Pacific Islands Chiefs of Police (PICP) Women’s Advisory Network (WAN)  
Strategic Direction 2015 – 2019

Forward

Since our modest beginnings in 2003, the Pacific Islands Chiefs of Police (PICP) Women’s Advisory Network (WAN) has grown significantly. With formal local networks now established in 18 of our 21 member countries, the WAN plays an important role in bringing attention to the challenges experienced by women in policing throughout our region. More importantly, it provides a forum through which to share knowledge and experiences, helping us develop strategies to address these challenges, both regionally and within our independent jurisdictions.

This document, Navigating the Future: PICP WAN Strategic Direction 2015-2019, aims to take the WAN to the next level. By providing the network with clear goals, strategies and values, it clarifies our roles and responsibilities and reinforces what the WAN stands for.

I look forward to collectively navigating an exciting future for women in Pacific policing.

Pauline Rangi
PICP-WAN Chairperson
August 2014
About the Pacific Islands Chiefs of Police
Women’s Advisory Network

The PICP WAN was established in 2003 and involves representatives from all 21 PICP member countries, including American Samoa, Australia, Commonwealth of Northern Mariana Islands, Cook Islands, Federated States of Micronesia, Fiji, French Polynesia, Guam, Kiribati, Marshall Islands, Nauru, New Caledonia, New Zealand, Niue, Papua New Guinea, Palau, Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu.

The PICP WAN is a well-established and regarded network, identified as a best practice model by many international observers. The PICP WAN provides advice on gender issues to PICP members and local police executives throughout the year, as well as to the Chiefs of Police via their annual conference. With a changing focus that includes involving men in the network, the effectiveness of the WAN is now more evident, cementing its credibility in the Pacific region.

Whilst the PICP WAN has made considerable progress over the past 10 years, a number of obstacles continue to prevent women in Pacific policing from progressing through the ranks of their organisations and realising their full potential. At the 11th annual conference in 2014, four key burning issues experienced by women in Pacific policing were identified, namely:

- lack of recognition for women;
- lack of promotion and professional development opportunities;
- recruitment and retention of women; and,
- discrimination in the allocation of duties (women tend to be confined to administrative roles rather than front line duties).

In recognition of these ongoing challenges, the PICP WAN has developed a number of strategies, which will be progressively implemented between 2015-19, as outlined in the following section.
Our Vision

Empowered women in policing are valued and recognised as essential to the safety and security of our Pacific communities.

Our Mission

Supporting and enhancing the contributions of women in policing within the Pacific region.

As women in policing, we agree to work together through the PICP WAN to realise our vision. Collectively, we believe it is important to act with:

**Integrity:**

Women’s empowerment is reliant upon the integrity of both women and men in policing. We act morally and are accountable to each other and our communities.

**Resilience:**

We face the challenges we experience as women in policing with courage and perseverance, drawn from the spirit and strength of the communities we serve.

**Inclusiveness:**

In progressing the role of women in policing, we acknowledge each participant (be it woman or man) has unique experiences and ideas. We are committed to learning from people’s different perspectives.

**Commitment:**

We are loyal to our police services and our communities. We are diligent and reliable.
OUTCOMES
INCREASED:

MISSION
SUPPORTING & ENHANCING THE CONTRIBUTIONS OF WOMEN IN POLICING WITHIN THE PACIFIC REGION

VISION

OBJECTIVES

STRATEGIES

VALUES

NAVIGATING PICP WAM ST

WOMEN’S REPRESENTATION IN PACIFIC POLICING

EMPOWERED TO THE

ADVISDE THE PICP ON ISSUES AFFECTING WOMEN IN PACIFIC POLICING

- Systematically collect & analyse data to provide evidence-based advice
- Produce & disseminate an annual progress report on gender equality in Pacific policing
- Produce & disseminate quarterly newsletters highlighting Pacific region successes

INTEGRITY & RESILIENCE
FACING THE FUTURE
STRATEGIC DIRECTION 2015-2019

Women’s Professional Competence & Confidence
Effectiveness of Regional & Local WANs

Empowered women in policing are valued & recognised as essential to the safety & security of our Pacific communities

Share Knowledge, Promote Good Practice & Support Women in Policing
- Identify/share gender equality good practice
- Expand/strengthen the exchange program
- Conduct/attend conferences
- Promote avenues for collaboration/communication
- Establish a mentoring network for professional/personal development

Advocate for Domestic Action to Promote Gender Equality
- Build an informed & active WAN membership
- Promote the WAN to partners/stakeholders
- Provide advice to the PICP on gender equality issues impacting Pacific policing

Inclusiveness & Commitment
From 2015-2019, in order to support and enhance the contributions of women in policing within the Pacific region, we will pursue three key objectives. We will:

**Objective 1:**
Advise the PICP on issues affecting women in Pacific policing.

Without the support of the Commissioners/Chiefs, the PICP WAN cannot support and enhance the contribution of women to policing in the Pacific. As an advisory body to the Commissioners/Chiefs, the PICP WAN recognises that we have an important role to play in providing them with accurate and up to date information on the state of women in policing in our region. Through the provision of quality information on key challenges and progress, we aim to provide them with solid evidence upon which to make decisions about the most appropriate ways to support the role of women in policing in their respective organisations.

