

MFAT Management Response to Customs Sector  
Development in the Pacific (2017-2022) Evaluation



Evaluation Report Recommendation	MFAT Response and Action (Agree, Partially Agree, Reject)
MFAT and NZCS to retain the Activity's strategic direction consistent with PICs' needs	Agree
MFAT and NZCS to continue in its support of the four partner customs administrations	Agree We will consider the needs of these Customs administrations in a new Business Case and how a new activity phase can be adapted to support them.
MFAT and NZCS to retain its three-goal focus, and to broaden the goal from border security to Border Management	Agree
NZCS to reinforce staff training and development in its modalities	Agree
NZCS to consider ways of delivering PLP remotely given restrictions to in-country delivery	Agree We will consider new options to mitigate restrictions to in-country delivery, including virtual delivery
NZCS to continue use of NZCS staff in-country visits (2-3 week periods) and the placement of a long-term in-country adviser where feasible and where budgets permit, to support customs reform and modernisation	Agree We will consider building in in-country advisers into the next phase of the activity with considerations for budget and resourcing.

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NZCS to seek greater use of online and virtual programs for training delivery, and identify opportunities for further learning pathways	<p>Agree</p> <p>A large risk to this activity was the impact of Covid on effective delivery. Consideration of greater digital tools for effective long-distance training will be built into the next business case.</p>
MFAT and NZCS to strengthen work with NZ Inc agencies, and consider support for OCO as a regional coordinator of programs	<p>Partially agree</p> <p>Unclear as to how this would look beyond what the activity has already delivered. Will investigate possibly avenues of working with the OCO in the upcoming Business Case.</p>
NZCS to reinforce relationships across customs and related agencies to ensure support from partner governments enables ongoing success. This includes understanding customs reform.	<p>Agree</p> <p>New phase of the activity to consider how Pacific Customs and partner governments can be optimally engaged to ensure strong and enduring relationships.</p>
NZCS to retain PLP's focus on agencies that are active at the border, hence within NZCS' programme remit. This includes customs, immigration and police agencies, as well as biosecurity, and potentially airports and port authorities.	<p>Agree</p>
MFAT and NZCS to retain a forward Activity strategy that includes a manageable number of comprehensive development projects across countries, regional support (i.e. supporting a partner within a larger work plan), and coordination with other donor agencies to avoid duplication	<p>Agree</p>

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NZCS forward planning to include common interests between NZCS and partner agencies, development plans, written agreements, activities, and performance measures	Agree
NZCS to consider a stepped/ staged capacity building model for any future Activity, with a greater focus on human resource development (HRD) and succession planning, investing in a range of people and relationships, including train-the-trainer components to build local training capability	Agree  The next phase of the activity is envisaged as the final of three for the specific work so far undertaken. Succession planning and capacity should be built-in to ensure that long term gains are adequately consolidated and not lost. However, MFAT and Customs work in the Pacific will likely continue on a needs basis beyond a third phase.