

Evaluation Report for the Pacific Island Prevention Policing (PIPP) Programme (2017 - 2022)

DevDAS Pty Ltd

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Abstract

DevDAS Pty Ltd evaluated the 'Pacific Island Prevention Policing (PIPP) Programme (2017-2022) during July - September 2022. The evaluation focused on the relevance, delivery model, sustainability and resilience and future design and support of the programme. The key methods included a survey to programme stakeholders, a document review, and facilitated phone interviews. Key findings and presentations by countries were then shared through a combined workshop, to inform this report.

- The evaluation found **some adoption of the prevention mindset by the participating police services** which would be best embedded by more frequent delivery of core skills.
- The PIPP programme **is relevant to policing** in Pacific Island communities however limited outcomes within the Theory of Change were achieved.
- It also found the **delivery model to be fit-for-purpose**: the hybrid approach of remote, active phone and other contact, and short term in-country visits (although impacted during COVID) continues to be the preference for deployments with **the length of in country visits to be determined by the task at hand**. One exception was observed where influence and delivery needs lead to **a recommendation of a full time in country advisor in Samoa** at this point.
- The programme has **early signs that indicate the potential for positive sustainability and resilience**: In particular this was observed when **success factors** such as leadership in the ownership of programming, dedicated organisational design support and ongoing NZP support were present.
- **Future design and support would benefit from a decision matrix** that considers programming impact, capacity to deliver and sustainability for each activity. This would **provide an improved focus when adaptability is required, whilst remaining responsive to emerging demands** such as responding to New Zealand's Pacific priorities and the budget envelope available.

Executive Summary

BACKGROUND AND CONTEXT TO THE ACTIVITY

In 2017 the Ministry of Foreign Affairs and Trade (MFAT) and the New Zealand Police (NZP) reviewed two programmes the Pacific Police Partnership (3P) Programme and the Pacific Prevention of Domestic Violence Program (PPDVP).

In line with the Pacific Reset and the Pacific Island Chiefs of Police 2014 resolution to undertake a 'prevention' approach to policing across the Pacific this program, with an intention to 'discover, build and lead the delivery of Pacific appropriate, evidence based crime prevention strategies within the Pacific' was agreed to.

The program commenced consultation with seven Participating Police Services (PPS) being the Cook Islands, Tokelau, Niue, Samoa, Tuvalu, Vanuatu and Kiribati . Early consultation subsequently refining the PPS to exclude Vanuatu from what became known as the four year (2017-2021) Pacific Island Preventative Policing (PIPP) Programme. Vanuatu Police going on to separately commence a bilateral program with NZP focussed on general policing core skills.

The PIPP Goal was for the PPS to have a prevention focussed strategic direction to reduce crime and increase community trust and confidence. Below are the long term outcomes of the programme:

- Reduce Crime and victimisation
- Community Trust and confidence in Police
- Prevention approach embedded

EVALUATION PURPOSE

The purpose of this evaluation was to provide an independent assessment of the PIPP Programme activity and it will be used by MFAT and NZP to:

- identify improvements that can be made to manage, implement and achieve results from this Activity
- to inform decisions on what the future direction, design and support of the Activity should be; and
- ascertain the level of sustainability and resilience of outcomes achieved by this activity, especially in a COVID-19 operating environment

EVALUATION SCOPE

The scope of the evaluation included:

- The time period of 2017-2021
- The geographic focus in the Cook Islands, Kiribati, Niue, Samoa, Tokelau, and Tuvalu
- The impact on the wider Pacific was canvassed to some extent through the evaluation's engagement with the secretariat for the Pacific Island Chiefs of Police (PICP)

The intended target groups were Pacific Participating Police Services (PPSs), relevant NZ Inc. agencies, key donor partner the Australian Federal Police (AFP) and PICP.

EVALUATION OBJECTIVES and Key Evaluation Questions

Objective 1: To assess the extent to which this Activity's outputs and outcomes remains a priority for the partner country, the New Zealand Aid Programme and for overall Pacific regional security? (Relevance)

- How has the change in New Zealand's Pacific policy since 2016 increased or decreased the relevance of the activity to New Zealand?
- How have Pacific Island PPS viewed the support during the last five years of assistance and what is its relevance to their domestic priorities?
- How have the impacts of COVID-19 on Pacific Island countries (i.e. reduction in government revenue, border closures, and health impacts of COVID-19) increased or decreased the relevance of the identified outputs and outcomes of the activity?

Objective 2: To review the suitability of NZP's approach and ways of working to deliver the programme? (Delivery models)

- How and where have NZP utilised the most effective and efficient modalities to achieve desired results in a timely way?
- How does NZP's approach align with New Zealand's International Cooperation for Effective Sustainable Development (ICESD) policy statement?
- How has flexibility in assistance contributed towards planned outcomes? Have there been downsides to the high level of flexibility demonstrated by NZP?
- How can NZP continue to deliver its programme of work in a travel constrained environment?
- How well have Monitoring, Evaluation, Research and Learning (MERL) arrangements worked in this activity by NZP and partner administrations? How should the MERL approach be adapted moving forward?

Objective 3: To assess the sustainability and resilience of the activity to inform future direction (Sustainability and Resilience)

- What evidence exists to demonstrate that the development outcomes achieved by the activity are or likely to be sustainable and continue beyond the lifetime of the investment?
- What are the PPS current and foreseeable strategic/operational priorities?
- What capability gaps do PPS have that could prevent them from meeting these priorities?

Objective 4: Future design and support – to identify the key changes needed to deliver sustainable outcomes from a possible third phase of this Activity

- What are the lessons learned from the activity and wider NZ Inc state sector capacity development activities that could usefully inform its future direction, particularly with respect to:
 - delivering on outcomes in a travel constrained environment?; and
 - ensuring partner agency commitment that withstands personnel change on either side?
 - geographic reach?



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METHODOLOGY

The Evaluation Team used three principal approaches to conduct the evaluation: surveys; phone (and zoom) interviews; and document review. A list of stakeholders that were contacted during the course of the evaluation is shown at [Appendix 1](#).

1. Surveys:

- 15 responses in total across primary stakeholders including (6 Police Service) and secondary stakeholders.
- Breakdown: 9 from Police Departments (9 men) (1 from Cook Islands, 1 from Kiribati, 1 from Niue, 1 from Samoa, 1 from Tuvalu, 4 from Tokelau); and
- 6 from NZ (4 men, 2 women) (3 from NZP implementing staff and trainers of PIPP, 2 from New Zealand Transnational Crime Unit (NZTCU), 1 x NZ Customs).

2. Phone/Zoom Interviews with primary stakeholders:

- 18 phone interviews were conducted.
- This included MFAT, NZP, all 6 Police Service (Cook Islands, Kiribati, Niue, Samoa, Tokelau, and Tuvalu) and AFP.

3. Documents Reviewed:

- 55 documents were received with an initial review undertaken.
- This includes Background and Design Documents (3), Budgets/Activity Plans (3), Governance Agreements (7), M&E Surveys (6), Prevention Operating Models (4), Scoping Reports and Position Papers (11), Various documents related to the Core Training of Realm Countries (CT-ORC) Activity (5) and Annual reporting (5), Quarterly Reports (11)



KEY FINDINGS & RECOMMENDATION HIGHLIGHTS¹

RELEVANCE: To assess the extent to which the Pacific Island Prevention Policing (PIPP) Programme outputs and outcomes remain a priority for the partner country, the New Zealand Aid Programme and for overall Pacific regional security

The Activity was found to be relevant to both the priorities of New Zealand and the partner countries PPS's; providing a positive and strategically aligned direction in developing a prevention policing mindset and supporting New Zealand's, multilateral commitments in the Pacific.

	Key Evaluation Question	Key Finding	Key Recommendation
1A	How has the change in New Zealand's Pacific policy since 2016 increased or decreased the relevance to the activity of New Zealand?	General preventative mindset contributes to the Peace and Security agenda (part of the Pacific Blue Strategy) across different countries. Ongoing donor coordination should help in deciding and designing activities and enhance relevance for countries. Enforcing legislation and the skills to deal with general policing is likely to remain a primary focus for all countries.	Retain programme goal that seeks to shift 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.
1B	How have Pacific Island PPS viewed the support during the last five years of assistance and what is its relevance to their domestic priorities?	There are mixed views from PPSs regarding support provided in the last five years. Further relationship building at all levels to improve PPS awareness will make it easier to measure relevance	Continue police education on prevention at all levels. Consider ways to build relationships with PPSs.
1C	How have the Impacts of Covid 19 on Pacific Island countries (ie reduction in government revenue, border closures, health impacts of Covid 19) increased or decreased the relevance of the identified outputs and outcomes of this activity?	There has been lack of traction in delivery of activities due to COVID 19 impact on travel.	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.
1D	Do you think the outcomes (or goals) of the PIPP Programme are still a priority for your country?	The goal intention for PIPP is supported by PPSs; current priorities remain similar to those scoped in 2018	Retain the intention of the PIPP Goal. Consider ways to build on a formal knowledge base of scoped policing priorities.

