

The Cook Islands Voyaging Society Strategic Plan 2018-2023



The Cook Islands Voyaging Society Inc (the Society) was established as a non-profit organization in 1992 after the 6th Pacific Arts Festival held on Rarotonga, Cook Islands. The Society was registered in September 1993 under the Incorporated Societies Act 1908 and the registered office is c/o The Secretary, Ministry of Cultural Development. The Society has a constitution and the Executive Committee is elected at the Annual General Meeting.

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1.0 BACKGROUND

The origin of voyaging in our ocean dates back to the beginnings of knowledge. History and dreams fuse into the myths of a distant maritime culture. As people of the South Pacific our physical geography is over 99% ocean! Our imperative is to voyage and protect these oceans as we have done for thousands of years. Our history and philosophy captures the spirit of our ancestors

by which we will chart our future.

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The Society is actively engaged in raising awareness about Polynesian Voyaging. Sir Thomas Davis, was the head of the Cook Islands Voyaging Society and catalyst in the revival of Cook Islands voyaging. In 1994, he led the building and design of a 72' replica of a Polynesian double hulled voyaging canoe 'Te Au o Tonga'. Te Au o Tonga has spearheaded many successful campaigns and participated in a joint voyage with other Polynesian canoes to Hawaii and was the first vessel to carry out the vision of the Society. Her journey has included:

- Te Au O Tonga made her inaugural return round voyage in 1995 to Raiatea, Tahiti, Nuku Hiva, Hawaii, Molokai and Oahu
- In August 1995, Te Au O Tonga sailed as part of the protest fleet to Moruroa

- In 1996, the voyage of 'Te Au O Tonga' to the VII Pacific Arts Festival in Samoa and then on to Tonga and New Zealand and return voyage to Cook Islands
- Voyage to the 2000 Millennium celebrations in Gisborne, New Zealand in 1999
- To the VIII Pacific Arts Festival in New Caledonia in 2000
- Voyage in 2002, to Tahiti, Huahine, Raiatea, Tahaa, Borabora, Mitiaro and return
- 2002, a short trip to Aitutaki for 'Te Au O Tonga' to participate in movie "The Legend of Johnny Lingo"
- Te Au Tonga is now based in Aitutaki

Te Au o Tonga inspired the building of new vakas and new voyages. The Okeanos Foundation sailed on Te Au O Tonga and asked the people of the Cook Islands if they could replicate seven ocean voyaging vaka (Vaka Moana) based on her design. Okeanos commissioned Salthouse Boatbuilders to build seven vaka in Auckland with the help of Cook Islands traditional boat building experts. In 2010, the builders completed the construction of the Vaka Moana (boat of the ocean). The Cook Islands was integral in the construction, sail design and sea trialling of the new Vaka Moana. The first vaka to be built was Marumaru Atua.

From 2010-2012, the historical voyage for all seven vaka 'Te Mana O Te Moana' (The Spirit of the Ocean) began. The voyage was the start to reconnect with the traditions, with Pacific communities and with the ocean and to spread the message of ocean protection. The fleet of seven vaka sailed from Aotearoa to Hawai'i, then to the West Coast of the United States, San Diego, Cocos Islands, Galapagos, Tahiti, Cook Islands, Samoa, Fiji and Vanuatu and completed their journey in July 2012 at the Festival of Pacific Arts in the Solomon Islands.

Since her return in November 2012, Okeanos gifted Marumarū Atua to the people of the Cook Islands under the custodianship of the Cook Islands Voyaging Society by the Okeanos Foundation. Since then she has undertaken the following voyages:

- 2013 Rarotonga to Suwarrow, the uninhabited island and bird sanctuary to collect a group of environmentalists including President of Cook Island Voyaging Society Ian Karika who had been on the island to conduct a rat eradication programme.
- September 2014 MUA Voyage to IUCN World Parks Congress 12th-19th November, Rarotonga, Samoa, Fiji, Vanuatu, Gold Coast, Sydney, Auckland
- Feb 2015 Auckland-Waitangi-Auckland 75th Anniversary Celebrations
- May 2015 Auckland-Rarotonga Te Manava Festival 50th Anniversary
- May 2015 Rarotonga-Aitutaki-Atiu-Mauke-Mitiaro-Rarotonga Te Manava Festival Pa Eua.
- May 2015-September 2016 weekly sails around Rarotonga

We continue to share the voyaging experience with visitors and students taking people out on weekly sails and educating them about traditional Polynesian voyaging. As of 2017, Marumarū Atua is on dry dock for major repairs following a fire. Our aim is to return her to the ocean, continue to offer voyaging experiences for Cook Islanders and visitors, and to become a formidable voice for our oceans. We continue to strengthen our global partnerships and share the legacy of Polynesian voyaging.

