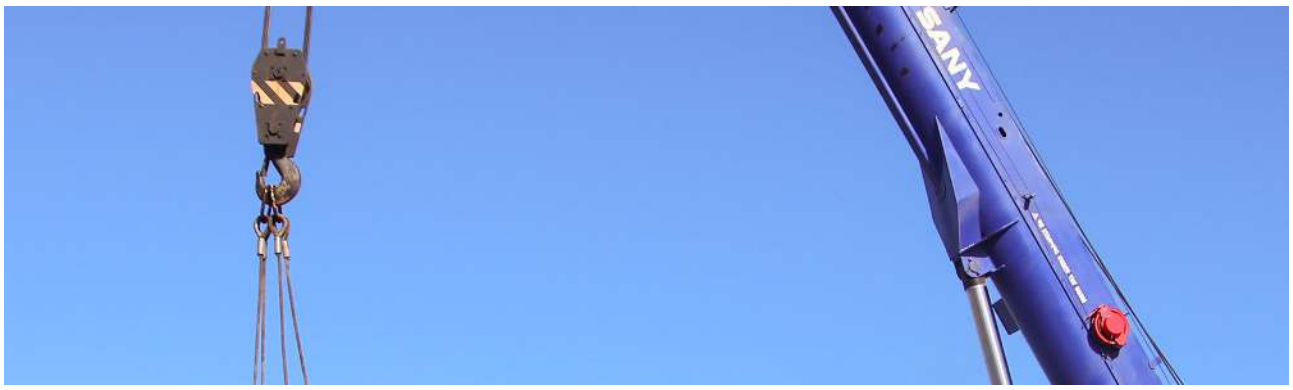


Our Culture and Values

CIIC is a small but high-impact organisation. It combines commercial acumen with public purpose, guided by strong governance and a culture of service. Four values guide how we work:

Kia Orana – Pride in our identity	We honour our heritage, our people and our islands, and serve with mana and integrity.
Akairo – Building a lasting legacy	We are stewards for future generations, so that our assets, resources and spirit endure.
Tu Rangatira – Excellence in service	We lead with professionalism, respect and responsibility, and hold ourselves accountable.
Ora'anga Matutu – Wellbeing at our core	We champion the health, safety and wellbeing of our people, communities and environment.

We are committed to building a team that reflects the diversity of our people and to growing leadership from within. Across the Group, the gender ratio is 57:43 overall and 60:40 in senior leadership roles.



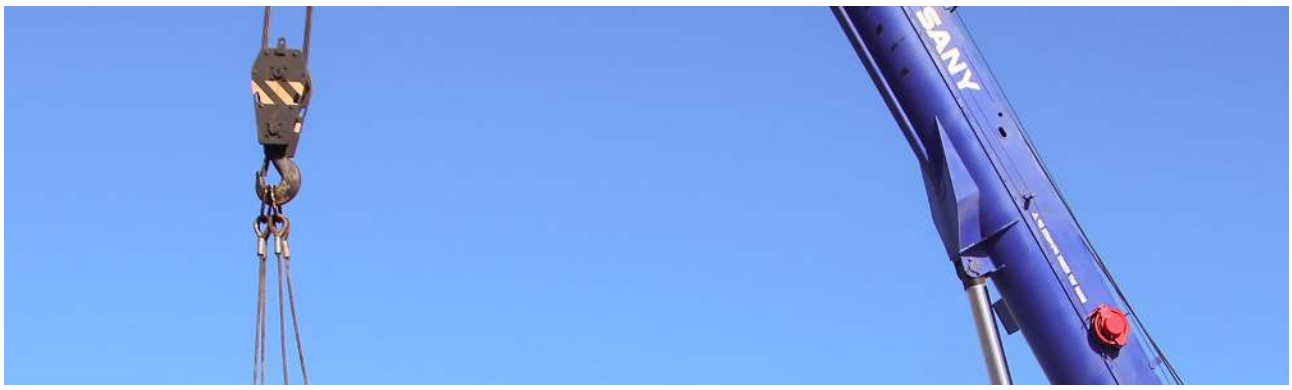
Strategic Direction 2026–2030

The new Chief Executive will lead delivery of CIIC's Statement of Corporate Intent (SCI) 2026–2030. The SCI has the full support of Government and sets six strategic priorities, each aligned with the National Sustainable Development Agenda (NSDA+):