Visual examples

Example: Source image here	For example: Image of PIPP implementation of Records Management System in Niue which continued with online delivery after COVID lockdown prevented trainer travel		Cook Islands: Road Policing using speed devices (open source photo)
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¹ Annexure A: A full comprehensive list of all recommendations

DELIVERY MODELS: To review the suitability of NZP's approach and ways of working to deliver the PIPP programme

Reviewing the suitability of the delivery model found that FIFO deployments shaped to the activity or curriculum development are most suitable, with the current exception of Samoa where a full time deployment would value add to the new leadership and progress of change processes underway.

	Key Evaluation Question	Key Finding	Key Recommendation
2A	How and where have NZP utilised the most effective and efficient modalities to achieve desired results in a timely way?	FIFO durations have ideally shaped by each country's approved activities or curriculum development. Most effective activities were actions taken in response to direct requests from Commissioners.	Continue best practice core skill module development. Enhance communication with Chiefs on priorities
2B	How does NZP's approach align with New Zealand's International Cooperation for Effective Sustainable Development (ICESD) policy statement?	A development focus can enhance policing programming (i.e., through use of language, systems, gender, partnerships and mediation)	Enhance development approach for policing programming.
2C	How has flexibility in assistance contributed toward planned outcomes? Have there been downsides to the high level of flexibility demonstrated by NZP?	Most effective activities were actions taken in response to direct requests from Commissioners. Forward Activity changes in approach could be improved by being considered as part of a broader decision-making set. Shifts in focus such as CTORC, training module refresh or COVID tracing, quarantine have been valued by PPSs.	Factor in a responsiveness model to Chief priorities. Consider a decision model for impact, capacity to deliver, and sustainability
2D	How can NZP continue delivering its work programme in a travel constrained environment?	A hybrid delivery mode which includes deployments and is within budget is the most successful model to date. There has been some success with online capacity building.	Consider refresher modules as part of assistance. Consider full time advisor in Samoa
2E	How well have MERL arrangements worked in this activity by NZP and partner administrations? How should the MERL approach be adapted moving forward?	MERL has not been consistently applied – high not applicable response in survey. Data collection and management in Cook Islands, Niue and Samoa is maturing, other countries need support. Governance in implementation has been difficult as well as Chiefs' yearly governance meetings engagement.	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.

Visual examples

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SUSTAINABILITY AND RESILIENCE: To assess the sustainability and resilience of the activity to inform future direction

Some clear indicators of sustainability and resilience were observed where Prevention Operating Models (POM) were included in policing services strategic planning and deployments and where the prevention mindset was embedded in community awareness programs. Two examples include the continuation of PIPP activities to combat the drivers of demand (Tuvalu) and the use of online training to complete the set-up of the Records Management System (RMS) (Niue) during Covid 19. The PPSs generally valued support by NZP however sought increased frequency of activity delivery. Developing in country experts to lead the capacity building of core skills will help to strengthen the sustainability and resilience of any future programme.

	Key Evaluation Question	Key Finding	Key Recommendation
3A	What evidence exists to demonstrate that the development outcomes achieved by the activity are or are likely to be sustainable and continue beyond the investment lifetime?	Evaluation results are mixed on whether the PIPP program could deliver sustainable and long-term benefits. There were limited capacity building activities and support to deliver outcomes in MERL over 2017 - 2022. Data collection and management is needed for an enhanced evidence base.	Retain individual country planning, with an emphasis on aligning activities to Chief's priorities and needs. Consider increased frequency of support (remote calls and actions) as well as in-country to increase sustainability.
3B	What are the PPS' current and foreseeable strategic/operational priorities?	PPSs have identified current and foreseeable priorities as part of this Evaluation (as well as in 2017). These have been shared with NZP during the Evaluation and are re-included in this report.	Build model of regular checks on PPS' current and foreseeable priorities into any future programme, to ensure maximum alignment of activities to country needs.
3C	What capability gaps do PPSs have that could prevent them from meeting these priorities?	It is unclear where all gaps lie and midline checks on capability needs with each country PPS could assist. In some cases, for example, Samoa, meeting priorities have been assisted through the country PPS making organisational structure changes (as reviewed and recommended by the predecessor programme to PIPP). Well-timed deployment of skilled policing practitioners and trainers in the required/identified gap areas has been beneficial.	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.

Visual examples

	<p>High visibility vests donated to Vanuatu Police – Vests were also gifted to Cook Islands, Kiribati and Niue (https://www.police.govt.nz/news/ten-one-magazine/ne-vests-old)</p>		<p>Superintendent Eric Tibbott addresses the launch of the Cook Islands POM ceremony (https://www.police.govt.nz/news/ten-one-magazine/prevention-pacific)</p>
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FUTURE DIRECTION AND SUPPORT: To identify the key changes needed to deliver sustainable outcomes from a possible third phase of this Activity

Findings from across Evaluation consultations, surveys and document review support the basis of building on programming to date with an enhanced focus core skills and leadership in future. Ensuring a framework guides decisions on programming variations - such as the separation of Vanuatu from PIPP and deployment of TCU members – will help to build future rigour and programming consistency. It will also help to hold the programme in good stead, and ensure it continues achieving outcomes even with and despite the challenges from a relatively high turnover of staff resourcing in the NZP model. Measuring outputs, including significant programming variations, will provide a clearer evidence base for progress against the overall Theory of Change i.e. building sustainable systems and skills to reduce harm and crime, with continued shift to a prevention mindset across PPSs.

	Key Evaluation Question	Key Finding	Key Recommendation
4	What are the lessons learned from the activity and wider NZ Inc state sector capacity development activities that could usefully inform its future direction, particularly with respect to...		
4A	... delivering on outcomes in a travel constrained environment?	PPSs value ways to build on previous programs. For example, previous DV work also resulted in new Kiribati legislation enhancement by NZ AG's. Next step activities could be to enhance police powers and skills to enforce legislation. Other agencies, such as INZ and NZCS have models of regular monthly calls to senior Pacific counterparts pre, post and during COVID.	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.
4B	... ensuring partner agency commitment that withstands personnel change on either side?	Individual country plans with priority activities identified by Chiefs and communicated to different levels within PPS would be helpful. Activities can be triaged in terms of impact for PPSs and NZP. Some activities like tactical training need further scoping and are key pillars in building trust and confidence. The PBS Strategy of "people centred development" could be a focus of future programming.	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.
4C	... geographic reach?	Determining countries of support and level of assistance could be part of an annual review within a multi-year country commitment and under an established bilateral MOU. Activities should continue to be informed through review of other donors' activities per country.	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.

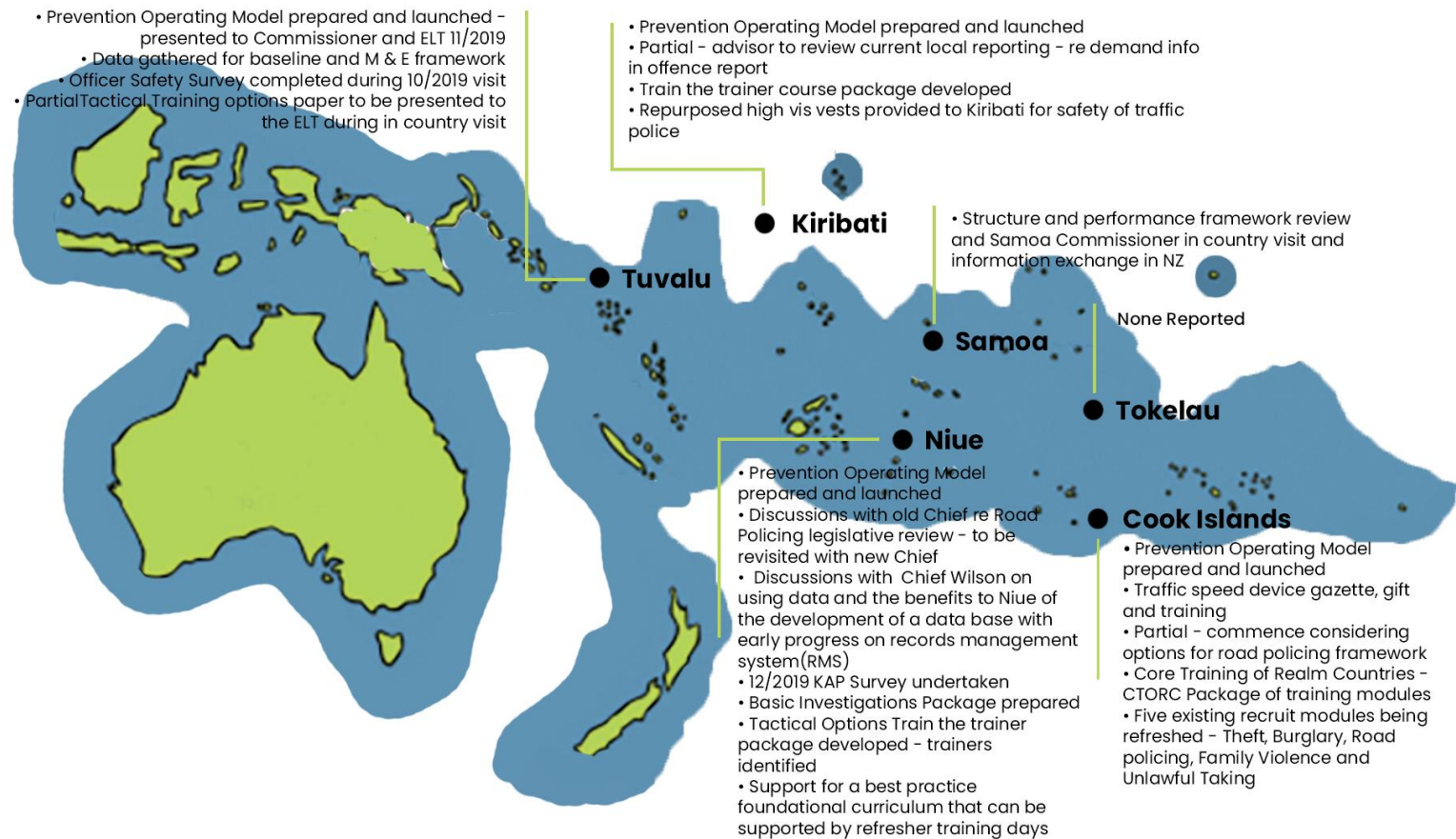
Visual examples

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1 Programme at a Glance

PACIFIC & COUNTRY HIGHLIGHTS (2017-2022) The overview map below shows key outputs for the PIPP Programme over the evaluation period