**Strategies**

- Systematically collect data and analyse it to enable the provision of evidence-based advice.
- Produce and disseminate an annual progress report on gender equality in Pacific policing, based on PICP WAN Country Reports.
- Produce and disseminate quarterly newsletters to highlight success from around the Pacific region.
Objective 2: Share knowledge; promote good practice and support women in policing

The greatest asset of the PICP WAN is its diverse membership. Despite our cultural and institutional diversity, as women in Pacific policing we face a number of shared challenges. Recognising that most change will occur locally, we see great value in sharing knowledge and experiences so that we can borrow from one another and gain strength from one another’s successes. We are committed to formalising processes to facilitate such sharing so that we can translate talking in to action.

Strategies

• Identify and share good practice that promotes gender equality.

• Expand and strengthen the PICP WAN through the annual PICP WAN exchange program.

• Conduct an annual PICP WAN conference.

• Provide avenues for improved communication and collaboration between WAN members.

• Establish a mentoring network to support the professional and personal development of women in Pacific policing.

Objective 3: Advocate for domestic action to promote gender equality

Drawing upon our strength as a collective, each jurisdiction is ultimately responsible for advocating for domestic action to promote gender equality. The PICP WAN can only advocate if we are informed and if we have the confidence to promote attention to issues which we believe are of importance. Succession planning is the key to our future.

Strategies

• Build an informed and active WAN membership.

• Promote the WAN to partners and stakeholders.

• Provide advice to the PICP on gender inequality issues impacting on Pacific policing.
Implementation and Governance Arrangements

The PICP WAN is accountable to the PICP, members of the PICP WAN and its donors. The PICP WAN is responsible for maintaining and reviewing this Strategic Direction with support from the PICP Secretariat.

Implementation of the three year Strategic Direction is to be supported through three 16 month action plans.

In accordance with the PICP WAN Constitution 2014, the PICP WAN chairperson will represent the interests of the PICP WAN at the annual PICP conference. At each conference, as well as at the annual PICP WAN conference, the chairperson will table a report on the PICP WAN, outlining achievements in accordance with the WAN action plan.

Further the PICP Secretariat will annually compile and submit a “state of women in Pacific policing report” to the PICP. This report will highlight key issues for women in policing and track progress against the three high level indicators outlined in this Strategic Direction (increased women’s representation, increased women’s professional competence and confidence; increased effectiveness of regional and local WANs).

Local WAN chairpersons will submit country reports to the PICP Secretariat on an annual basis, providing key data for the “state of women in Pacific policing” reports.

Monitoring and Evaluation

The PICP Secretariat monitoring and evaluation framework supports the PICP WAN Strategic Direction. There will be six monthly reporting to track progress against the WAN action plan.

While outputs will be recorded against each action plan, a number of high level progress indicators will be monitored annually as a means of tracking the status and progress of women in Pacific policing. These indicators are not tied to the specific strategies outlined in this document, but rather, designed to capture progress in a broader sense.

For the duration of the Strategic Direction, high level progress will be assessed against the following measures:
1. Increased women’s representation in Pacific policing

- overall
- at the recruit level
- at the middle management level (Sergeant)
- at the executive level (Inspector and above)
- at the senior executive level
- in operational roles
- in support roles

2. Increased women’s professional competence and confidence (as assessed through annual PICP Secretariat survey)

- levels of job-relevant training received (WAN Exchange program, organisation-sponsored and self-initiated)
- self-assessment of competence
- self-assessment of confidence

3. Increased effectiveness of regional and local WANs (as assessed through annual PICP Secretariat survey)

Regional

- feedback from stakeholders and partners on the performance and reputation of the PICP WAN
- feedback from chiefs on annual state of women in Pacific policing report
- evidence of influence upon PICP member county decisions
- feedback from mentors and mentees

Local

- regularity of meetings and conferences
- evidence of influence upon organisational decisions and practices.
The Women’s Advisory Network (WAN) Strategic Direction was endorsed in Auckland, New Zealand this 1st December of October 2014.

Sergeant Pauline Rangi
Chair of the PICP WAN 2014-2015

Commissioner Michael Bush
Chair of the PICP 2014-2015

Superintendent Waata Shepherd
Executive Director PICP S