COOK ISLANDS INVESTMENT CORPORATION

Government of the Cook Islands

JOB DESCRIPTION

Job Title:	Chief Executive Officer of the Cook Islands Investment Corporation
Division:	Chief Executive Officer Division
Responsible To:	The Board of the Cook Islands Investment Corporation (CIIC)
Responsible For:	The overall leadership, management and performance of the Cook Islands Investment Corporation (CIIC), including its Executive Management Team and all employees, in accordance with the approved CIIC Organisational Structure approved by the Board.
Job Purpose:	The Chief Executive Officer (CEO) is responsible for providing strategic and executive leadership to the Cook Islands Investment Corporation (CIIC), ensuring the effective implementation of the Board's strategic direction, Statement of Corporate Intent and Government priorities, in accordance with applicable legislation and policies. The CEO is accountable for the Corporation's organisational performance, financial sustainability, operational effectiveness and management and development of Crown assets. The CEO also supports the Board in exercising effective governance and performance oversight of Crown enterprises, State-Owned Enterprises, subsidiaries and other entities under CIIC's purview. Through effective leadership, sound commercial judgement and responsible stewardship of public resources, the CEO will ensure that CIIC delivers sustainable economic, social and public value for the people of the Cook Islands.
Date:	November 2026

ORGANISATION:

The Cook Islands Investment Corporation (CIIC) is a statutory corporation established under the Cook Islands Investment Corporation Act 1998, responsible for the management and development of Crown assets and the governance and performance oversight of Crown enterprises on behalf of the Government and people of the Cook Islands.

CIIC operates across a diverse portfolio of national assets, infrastructure, State-Owned Enterprises, Crown corporate entities, subsidiaries and commercial interests. The Corporation plays a critical role in supporting national development, delivering essential public services, strengthening financial sustainability and ensuring the responsible stewardship of Crown resources.

The Chief Executive Officer reports directly to the CIIC Board of Directors and is responsible for translating the Board's strategic direction into effective organisational performance and measurable outcomes.

The **vision** that the Cook Islands Investment Corporation (CIIC) aspires to contribute to is:

"Tau meitaki no te akakoro'anga, akatuke atu i te au apinga no te katoatoa te ka oronga mai, tauturu mate akameitaki atu i te turanga ora'anga o te iti-tangata Kuki Airani" or "Fit for purpose, transformational public assets that deliver, serve, and improve the wellbeing of the Cook Islands people, in harmony with our culture and our environment

In achieving its vision CIIC adheres to the following values:

- **Kia Orana** or Cook Islands Pride
- **Tu Rangatira** or Professionalism
- **Akairo** or Legacy
- **Ora'anga Matutu** or Health and Wellbeing

The CIIC Group has a broad scope of responsibilities, including the management of government properties and the governance of corporate Crown entities, all of which contribute to the national vision across several national goals (below)

The National Vision in the NSDA 2020+ is:

"Turanga Memeitaki no to tatou Ipukarea"

"An Empowered, Innovative and Environmentally minded people grounded in our Culture and languages with the highest quality of wellbeing in life."

There are 16 National Sustainable Development Agenda (NSDA) Goals developed with set out the country's development and provides measures for progress. CIIC directly contributes to 6 goals, including improving wellbeing for all, economic / employment/trade / enterprise, water and sanitation, infrastructure/transport/information communication technology, climate change/resilience / renewable energy/energy efficiency and security / just society.

ORGANISATION CHART:

Refer Candidate Information Pack

CONTEXT FOR THIS ROLE

Socio- Economic Context

The Cook Islands is small, remote country with a small population of approximately 14,000 residents with a narrow economy heavily dependent on Tourism. As a result, the country faces unique challenges, and risks. The public sector plays an outsized role in the economic success of the country, with crown corporate entities having to balance dual roles of providing services to the public of a certain standard and quality whilst ensuring these entities operate in a financially sustainable manner. This requires the boards and the executives that manage these entities to manage with extreme prudence and diligence in the best interest of the people of the Cook Islands.

Legislative

The Cook Islands Investment Corporation (CIIC) is a statutory Corporation of the Cook Islands Government. CIIC was established through the Cook Islands Investment Corporation Act 1998 to manage Crown assets including government land, building and interest on Rarotonga and the Pa Enua (outer islands), and governance of Crown enterprises (subsidiaries, associates, SOE's and Crown Corporate entities) on behalf of the Crown.