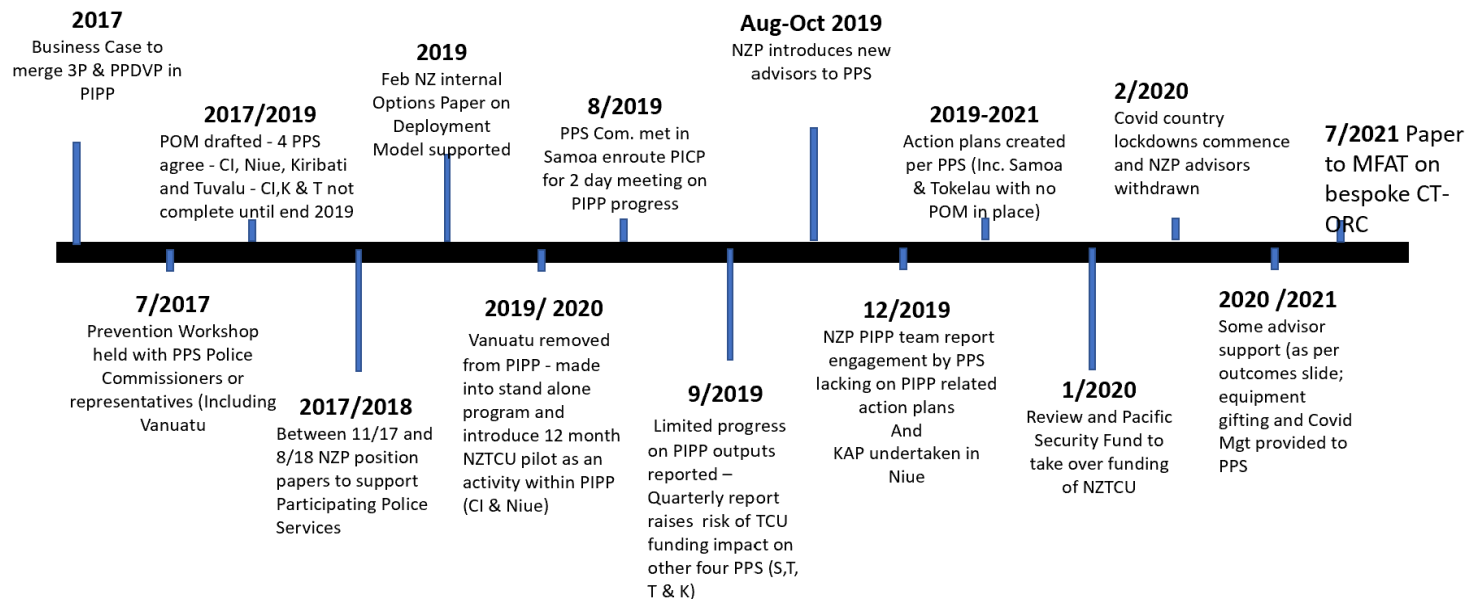


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PACIFIC ISLAND PREVENTATIVE POLICING (PIPP) PROGRAMME

The timeline below shows key programming aspects of the PIPP over the evaluation period (2017 – 2022). For example, over this time:

- Four PPS countries entered into a Prevention Operating Model (POM) with New Zealand Police, being Cook Islands, Tuvalu, Niue and Kiribati. Samoa engaged in the form of a Police Service structure and performance framework review and a Commissioner information exchange visit and briefing. During this time, Tokelau remained challenged by its three separate policing teams, one on each of the three populated atolls each lead by a Taupulega,
- In 2018, the Programme conducted a needs analysis to scope priorities and Drivers of Demand (DoDs) that were impacting on crime in all six countries. An action plan in line with the PIPP Program Theory of Change (ToC) was prepared. Data systems and management was highlighted in 2018 during the scoping process and this remains a priority across the region. Differing levels of maturity exist in relation to data capture, management and use and all Commissioners expressed the need to continue work in this area to ensure the validity of the DoD articulated in their POMs.





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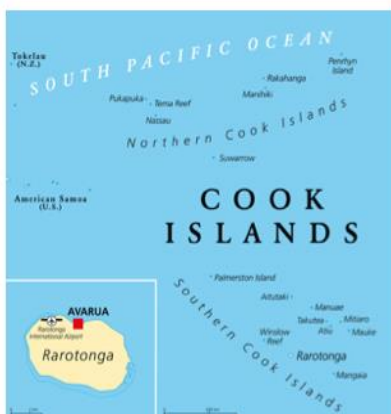
Cook Islands

The PIPP Programme has begun the process of embedding a prevention mindset with the Cook Island Police Service (CIPS) training unit and commitment exists at the Commissioner level. Further efforts are required to familiarise all police with the preventative policing mind set philosophy with priority law enforcement response demands and updating of key core skills curriculum a higher priority focus.

A summary of the Activity in Cook Islands is below:

Overview

- Border closed March 2020 to May 2022
- Main pre-COVID issue: Family Harm, Youth, Alcohol, Roads,
- Maritime, Emerging Issues
- New Commissioner appointed since inception of PIPP
- NZP main policing donor/ NZ Realm country



At a glance: Pacific Island Preventative Policing (PIPP) Programme (2017-2022) in Cook Islands

Program Milestones

- Drivers of Demand scoped 3/2018;
- POM launched 5/2018



Relevance

- Prevention mindset supported at ELT level – translation to lower levels needs more support
- Generally support Prevention mindset and CTORC development

Delivery Model

- Limited to date - Preference for longer in country time

Sustainability and Resilience

- Need to incorporate new legislation into training

Future Design and Support

- Feedback on needing to be culturally sensitive
 - Core skills with embedded prevention mindset best early focus
 - Policing development including Specialist training, ELT training and general leadership training
 - Road safety programming/ Victim Prioritisation
-



Kiribati

The priority area for Kiribati Police Service (KPS) is recruit training followed up by refresher training. KPS see great benefit in NZP curriculum design adding modules to the refresher training, are interested in assistance in a program of work (around the DoD) in partnership with their community groups. Their preference is to be mentored and assisted by NZP to contextualise and apply successful NZ policing initiatives in family harm and alcohol induced crime to the Kiribati environment.

Kiribati has a new Domestic Violence Act called 'te rau nte mweng'. NZ has assisted to upgrade case management, training manuals and through NZ Attorney General's, to develop DV legislation and police procedures. Kiribati D/C advised that the KPS would like assistance to upskill frontline police on this new legislation/ procedures as they don't have those skills and the new legislation has therefore not being used by officers yet.

A summary of the Activity in Kiribati is below:

Overview

- Main pre-COVID issue: Family Harm, Youth, Alcohol, Roads, Maritime, Organised Crime and Technology
- Donors: NZP, Fiji, Aust, Japan, US, UN and Indonesia
- English used for training – some indication that frontline police English skills are less than previously



At a glance: Pacific Island Preventative Policing (PIPP) Programme (2017-2022) in Kiribati

Program Milestones

- 2018 initial themes of support recommended
- Scoped interlinked activities for DoD: 2018
- NZP Budget supported/ POM drafted: 2018



Delivery Model

- Short visits for planning not actioned to date
- Benefit in NZP adding modules to refresher training
- Value in a Subject matter expert working on the ground with specialty units instead of one person to NZ to do a course.
- FIFO as part of model is seen as okay
- Technology improving – would like to get training in technology

Sustainability and Resilience

- Early data review on activities – only partially completed
- Timing of NZ deployments not always supported by Commissioner
- Donor collaboration not clear
- Train the trainer model and mentoring supported
- Ongoing Community Partnership guidance would get community involved in solutions
- Measurement and data drawn from case logs. Is used but could also be further considered. Request for NZP to assist in measuring progress and best use of data.

Future Design and Support

- Working in partnership with their community groups and applying contextualised NZP practices to Kiribati DoD work
- Advisor on the ground would keep momentum going
- Best practice curriculum and relevant training modules that can be incorporated into existing modules as training to frontline officers and refresher training run at the police college
- Mentoring and coaching by specialist on the ground within teams instead of sending one officer to NZ to be upskilled



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Samoa

As part of the PIPP programme, NZP conducted a structure and performance framework review of the Samoa Police including Prisons and Corrective Services (SPPCS) (NZP please advise) and the then Samoa Police Commissioner made an in country visit to New Zealand and further discussed the benefits of a prevention mindset to policing with NZP. Samoa did not enter into a POM with NZP. During this evaluation period, the incumbent Samoa Police Commissioner Filipo (appointed in 2022) has been seeking further direct engagement with NZP via the PIPP including refreshing the partly implemented structure and performance framework review. It was also noted during the evaluation that in Samoa there are a large number of bilateral donors currently assisting the SPPCS and donor collaboration and deconfliction should be pursued in as part of future programming.

