



Pacific Immigration Development Community (PIDC) – Organisational Stocktake Review

Update Report

5 March 2024

1 Introduction

This report provides an update on the Pacific Immigration Development Community (PIDC) – Organisational Stocktake Review. It summarises:

- Consultations to date for the review;
- Preliminary findings arising from the online survey and consultations to date; and
- Next steps to complete the review

Objective and purpose of the review

The overarching objective of the review is to undertake a forward focused stocktake of the PIDC to ensure the organisation is aligned with member’s current and future priorities, and is fit for purpose in a post pandemic operating environment.

The purpose of the review includes:

- undertaking an Appreciative Inquiry on what PIDC does well and what they can do more of to utilise their strengths;
- identifying bottlenecks or overloads and ways of mitigating these;
- identifying Members post pandemic priorities;
- developing a monitoring and evaluation framework; and,
- developing a workforce plan and recommendations on future fit staffing needs.

The review comprises [Stacey Tennant](#) (appreciative enquiry and monitoring and evaluation framework) and [Maxumise](#) (workforce plan).

2 Consultations to date

In late January 2024, an [online survey](#) to garner feedback from PIDC Members and stakeholders was distributed via PIDC Secretariat Circular. To date, 19 survey responses (of which 14 were partially or fully complete) have been received from the Members and stakeholders (Appendix A).

To date, the review has conducted follow-up interviews with four survey respondents, and a former Board member from Kiribati. Arrangements are in place to interview a further three survey respondents. The review is awaiting confirmation of details to arrange interviews with current PIDC Board Members.

3 Preliminary findings

This section summarises the feedback and reflections from the 14 survey respondents and the four interviewees to date.

Strengths

Interviewees and survey respondents were in agreement that a core strength of the PIDC Secretariat was its engagement and connectedness with members. There are high levels of respect and trust, and a perception that the Secretariat’s engagement with members has been increasing in recent years. In particular, the PIDC Secretariat’s engagement with members, agility and responsive during COVID-19 was deeply appreciated.

PIDC's core strengths are stakeholder engagement with members, operational information sharing and looking out for opportunities for members for training / support.

Survey respondent

The PIDC Secretariat staff were noted as having a good grasp of the operating context across the Pacific, in particular a strong understanding of the legislative and border management landscape. The strength of the

PIDC Secretariat's information sharing, research capacity and ability to share good practice and experiences between members was also commonly remarked upon by interviewees.

Survey respondents noted the following services / benefits delivered by the Secretariat as being particularly valuable:

- Scholarship in border management & security, information sharing trainings, resources and regional partnership.
- Supporting increased information sharing and best practices across the region Setting out strategic Immigration priorities for the region and supporting implementation.
- Facilitating information sharing and promoting proactive information exchange to identify and disrupt threats pre-border. PIDC secretariat being the central point receiving information on immigration trends and analysing this to then assist with developing responses across the Pacific.
- Services to assist members with their national priorities and workplan, including the modernisation of immigration legislation, staff training and capacity building, regional data and trend that assist the members with their decision making and intelligence information sharing to name a few.
- Intel bulletin sharing information; supporting Members on trainings and regional border security platforms; delivering work programmes successfully such as legislative/ policy support; supporting information sharing groups; COVID support programme
- Board and RAM meetings, where countries have an opportunity to engage and collaborate, by sharing their achievements, challenges and solutions.
- Coordination, developing and assistance that have enriching and enhances the knowledge and strengthen in all areas that as an Immigration Officer should know in order to protect it's country.
- The trainings in passport authentication, capacity building in reporting and data analysis, workshops in policy planning and SOP's, in depth discussions on TIP and identifying victims and/or perpetrators and networking and building rapport with regional partners are valuable.

Challenges

Common challenges noted by survey respondents and interviewees included:

- PIDC **trying to balance and deliver on specific requirements of each of the members**. Noting the unique operating contexts across members and the issues they are dealing with, the pressure to deliver workplans for all members is not feasible. One of the difficulties acknowledged is the balancing act between what members want, and what they are able to be involved with (due to their capacity, availability of key staff, competing priorities, etc). While areas of commonality were noted (for example, reviews on immigration legislation, policy and capacity training of border staff), the difficulties in keeping track of the priorities and needs of 21 members were also acknowledged.
- The **Strategic Plan being too ambitious** with the priorities it sets out for PIDC. Interviewees noted there are too many actions included in the Strategic Plan and **low staffing levels** at PIDC was noted as a key reason behind the Secretariat not being able to deliver against the Strategic Plan priorities.
- Interviewees described instances of **changeable work programming** whereby members identify needs and priorities for PIDC assistance, only to later not be in a position to consistently engage with PIDC on the workplan due to a range of reasons, for example, competing priorities, other agencies/ development partners providing assistance, or domestic pressure to deliver on initiatives of the government of the day.
- The difficulties in **collecting and reporting information on the impact of the support** the PIDC Secretariat delivers to members. The challenges of receiving monitoring information from members, and the implications on timely and relevant reporting, were acknowledged. It was also noted that the Regular Annual Meeting and Board meetings were often full of other agenda items with little opportunity for members to share success stories.
- Stakeholders and partner agencies (outside of the PIDC membership) wanting to engage with immigration matters in the region and keen to consult with PIDC to find out what is happening in the