CIIC's principal objectives are:

(a) Lead, develop and manage Crown assets in accordance with government legislation and policy;

(b) Support state-owned enterprises (SOE to effectively govern and manage public assets for the benefit of Cook Islands' people;

(c) Not to compete or be engaged in trading activities unless –

(i)private enterprise is unable or unwilling to do so; or

(ii)in the opinion of the Board, it is in the public interest that –

- (a) the trading activity be provided on a reliable and sustainable basis; and
- (b) the trading activity be engaged in fairly and equitably.

(d) Be a good employer in treating employees in good faith and act fairly.

POSITION SUMMARY:

The Chief Executive Officer (CEO) is the key leadership position within the Corporation and is expected to work in accordance with the strategic direction set by the Board of the Cook Islands Investment Corporation (CIIC) . The CEO is expected to contribute to building a strong Cook Islands through the development of the people, culture and the cultivation of a professional environment within the organisation.

The CEO reports directly to the Board of the Corporation. The individual is also expected to work collaboratively with the Boards and Chief Executives of the state-owned enterprises, subsidiaries and other shareholdings, to assist them in achieving the aims of their entities as set out in government policy, legislation and other strategic plans. They are also expected to work with key personnel in the public sector, including the Financial Secretary in order to achieve the mandated objectives of the Corporation and broader national policy outcomes.

This position is responsible for the development and management of Government properties and land as well as monitoring and oversight of the performance of the statutory entities.

Accountability for performance will be effected through monthly reports to the Board and an annual performance review on the achievement of key accountabilities in accordance with required standards, and the execution of the required skills, behaviour and personal qualities.

The CEO is expected to translate the Corporation's strategic priorities into measurable outcomes, with particular emphasis on financial sustainability, commercial performance, Crown asset development, infrastructure delivery and organisational effectiveness. The CEO will foster a performance-driven culture across the Corporation, ensuring that strategic commitments are supported by clear implementation plans, appropriate resourcing, defined accountabilities and regular monitoring and reporting to the Board.

The Board of the Corporation will hold the CEO accountable for their performance by establishing specific performance objectives and expectations, aligned with this Job Description, the Statement of Corporate Intent and the Board-approved strategic plan, and monitoring progress through regular reporting, verifying that reporting through independent assurance such as external audit and 360-degree evaluations, and conducting a formal annual review against the agreed objectives.

This position has delegated financial authority within the bounds of the annual budget appropriation and other financial thresholds stipulated in by the MFEM financial policies and procedures manual.

KEY RESULT AREAS (KRA'S)/OUTPUTS:

Key Result Areas	Key Responsibilities
1. Leadership, Integrity and Accountability	• Model integrity, transparency, political impartiality and professional independence in all decisions. • Declare and manage conflicts of interest and promote the same discipline across executives and entity boards. • Safeguard Crown assets and public funds against misuse, personal benefit and favouritism. • Uphold applicable legislation and the Public Service Code of Conduct; ensure staff understand ethical standards. • Protect staff who raise concerns from retaliation and ensure concerns are addressed. • Maintain mechanisms to identify, report and address fraud and misconduct. • Provide full, frank and timely advice to the Board on material risks and performance issues; promote clear accountability for decisions and results. Ensure Board papers and reporting are concise, decision-focused and exception-based, clearly distinguishing matters for decision, strategic direction, risk oversight or noting.
2. Governance and Performance of Crown Enterprises	• Support informed Board appointments and provide advice on director selection. • Maintain a Group-wide framework for monitoring financial and non-financial performance, service delivery and strategic risks. Maintain a comprehensive and current understanding of the performance, material risks, significant issues and emerging matters affecting SOEs, subsidiaries and other entities under CIIC's purview, ensuring matters are actively managed and the Board receives timely advice on issues requiring governance attention, decision or escalation. • Support entity boards and executives through governance training, professional development and effective communication. • Identify underperformance and recommend improvement or intervention measures within statutory authority. • Advise the Board on solvency, dividends, capital requirements, investment opportunities and financial exposure. • Provide oversight and guidance to entities in incubation or transition. • Promote collaboration, shared services and efficiencies while respecting the statutory responsibilities of individual boards and CEOs.