A summary of PIPP Programme (2017-21) in Samoa is below:

Overview

- Broad geographical span: 4 x inhabited and number of uninhabited islands
- Population 201,000
- Location of the PTCCC and CHOGM in 2024
- AFP have 2 mission advisors + 4 x Aust assist reviews ongoing at Police academy (Training and Curriculum, Gender and gender violence, Strategic Comms & Crisis communication)
- Main pre-COVID issue: Family Harm, Youth, Alcohol, Drugs, Environment and resources
- NZP undertook Police Structure and performance framework review in 2019 – Samoa Commissioner has asked for it to be refreshed and to advocate for it with new Cabinet
- New Police Academy being built by donor – China over long period of time
- New Police Commissioner appointed July 2022 – Logoitino Filipo

At a glance: Pacific Island Preventative Policing (PIPP) Programme (2017-2022) in Samoa



Program Milestones

- Former Commissioner Keil visited NZ though did not develop a POM
- Five DoDs noted from initial scope
- Action plan developed – not clear if in consultation

Relevance

- Recognises no direct outcome from PIPP
- DoDs are still relevant
- Primary focus around refresh of structure review
- Interested in a higher focus + need for pathologist

Delivery Model

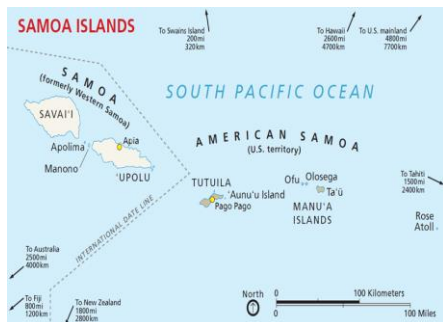
- 2/2019 Options for PIPP deployment included Samoa, though no contact progressed
- Preference is for two year permanent advisor with good front line skills + FIFO Subject Matter Experts

Sustainability and Resilience

- Follow through on existing programs
- Other donors have advised Commissioner that NZP provide general policing skills training
- Train the trainer supported

Future Design and Support

- Seeking to start with refresh of structure review (opportunity as Police Strategy for next few years is still in draft)
- Would like to contextualise for Samoa the Crime Prevention Strategy that NZP did for Solomon Islands including document exchange etc





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Tokelau

Key challenges in Tokelau including the lack of core skills and the ability to recruit police. Less than 50% of Police have received any formal training. There is no electronic database for entering complaints and methodology for investigations and response vary across the three atolls. Each atoll has a Police Sergeant who provides leadership and 4-6 Constables. There are inconsistencies in local rules and bylaws of each village and the community do not have a good understanding of the law. Police provide security and protection to their respective Taupulega as a key role.

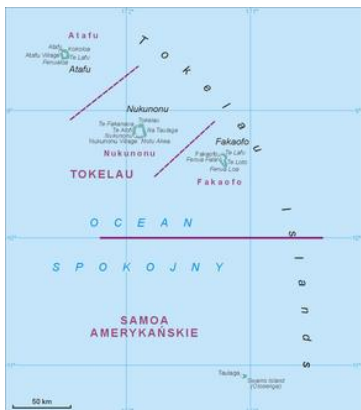
Discussions have been held in the Taupulega Council around a single Police Inspector being appointed to provide leadership across all police however at this time that is not supported. Whilst NZP provided some information around discussion on the progression of a single point of leadership for all Tokelau Police this was not able to be corroborated during the evaluation. The incoming Administrator Don Higgins undertook to update MFAT and NZP post the next Taupulega Council he is attending in late October 2022.

From a delivery perspective travel time to get to the country (24-48 hours by boat from Samoa, one way) and availability of police to be trained due to constrained resources both pose challenges. Opportunities exist to contextualise training modules for on the job mentoring and coaching. Gaining the support of the Taupulega to work towards consistency of application of the best practice methods would allow improvement in methodology across all atolls. It is expected that assistance in developing standard operating procedures would be favourably received. A key trusted advisor model is recognised as effective in other departments within Tokelau and this may be one option for NZP to pursue through the Taupulega.

A summary of the PIPP Programme (2017-21) in Tokelau is below:

Overview

- Broad geographical span: 3 x atolls Fakaofu, Nukunono, Atafu
- Capital rotates between three atolls
- Serious crime is rare and there are no prisons, and offenders are publicly rebuked, fined or made to work.
- Villages are entitled to enact their own laws
- NZ realm country
- Population 1,500
- In 2018 scoping visit there were 15 Police



At a glance: Pacific Island Preventative Policing (PIPP) Programme (2017-2022) in Tokelau

Program Milestones

- No POM entered into
- 8/2019 NZP prepared a support position paper

Relevance

- No ownership in POM achieved with 3 Taupulegas
- 2018 DoDs: Ceremonial, Alcohol, Family, Drugs & Youth
- Policing responsive only – limited capacity diverted onto Quarantine mgt
- Unable to source new recruits in two recent recruit rounds

Delivery Model

- FIFO model supported – pre covid, FIFO preferred model
- Development of training modules supported

Sustainability and Resilience

- Basic training real challenge– less than half of police have had opportunity for formal training
- Standardisation across atolls in core procedures
- Collaboration at Sergeant level whilst no lead
- Need to build Leadership and mediation skills

Future Design and Support

- Data recording, Mediation skills, Drug investigation, operations planning, Tactical options, mentoring advisory skills, training and technical assistance, assisting with policies and procedures and prevention mindset for police



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Tuvalu

A POM was launched by the new Commissioner in December 2019 and Tuvalu complemented the model with a key structural change by creating a Community Policing team of two members. These police have been key to training and awareness programming since the launch. Tuvalu Police Service (TPS) have also recently created a new training and development role that is performed by a female member part-time. Her role could be a key interlocutor with NZP. Alcohol is the cause of the majority of crime in Tuvalu. Domestic Violence and Family Harm responses continue to challenge Police. There is a preference for full time advisor deployment, or at least a minimum of approximately one month to allow time to understand the Tuvalu context.

A summary of the PIPP Programme (2017-21) in Tuvalu is below:

Overview

- Broad geographical span: 9 small coral islands over 676km – land area 26 square km
- Community Council the – Fatekaupule have a duty to assist the Police
- Increasing youth population
- 129 Police in TPS
- 37 Police recruits have received no basic training
- 48.5% of income from fishing licences
- Formal justice system now almost completely in place instead of traditional justice system
- No drop provision in DV laws – Magistrate only resolution – Large backlog that needs assistance
- Sunday no alcohol sold or used
- USA running some programming on Train the trainer
- Marine unit (part of TPS) gains additional training



At a glance: Pacific Island Preventative Policing (PIPP) Programme (2017-2022) in Tuvalu

Program Milestones

- 11/2018 implementation plan
- POM entered into
- 6 original DoD Alcohol, Families, Road, Youth, Emerging issues and Environmental exploitation



Relevance

- Support Preventative policing – works in their culture

Delivery Model

- Structure team in TPS org design to do education and focus on DoD
- 10/19 visit and action plan
- Support from core team IGS
- TPS continued community awareness actions in country during lockdown

Sustainability and Resilience

- Support from Commissioner positive
- Still need to deal with core policing issues/ skills (Fiji recruit training scheduled for 12/22)
- DV investigation and actions needs on the ground assistance

Future Design and Support

- Fiji recruit training needs complementary refresher training
- TPS Police do have a regular training day
- Seeking minimum FIFO of about a month
- Building on POM and DoD needs in country support



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2

Findings and Conclusions

OBJECTIVE 1 – RELEVANCE

1A. Support and relevance to New Zealand policy

Findings indicate that:

From 2019 to date, there are various evidence reinforcing the ongoing relevance of partnerships in policing skill development. This includes: *Statements of Partnership* highlighting Peace and Security partnership activities between New Zealand and Niue, Samoa and Tuvalu that have been entered into; *partnerships and assistance agreements* between New Zealand and Tokelau and Kiribati; and a *development co-operation agreement* with the Cook Islands.

Also of note:

- The goal intent of PIPP is supported by Participating Police Services (PPSs) and is consistent with the 2050 Strategy for the *Pacific Blue Continent*.
- The PIPP outputs remain an area in which all of the six PIPP partners continue to seek NZP support.
- Understanding the PIPP program philosophy and the preventative mindset is at the early stages of being embedded within PPS and is at different stages of maturity across different countries.
- Realm countries particularly continue to have strong connection with NZP; The Cook Islands as a Realm country (no longer ODA) continues to seek support in policing training and curriculum. Niue and Tokelau are supportive of best practice core skills curriculum contextualised to their countries being developed and delivered.