2.0 OUR STRATEGIC DIRECTION

Our Strategic Direction is to use Polynesian Voyaging and our past successes to promote voyaging, cultural ancestry, and environmental knowledge for future generations. This includes:

1. Protecting and conserving our Marae Moana – our oceans, lagoons, & waterways through marine education and conservation initiatives
2. Contributing to a sustainable environment through offering a no-carbon ocean vessel
3. Igniting the voyaging sprit whilst developing voyaging for the benefit of the people and the growth of all communities of the Cook Islands through training the next generation of voyagers and voyaging to the Pa Enuā
4. Achieving broad participation, recognition and support for our endeavours through national and international partnerships and voyaging opportunities

Our challenge is to facilitate a safe voyaging culture. The oceans guarantee an abundance of voyaging whilst sustaining and preserving our cultural uniqueness and our values and traditions. Voyaging in the Cook Islands can meet this challenge. This strategic plan will set up us for the next five years with a planned approach.

3.0 STRENGTHS, WEAKNESSES, OPPORTUNITIES, & THREATS

We have established strong partnerships with organisations that also lead in the protection and preservation of the marine environment including the Marae Moana Coordination Office and Te Ipukarea Society. We also recognise that as a society we have our weaknesses. Our strategic plan will mitigate those weaknesses to ensure that we remain viable by building on our strengths and opportunities.

Strengths	Weaknesses
<ul style="list-style-type: none"> - Committed people - Robust leadership - Solid reputation - All volunteer crew and leadership - Two sea worthy vaka – Marumaru Atua & Te Au O Tonga - Knowledge of Cook Islands culture & tradition - Supportive network and community structures - Strong organisational skills – pre-voyage/voyage - Tenacity and determination - Boat building skills 	<ul style="list-style-type: none"> - Financial constraints for maintenance and safety equipment - Access to Safe Harbour and land based storage facilities - Professional Certification of captain and crew - Time constraints of all volunteer crew - Time constraints of all volunteer leadership

<ul style="list-style-type: none"> - International voyaging successes - Maintaining global voyaging links - Reviving and perpetuating voyaging traditions and culture - Preserving and protecting our marine environment 	
Opportunities	Threats
<ul style="list-style-type: none"> - Grants/Funding - Sponsorship - Collaborations with national and international conservation organizations - Exchange programs with other voyaging societies - Education programs - Commercial opportunities – tourism, sustainable sea transport 	<ul style="list-style-type: none"> - Funding - Climate Change - Weather - Loss of traditional voyaging navigation knowledge

A financially sound Cook Islands Voyaging Society with strong partnerships, resources, and people will mitigate these threats. As a Society, we have many opportunities to grow and strengthen our role in the protection of our culture and our oceans over the next five years.

4.0 OUR VISION, MISSION, & VALUES

“The Cook Island Voyaging Society is founded on a legacy of Pacific Ocean exploration. We seek to perpetuate the art and science of traditional navigation through voyaging, experiential education, and inspiring communities to care for each other, our culture, and our ocean environment.”

OUR VISION:

To promote voyaging and thereby recognise and preserve our cultural ancestry; protect and conserve our Marae Moana - our oceans, lagoons, & waterways; contribute to a sustainable environment; achieve broad participation, recognition and support for our endeavours; ignite the voyaging spirit whilst developing voyaging for the benefit of the people and the growth of all communities of the Cook Islands.

OUR MISSION:

The Mission is to deliver upon the vision of the importance of Voyaging to our existence. Celebrate voyaging in the Cook Islands and protect our greatest natural resource, our oceans and lagoons. By developing the importance of voyaging amongst the many options in culture today we will achieve the philosophy, valuing our ancestors and charting the future of Voyaging.

OUR VALUES:

To conduct our traditional voyaging culture in a social and responsible manner with due regard to the protection of the ocean and its abundance biodiversity.

5.0 GOALS, OBJECTIVES, & OUTCOMES

Our strategic plan over the next five years is aligned to the Cook Islands National Sustainable Development Plan (NSDP). Our partnerships, our voyagers, and our leadership will help us meet our goals and objectives. We have aligned each of our blank objectives and outcomes to the NSDP Goals. The Cook Islands Voyaging Society aligns to all of the NSDP goals, but we have pulled out the most salient ones below as they align to our four primary goals.

CIVS Strategic Objectives 1 & 2: Providing a Voice for our Natural Resources

NSDP Goal 11: Promote sustainable land use, management of terrestrial ecosystems, and protect biodiversity

NSDP Goal 12: Sustainable management of oceans, lagoons, and marine resources

NSDP Goal 13: Strengthen the resilience to combat the impacts of climate change and natural disasters

CIVS Objective 1: Utilize the vaka as a floating classroom to provide cultural and environmental education to 100 students a year, reaching at least five hundred students by 2022. This includes taking young Cook Islanders out on Saturday sails to connect them to the ocean, visiting school groups connecting to the vaka on Pa Enea voyages, and voyagers giving talks at schools and in the community. Provide talks, at least two per year in classrooms and one per year in the community, about voyaging and the need for climate change and ocean conservation practices. Partner with Ministry of Education and National and International Environmental organizations.

Outcome: The vaka is actively being used to foster conservation and climate change education in our schools and oceans for the next generation of young Cook Islanders.