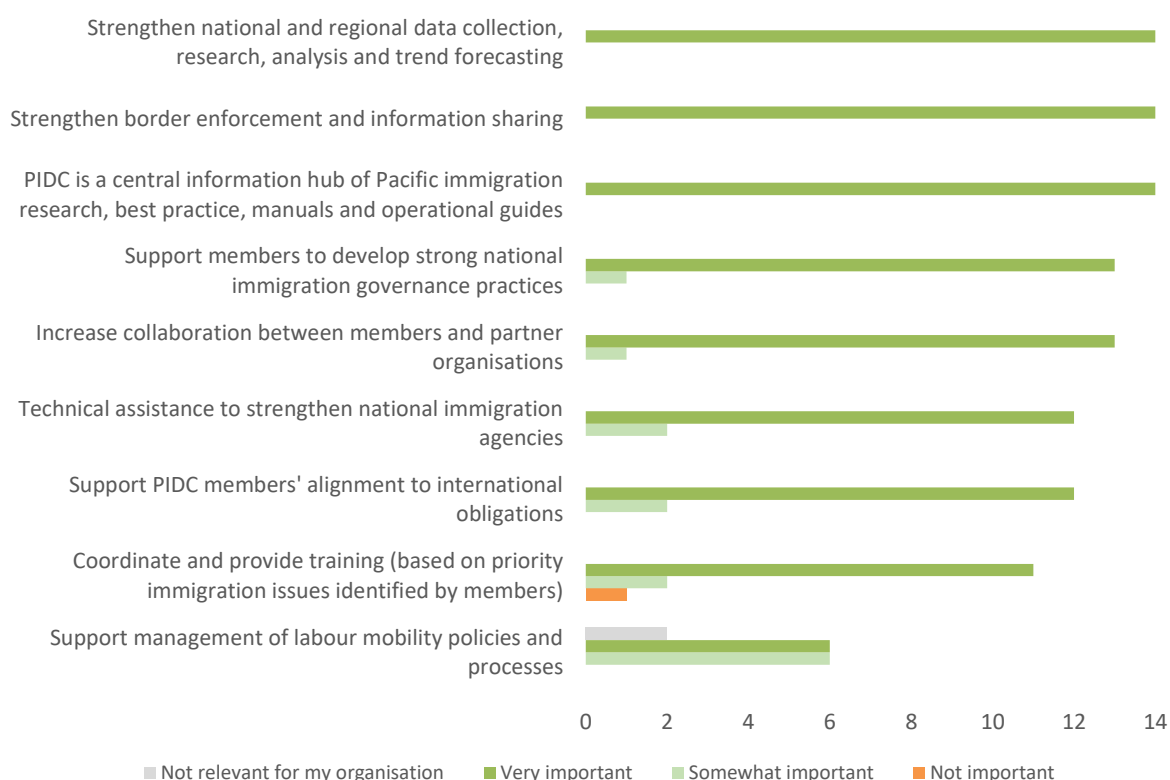
region. This can bring opportunities (for example, joint training or making use of PIDC’s connections to the wider membership), but can also be a drain on the Secretariat’s resources and pull their attention in different directions.

Future focus and priorities

Survey respondents were asked to rate the importance of the current range of services included in the PIDC Strategic Plan. All respondents agreed on the importance of PIDC being a central information hub of Pacific immigration research, best practice, manuals and operational guides. There was also agreement on the importance of PIDC strengthening border enforcement and information sharing, as well as strengthening national and regional data collection, research, analysis and trend forecasting.

Services that may be of lesser importance to members include the management of labour mobility policies and processes and the provision of training (comments noted that PIDC has a role to play in coordinating training, but training itself does not necessarily need to be delivered by Secretariat staff).

Figure 1 Views on importance of services delivered by the PIDC Secretariat



Survey respondents were asked for their views on the priorities for PIDC in the coming 3-5 years. There responses are summarised under categories below (full responses are provided in Appendix B). The range of responses points to the breadth and depth of need across the members surveyed, and also challenge of identifying a clear set of achievable priorities.