Strategic priority	What it means	Example outcomes sought
1. Future-ready infrastructure	Upgrade public assets for safety, resilience and climate readiness, built on trusted partnerships with landowners	More assets rated "fit for purpose" by 2029; delivery of flagship projects such as Arutanga Harbour, the Avarua Town Plan and ATOM; a smaller maintenance backlog
2. Accessible and resilient public services	Expand access to housing, water, energy and connectivity across all islands	100 additional public homes built or repurposed by 2030; a National Housing Strategy; better service reach in the Pa Enua
3. Sustainable investments and financial resilience	Strengthen revenue, reduce reliance on the Crown and use new partnerships	Less reliance on Crown subsidies; dividend flows from entities and to the Crown; at least two new partnership or co-investment models by 2029
4. Growing and retaining our people	Attract, develop and retain talent across CIIC and the SOEs	Stronger recruitment and induction; succession planning and leadership pipelines, especially in technical roles
5. Strengthening group governance and integration	Stronger SOE oversight, governance systems and collaboration across the Group	All SOEs under consistent governance and reporting frameworks; shared governance tools and board induction
6. Managing risk, smarter systems and services	Shared services, digital transformation and enterprise risk management	A Board-approved Enterprise Risk Management Framework, risk appetite statement and Three Lines of Defence model; integrated digital reporting

The Board has asked for faster progress in three areas: **housing, infrastructure and financial sustainability**.

The operating environment. The Cook Islands is a small, remote country of about 14,000 residents, heavily dependent on tourism. Infrastructure is ageing and exposed to climate risk, housing is under pressure, skilled workers are scarce and Crown funding is limited. Crown entities must deliver quality services while staying financially sustainable, which calls for exceptional prudence and diligence.



Strategic Direction 2026–2030

The Leadership Opportunity

The incoming Chief Executive Officer will lead CIIC through an important period of organisational development, strategic investment and performance improvement. The Board is seeking a leader who can translate the Statement of Corporate Intent 2026–2030 into measurable outcomes, strengthen commercial and institutional performance, and deliver tangible benefits for the people of the Cook Islands.

In particular, the incoming CEO will be expected to:

- Accelerate the delivery of housing and priority national infrastructure projects.
- Strengthen CIIC's financial sustainability and commercial performance.
- Improve governance, accountability and performance across Crown enterprises.
- Strengthen asset management, capital investment planning and project delivery.
- Build a high-performing executive leadership team and organisational culture.
- Strengthen relationships with Government, landowners, Island Governments, development partners and other stakeholders.

The successful candidate will be expected to demonstrate the ability to move beyond strategic planning and deliver measurable results through effective implementation, sound financial management and strong institutional leadership.



Our Governance

CIIC is governed by a Board of Directors appointed by the Minister responsible for CIIC, currently Hon. Albert Nicholas, under the CIIC Act 1998. The Board sets CIIC's strategic direction and oversees the performance of the SOEs. It is responsible for risk management, financial oversight and compliance with the CIIC Act. It also supports the development of strong leadership, capability and systems across the Group.

At its late-2025 strategy retreat, the Board set up two subcommittees to strengthen scrutiny before items reach the Board table:

- **Assets Subcommittee** – chaired by Rohan Ellis
- **Risk, Audit and Services Subcommittee** – chaired by Olivia Heather-Halston

Board of Directors (2026): Tangata Fletcher Melvin (Chairperson), Olivia Heather-Halston (Deputy Chairperson), Sharyn Paio, Halatoa Fua, Rohan Ellis, Arama Wichman, and Patrick Arioka. Full profiles are at www.ciic.gov.ck.

The Chief Executive is supported by an Executive Management Team that leads day-to-day operations and puts the strategic plan into effect. The CEO also works closely with:

- the boards and chief executives of the Group entities;
- the Financial Secretary and the Ministry of Finance and Economic Management;
- the Public Service Commissioner and heads of ministries;
- the National Infrastructure Committee and the National Sustainable Development Committee;
- Island Governments in the Pa Enua.

Reporting structure

- Minister responsible for CIIC
  - CIIC Board of Directors (with Assets, and Risk, Audit and Services subcommittees)
    - **Chief Executive Officer**
      - General Manager – Crown Enterprises
      - General Manager – Asset Development
      - General Manager – Asset Management
      - General Manager – Corporate Services / CFO
      - Chief Risk Officer
      - HR, Land and Legal Services, and Punanga Nui Market
      - Board Secretary and Executive Assistant



The Role

Overview. CIIC is seeking a Chief Executive Officer to lead the Corporation through the next phase of its Statement of Corporate Intent. The CEO is CIIC's most senior leadership position. They lead and implement CIIC's strategic plans in line with Government policy and legislation, and work under the strategic direction set by the Board.