CIVS Objective 2: To be the main research and voyaging vessel for Marae Moana – the Cook Islands Marine Park. Marae Moana is a multiple-use marine park that extends over the entire Exclusive Economic Zone of the Cook Islands, an area of 1.9 square kilometres. It is the largest commitment by a single country for integrated management and conservation from ridge to reef and reef to ocean. Legally designated in July, 2017 it aims to protect and conserve the “ecological, biodiversity, and heritage values of the Cook Islands marine environment.” As a zero-emissions vessel able to travel the whole of Marae Moana, Marumarū Atua is uniquely positioned to assist with research, monitoring, and oversight of this zone. Marumarū Atua can be hired as the transport for visiting researchers, scientists, and policy makers to ensure the biodiversity and aims of Marae Moana are carried out in line with their strategic plan. This will be done in partnership with the Marae Moana Coordination Office, as well as local and international conservation organizations.

Outcome: The vaka is actively being used to protect our natural resources, biodiversity, and provide a zero-emissions research vessel for ocean conservation practices in the Cook Islands.

CIVS Strategic Objective 3: Celebrate the Voyaging Journey

NSDP Goal 6: Improve access to affordable, reliable, sustainable, modern energy and transport

CIVS Objective 3: Utilize traditional voyaging as an interisland and international sustainable transportation solution. Use Marumaru Atua for at least two voyages per year within the Cook Islands and one international voyage every two years.

Outcome: The vaka is actively being used as a preferred sustainable sea vessel for transportation.

CIVS Strategic Objective 4: Maintaining Culture Through Voyaging

NSDP 14: Preserve our heritage and history, protect our traditional knowledge and develop our language, creative and cultural endeavors

NSDP 9: Accelerate gender equality empower all women and girls, and advance the rights of youth, the elderly, and disabled

CIVS Objective 4: Train 4-6 Crew a year to have at least 20 voyaging crew members by 2022 who know voyaging, chants, dance, traditional navigation, and can serve as Cook Island cultural ambassadors. At least ten or fifty percent of these crew will be women. Host annual two-week traditional navigation workshops and train at least two master traditional navigators over the next five years. License at least one captain and three watch captains over the next five years, all of whom are well-versed in the culture of voyaging.

Outcome: Voyaging culture is maintained through the perpetuation of this knowledge. Active crew, captain, and navigators are ambassadors and stewards of our ocean voyaging culture sharing and exchanging with other vakas.

CIVS Strategic Objective 5: Understanding and Experiencing Our Voyaging History

NSDP 8: Inclusive and equitable quality education and promote life-long learning opportunities

NSDP 7: Improve health and promote healthy lifestyles

CIVS Objective 5: Provide opportunities for all Cook Islanders and visitors to understand and experience voyaging. Provide weekly Saturday sails that include healthy food and information about traditional voyaging diets. Voyage at least twice a year to the Pa Enea and once every two years internationally. On each trip promote healthy lifestyles, cultural connection, marine conservation, and zero emission transportation reaching out to at least one school group in each harbour.

Outcome: Our past is used to help perpetuate our strengths and guide us towards solving problems in the future, particularly around cultural loss and conservation. Cook Islanders feel ownership of, and responsibility towards, caring for Marumarua Atua, voyaging, and our oceans.

6.0 Financials

6.1 Budgets

See attached schedule for Budget

6.2 Budget Income Assumptions

2018 Income streams budgeted commentary;

- ***New Zealand High Commission*** - \$10k. This amount is approved and tagged to safety equipment.
- ***Social Impact Fund*** - \$30k. A successful funding application in 2017 resulted in a \$90k funding allocation spread over three years tagged to training and education.
- ***Cook Islands Government*** - \$255k. A commitment to fund the new hull was made by Cabinet in February 2018.
- ***Nia Tero*** - \$135K. A commitment to fund the installation of two bio-fuel engines in November 2018.
- ***Conservation International*** – \$50k. Funding streams from overseas NGOs are budgeted and discussions are ongoing.
- ***Donations & Fundraising*** - \$55k. Donations and fundraising of \$55k is targeted for 2018. Fundraising initiatives to be agreed.

6.3 Budget Expense Assumptions

2018 expenditures budget commentary;

- **MMA is expected to be back in the water by April 2019.** The costs of reinstating MMA to full seagoing capabilities are budgeted at \$480,500. Note this includes Bio fuel engines.
- **Crew Training** - \$30k. Investing in out Captain, Navigators and Crew is budgeted to include formal qualifications covering Boat Masters, VHF and Coastal Skippers Courses in Auckland.
- **Crew Costs** - From 2019 onwards Crew Costs are budgeted at \$195k pa based on 20 weeks voyaging and 32 weeks on land-based activities.
- **Marketing & Advertising** - \$5k. Costs for merchandising and raising awareness of CIVS activities.
- **Education Outreach** - \$21k. Costs of engaging an outreach officer to deliver on the SIF backed program of voyaging education in schools.

7.0 Organization Structure

Organisation Structure - CIVS