Table 1 Views on the priorities for PIDC in the coming 3-5 years

Priorities	Times mentioned by respondents
Training and capacity development	9
Border management/security	7
Other	6
Information sharing	6

Priorities	Times mentioned by respondents
Collaboration, relationships, partnerships	5
Legislation, policies and procedures	5
Technical assistance	3

Interviewees suggested work attachments, both across members and seconded rotations within the Secretariat would be beneficial additions to the Secretariat’s support to members. The benefits for work attachments between members were described as being able to focus on a specific issue of interest and gain in-depth knowledge on how that issue has been successfully addressed in another country, for example e-passports. It was suggested a model of seconded rotations would have benefits for the member national staff (who would gain experience, learning and a chance to work at the regional level) as well as the Secretariat (which would gain an additional resource to work on a designated set of tasks under a focussed position description).

Survey respondents and interviewees spoke of the need for the PIDC Board to be active in assisting the Secretariat to concentrate on a handful of priorities of commonality across the region, rather than trying to deliver across the full range of members’ needs.

It was noted there is an opportunity for PIDC to advocate for its members within the regional architecture and continue raise the profile of immigration within the region, which had come into prominence during members’ respective COVID-19 responses.

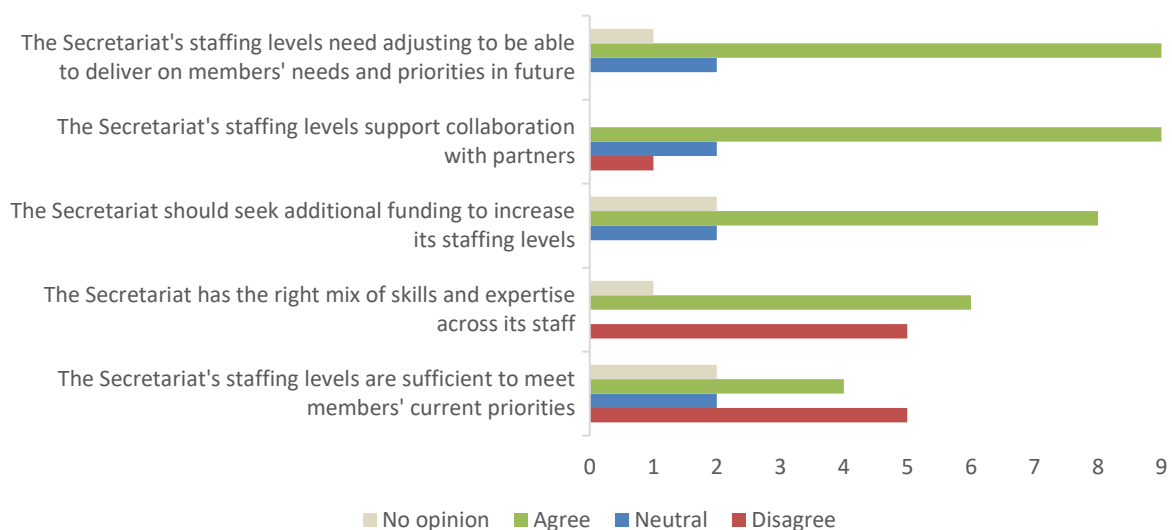
The Secretariat needs to focus on a few things and do them well. The strategic plan needs to be revisited and simplified. The workplan always has too much on it. The Secretariat support during COVID was an excellent example of being agile and responsive.

Survey respondent

Secretariat staffing

Among the survey respondents there was general agreement that the Secretariat's staffing levels need adjusting to be able to deliver on members' needs and priorities in future, and that the Secretariat should seek additional funding to increase its staffing levels. There was less agreement around whether the Secretariat has the right mix of skills and expertise across its staff.