The CEO reports directly to the Board. They work collaboratively with the boards and chief executives of the SOEs, subsidiaries and other shareholdings, and with key public sector leaders, including the Financial Secretary. The role holds delegated financial authority within the annual budget appropriation and the thresholds in the MFEM financial policies and procedures manual.

Key duties

Reporting to the Board, the CEO will:

1. **Lead with integrity.** Model transparency, accountability and integrity in every decision, and declare and manage conflicts of interest. Use Crown assets and public money only for their proper purpose. Uphold the Public Service Code of Conduct and the CIIC Act, protect staff who raise concerns, and give the Board full and frank reporting.
2. **Govern and develop Crown enterprises.** Support the Board on informed appointments to SOE and subsidiary boards. Monitor the financial and non-financial performance of SOEs, and advise on their solvency, financial risk and capacity to pay dividends. Lead governance training and professional development for directors and executives across the Group, and guide entities in incubation or transition.
3. **Manage Crown property, land and assets.** Oversee government, warranted and leased land, including Crown land rentals. Deliver a national repairs and maintenance programme for houses, offices, schools, hospitals and health centres, and keep a comprehensive asset management framework. Coordinate with Pa Enua governments and deliver the capital projects under CIIC's remit.
4. **Set strategy and policy.** Develop and implement the SCI, the strategic and annual business plans, and a supporting policy framework. Advise the Board and the Minister on opportunities and risks, and keep CIIC and its subsidiaries aligned with national policy and the NSDA+ goals.
5. **Lead operations and finance.** Ensure compliance with the CIIC Act, SOE Acts, the Companies Act, procurement and finance policies, tax law and financial reporting standards. Deliver budgets, the Annual Report, the Business Plan and audited financial statements on time. Report to the Board at least quarterly on performance across CIIC and its subsidiaries.
6. **Manage risk.** Establish systems to identify, monitor and report material risks across the Corporation and its subsidiaries, with clear mitigation, owners and actions.
7. **Lead people.** Set ethical and performance standards for staff. Recruit, develop and retain talent, plan for succession, and ensure annual performance planning and reviews are completed.

8. **Communicate and manage stakeholders.** Build strong relationships with the boards and executives of Group entities, central agencies, landowners and traditional leaders, development partners, the private sector, the media and the public.
9. **Keep people safe.** Ensure robust health and safety practices, policies and training that meet national and industry requirements.

Accountability. The Board will set specific performance objectives with the CEO. Performance is monitored through monthly reports to the Board, independent assurance such as external audit and 360-degree evaluation, and a formal annual review against agreed objectives.

Person Specification

Applications will be assessed against the criteria below. Your covering letter should show how you meet them.

Essential

- A tertiary qualification in commerce, economics, business administration or another relevant field.
- At least 8 years in senior management or executive roles in the public or commercial sector.
- Experience in financial management and budgeting.
- Experience in leading and managing staff
- Experience reporting to boards, and a sound understanding of governance.

Desirable

- Proven experience in developing and leading cross-agency policy initiatives to solve complex issues.
- An advanced tertiary qualification in engineering, commerce, economics, business administration or another relevant field.
- Experience in project management and procurement
- 10 or more years in senior executive roles in the public or commercial sector.
- Expertise in financial management, ideally including group finance, capital structures or commercial investment.
- Project management experience, particularly in infrastructure.
- A strong understanding of the governance role of boards, ideally including service as a director or working with boards of state-owned or Crown entities.
- Strong experience of the Cook Islands Government system or other similar economies.

Knowledge and attributes

- Working knowledge of asset management.
- An understanding of the Cook Islands and its unique context and the need for a bespoke approach to stakeholder engagement and problem solving.
- Leadership grounded in integrity, transparency and accountability, with the judgement to balance commercial outcomes with public value.
- The ability to build trusted relationships with Ministers, boards, central agencies, development partners and communities.
- Affinity with CIIC's values: Kia Orana, Akairo, Tu Rangatira and Ora'anga Matutu.
- Proficiency in Cook Islands Māori is an advantage.



