

EVALUATION BRIEF

TONGA POLICE DEVELOPMENT PROGRAMME EVALUATION

KEY FINDINGS FROM THE EVALUATION

- The Tonga Police Development Programme (TPDP) provided valuable assistance to Tonga Police during a period of significant political and organisational change.
- The TPDP is relevant and targeted. The strong focus on infrastructure has resulted in new and upgraded facilities and equipment to support more efficient and effective policing.
- Support to community policing initiatives and training new and existing police officers is contributing to enhanced engagement with communities and improved policing skills.
- While gains have been made, the programme would benefit from an increased focus on enhancing leadership capability, organisational development and building core policing skills and systems.



ABOUT THE ACTIVITY AND EVALUATION

The Tonga Police Development Programme (TPDP) is a trilateral partnership between the Governments of Tonga, Australia and New Zealand. It is implemented by Tonga Police, Australian Federal Police, and New Zealand Police.

This evaluation identifies what is working and what is not in order to improve TPDP management and implementation, and achievement of results, for the remaining duration of its current phase. Data was gathered via a document review, phone interviews with key stakeholders in Australia and New Zealand and workshops in Nuku'alofa, Tonga.

WHAT RECOMMENDATIONS WERE MADE?

The evaluation team recommended that TPDP partners participate in a planning session for the 2016-2017 cycle to ensure priority setting, and coordinated implementation and monitoring arrangements. The planning session should also agree on arrangements for updating the Results Framework for the TPDP.

It was also recommended that the TPDP produce an annual report including an assessment of progress against the TPDP outputs, documenting lessons learned, discussing challenges and reporting on expenditure. The TPDP should also re-confirm the purpose/role of long-term adviser positions to ensure that core capability building needs of Tonga Police are being covered.

Over the next two years, the TPDP should focus on consolidation of gender equality gains made, including targeted support to female officers through further training. The report recommended that the TPDP address the Phase 2 design recommendations for embedding gender-inclusive policies and practices.

WHAT HAPPENS NEXT?

The Ministry of Foreign Affairs and Trade agrees with the recommendations. Initiatives to strengthen the programme will be made by partners involved. A design refresh is also under way, recommendations will be taken into account as part of this process.

DETAILS ABOUT THE EVALUATION

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Year published: April 2016

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FINDINGS FROM THE EVALUATION

WHAT HAS WORKED WELL?

The TPDP is highly relevant in meeting stakeholder needs in Tonga. Government and civil society stakeholders universally agreed that assistance provided has met their needs, at the same time emphasising that future assistance needs to refocus on supporting the Tonga Police in its continued efforts to professionalise.

Several significant infrastructure investments were completed, including refurbished and new police stations in remote outer islands, police housing, and search and rescue boats. Officers reported the positive impact of these investments on their morale and responsiveness to calls for assistance.

Community policing is a highly relevant area of focus. There is emerging evidence of improvements in police and community engagement; in particular, consolidating gains made with the Community Patrol Volunteer programme, and encouraging an increased focus on engaging with young people (particularly young men).

Overall, the evaluation found that the Tonga Police has positively and proactively responded to public perceptions of their attitudes, behaviour and capacity to address some key human rights concerns. In addition, Tonga Police has been receptive to gender equality and empowerment related initiatives.

The TPDP's focus on improving police responses to domestic violence is beginning to effect change and should be continued as a key objective for the remainder of TPDP.

The TPDP has demonstrated strong consideration of sustainability throughout its various activities.

WHAT IMPROVEMENTS COULD BE MADE?

To assure continued relevance, TPDP needs to increase efforts in the output areas of core policing skills, leadership and organisational development, while completing existing infrastructure commitments. TPDP will need to maintain Tonga Police engagement in its planning and decision making and ensure work plans are linked to Tonga Police's Corporate Plan.

Police self-reporting highlighted that training led to improved skills and confidence. However, an absence of assessments of TPDP training limits the ability to make judgements about relevance and effectiveness. The focus now for training should be on building core skills of all police officers, refresher training, mentoring in specialist areas, and following up training and mentoring support with supervision and assessment to ensure that gains are not lost.

Leadership and organisational development continues to have challenges but progress has been made in some areas. However, the TPDP is only able to influence leadership and organisational development if clear direction setting and timely decision-making is provided by the Tonga Police Executive, and Tonga Police at all levels are receptive to change.

To more efficiently achieve the TPDP outcomes, the TPDP partners need to align their planning processes, and consistently monitor and report on achievements. All TPDP partners need to fully participate in regular Programme Management Committee meetings.

EVALUATION INFORMATION IS AVAILABLE FROM THE MFAT WEBSITE: WWW.MFAT.GOV.T.NZ

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