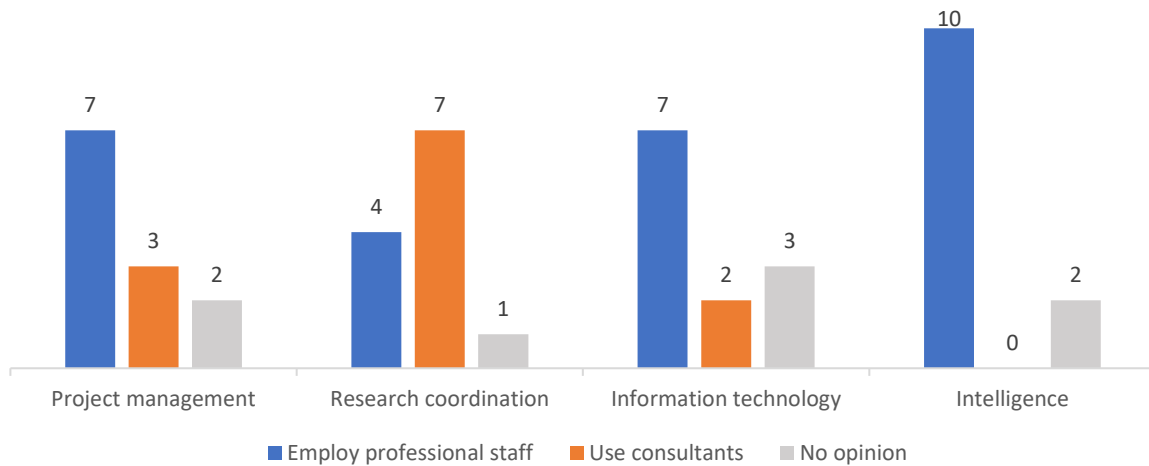
Figure 2 Views on Secretariat staffing



There was a clear preference from survey respondents that intelligence roles be undertaken by professional staff of the PIDC Secretariat, rather than consultants. Similarly for project management and information

technology. Research coordination appears to be an area where members would be comfortable with the use of consultants.

Figure 3 Would it be more beneficial for the Secretariat to employ professional staff or use consultants for the following roles:



Suggestions for additional roles / expertise within the Secretariat included: website developer; communications specialist; and, monitoring and evaluation expert to analyse data.

4 Next Steps

Further feedback from Members would assist the stocktake review to better understand views and priorities across all Members, and to inform recommendations.

Members are encouraged to provide feedback via the survey (<https://www.surveymonkey.com/r/286B9KK>), or to contact the stocktake reviewer (Stacey Tennant) at stacey@stcl.co.nz to arrange a time for a conversation.

Work on the monitoring and evaluation framework will be undertaken across March and April. Work on the workforce plan and recommendations on future fit staffing needs will be undertaken in April.

A draft report will be submitted to PIDC on 30 April 2024.

Appendix A: Survey respondents

Organisation	Partially or fully completed responses
Australia	
Department of Home Affairs	1
Federated States of Micronesia	
FSM Immigration and Passport Service	1
Kiribati	
Ministry of Foreign Affairs and Immigration	1
Nauru	
Justice & Border Control	1
New Zealand	
Immigration New Zealand, Ministry of Business, Innovation and Employment	3
Palau	
Division of Immigration - Bureau of Customs and Border Protection - Ministry of Finance	1
Samoa	
Ministry of the Prime Minister and Cabinet	1
Solomon Islands	
Solomon Islands Immigration Division	2
Tokelau	
Tokelau National Immigration	1
Tonga	
Ministry of Foreign Affairs	1
Tuvalu	
Ministry of Justice, Communication and Foreign Affairs	1
Total	14

Appendix B: Members' views on priorities for PIDC to focus on in the next 3-5 years

Priorities	Times mentioned by respondents
Training and capacity development	9
Capacity building for immigration officers	
Capacity building/Secondment	
Exchange programs.	
Human Resources development- Relevant trainings	
Leadership Training for Immigration Managers/Senior Officers	
Training new officer	
Training/Capacity development for Immigration officers	
Trainings	
Upgrades immigration officer	
Border management/security	7
Airport profiling workshop	
Border Management System	
Border Security	
Resilient border management systems	
Seaport profiling workshop	
Strengthen border enforcement	
Upgrade border management system	
Other	6
Alignment of work programs	
E-passport	
Regional fit	
Setting out strategic Immigration priorities for the region and supporting implementation	
Staff succession planning	
Writing reports	
Information sharing	6
Information sharing	
Information hub	
Information sharing	
Information sharing (including strengthening/encouraging information provision from members to inform trend analysis)	
Information Sharing / data collection	
Strengthening border enforcement	
Collaboration, relationships, partnerships	5
Building relationships	
Increase collaboration between members and partner organisations	
Increase collaboration with members	
Promotion of the organisation as the regional immigration authority	
Strengthening partnership of PIDC member countries	
Legislation, policies and procedures	5
Operational Procedure and Process Manuals	
Good Governance i.e. review Immigration Rules 1991	

Priorities	Times mentioned by respondents
Legislation update and etc. Modernization of immigration legislation Support to member states to strengthen national governance.	
Technical assistance	3
<hr/> Technical assistance Technical assistance to strengthen national immigration agencies Technical Assistance	