How to Apply

For your application to be complete, please submit:

- a comprehensive CV;
- a covering letter of no more than two pages. It should set out your interest in the role and how your experience meets the Person Specification, and include the names of two referees, who will only be contacted with your permission;
- the names and contact details of two professional referees. Referees will not be contacted without your prior consent.

Please email your application to ceociicapplication@cookislands.gov.ck with the subject line "CIIC Chief Executive Officer", attention to the Chairman Mr. Fletcher Melvin. Applications close at **4:00pm Friday 18th December 2026, Cook Islands Time**. All applications will receive a response.

For confidential enquiries regarding the position or application process, please contact ceociicapplication@cookislands.gov.ck.

Confidentiality: All applications, enquiries and supporting documentation will be treated in strict confidence, with access restricted to authorised members of the Recruitment Committee and relevant candidate information shared only with those formally authorised to participate in the recruitment and selection process.

Recruitment Process

Applications will be assessed against the Person Specification after the closing date. The longlisted candidates may be invited to preliminary interviews. The Recruitment Committee will then agree a shortlist for final interviews, which may include a presentation or practical exercise on CIIC's strategic priorities.

The Recruitment Committee makes the recommendation to the Board, informed by the Interview Panel's scores.

Indicative timeline (subject to change)

Stage	Timing
Applications close	18 December 2026
Shortlisting process	January 2027
Final panel interviews	January 2027
Reference and probity checks	January to February 2027
Appointment announced	March 2027
Start date	Negotiate with successful applicant

Assessment

At final interview, shortlisted candidates will discuss their experience and competence against the Person Specification in more depth. Two professional references will be needed before final interviews. We will not contact referees without your knowledge.

Conduct and probity

The person appointed must be committed to the principles and values of public service set out in Annex A. Any declared conflict of interest or political activity will be explored with the applicant at interview.

Terms of Appointment

Remuneration

A competitive remuneration package will be offered to successful candidates. It may include performance-related pay, vehicle, superannuation contributions, 20 working days of annual leave plus other benefits and allowances.

Term

A fixed-term employment agreement of three years, with the possibility of renewal subject to performance.

Location

Full-time, based at CIIC headquarters, Vaikapuangi, Takuvaine, Rarotonga, with regular travel to the Pa Enua and occasional international travel.

Pre-employment checks

The preferred candidate will be asked to consent to checks of qualifications, references, criminal history and credit, and searches of public statements and publicly available social media.

Political neutrality

The CEO must act impartially in service of the Government of the day and declare any party-political activity. Declared activity will be shared with the panel and may be discussed at interview. It will not by itself rule out a candidate.

Conflicts of interest

Given the Cook Islands' small size and close-knit business community, applicants must disclose any personal, family, business or financial interests that could cause, or appear to cause, a conflict. This includes interests in CIIC Group entities, Crown land or leases, and suppliers. Any possible conflict will be explored with the applicant to judge whether it would prevent them from carrying out the role.

Equal opportunities

CIIC welcomes applications from all suitably qualified people, whatever their gender, age, disability or background.

Annex A: Principles of Public Service

The CEO will be held to the highest standards of conduct, in line with the Cook Islands Public Service Code of Conduct and the CIIC Act. The principles below are widely used for leaders of public bodies.

Principle	What it means for the CEO
Selflessness	Act solely in the public interest
Integrity	Avoid any obligation to people or organisations that could influence your work; declare and resolve interests and relationships
Objectivity	Act and decide impartially, fairly and on merit, using the best evidence and without discrimination or bias
Accountability	Be accountable to the Board, the Minister and the public for your decisions and actions, and submit to the scrutiny needed
Openness	Act and decide in an open and transparent way, withholding information only for clear and lawful reasons
Honesty	Be truthful, including when reporting bad news to the Board
Leadership	Show these principles in your own behaviour, promote them actively, and challenge poor behaviour wherever it occurs

Annex B: Further Information

- **CIIC website:** www.ciic.gov.ck
- **About CIIC:** www.ciic.gov.ck/about
- **Board of Directors:** www.ciic.gov.ck/about/board-of-directors
- **Crown Enterprises:** www.ciic.gov.ck/crown-enterprise/crown-enterprise
- **Statement of Corporate Intent:** www.ciic.gov.ck/publications/other-publications/statement-of-corporate-intent
- **Annual Reports:** www.ciic.gov.ck/publications/other-publications/annual-reports
- **Current projects:** www.ciic.gov.ck/projects

Photographs: CIIC Statement of Corporate Intent 2026–2030.

Annex C: Organisational Structure