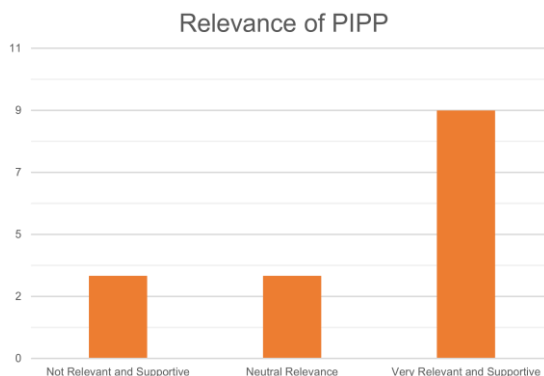
Key Observations:

See graph: Of 15 survey respondents, 9 viewed PIPP as very relevant and supportive.

Overall, the PIPP strategic direction is seen as consistent with NZ pacific policy and it has increased in its relevance to New Zealand.

Need for staff development and training remains very relevant. Partnership arrangements align with NZP work plans and strategies.

(Survey, Phone Calls and Document review
August- September 2022)





1B. How have Pacific Island PPS viewed the support during the last five years of assistance and what is its relevance to their domestic priorities?

Findings indicate that:

- There are mixed views from PPSs regarding support provided in the last five years. Further relationship building at all levels to improve PPS awareness will make it easier to measure relevance
- In Cook Islands, Niue, Tuvalu and Kiribati the program inception deliverable of a written POM was achieved. Each PPS has begun embedding a mindset of preventative policing, noting its relevance to their Island Policing preferred methodology.
- The DoDs in crime were scoped in 2018 in all six countries and addressing them was largely reported as consistent with country domestic priorities policing needs in 2022.
- The tempo of capacity building activities was noted by most consulted countries as needing to be increased to achieve intention of the PIPP goal.
- All PPSs remain grateful and see value in continued NZP assistance.
- Some interest was shown in complementary development programming to be run for PPSs in parallel with policing programs in the areas of English language, mediation training and embedding systems and processes

Some responses from interview participants (September 2022):

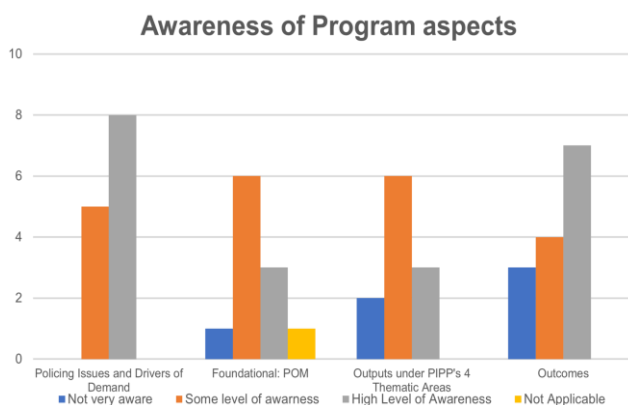
- *‘One way to be relevant is to help to do the work as they are doing it’*
- *‘It should be noted that nothing has been delivered relating to Family harm/violence and it was one of the key areas to be addressed’*
- *‘Always useful and room for general policing subject matter experts – NZP are well regarded’*

Key Observations:

See graph: Of 15 survey respondents, most had ‘some level of awareness’ of program aspects, with the highest level of awareness about PUPP outcomes.

Overall, core DoDs scoped in 2018 still have relevance to the priority areas Commissioners shared in the evaluation, although data to validate is limited.

All respondents indicated that the goal of the PIPP program is of some priority or of a high priority to their PPS.





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1C. How have the impacts of Covid 19 on Pacific Island countries (i.e. reduction in government revenue, border closures, health impacts of Covid 19) increased or decreased the relevance of the identified outputs and outcomes of this activity?

Findings indicate that:

- The Program was negatively impacted by COVID 19 due to border closures and inability of advisor travel to deliver on action plans.
- Timing of advisor recruitment and availability meant deployments in the first two years were limited with delivery on plans only beginning to get traction post Covid restrictions (2022). The in-person Commissioners meeting in 9/2019 was unable to deliver commitments made due to Covid 19 lockdown restrictions, and formal agreements on activity delivery had not progressed sufficiently when Covid 19 lockdowns commenced.
- The implementation design for PIPP required POM planning documents to be completed before advisor actioned activities, which curtailed PIPP activities and work. Remote assistance may have continued if advisor relationships with PPSs had been built immediately after the first scoping meeting with the Commissioners in 10/2017.

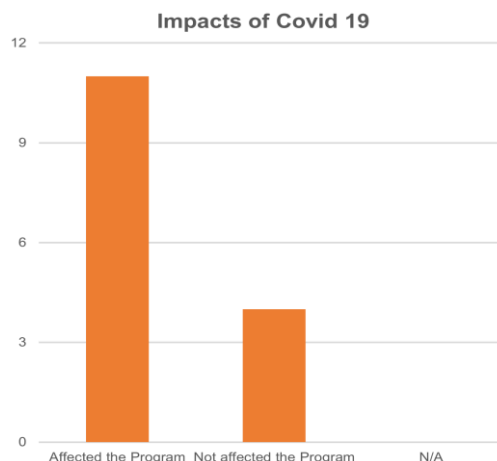
Some responses from interview participants (September 2022):

- *‘There was only one agreement actually signed due to border lock down and not getting back into the country’*
- *‘(NZP) needs to build relationships first and that takes multiple visits – delivery never really got a chance because of Covid’*

Key Observations:

See graph: Of 15 survey respondents, most (11) noted that Covid 19 had affected the PIPP program.

Had implementation initially included building a stronger advisor and PPS relationships the impact during the Covid-19 lock down may have been minimised resulting in improved take up of remote programme assistance.



OBJECTIVE 2 – DELIVERY MODELS

2A. How and where have NZP utilised the most effective and efficient modalities to achieve desired results in a timely way?

Findings indicate that:

- Focus on best practice core skill module development and enhanced communication with Chiefs of priorities represent higher potential returns on time for future programming
- A large cohort surveyed found the PIPP program efficiency and effectiveness not applicable due to the limited amount of delivery against the action plans.
- The most effective modalities for influence and delivery against priorities were actions taken in response to direct requests from the Commissioners or the ELT of the PPS to NZP
- The implementation methodology post the initial workshop (10/2017), focused on progressing POM and action plans, and associated Scope or KAP when specific activities were being requested and not able to be actioned due to no advisors recruited until approximately one year after the program commenced.
- Good continuing traction on POM activities was reported in the areas of the DoD relating to alcohol impacts on crime and youth crime in Tuvalu. This achieved outcome appears due to TPS leadership, ownership, dedicated organisational design to support POM (community prevention dedicated staff members) and ongoing support by NZP senior advisor remotely.
- Ongoing support through online assistance was provided in Niue post Covid 19 lockdowns to develop the skills of staff in to use the Records Management System.

Some responses from interview participants (September 2022):

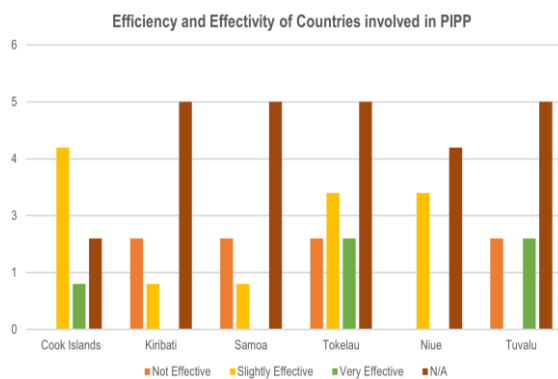
- *'FIFO can work and it can be for different lengths of time for different countries'*
- *'Relationships need to be strong with executive level support before rolling out too much... need to work on core policing, reporting and recording..(also).. problem solving and fear of failure need to be addressed when implementing'*

Key Observations:

See graph: The partnership approach (valued), engagement (responsive) and method of delivery (despite COVID border closures) are reported as all working well to very well.

Overall, those PPSs that received a higher tempo partnership approach exhibited higher responsiveness that directly contributed to a Prevention Policing mindset progressing.

Actioning emerging requests at the expense of planned priorities (TCU membership, removal of Vanuatu program, ops deployments, CTORC, module refresh or Covid tracing and quarantine management) also impacted on outcomes planned under PIPP Theory of Change.





2B. How does NZP’s approach align with New Zealand’s International Cooperation for Effective Sustainable Development (ICESD) policy statement?

Findings indicate that:

- NZP’s approach aligns with ICESD through a number of key areas. This includes: partnering to combat the drivers of crime (Point 2 ICESD - All people live in dignity and safety); programming to embed a mindset of preventative policing in PPS communities (Point 3 ICESD - Deeper collaboration with Pacific partner countries and more ambition for our Pacific engagement); and through selection of PPSs (Point 10 ICESD - Focus on countries most in need).
- Taking a more development focus could enhance policing programming (i.e. through use of language, systems, gender and partnerships). Included in this, the sustainability of an Activity should be part of decision making for funded initiatives under the programme; a decision matrix (see 4B) (indicative only provided in this report) could assist with this.