Key Result Areas	Key Responsibilities
3. Crown Asset Management and Development	• Oversee government, warranted and leased lands, including Crown land rentals. • Maintain a long-term asset management and investment framework covering acquisition, development, maintenance, renewal and disposal. • Deliver repairs and maintenance programmes for government housing, offices, storage facilities, schools and health facilities nationwide. • Coordinate property management with Pa Enua governments and government agencies. • Lead priority housing, infrastructure and property development projects within CIIC's mandate. • Ensure major projects have robust business cases, feasibility assessments, procurement and governance arrangements; monitor budgets, timelines, quality and outcomes. • Integrate climate resilience, environmental sustainability and disaster risk into asset planning.
4. Strategic Leadership, Policy and Implementation	• Recommend the Statement of Corporate Intent, strategic plans and annual business plans to the Board and, once approved, take executive responsibility for their implementation and delivery. • Translate priorities into measurable indicators, budgets, implementation schedules and clear accountabilities. • Advise the Board and, in conjunction with the Board, the responsible Minister on strategic opportunities, risks and long-term resource needs. • Monitor strategic progress and recommend corrective actions where required. • Maintain oversight of strategic issues affecting subsidiaries and develop supporting policy frameworks. • Ensure alignment with national policies and National Sustainable Development Agenda goals. • Identify emerging economic, commercial, technological and policy developments affecting CIIC and its portfolio.
5. Operational Performance and Organisational Transformation	• Ensure compliance with applicable legislation, procurement and financial policies, taxation laws and reporting standards. Have primary executive responsibility for the day-to-day leadership, management and operation of CIIC and for ensuring matters within management's delegated authority are effectively resolved by management. • Maintain an appropriate distinction between governance and management, enabling the Board to focus on strategy, performance, risk and governance rather than operational

Key Result Areas	Key Responsibilities
	management. Within this responsibility, deliver operational and project plans within approved budgets, timeframes and policies. • Establish operational performance standards and report to the Board on progress, including at least quarterly reporting on CIIC and its subsidiaries. • Drive continuous improvement, service delivery and organisational efficiency; review structures, systems and processes for fitness of purpose. • Lead appropriate digital transformation and strengthen information management and reporting. • Ensure effective coordination across divisions.
6. Financial Management and Commercial Sustainability	• Deliver annual budgets to the Board on time and manage work plans within approved appropriations and financial policies. • Maintain effective financial controls, policies and procedures and report regularly on financial performance, position and risks. • Develop and implement a long-term financial sustainability framework, identifying revenue, commercial return and cost efficiency opportunities consistent with CIIC's mandate. • Ensure investment decisions are supported by financial analysis, risk assessment and value-for-money considerations. • Oversee cash flow, liquidity, commitments and long-term liabilities; manage Crown funding and commercial income responsibly. • Deliver annual reports, business plans and audited financial statements within required timeframes and implement agreed audit recommendations. • Provide forward-looking forecasts and advice to the Board on financial risks and opportunities.
7. Risk Management, Audit and Assurance	• Maintain an enterprise risk management framework covering CIIC and its subsidiaries. • Maintain internal controls, assurance and compliance monitoring arrangements; implement internal and external audit recommendations. • Manage fraud, corruption, cybersecurity, legal, financial, operational and reputational risks. • Maintain business continuity, disaster preparedness and crisis management arrangements. • Report material and emerging risks promptly and at least quarterly, with mitigation actions, ownership and recommendations to the Board.
8. People, Culture and Organisational Capability	• Actively lead, manage and hold accountable the Executive Management Team, including setting clear individual objectives, addressing underperformance promptly, developing

