

MFAT Management Response to PIPP Evaluation Report  
2017 - 2022



Evaluation Report Recommendation	MFAT Response and Action (Agree, Partially Agree, Reject)
<p>1A: Retain programme goal that seeks to shift Participating (Pacific) Police Services (PPSs) towards prevention mindset, while retaining focus on core policing. Consider people-centred development in Theory of Change with a focus on developing core skills as requested by PPSs.</p>	<p>Partially Agree: An organisational shift to a prevention mindset across PPSs will enable improved and genuine engagement with communities and system actors, increasing public trust and confidence in PPSs. The focus on core policing skills is an important development activity and will facilitate improved end-to-end justice sector outcomes, however consideration should be given to separating this stream of work from the PIPP banner as it does not align with a prevention focus. Building capability to prosecute offenders is at odds with a prevention mindset to keep people out of judicial processes.</p>
<p>1B: Continue police education on prevention at all levels. Consider ways to build relationships with PPSs</p>	<p>Agree: Imbedding prevention across PPSs requires active leadership, role-modelling and championing at all levels of a PPS. Prevention training, particularly contextual problem-solving models such as SARA and PANDA, must be rank-specific – An executive member of a PPS has a very different role in prevention and crime science application from that of a community or frontline constable.</p>
<p>1C: MFAT and NZP to consider whole of core team liaison with PPSs, as well as a central contact point, in order enhance likelihood of traction during remote programming.</p>	<p>Agree: Building in contingencies will provide resilience to unexpected events that may adversely impact the programme. Consider developing a business continuity plan (BCP) for unexpected events that may interrupt normal programming.</p>
<p>1D: Retain the intention of the PIPP Goal. Consider ways to build on a formal knowledge base of scoped policing priorities.</p>	<p>Agree: PPSs have informed and expressed their support for the scoped priorities through consultation and this evaluation report. Given the rationale of priorities across PPSs, an opportunity exists for inter-PPS capability building. Exploring and developing this opportunity will enhance cooperation and interoperability between PPSs.</p>

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<p>2A: Continue best practice core skill module development. Enhance communication with Chiefs on priorities</p>	<p>Partially Agree: Development and delivery of a core skill module will improve PPSs capabilities to deploy to their demand and work through a range of flow-down priorities such as offender prosecution. This will improve justice outcomes and levels of public trust and confidence. Thought however, should be given to the appropriateness of programme fit for this deliverable. At face value it does not appear to be strictly prevention focused.</p>
<p>2B: Enhance development approach for policing programming.</p>	<p>Agree: Connection and coordination with other development pillars and mutually reinforcing activities (Nga Tangata, Te Taiao, Te Ohanga, Te Rangimarie), will improve the effectiveness and inter-operability of related deliverables across development programmes. For example, a development programme that seeks to build systematic capability of central and local government to address the 4Rs (Reduction, Readiness &amp; Response, Recovery), should mutually reinforce deliverables in a police programme that seeks to improve the police operational response. TNOC is another area where education sector deliverables can enhance the overall response when paired with police and health deliverables for a holistic approach.</p>
<p>2C: Factor in a responsiveness model to Chief priorities. Consider a decision model for impact, capacity to deliver, and sustainability</p>	<p>Agree: A decision framework for advisors will enable on the ground decisions that align to priorities but also allow for some flexibility.</p>

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<p>2D: Consider refresher modules as part of assistance. Consider full time advisor in Samoa</p>	<p>Agree: Refresher training will consolidate knowledge and practice. PIPP phase two development will consider new deployment options including live-in advisors. Samoa will transition to a bilateral programme.</p>
<p>2E: Consider inputs to assist countries in collection and analysis of data. Consider applying broader governance model per original design. Consider mid-term review point to check-in, and consider trigger points for mini reviews, such as for significant variances in Activity.</p>	<p>Agree: A broader governance arrangement will facilitate improved engagement in the programme and may enable better collection and analysis of data. Scheduled reviews and check-ins should improve programme agility and flex, allowing for considered pivoting of programme priorities and activities.</p>
<p>3A: Retain individual country planning, with an emphasis on aligning activities to Chiefs' priorities and needs. Consider increased frequency of support (remote calls and actions) as well as in-country to increase sustainability.</p>	<p>Agree: While there are consistent themes across participating PPSs, localisation of the priorities will be key to continued Commissioner level support and outcome sustainability. The Samoa component of PIPP is moving to a bilateral programme which will facilitate a more bespoke approach.</p>
<p>3B: Build model of regular checks on PPS' current and foreseeable priorities into any future programme, to ensure maximum alignment of activities to country needs.</p>	<p>Agree: Regular and factored in check-ins will ensure maximum alignment of activities to country needs. Pairing scheduled check-ins with formal reviews will provide a structured framework of assessment and continuous learning, potentially improving programme efficiency and effectiveness.</p>

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<p>3C: Consider a prioritisation model to allow more scope to individually tailor work plans per country towards a goal. The decision making model could assist, as could midline checks on capability needs. Consider having agreed best practice modules that provide core skills, an enhanced curriculum for realm countries, and integrating core skills work with other donor countries skill delivery for PIF countries.</p>	<p>Agree: A prioritisation model will inform tailored work plans and deployment of activity/resource to priority countries. The model will need to be aligned to both development and foreign policy priorities. Opportunities exist to coordinate work, such as core skills modules, with the PPI and other donors which will consolidate resource, streamline effort and deepen programme investment.</p>
<p>4A: Continue to mature the mindset of preventative policing at a pace tailored to each PPS' needs. Build each tranche of work from an understanding of each PPS' systems, activities and Chief's priorities. Consider modelling other agencies' regular phone and remote communications to Chiefs and PPSs.</p>	<p>Agree: Modelling other PPS frameworks and sharing learnings is an effective way to imbed a mindset of Pacific led prevention. Locally designed Prevention Operating Models have proven successful in their countries of design, resulting in recognition by other PPSs as good practice. The RSIPF POM is an example of this whereby Samoa is asking for a similar model.</p>
<p>4B: Consider multi-level (Chief and other staff) regular communications for contact points in PPSs. Consider a decision model to respond to Chief needs and to follow an individually paced plan for PPSs. Enhance knowledge transfer between advisers - so programming, country lessons, needs and contacts, is shared within NZP.</p>	<p>Agree: Consideration should be given to a strategic comms strategy which will enhance engagement in the PIPP programme from Chiefs and their staff. Regular contact with chiefs and nominated POCs will be important. NZP handover processes can be incorporated into a broad strategic comms strategy for the programme.</p>
<p>4C: Draw on joint collaboration/ deconfliction with other donors to ensure activities remain relevant in given countries, for example in recruit and refresher training and planning for core skills training.</p>	<p>Agree: Formal programme structures that enable honest deconfliction conversations and enable the drawing of collective partner/donor resource will minimise the risk of duplication, improve programme outcomes and increase donor trust.</p>