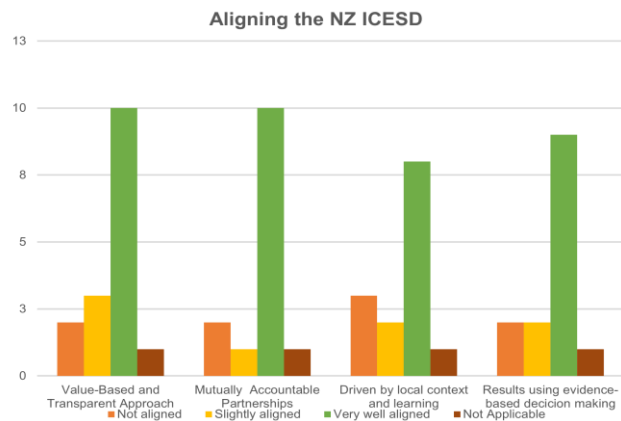
Some responses from interview participants (September 2022):

- *‘That to improve systems the tempo of actions needed improvement’*
- *‘There was very little contact and limited information sharing on what PIPP is all about’*

Key Observations:

See graph: Most survey respondents (in most cases two thirds) viewed the alignment between the programme and the NZICESD police statement as very well aligned with around one eighth viewing it as not aligned).

Overall, the challenges in being effective, inclusive, resilient and sustainable are in part caused by the PIPP implementation method during the evaluation period (2017 – 2022). The inception planning required full POM and action plans developed prior to resourcing activities. This approach was later altered when it was apparent two countries were not going to enter into POMs.



2C. How has flexibility in assistance contributed toward planned outcomes? Have there been downsides to the high level of flexibility demonstrated by NZP?

Findings indicate that:

- Initial baseline collection provided considerable requests/activities that potentially would have contributed to impacting on DoDs and enhancing a prevention focus for all PPSs
- Vanuatu programming separating from the PIPP in 2018/2019 was a positive responsive action (based on the needs not aligning with PIPP at that time).
- Some shifts in focus such as CTORC, training module refresh or Covid tracing and quarantine management have been valued by PPSs.
- Flexibility shown in actioning emerging needs has been supported by PPSs. Some have been arguably outside the PIPP program ToC and design (TCU membership, some deployments).
- Budget considerations influenced priority impact decisions for programme activities.

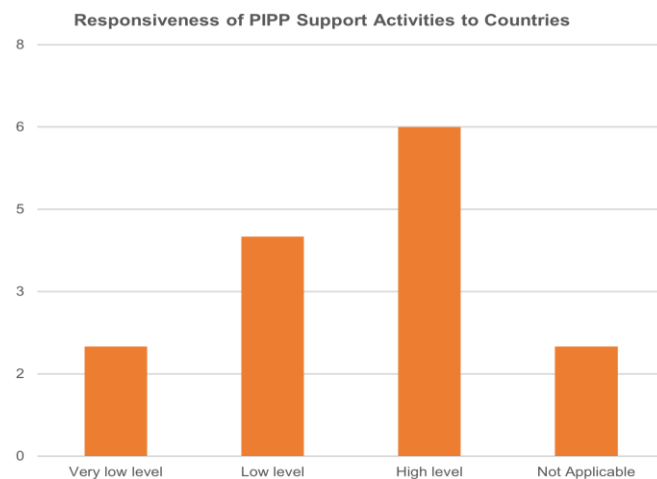
Some responses from interview and survey participants (September 2022):

- *'A model of specialist training being delivered through an in country model instead of sending staff to courses in New Zealand is seen as a preference'*
- *'The Commissioner (of a PPS) has also reached out directly to a few members of NZP directly for different items and training materials, and not liaised with ISG or the NZP Commissioner in the first instance'*

Key Observations:

See graph: Half of survey respondents indicated that the PIPP programme had a high level of responsiveness to supporting activities in countries, and half indicated it has either very low or low levels of responsiveness.

Overall, responsiveness and adaptability have been applied inconsistently – heightened responsiveness to Chief priorities and a decision model (see 4B) on priorities to be actioned/requests (aligned to impact, capacity to deliver and sustainability metrics) could assist.



2D. How can NZP continue delivering its work programme in a travel constrained environment?

Findings indicate that:

- Best practice could be achieved through a continued but more effective hybrid model: individualised deployment and assistance per country with timings and a delivery mode that fit the activity or the curriculum design work, with remote support and check ins
- Several participants in interviews talked about the opportunities the fibre optic connection will bring / has brought as a real option for skill delivery providing communications can get into a regular pattern of support.
- There was a preference for best practice recruit and refresher training modules/ curriculum incorporating the legislation within each country to be developed and maintained. Some delivery by trainers in country as well as with support from NZP were viewed as options
- All countries report some dedicated time for police within their roster lines to have some dedicated ongoing training. In the absence of refresher training modules being available this is often physical training.

Some responses from survey participant (August 2022):

- *'PIPP Programme support activities were very responsive when requested but until business becomes normal again there is still a lot of challenge to overcome in addressing ... police needs and priorities '*

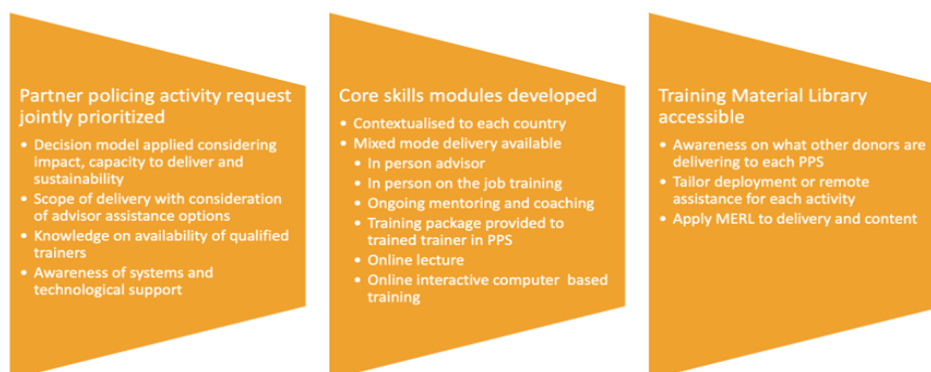
Key Observations:

A hybrid delivery mode which includes deployments and is within budget is the most successful model to date. There has been some success with online capacity building. Future programming could consider refresher modules as part of assistance, as well as for example, a full time advisor in Samoa.

See figure below (indicative thinking of evaluation team as a guide only).

A strategic communications effort around how to action / advocate for assistance in areas of priority could assist to underpin a clear pathway for a hybrid delivery model. Perhaps encouraging a single primary point of contact in PPSs (and secondary, tertiary contact points) into a single key NZP team, as well as shared information sharing across the whole core NZP team would help to enhance delivery as well as create a team identity.

Delivering Capacity and Capability development





2E. How well have Monitoring, Evaluation, Research and Learning (MERL) arrangements worked in this activity by NZP and partner administrations? How should the MERL approach be adapted moving forward?

Findings indicate that:

- MERL has not been consistently applied – high not applicable response in survey. Data collection and management in Cook Islands, Niue and Samoa is maturing, other countries need support. Governance in implementation has been difficult as well as Chiefs’ yearly governance meetings engagement.
- NZP changed the methodology of quarterly reporting to self rating against the four thematic areas to deal with challenges in communication with PPSs and also lack of overall progress to the formal measures.
- Learnings from changes in direction during the program in the first two years pre Covid seems to inform the decision to seek a reset of relationship building, as evidenced by the Commissioners in person governance meeting in Samoa in 2019.
- Measurement of priority impact and milestones within activity plans as well as measurement against overarching strategic planning for NZP and MFAT such as case studies would assist in various agency’s reporting requirements.

Some responses from survey participant (August 2022):

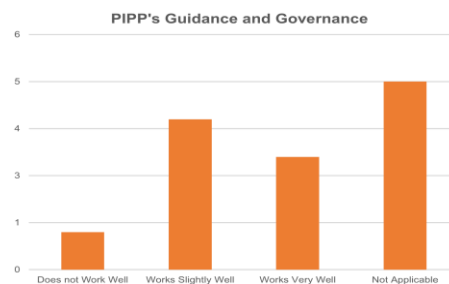
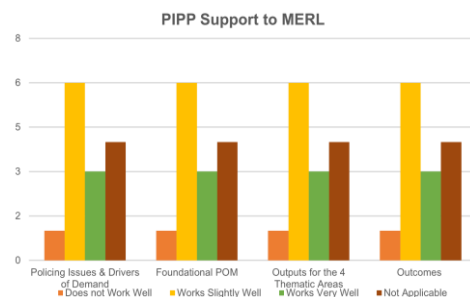
- *‘(It is) really important as changes in leadership occur that the new ones are engaged with and their support is sought to continue the development’*

Key Observations:

See graph: There is a high not applicable response in the survey regarding MERL with one quarter of respondents indicating that MERL for the PIPP either did not work well or only worked slightly.

Mid term review points (in this program, in 2019) could have usefully included review of: inclusion of core skills modules; requests/needs for higher tempo engagement; any significant variances in the Activity; and how best to utilise underspends outside the activity plans

See graph: Half of respondents thought it was not applicable how well PIPP was governed – potentially indicating there is insufficient recognition of the role of the Commissioners as part of the governance of the PIPP programme. New appointments of Commissioners in 4 of the 6 PPSs could account for this.





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OBJECTIVE 3 - SUSTAINABILITY AND RESILIENCE

3A. What evidence exists to demonstrate that the development outcomes achieved by the activity are or are likely to be sustainable and continue beyond the investment lifetime?