Key Result Areas	Key Responsibilities
	leadership capability and ensuring executives are individually and collectively accountable for delivery. • Model ethical leadership and foster professionalism, collaboration, accountability and continuous improvement. • Recruit and develop staff to deliver high standards of public service and value for money. • Align workforce planning and staffing levels with strategic priorities and financial resources. • Maintain compliant HR policies and procedures in accordance with government policy and legislation. • Implement succession planning, leadership development and opportunities to develop Cook Islands talent. • Ensure annual performance planning, feedback and improvement pathways are consistently implemented.
9. Communications and Stakeholder Management	• Act as CIIC's principal executive relationship manager with SOE Chairs and CEOs, Government agencies and key stakeholders, proactively identifying and resolving relationship issues, concerns and complaints at management level wherever appropriate and escalating matters to the Board only where governance oversight, strategic direction or Board decision is required. • Develop and implement a communications plan and keep the Board informed of key stakeholder relationships. • Build strategic partnerships supporting investment, infrastructure and institutional capability. • Represent CIIC professionally in national, regional and international engagements consistent with Board direction. • Ensure appropriate responsiveness to public information requests and effective management of websites, social media and press releases. • Promote public confidence through transparent communication on performance and stewardship of Crown resources.
10. Health, Safety and Wellbeing	• Maintain robust health and safety policies, practices and training for employees, consistent with national and industry requirements. • Ensure appropriate safety arrangements for contractors, consultants and projects under CIIC management. • Address unsafe conditions promptly and maintain incident reporting, investigation and corrective action procedures. • Promote a proactive safety and employee wellbeing culture. • Report material safety risks and incidents to the Board promptly.

FUNCTIONAL RELATIONSHIPS:

External	Internal
National Sustainable Development Committee (NSDC), National Infrastructure Committee (IC)	Board of Directors and Minister responsible for Corporation
Chief Executives of Government Ministries, Island Governments and other government entities. Heads of Ministries. Chief Executives of State-owned enterprises and subsidiary companies	Executive Management – General Manager, Asset Management; General Manager, Corporate Services; and General Manager, Statutory Entities. Senior Management – Administration and Human Resources Manager, Government Facilities and Development Manager, Finance Manager, Land/Legal Manager, Corporate Relationship Manager and Properties Manager.
Financial Secretary, and the Ministry of Finance and Economic Management	
Public Expenditure Review Committee and Audit (PERCA), and the appointed auditors	
Landowners, traditional and community leaders	
Development partners	
Chamber of Commerce and Private Sector	
General public and media	

QUALIFICATIONS:

Level of education required to perform the functions of the position. This combines formal and informal levels of training and education.

Essential: (least qualification to be competent)	Desirable: (other qualifications for job)
Tertiary qualification in Commerce, Economics, Business Administration or other relevant areas	Advanced Tertiary qualifications in any of: Engineering, Commerce, Economics, Business Administration or other relevant areas

EXPERIENCE:

The length of practical experience and nature of specialist, operational, business support or managerial familiarity required. This experience is in addition to formal education.

Essential	Desirable
• At least eight years of senior management or executive leadership experience in the public or commercial sector. • Demonstrated experience leading complex organisations or multidisciplinary teams. • Demonstrated experience in strategic planning, implementation and performance management. • Demonstrated experience managing significant financial resources, budgets and organisational performance. • Experience working with and reporting to governing boards. • Experience in project management, procurement and resource allocation. • Demonstrated experience in people leadership and organisational capability development. • Demonstrated ability to manage complex stakeholder relationships.	• Ten or more years of senior executive leadership experience. • Previous experience as a CEO, Managing Director or equivalent executive. • Experience leading organisational transformation and institutional reform. • Experience in commercial investment, financial sustainability and portfolio management. • Experience in governance or oversight of State-Owned Enterprises or subsidiaries. • Experience delivering major infrastructure, housing or capital investment programmes. • Experience working in the Cook Islands, Pacific region or other small island economies. • Experience working with Government, development partners and commercial institutions.

KEY SKILLS/ATTRIBUTES/JOB SPECIFIC COMPETENCIES:

Level of ability	Required competencies
Expert	• Strategic leadership and implementation • Executive leadership and organisational management • Integrity, ethical judgement and accountability • Decision-making and problem-solving • Stakeholder engagement and relationship management • Excellent standard of written and spoken English and Cook Islands Maori
Advanced	• Corporate governance and Board reporting • Financial management and commercial acumen • Risk management and internal controls • Project and capital investment management • Organisational change and transformation • Negotiation and communication

Working	• Crown asset and property management • Government policy and legislative frameworks • Digital systems and information management
Awareness	• Cook Islands cultural, social and economic context