Findings indicate that:

- Evaluation results are mixed on whether the PIPP program could deliver sustainable and long-term benefits. There were limited capacity building activities and support to deliver outcomes in MERL over 2017 - 2022. Data collection and management is needed for an enhanced evidence base.
- For future programming, consider retaining individual country planning, with an emphasis on aligning activities to Chief's priorities and needs. Consider also increased frequency of support (remote calls and actions) as well as in-country to increase sustainability
- Evident embedding of progress towards programming objectives was seen where PPSs undertook complementary organisational structure changes in-country.
- All countries had action plans developed to deliver on programming that would reinforce the benefits of a preventative mindset to policing. An example is sustainability in Tuvalu where they continued education and awareness on alcohol related crime prevention with policing teams and stakeholders in remote islands during the Covid-19 lockdown.

Some responses from interview and survey participants (September 2022):

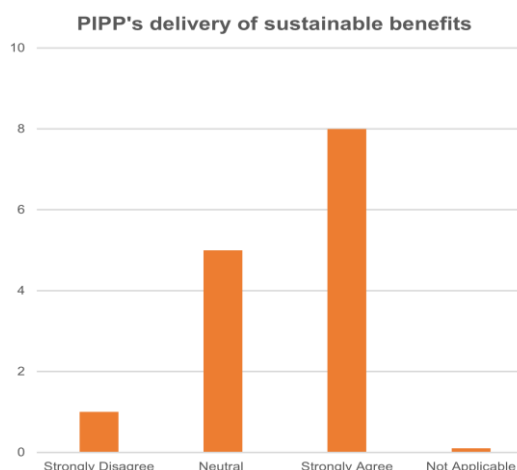
- *'Data capture and use of it to deliver an evidence base for Drivers of Demand is an essential key activity that should be a focus for future programming, including to allow measurement of sustainability and resilience'*
- *'There needs to be ownership of PIPP by respective organisations through their Chiefs and that inclusion of relevant Executive to ensure sustainability of programme'*

Key Observation:

See graph: Over two thirds of survey respondents strongly agreed that PIPP's delivery had sustainable benefits. The evaluation team sees reinforcing positive statements from partner countries about PPP as an indication of continued interest in (enhanced) engagement with NZP and a continued programming funding support.

Benefits of adding complementary 'development programming' aspects:

- Leadership training is a core part of the PIPP program that was not delivered during the period of the evaluation. Most PPSs still seek best practice modules and delivery of leadership skills to their police.
- There was some feedback provided that ancillary skills like mediation and english language delivered in parallel to policing programming would benefit Pacific Island PPSs.



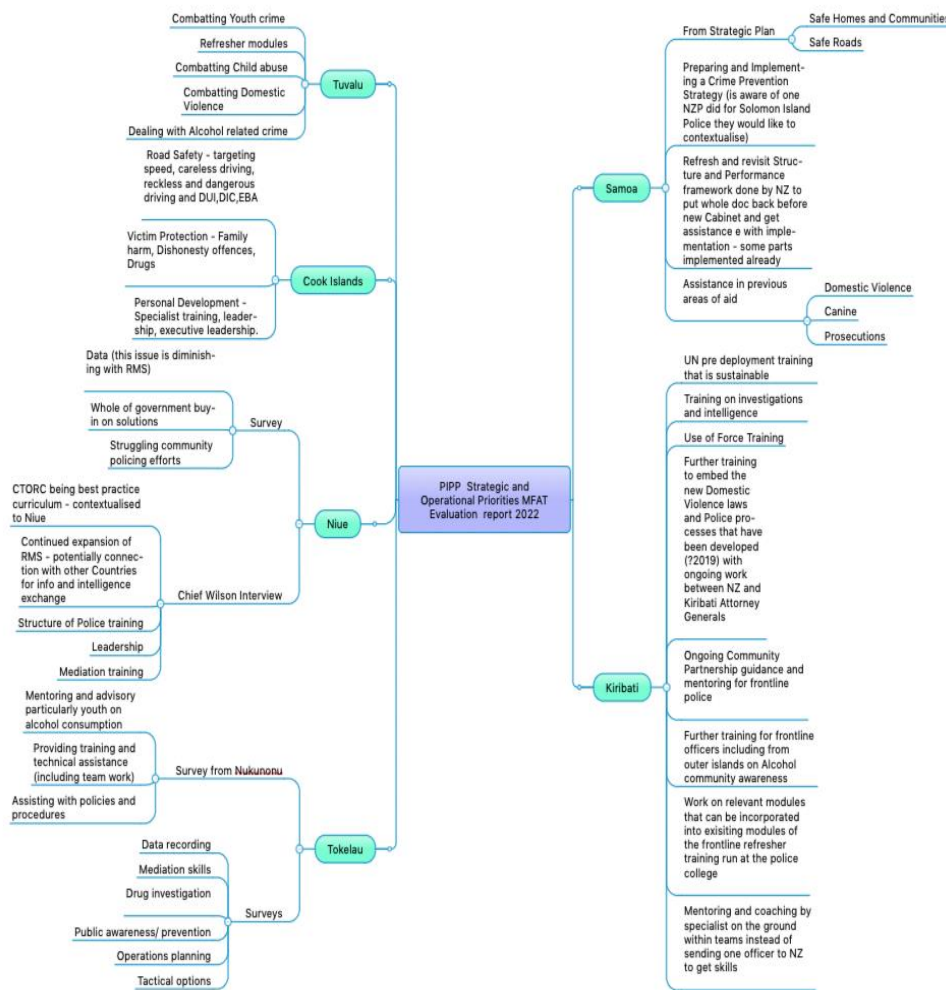


3B. Current or planned strategic or operational priorities

Findings indicate that the partner country PPS' current or planned strategic or operational priorities have a close alignment with those scoped by NZP in 2018. PPSs have identified current and foreseeable priorities as part of this Evaluation (as well as in 2017). These have been shared with NZP during the Evaluation and are re-included in this report (see Figure below). Any future programming should consider building a model of regular checks on PPS' current and foreseeable priorities, to ensure maximum alignment of activities to country needs.

Continued programming support is requested by PPSs of NZP for a future phase of PIPP, with in particular the area of assistance in Domestic Violence crime a common request. The thematic areas from the Theory of Change of Organisational Systems and Processes, Drivers of Demand, Staff Development and Leadership Development continue to be appropriate streams to capture outcomes. Some limited examples of pivoting to assist with Covid 19 priorities were evident in the evaluation.

Figure: PPS identified needs and priorities, shared via survey/ interview in Evaluation





OBJECTIVE 4 - FUTURE DIRECTION AND SUPPORT

4A. What are the lessons learned from the activity and wider NZ Inc state sector capacity development activities that could usefully inform its future direction, particularly with respect to delivering on outcomes in a travel constrained environment

Findings:

- PPSs value ways to build on previous programs. For example, previous DV work also resulted in new Kiribati legislation enhancement by NZ AG's. Next step activities could be to enhance police powers and skills to enforce legislation. Other agencies, such as INZ and NZCS have models of regular monthly calls to senior Pacific counterparts pre, post and during COVID.
- Any future programming could consider continuing maturing 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.
- Each tranche of work needs to build upon an understanding of each PPS's systems and processes. Scoping work in 2018 was positive and relevant and this evaluation findings regarding PPS priorities build on that 2018 work.
- Organisational design within PPS that support POMs seems to enable more successful outcomes. This was seen in Tuvalu and Niue.
- Sharing of lessons learnt or methodology relating to general crime or traffic seen as useful to shape leadership thinking on dealing with Crime response and DoD.

Some responses from survey participants (August 2022):

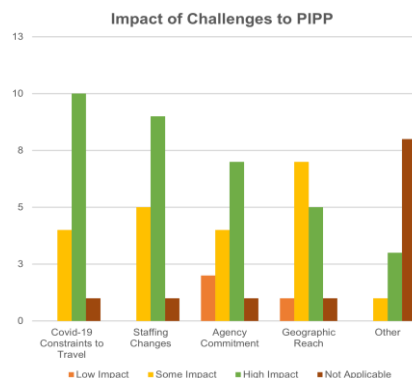
- *'The model itself is great. We just need to do better at identifying the correct drivers of demand and implanting an actional plan to address them'*
- *'Keeping the same staff in the senior advisor roles, rather than rotating them through secondments would appear to be a better practise. This would allow for consistency in approach and relationship development'*
- *'Regular face to face contact with these countries is key to building trust and confidence within relationships. With 'in country' visits they provide a realistic view of what the needs and practises are in each country.'*

Key Observations:

See graph: The majority of survey respondents indicated that Covid 19 constraints to travel, staffing changes and agency commitment were all high impact challenges to PIPP.

If taking on a hybrid delivery approach (remote and in-country), then when constrained for in-country delivery, other forms of remote assistance should emphasise responsiveness to partner country needs. Consider modelling other agencies' (e.g. INZ and NZCS) regular phone and remote communications to Chiefs and PPSs.

As a partnership what the next area of priority assistance is should be clear to all stakeholders. Dialogue with key stakeholders in each PPS should continually reinforce the next agreed activity and the reasoning as to why it is an agreed joint priority.



4B - What are the lessons learned from the activity and wider NZ Inc state sector capacity development activities that could usefully inform its future direction, particularly with respect to ensuring partner agency commitment that withstands personnel change on either side

Findings:

- Individual country plans with priority activities identified by Chiefs and communicated to different levels within PPS would be helpful. Activities can be triaged in terms of impact for PPSs and NZP. Some activities like tactical training need further scoping and are key pillars in building trust and confidence. The PBS Strategy of “people centred development” could be a focus of future programming.
- Inception and Implementation delay in recruiting police advisors and building relationships meant initial traction from Commissioners workshop was not capitalised upon. In person Commissioners meeting in 9/2019 unable to deliver refreshed activities due to Covid. Changes in leadership in the PPS caused delays in actioning scoped activity plan.
- Team awareness and priorities between policing advisor and strategy advisor could benefit from a some systems improvements. Baseline collection / knowledge base from previous programming not sufficiently translated to new advisors / or revisited with PPS. The two pronged governance and M&E proposed in the programme design and country level were not sufficiently embedded to stay engaged during staff turnover and lack of in-person visits.
- Whilst positive, the undertaking of activities not directly related to PIPP program - TCU, Operations Deployment, UoF, CTORC, Refresh modules would benefit from being included as areas to consider in future programming
- Core skills training was appropriately recognized for Vanuatu in 2019 however for other PPS countries until lockdown challenges forced a re-think of programme deliverables.

Figure: Indicative Decision Matrix for PIPP programming. This aims to take a more focused approach to priorities and requests for resourcing whilst remaining responsive to emerging demands. It is an illustration only of what could be developed for the programme.

Indicative Decision Matrix for PIPP ¹ programming		
<p>1. Details of a country and system or skill to be considered (Includes all countries funded by MFAT - Countries of priority can be considered yearly) Example: The core team liaison point at the Cook Island academy has sought assistance in an area of demand being Road Policing: The Assistance is to include: a. Recalibration and gifting of speed devices b. Classroom based theory and Practical on the job Training of road policing officers in the use of devices c. Preparation of written aide memoir for reference d. Train the trainer module for key personal</p>		
<p>2. Should PIPP support this? Apply the 3 tiers:</p>		
<p>IMPACT PRIORITY TIER: High - 60-100 (Add score to measure priority impact); Medium 30-59; Low 0-29</p>	<p>DELIVERABLE TIER: Score out of 100. Rating to relate to ability to deliver. (Request not easily accommodated due to capacity can note the score as part of decision to progress)</p>	<p>SUSTAINABLE TIER: Score out of 100. Rating will indicate sustainability of program</p>
<p>IMPACT FACTOR</p> <ul style="list-style-type: none"> • Value adds to aims of Pacific Blue Strategy and PICIP /10 • Will build trust and Confidence in Police /10 • Will embed a prevention mindset /10 • Government of Police Senior Executive undertaking /10 • Emerging issue of high importance to PPS and NZ /20 • Builds upon high priority thematic work (combatting Family Harm, Youth, Alcohol and Road Crime) /10 • Realm/Non-Realm Country /10 • No Donor Program meeting the same need /10 • Transnational Crime Issue /10 	<p>CAPACITY TO DELIVER FACTORS</p> <ul style="list-style-type: none"> • Budget /25. (Program Base Budget to be fixed) • Staffing /25. Senior Advisor (permanent core team member in ISG). Subject matter Expert (short term member with high level relevant skills – training or operational as required) • Deployment factors /25. (country accessibility, country PEA and policing conditions, conditions and project requirements to be considered) • Timeline of program /25. (Ensure a balance of programming) 	<p>SUSTAINABLE DESIGN FACTORS</p> <ul style="list-style-type: none"> • PPS undertaking leadership role in program or systems /20 • Innovative training methods utilised /20 • Policy and procedures embedded /20 • Builds on broader regional focus /20 • Directly impacts on drivers of demand within PPS /20
<p>TOTAL / 100</p>	<p>/100</p>	<p>/100</p>
<p>3. Decision for this example: The program scoped is to engage with the Cook Island Road Policing units, re-calibrate and gift speed measurement devices; train in the use of devices; prepare aide memoir for use and undertake train the trainer for key personnel within the team.</p> <ul style="list-style-type: none"> • This activity is assessed as xx Priority Impact, with delivery assessed as within the core team capacity and budget. This activity is supported to be undertaken by core team. • \$xx will be provided for equipment gifting. • In addition, a review of policies and procedures when utilising speed devices is to be undertaken to ensure use and methodology processes will be embedded in CI procedures. • Additionally all related legislation of traffic related offences and powers will occur to be added to Baseline (Formal record of consideration and decision per request) 		

¹ Goal: To enable a prevention focused strategic direction to reduce crime; to increase community trust and confidence in Police; and to encourage the prevention mindset amongst Pacific policing partners.

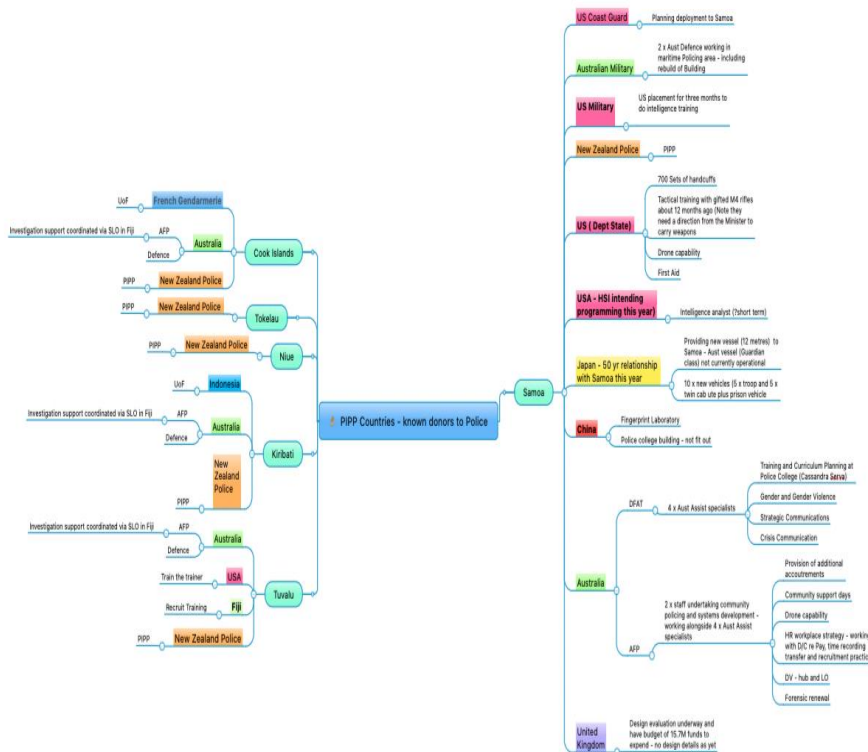


4C - What are the lessons learned from the activity and wider NZ Inc state sector capacity development activities that could usefully inform its future direction, particularly with respect to Geographic reach

Findings:

- Determining countries of support and level of assistance could be part of an annual review within a multi-year country commitment and under an established bilateral MOU. Activities should continue to be informed through review of other donors' activities per country.
- Any future programme could consider drawing on joint collaboration/ deconfliction with other donors (see below Figure and Evaluation mapping) that also aligns to PICP needs, to ensure activities remain relevant in given countries, for example in recruit and refresher training and planning for core skills training.
- Responsiveness and planned actions need to connect into Blue Pacific Strategy, Trust and confidence building in PPS as well as Prevention mindset.
- Face-to-face training (including in local languages), train the trainer approaches and knowledge sharing through mentoring/coaching will continue to add value. Use of Force training, common Identity and Brand of all programming assistance by NZP are also country priorities.
- Core team needs to hold knowledge base across structure, skills, programming, gaps and opportunities with PPSs as partners and build on a foundation plan for each country and towards overall goal. In this way, pilots or emerging needs can be measured against a firm foundation of work.

Figure: Evaluation mapping of donors who provide capacity and capability building to participating PIPP PPSs



Glossary

3P	Partnership for Pacific Policing (3P) Programme
ADD	Activity Design Document
AFP	Australian Federal Police
CIPS	Cook Islands Police Service
CT-ORC	Core Training of Realm Countries
DC	Deputy Commissioner
DoD	Drivers of Demand
DV	Domestic Violence
ELT	Executive Leadership Team
FH	Family Harm
ISG	International Service Group (NZ Police)
ICESD	International Cooperation for Effective Sustainable Development
KPS	Kiribati Police Service
M & E	Monitoring and Evaluation
MERL	Monitoring, Evaluation, Research and Learning
MFAT	Ministry of Foreign Affairs and Trade
MOU	Memorandum of Understanding
NPD	Niue Police Department
NZP	New Zealand Police
NZTCU	New Zealand Transnational Crime Unit
PIC	Pacific Island Country
PICP	Pacific Islands Chiefs of Police
PIF	Pacific Island Forum
PIPP	Pacific Island Preventative Policing
POM	Prevention Operating Model
PPDVP	Pacific Prevention of Domestic Violence Programme
PPS	Participating (Pacific) Police Service



NEW ZEALAND
FOREIGN AFFAIRS & TRADE
Aid Programme

PPTAG	Pacific Police Training Advisory Group
RMS	Records Management System
SPPCS	Samoa Police, Prisons & Corrections Services
TCU	Transnational Crime Unit
TP	Tokelau Police
ToC	Theory of Change
TPS	Tuvalu Police Service